



## Board Meeting Minutes

6.17.2021

**Attendance:** Joanne McCaughan, Linda Myers, Cristina Rodriguez, Jim Hutcheon, Jace Denton, Mel Bilodeau, Grace Cox (*Staff Representative*), Fern Moore (*Board Coordinator*)

**Absent:** Fred Meldicott, Jayana Marshall

## Agenda

Agenda Review

Mission Statement

Land Acknowledgment

Member Comment

Announcements

Commitments Review

Hiring Proposal

Alternate Staff System

Committee Reports

Break

Staff Report

Board Retreat July

Continuing Education-Deepening the work of diversity, equity and inclusion

Commitments

Meeting Eval

Next Facilitators

Executive Session

## Land Acknowledgment

We start the meeting today by taking a moment to honor the land and the people whose ancestors have been stewards of this unceded land since time immemorial.

We acknowledge the contemporary communities of Squaxin Island, Nisqually and all the people of the Medicine Creek Treaty.

Moment of silence for Staff Member, Benjamin Sitting Bull.

## Member Comment

None

## Announcements

- Jayana and Fred are unable to attend tonight's meeting

## Commitments Review

- ***Fred will draft a Board recruitment/elections task force proposal***  
*Pending. Board Recruitment is included in Board Development Charter We do need to include Elections coordination somewhere though*
- ***Grace will inquire about sharing the Resolution team report with the Board***  
*Pending. Sent an email out and waiting for a reply. Will contact again .*
- ***Jace will send the link and login info for the google calendar of Committee meetings***  
*Complete. Forward to Fern*
- ***Grace will send out Provender registration and details.***  
*Have not received yet*
- ***Fern will add the Expansion proposals to the April notes ‘ Decisions out of meeting’***  
*Complete*
- ***Jim will reach out Produce managers and BPC for the July Retreat***  
*Complete*

## Hiring Proposal

Staff Member Erin presented the Hiring Proposal to the Board with the recommended Hires and Alternates. They will announce the new Hires to Staff on Monday afternoon, pending the Boards approval tonight and after the applicants have been offered and accepted the job offers.

*Feedback:*

Jim - How many applications came in?

*Everyone selected was in the finalist pool. We started with 13 from the pool and moved forward with second interviews. During Covid we contacted finalists and they declined our offers. It was exciting that people wanted to work with us this time around.*

Mel- If they accept, what will this bring our numbers to?

*81-82, because one is leaving in July. 91 including the Temporary Workers.*

## Proposal

**The Board approved the 5 Candidates for hire: 2 Deli, 1 Front End, 1 Produce, 1 Grocery and the Alternates**

**Consent**

## Alternate Staff System

*SEE ATTACHED DOCUMENT #1*

Staff Member Harry attended to present the Draft Proposal to the Board. They are not looking for action on this proposal from the Board tonight but wanted to give an introduction and identify any information the proposal may need. They are still drafting and will be drafting Number 8 with what is the need and the perceived need.

Many of us over the years have had a number of versions for alternate Staff systems. They have ranged from disastrous to highly effective. The one we absorbed in 1996 for the Eastside expansion for subs being the most successful, their were 8 Subs and 3 joined the Collective.

The existential crisis is that its very useful for Staffing and for people willing to work whenever they want and too have people that fill in for them. This works for us as we schedule three weeks ahead for a two week period. Staff are empowered to take on Coordination, Projects and to take time off. It also works for vacations, sick etc. Our

scheduling system allows the Temp workers to access whatever shifts are left. Our Sales are back up and exceeding what they were in 2019.

There has been a little bit of historical resistance on Staff regarding alternate systems because of the hierarchy. It makes the Collective a 'boss', much like the Board is the 'boss' of the Collective and the Membership is the ultimate 'boss' because they can decide anything they want by a binding vote. The last time we had a Proposal it was blocked in 2010, because they felt it was intrinsically harmful to the organization. It gets complicated as Staff are the 'boss' of 'Working Members' but you the Board are also Working Members.

With Covid we needed bodies in the Stores, hence the Temp Worker system was created. There's a whole new generation of people on Staff that saw that this Temp system works and it makes things easier to cover the shifts in the Stores. It's nice to have a squad of 10 or 12 people who can take shifts if they want. We don't owe them anything and they don't owe us anything, which is agreed upon in advance. They seem to like it a lot, the only thing they complain about is that they want to train for more things. We will train as we have the need.

Four months ago we went to Staff to talk about proposing a permanent system. They were open to it, so four of us, Rafa from Hiring, Mary from Sassy and Scheduling, Harry from Payroll and Benefits and Michelle from Personnel, have been getting feedback from Staff and the Temp workers. We keep modifying the Proposal to get Consensus from Staff and then from the Board.

*Feedback:*

Mel - 'Permanent Temp Hiring system' what does that mean ?

*The initial Temp Worker Proposal had an expiration date of a year. The system supports the Management of the Stores in a useful way. Permanent doesn't mean that it can't change in the future based on our needs.*

Joanne - With getting Consensus from Staff, what is the primary thing that is holding people back and how many Staff are not inclined to approve the system?

*We keep asking for blocking concerns at Collective Meetings. We can't guarantee that someone won't block the proposal when the time comes. Everyone that has been hesitant in the past is willing to Stand Aside at worse, and Consent at best. The primary concerns are about them as Workers, that they are not participating in decision making powers for operations in the stores.*

Joanne asked if there was any concern for lack of benefits, specifically Medical?

*Yes, but people understand that it's very hard to offer our Insurance plan to someone who isn't working any hours in a week. Temp Workers did say that it would be helpful to offer supplemental health care, gift*

*certificates or cash. We looked into a high risk plan that wouldn't be to inexpensive*

Jim - Thanks for a well presented Proposal. One thing tremendously important is a very clear path of determination. The Proposal lays it out clearly. Please include the steps for the Personnel Committee and the Board signs off.

*Harry will redraft the proposal to reflect Jims feedback and requests.*

Jim adds that this will reflect what happens with Staff.

*We received feedback from one Staff that Temps don't have access to the same processes, as they can take time. We decided to add in the right to appeal.*

Linda- Regarding regular termination instead of standard termination on the Collective (*Harry notes this language will be changed*) regular means what it says?

*Yes, these procedures will be in writing and a clear path like the other terminations. There was relief that there was no blowback on the recent process. It was not a good fit for the Worker. The Worker was sad but regularly shopping in the store .*

Harry adds that it would be a miracle if we come back next month with the final Proposal, he expects August.

Joanne - This is setting up a system of second class workers and they don't have the same rights and resources, its unnecessary. Why don't we hire enough people? She feels that we are letting ourselves down with our beliefs in equality proposing this.

*Its not a second class, its a third class. As Working Members don't have these rights either. We have found there are candidates that don't want to be Managers, but want to work and there are people that love working at the Co-op and don't want the rest of the duties it entails. We make Collective jobs available and they can go for them. It gets messy and he respects what you feel and hears it. Some Staff feel the same way.*

Mel - Speaking to that, she has known people that have been hired at the Co-op and once they realize several months in, the amount of work and coordination it requires and that leaving your job at the building and not bringing it home with you is difficult, leave their positions. She is feeling okay about it, instead of hierarchical polarity its more linear.

Jace- Seconds Mel's comment. Having a new way that people can be a part of the Co-op instead of making a huge commitment to it can help with diversity and more involvement with the Co-op for people that couldn't commit to a Full time Staff position.

Linda- Is concerned at the start of this program and recommends to cap it at Ten workers that work 5-29 hours each, so a year down the road hoping folks won't harbor resentment about not having those things that Staff have and would hope they would become vocal about it before it becoming a problem. Some Staff aren't working that many hours and have the benefits, its their choice to be there so talking about it helps.

*One of things that was brought up by one Temp worker was why they can't have a regular schedule. They read and sign an agreement to 'not' have a regular schedule. It did make them complain but it was clear upon the job offer.*

*Dissatisfaction can happen anywhere, even with clarity*

Jim - Shares some of the concerns raised. What we see in Academia is the Adjunct Position, which can be exploitive and we don't want to go down that path. We need to be careful that we don't live up to our ideals. We can cite examples that people are willing a system to evaluate the success or failure and be willing to change things and intercession from the board if necessary

*We have written in a yearly evaluation of Staff and Temp workers. We could include the Board in that as well. Study the Workers Rights section of the Proposal and if there any ways to make it stronger and more reflective of our values send any suggestions and feedback. There is no intent to exploit .*

Grace- Joanne's concerns are exactly the concerns that people have. Historically and currently, reaching Consensus with Staff is difficult and she has her own concerns and a living memory of our ability to change direction if thats the way that it needs to happen. As Staff Rep to the Board she has concerns about working things out to Staff satisfaction and then getting a block at the Board level. The more specific the concerns can be will be helpful so we have the opportunity to address it as Staff is working with the Proposal.

Mel- Is not sure there are blocking concerns. She recommends a year in evaluation and make sure that Temp workers would get education that the Collective is offered.

*The Eval is written in and we plan to include them in trainings around communication, anti oppression etc. in addition to basic training as a Grocer. They won't get training in how to be a Collective Member.*

Joanne - Has been reading around a lot around systems of oppression. This is a type of caste system, historically during WW2 Black Shipyard Workers were allowed to work but not join the Union. She wants more opportunities for Workers, but it is inevitable that it will be exploited.

Harry mentioned something Linda said in a Personnel meeting, having a better understanding in our scheduling system helped put this proposal in perspective for her. He is willing to get together with any Board Member that has a blocking concern. Can we build in enough safeguards against exploitation? If we bring in information from everybody and bring in guardrails to hold us close to our values we could have success.

***- Jim will discuss including Harry in the Board Retreat Sunday July 25th. He will followup with Harry.***

Harry will send future drafts to the Board as they are available.

## **Committee Reports**

**Advocacy** – has not met

**Board Development**- met once and discussed possible questions for a survey of Board effectiveness. This is an ongoing process.

**Capital Campaign** - hasn't met but solicited one Staff to serve on the Committee.

**Cooperative Health** - preparing for meeting with John about the survey and the process for doing the survey. They are looking at where we can improve the questions to make it more relevant to the Olympia Food Co-op and actionable as possible. Other discussions include the difference in Staff health and Organizational health. We felt like starting with Staff might be limiting the scope. We are developing the focus and the survey will direct us to our next project.

Joanne- what is the Staff health what kind are we looking at?

*Not physical health, we are interested in looking at the health of the co-op as a whole and all its parts and not focusing on the Staff.*

**Eco Planning** – Still no Staff person on the Committee and when Mel joined the Committee it had been defunct. She finds that with no Staff person it is debilitating to making any progress.

***- Grace will push Facilities Cat on how to make a connection with Eco Planning***

*The Board should talk about the Committees and what Staff representation should be and propose allotments for the 2022 Budget.*

**Expansion** – has not met still waiting on a response.

**Finance** – met just before the last Board Meeting.

Linda - did any discussions about the PPP money happen?

*Grace responded that we held that discussion because Linda was not there.  
We will discuss at a later meeting.*

**Local** - has not met

**Member Relations** – talked about the Annual Meeting which will be held on November 6th. We are still in discussion about having an in person meeting or online. They checked with the City and they are not scheduling event space for November yet. There is concern in the Committee about hosting the Annual Meeting in person. We still have time to plan and engage the Membership to see if people are ready for that. They are open to hearing feedback from the Board about this.

They also have been working on the Member Guide. The Member Guide is listed as being a resource for the Membership. The Member Guide is a three ring binder that will be available in the Stores.

The approach of production is inefficient and we brainstormed which parts were overwhelming and committed to reorganizing it. Specifically, How much does the Board want in the Member Guide? They also have to find all the things identified and print it out it for the binder. As far as Board information included, would the Board like to include Email? Photo? Name?

*Feedback:*

Harry suggested a page that has ‘What a Co-op is’ as well as the Board Committees

The Board has no problem with pictures but no personal phone number or personal email

**- Mel will send an email to the Board about the Member Guide**

**Personnel** – heard about on-boarding of the new Members of the revived Eval Cat



and process with Staff on Standard Termination. We also talked about Temp hires. There are no current issues. The Resolution team is looking for new Members as all three are resigning in July. The conflict between Humane Resources and the Resolution team is attempting conflict resolution between the two groups.

**Standing Hiring** - reviewed applications

**Community Sustaining Fund (CSF) Liaison** – recently finished the most recent grant cycle and sent out the monies to the recipients. We are trying to meet and reorganize the application process to make it more user friendly. We are doing well as far as money coming in with the Roundups at registers. The amount seems to be increasing and we are getting substantial donations from the Membership. There is an article in the Table about the most recent grant cycle and the recipients.

## **Staff Report**

Two large things that are going on separately for Staff are, the most recent Hiring and the Temp Worker system. We have had 19 entries on a poll for what to call these Workers.

The work of the CATs (Coordination Action Teams) will be the basis of the report this month. The 3 CATs that she sits on, have all met this week, most CATs meet every two weeks.

**Finance CAT** - We have to start the 2022 Budget process. After a chaotic financial year of 2020 we are comparing to 2019 numbers because of the chaos that the pandemic created for retail. We are starting the process and putting out the calendar for the budget process. It will be the time to talk about Labor and Labor committed to Board Committees. The Labor focus starts early, but ends late. It is often a place we can trim and make the budget ends meet. An additional consideration is that we are cash rich right now and we as an organization have a commitment to retain that cash. How much cash do we want to budget for the end of 2022? As well as setting benchmarks with Labor as percentage of Sales and Margin etc. She will be hosting a meeting with the Department Finance Reps (DFRs) who establish and propose sales growth and margin with Departments. Once the DFR's get working, We will begin the work with the Line Item Budget Monitors and that is where the Board comes in with the Committees. This is also when the CATs begin their discussions. We are engaging Staff in regards to our Cash level with an idea that we have heard from some Staff about some kind of bonus for how hard this year has been. Including if it would be the appropriate thing to propose. Grace is conservative on this idea. People identify it as a morale booster. We did get significant

hazard pay in 2020, but this would be for Staff as an acknowledgment. We considered giving it out in additional Vacation hours instead of Cash. We are not looking for advice at this point, but there is a conversation going on and whatever is proposed will come to the Board with Consent.

*Feedback:*

Linda- This years finalized budget is generally zero. Why does the co-op not budget for earnings for Expansion or Facilities.

*Historically we have been all over the map budgeting for growth. The minimum required is 0\$ and also in recent years have focused a lot more on Net Cash increase than a Profit. Its a fine line between the two, you have to make money to increase your Cash. The difference between the two of those numbers that is easier to control and varies is Cash and Cash is what has prevented us from Expanding.*

**Working Member CAT** - There has been recent conversation about changing the level of compensation for Working Members. Currently it is for 7 hours of work you are eligible for one discount card. We are talking about changing that to 5. We don't think it would have a huge financial impact and we have not seen any changes in compensation for years. The Proposal will come to the Board for approval.

**Merchandising CAT** - The Covid Task Force is starting to prepare the Staff for the possibility of removing the mask mandates. One of the shower curtains is down East! The Salad Bar is half open. We will want to reinstall the Eating Area and the Front End is full of products. Merch CAT is working with those Department Managers to reset the space and working with Facilities to reinstall the Eating Bar. We are also helping the Garden Department with projects. Its been great as there are new Managers at both stores with new ideas and energy. We have also been asked by some Staff to stop participating in the China Boycott. This has a long and varied history and some Staff think that things like boycotting China contributes to Anti Asian sentiment. We found new significant calls to boycott Chinese products. The Board was leading the process on the Boycott Policy then the lawsuit happened. We delayed this work then and we are considering, and the Board may be asked, to participate in picking that work up and continuing it.

*Feedback:*

Linda- We do have things from China and she hopes that we don't have it in our food products.

*Its hard to source things that are not. The problem with food is there is no effective country of origin labeling required so its up to the buyers to authenticate it through the producers and that is only if they are willing to disclose and provide the transparency in sourcing of the ingredients.*

Mel- Regarding the focus on Labor with Finance CAT, she would like to make a request to the Finance Committee about how much we spend on overtime. We have a lovely cushion of Temp Workers and it may be time for an overtime cap. She is in favor of a cap on labor. Please include hours and the dollar value.

*There is a current overtime cap at 47 hours.*

Jim was interested in hearing about the work of the CATs and would like to keep up with that in the Staff report.

## **Board Retreat Planning July**

Jim and Jayana have been continuing their work on the Board Retreat planning for July. The Board chose Produce as the Department to hear from and Staff Member and Produce Manager East, Jackie, will be attending to present. We were also hoping to hear from BPC (Big Picture CAT) they were busy in July and had to decline the offer. We hope to substitute Staff Member Harry in instead to present about the overall Scheduling System as well as the Alternate Labor System. The Board Retreat will be on Zoom in person social on the 9th

## **Continuing Education - Deepening the work of diversity, equity and inclusion**

Joanne sent out an article for the Board to review and discuss as part of the continuing Education agenda item.

<https://columinate.coop/deepening-the-work-of-diversity-equity-and-inclusion/>

This article was written in 2018, the author is up to date with this issue and is current on the work to this date. It focuses on a Co-op and this makes it most interesting. It looked

at the culture of the Co-op and how to increase diversity. Where in our Co-op do we examine these things and how do we do that? The article talks about how to invite people in within hiring practices.

*Feedback and Discussion:*

Linda- This article in context to this Co-op was opening a new store in a new neighborhood and it was an issue that their Staff was predominantly white. The Staff needed to look more like the neighborhood and then the neighborhood would embrace it.

Joanne- The history of Co-ops and how they were part of developing security and healthy habits and the mutual support helped strengthen their communities. We may want to refocus our energies on this. How do we engage and support diversity and how do we reflect on that? They went deep to do that. Look at leadership and what do we need to do to open up diversity in our leadership.

Mel- brought this concept up in Personnel, about how Staff are / or are not signing up to be part of teams right now. A lot of people are backing up from involvement and leadership roles in general. She has spent a lot of time soliciting people to participate. Its going to be hard to pull in more diversity and to get people to be involved in general. Maybe that will change with Covid fading to some degree. She is really open to how we can pull more people to participate in general.

Grace- The sentence that made her inhale sharply is ‘Culture eats Strategy for Breakfast’ We are fairly good (not great) about thinking strategically a lot of which slows us down because our strategy is to wait till its perfect. Our Co-op has a lot of different types of diversity compared to many other Food Co-ops. The problem with the word diversity is to address all the types it encompasses and this is a different strategy, it is beyond racial diversity, we forget all the types of diversity our community has.

Jim - In looking at the Application for employment for the Co-op it made him feel uneasy as it really favors a certain type of academic background, if you were not used to answering essay questions it would be hard to come up with a convincing application. it does not have a neuro diverse approach.

Mel- Theres a lot of people out there that are not natural writers. She was told as an applicant, that ‘they take this seriously’ and she had a reaction to that as if they thought she was not?!

Grace- We do have a number of neuro diverse Staff Members. Another connection to all of this is when Staff are new there is a certain level of disempowerment that often takes place. They feel its hard to be a Collective, that there are people that don't share in that power because they don't have certain skill sets that are valued. Writing is an example of being a skill set valued in the Collective.

Jace- Had many thoughts when reading this article. It really rang true for our Co-op, either now or in the past. The culture of people wanting to say they view everyone as being the same. That is not how diversity works, its about acknowledging differences. People in leadership roles having the initial reaction to be hesitant to change in those ways and see that its happening. The index that the author referenced to measure the diversity impact was an interesting tool and we might want to look in to using that.

Cris- In thinking about the hiring ideas, How do we evaluate hiring and how it can be limiting, classless, intersectional, neuro diverse types of ways. How do we include people that are over qualified and what is our/there retention? When we were listening to Harry and Joannes concerns regarding the Temporary worker system is an example, We talk about inclusion in an intersectional way. Organically thinking about that proposal and where Joanne stands, sometimes a Board decision is asked for and being informed and weighing in during the development with the proposal allows for this work to be an act of inclusion.

Jace- In the article the author writes about how there is a discrepancy in the percentage and white people employed and white people within the community. Have we looked into that in our Co-op, we are a white majority on Staff and Board, but we are also that within the city demographics and are the demographics different East and West?

*Grace responded that it is difficult to quantify and we are reluctant to ask how people identify, who do you count? The Cultural Inventory is more interesting as an approach to it. When she was first working at the Co-op the westside was considered the more affluent neighborhood of Olympia, a lot of that has changed.*

Linda- The current demographics in Thurston County are very White 83% , 2 % Black, 7.2% Hispanic, Asian 7%, Native American & Pacific Islander 2%. She thinks theres a lot of diversity on Staff but she isn't sure how that compares to the County numbers.

***- Co-operative Health will look into IDI tools with Parfait Basel***

***- Jace will send out an continuing education for next month***

## Commitments

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*Pending. Board Recruitment is included in Board Development Charter We do need to include Elections coordination somewhere though*
- ***Grace will inquire about sharing the Resolution team report with the Board***  
*Pending. Sent an email out and waiting for a reply. Will contact again .*
- ***Jim will discuss including Harry in the Board Retreat Sunday July 25th. He will followup with Harry.***
- ***Grace will push Facilities Cat on how to make a connection with Eco Planning***
- ***Mel will send an email to the Board about the Member Gu***
- ***Co-operative Health will look into IDI tools with Parfait Basel***
- ***Jace will send out an continuing education for next month***
- ***Jim will send out an email about meeting again in person***

## Meeting Eval

- A little heavy on the front half with agenda items
- When can we meet in person?

## Next Meetings

The Board should talk about the Committees and what Staff representation should be and propose allotments for the 2022 Budget.

## **Next Facilitators**

*Fred / Linda*

## **Executive Session**

No decisions made.

## **Decisions out of Meeting**

1. **Approval of May Meeting Minutes** - decision made via email

**Consent**

## **Attached Documents**

1. **Alternate Staff System**

**TO: The Staff Collective**  
**FROM: Mary, Rafael, Mish, and Harry**  
**RE: Updated Draft of Alternate Staff System**  
**5-23-21**

### **Intro:**

We brought a 21 page draft to the last Collective meeting and had about an hour to review. In this draft, we have reported and assessed the feedback received and we've updated the proposal. We have received feedback from the Collective meetings, Temp Staff meetings, and emails.

This draft only contains the pieces that directly address the proposal and the process. We've also attached the complete document that is also updated from the original.

In the upcoming Collective meeting, we plan to break into small groups to review the details. We wish to continue compiling feedback and update the proposal in hopes of creating a proposal we can consent to.

We will summarize the feedback received and the actions we took. In this document, we bold, italicize, and underline clear changes from the original document.

## **The Name**

We received a lot of feedback that using the word Substitute or Sub was not a good choice. Sub means “less than” and we did not want to use this language. In this draft, we are using the term “Alternate Staff”. It is a placeholder for the final draft.

Here is a straw poll for the top choices we’ve identified. We hope to find a system name that works for all of us. Which name do you prefer?

- **Alternate Staff (or Workers)**
- **Fill In Staff or (Workers)**
- **Your Idea Here**

## **BACKGROUND (from the original proposal)**

We created the SASSY system in 1996. We created it because we believed that flexibility and self determination in scheduling were fantastic goals. We believed it would create healthy work sustaining situations for Collective members if they were able to plan and determine their schedules.

In the early 2000’s we created goals that supported our flexible scheduling systems. From our Staff Collective Purpose, Vision, and Values Statement:

*We embrace our work against oppression within ourselves, our collective, and our world. We believe in ongoing education for ourselves as individuals and for the collective as a whole. We value our health and safety and promote safe and healthy work habits. We value scheduling systems that balance the needs of the workers and the needs of the organization. We believe in equitable compensation and a livable wage, and the need for social and economic justice throughout the world.*

The hope was that we could collectively, cover the store scheduling needs. And for many years, we did. But for past 10 years or so, we have struggled to cover all the open shifts created by our flexible scheduling system.



We again want to emphasize, that our flexible scheduling and self-managing schedules for Collective members, is an incredible benefit. Grocery workers, including Co-op workers, usually get their schedules dictated by management. They may have input and requests but they generally, do not have control.

We do have control over when we work and when we do not. There are situations that require planning and cooperation with co-managers and co-coordinators, but we have absolute freedom to take off shifts as needed. This is an outstanding benefit and supports quality of life.

Yet we are struggling to cover all the openings and beeper holders have been directly impacted by all the open shifts. And since most of us are beeper holders, we are all impacted. The Dispatch Beeper system is helping a lot in making this less impactful. But for Sassy, Beepers Holders, and Dispatch Beeper Holders, there are still a lot of uncovered shifts.

We have created a successful temporary worker system that was developed to assist with Covid stressed scheduling needs. We have had primarily 11 part time workers since Oct 2020 thru April 2021. They have substituted for staff approximately 200 hrs per week for the past half year.

We have created part time jobs that have no collective or management responsibility. These jobs require no minimum commitment of hours. They are capped at 29 hr per week. The Temp workers have expressed complete satisfaction with scheduling systems, expectations, pay and benefits, and all have health care through their partners or WA Health Care plans. Their major request is that they get to train for different job descriptions (other than cashiering) to help make their work more diverse. Temps who wish, are currently being trained in Deli and Produce shifts.

So.....based on our goals for a flexible scheduling system and a desire to problem solve the difficulties in filling shifts, we are proposing that we permanently include some type of substitute/part-time/non collective Staff workers.

This proposal will hopefully provide the skeleton system upon which we can create the full body of a comprehensive staffing system. We will lay out our general process proposals and ask that you consider these. We understand that there many more details to create. We ask that you consider the big picture while trusting that details can be created.

### **A Little Bit of History**

The Co-op has had at least 4 iterations of non-collective, staff and/or cashier substitute worker systems. They all had some degree of success and failure. While we have had part-time non workers in the past, the biggest obstacle to achieving consensus for permanent systems is that we would be creating hierarchical systems. Since Alternate Staff members are not part of the Collective, they have limited access to input and

decision making. These are important issues and considerations and we have talked a lot about it over the years.

We would like to address these issues. We agree that creating a system for non-Collective paid workers would be creating another hierarchy. We believe we can create a responsive and responsible hierarchy.

We have tried to create responsible systems and hierarchies throughout our 44-year history. There are currently several active hierarchies at the Co-op:

- The Membership can vote anything into the by-laws. A two thirds vote of the membership can change the Co-op By-Laws and structure. For instance, the members have the power to remove the collective management system. They can vote for a different system.
- The Board of Directors has significant decision-making power. They have power around finances, financial accountability, hiring, firing, and more. This is a function of consumer Co-ops where members elect a Board that has overseeing responsibilities.
- The Staff Collective has significant control over member/shopper issues. We staff the Resolution Committee. We control who can shop at the Co-op
- The Staff Collective administers and maintains a Volunteer Working Member System. We determine all aspects of their work, schedules, benefits, and ability to volunteer in the store. We supervise their work. We evaluate and make decisions upon their ability to volunteer. We administer all aspects of their work.
- Currently, we have a Temp Worker system. The pay and benefits of these workers are determined by Staff. Staff is responsible for overseeing and coordinating their work. Staff evaluate their work and staff control their ability to continue working in our systems.

We want for the Collective to approach this honestly. We acknowledge that a Substitute system has aspects of hierarchy. We acknowledge that many of our structural creations have hierarchy built into them. And we acknowledge that we will strive to both acknowledge hierarchy and act responsibly within the systems and constructs that have been created in our consumer cooperative. We propose to conduct an annual review of the Collective Manager/Substitute system to evaluate power dynamics and seek ways to strengthen empowerment.

We also want to speak to what we have heard and experienced from both non-collective workers and those who seek employment. Not everyone wants to be a Collective Manager, work 30 hr or more per week and have endless meetings. We have had many substitute workers over the years who appreciate the freedom to work when they want, the freedom to work part time, the freedom to not have management

responsibilities, and the opportunity to work in a workplace with progressive values and mission.

Also, in Hiring, we have met many amazing, qualified workers who would appreciate a part time, low commitment job. They do not seek the minimum commitments set for Collective Managers.

We can validate that there are workers who want full time, Collective management work and responsibilities and understand that there are workers who do not desire that responsibility. We can provide humane employment for both type of workers.

### **And Now...the Biggest Question...What Should These Workers Be Called?**

Our work group has not been able to arrive at a proposed moniker for the workers in our proposal. Here are some of our ideas:

- Substitute Workers
- Alternate Staff
- Staff Subs
- Alternate Staff Workers
- Fill-In Workers
- Sassy Shifters
- Cosmic Shift Shapers
- Super Subs
- Alternate Staff
- Your Idea Here

We shall seek feedback and our sub-committee will decide what name to use for the final proposal.

### **And Now, the Plant Based Meat of the Proposal/Process**

We are proposing the basic processes of a Substitute Worker System. As for process, we first seek Collective consent. If we can achieve Collective consent, we will bring the proposal to the Board.

We believe we can provide humane employment for both Collective Managers and Alternate Staff. The current Temp Worker program is renewable through Sept 2021. We hope to analyze, discuss, and eventually consent on this proposal by July of 2021 so that we may plan and hire for the future.

We would also like to build in some time to hear feedback on the proposal from the current Temp workers.

### **Summary of Feedback Received so Far and the Actions We've Taken**

We assembled feedback from our notes and the meeting notes for both the Collective meeting and the Temp Worker meeting. We apologize if we missed a piece of feedback. Please let us know.

Each feedback bullet has a response from us in bolded italics.

- The name. Feedback from Temp workers and others that the term “Sub” is not cool. Let’s figure out the name and not use the term “Sub” in any future communication about the position. ***We’ve changed the name for the draft and seek further input to name the system.***
- Keys and codes: Should Alt Staff get them? ***We think they should. Alternate Staff are filling in for staff on all types of floor shifts. They need the tools to accomplish the work. We have trusted Alternate workers in the past and have not encountered problems specific to their work.***
- Alternate Workers should have Perma sassy shifts. ***We don’t agree. Alternate Staff get will get trained in a number of areas. We think their work should be flexible, to fill in for when the Collective Staff cannot cover all the shifts, and not holding permanent allotments.***
- Requiring alternate staff to go to department meetings. ***We don’t think Alternate staff should go to Dept meetings. Dept Meetings are generally for management work. We do believe that Alternate Coordinators should be communicating regularly with Alt Workers on any updates for operational procedures. We also support the idea of specific Depts sending a Training Coordinator to the Alt Staff meetings for updates and trainings.***
- Equation for how many people to hire for alternative staff: ***We are working on this. It is our intent to create a fill in staffing system to support covering our unfilled shifts. It is not our intent to decrease or lower the employment of Collective Members. We will continue to brainstorm at the Labor CAT and SASSY to develop our systems on how many Alt Staff to hire.***
- Having guidelines for Collective members regarding becoming supervisors. ***We are working to address this more clearly. We are working with the person that sent the feedback.***
- Clarifying the process for Alternate workers who want to become Collective members. Address how their experience is considered in hiring and pay/benefits. ***We are working on addressing this with the person who sent the feedback.***

- Who would review the program annually? *We intended for both the Collective and the Alt Workers to review the program annually. This does not mean the program is up for renewal. Instead, we propose to review and improve it each year.*
- Should we schedule time for the alternative staff to meet without collective members? *We addressed this in the original proposal and support the idea. We clarified it a bit in this version of the proposal.*
- There was a concern regarding the fact that in the current document (Alternative) staff would not be allowed access to the Evaluation Support Process or our appeals process regarding Termination. We are allowing Alt workers to give and receive feedback but if the (Alternate) Staff has a strong disagreement with the Termination Process there is no path for them to take. Conflict Resolution can help to resolve issues between staff but it is not a path for conflict regarding Termination. Termination would only happen after a process of direct feedback, written agreements, review by Humane Resources and the Personnel Committee of the Board.

How would this impact us legally as an organization if we follow the recommended path of Termination as set forth in the document? *We are following up on this feedback. Good questions were raised and we will continue to work on this for future drafts of the document.*

- Review carefully the Hiring Handbook to insure consistency in policies. *This is on our list to do.*
- Develop systems for pay rates for when Collective members apply for Alternate Staff and for when Alternate Staff apply and get hired as Collective members. *There are new proposals/ideas for addressing this in this draft.*
- Try to clarify systems for discounts for Alternate Workers. *There are new proposals/ideas for addressing this in this draft.*
- Consider ways to support uncovered health care for Alternative Workers. *We put out a number of ideas to address this in the original draft. This draft proposes a specific idea that seemed to garner support from the Temp Workers.*

And now.....the latest update for.....

### **The Proposal for an Alternate Staff System**

We hope to address all the pieces of this system from hiring and on.....We again say that not all details are included though we've tried to include many. This is intended as an outline for a process to define this staffing system change. And here we go:

### **Alternate Staff Coordination**

Personnel Coordinators will be responsible for Alternate Staff Coordination. They can coordinate and connect the pieces for all aspects regarding hiring, training, scheduling, pay and benefits, accountability, evaluations and worker rights. Personnel Coordinators are trained in employment laws and will be best positioned to coordinate Alternate Staff Workers.

### **Hiring Alternate Staff: Developed by the Interview Team (also known as the Hiring Team)**

- **Alternative Staff will only be hired for non-management work. This includes: Cashier, Stocking (Pro/Dairy/Meat/Froz/Groc/Bulk), Grocery WAC, Grocery BAC, FEC, CUS, and FCW, Salad Bar, Sandwiches, Deli Float, IST, Changeovers, Cleaning, Inventory, Online Order Pick shifts, and others as determined by SASSY.** Alternate Staff will follow floor shift job descriptions with clear expectations.
- Hiring will be done through the Interview Team as part of their ongoing process of interviews and establishing a finalist pool and open to all applicants. Clear agreements and expectations will be established, and an employment contract will be signed upon hiring that specifies that work hours are not guaranteed and that hours obtained would be a combination of on-call Beeper Dispatch and pre-scheduled through SASSY.
- An Alt Staff that is interested in becoming a Collective member will have to apply for a collective position and go through the collective member hiring process.
- Former and current Collective members and new collective hires who wish to change their status will re-apply for an Alt Staff position. Former Staff and Working Members in good standing with the co-op will be guaranteed a first interview.
- A separate application will be made for Alt Staff and the Interview Team will have a distinct interview and deliberation process for Staff Substitute applicants.

### **Expedited Hiring Process**

- Interview Team will build an ongoing pool of finalists for Alternate Staff, just as they do for collective staff.

- The Board Hiring Committee (members of collective and board) will approve these finalists and when SASSY/Labor CAT requests more Alternate Staff, these finalists will have a second interview and Interview Team will hire the applicant.
- The Interview Team will make the final hiring decisions for Alternate workers.
- The final decisions will be reported to the Standing Hiring Committee and the Board

### **Determining the Number of Alternate Staff to Hire and Initiate a Hiring**

- The Labor CAT will do an analysis every **3 months** and decide on whether or not to hire Alternate Staff based on unfilled floor shifts through SASSY or beeped floor shifts.
- **Labor CAT and SASSY will work on developing further policies and procedures for when to hire Alternate Staff members and bring to the Collective for consent**

### **Scheduling for Alternate Staff: Developed by SASSY**

All Alternate Staff will be trained by the Sassy team on how to use Shiftboard.

All Alternate Staff will use the Shiftboard Sign ups to indicate which shifts they can do in a scheduling period, including partials they can do.

Alternate Staff will be added to the end of the Scheduling prioritization list that the Sassy team uses during version 1. The list will look like this:

- 1) If someone unconfirms their whole shift they have first priority to be put into the partial of their original shift. Currently, this would need to be done by sending a message through the “contact” button on the shift description.
- 2) Light duty and/or accommodations from personnel - trading hours for hours
- 3) New staff (or old staff in new position) needing experience (unless otherwise indicated by department)
- 4) Taking full shift or the most number of hours of shift vs pieces of shift
- 5) Department managers
- 6) Department membership and/or staff with expertise in area of shift
- 7) Alternate Staff

Sassy will monitor the number of hours assigned to each Alternate Staff to ensure they stay under 29 hours, and that the distribution of hours is as even as possible. (We are looking into a Shiftboard feature called “auto assign” which might help us streamline this process) There are no guaranteed hours for Alternate Staff.

In addition to the shifts the Alternate Staff sign up for, Sassy will include them as resources when doing the work to improve shift coverage for any scheduling period.

Alternate Staff will follow all scheduling guidelines and deadlines.

### **Proposed Pay Rate and Benefits for Alternate Staff: Developed by Payroll & Personnel**

#### **Pay Rate and Policy**

All Alternate Staff will be paid hourly at the starting Staff Collective Wage when hired.

If the overall Collective wage scale increases, due to Co-op COLA, Alternate Staff will get a raise to the new starting Collective member rate.

Alternate Staff will receive a .35 cent wage increase for each time they work 1300 hrs (equal to 52 wks @ 25 hr/wk). They can get five .35 cent raises. After that, they will receive a raise equal to Co-op COLA yearly increases added to their base wage.

If a Alternate Staff decides to apply for a Collective Staff position, they will be hired into that position on the Collective Member track and pay scale. This might result in a lessor wage when first hired, depending on where they are in Alternate Staff Pay Scale.

#### **Why Do We Propose This Policy?**

We think that Alternate Staff should make the same or less than Collective Staff Members. The expectations for these two different jobs are vastly different. We also believe that there should be a path to get increases based on longevity (similar to our current step system). This proposal allows Alternate Staff to start at an above minimum wage rate and increase based on hours worked. With the proposed increases, they would not make as much as collective members who are here for the same amount of time.

#### **Pay for Alternate Staff who Apply and Get Hired to Be Collective Member.**

If a Alternate Staff decides to apply for a Collective Staff position, they will be hired into that position on the Collective Member track and pay scale. This might result in a lessor wage when first hired, depending on where they are in Alternate Staff Pay Scale.



***If this Alternate Staff person is an ex-Collective member, they will follow that policy for wage after acceptance onto the collective. This policy requires that ex-collective members work at the starting rate for 3 months and then re-apply for collective status. If approved as a collective member, they resume the pay rate they had based on seniority when they originally left the collective.***

***Pay for Collective Members Who Leave the Collective and Apply and are Hired as Alternate Staff:***

***If hired as an Alternate Staff, they will continue at their current rate of pay when leaving the Collective. If they have less than 5 years on the collective, they will follow the same path for future raises: .35 cent increases for every 1300 hrs worked up to 5 years. At that point, they get Co-op COLA raises.***

***If the Collective member is above the 5 yr pay rate, they will get their current rate of pay and get raises only based on Co-op COLA raises.***

**BENEFITS:**

**Sick Leave:** Alternate Staff receive 1 hr of accrued sick leave for every 18.5 hrs worked. Alternate Staff will receive training regarding usage and accrual of sick leave. Alternate Staff are not eligible to receive ELF sick leave.

**WA Paid Family Leave:** Alternate Staff qualify to participate in the WA Paid Family Leave Program once they work a minimum of 820 hrs in the previous year.

**Health Benefits:** Alternative Staff are not eligible for the Co-op Health Plan.

***Most residents of WA State are able to get some form of health care for prices based on their income. We would like to supplement these minimal benefits by providing some health care benefits that are pro-rated based on hours worked.***

***We propose that for each 100 hours worked by an Alternative Staff worker, they get their choice of :***

- ***A \$50 gift certificate for a health provider of their choice***
- ***\$50 in cash bonus (this would be taxable income)***

***For someone working 25 hr/wk, this would be a benefit equaling \$650 for the year.***

***The balances would be calculated on a quarterly basis and administered by the Payroll Coordinator.***

**Retirement Plan:** The Co-op offers a Simple IRA Retirement Plan to all paid employees. All employees who received at least \$5,000 in compensation from the Co-

op during any 2 preceding calendar years (whether or not consecutive) and who are reasonably expected to receive at least \$5,000 in compensation during the calendar year, are eligible to participate in the SIMPLE IRA plan for the calendar year. The Simple IRA means the Co-op will match employee deductions up to 3%. Employees can elect to deduct more up the legal limits that are established yearly.

**Discount: *Staff Collective members receive the 20% Staff discount for all purchases for them, their partner and dependents that live with them. This is based on an expectation of working full time (30 hr/wk or 20 hr/wk for those over 20 years of Co-op working).***

***Our intention is to share this benefit equitably with Alternate Workers and have their discount be based on hours worked. Some Alternate Workers work less than 5 hr/wk and some consistently work more than 25 hr/wk.***

***Proposal: For each 20 hrs worked, Alternate Staff could receive a 20% off discount coupon on \$150 of purchase for them, their partner, and eligible dependents. They would sign out cards. Their totals would be updated every 4 weeks. These Alternate Staff discount cards cannot be combined with 25% working member discount cards.***

**Employee Assistance Program:** Alternate Staff and their family are eligible for some free counseling, legal and financial advice through Lifeworks Employee Assistance Program. This is paid for by NCG for 2021 and 2022. We might have to look for other programs after 2022.

### **Alternate Staff Worker Job Description (See Appendix 1 on page 13):**

This is the same job description that was consented upon by the Collective for the Temp Worker Program. See the details in Appendix 1.

### **Training Coordination for Alternate Staff**

- 1) Upon Hire, New Staff Training Coordinators will set-up orientation training for Alternate Staff. Personnel will participate in the training and facilitate the signing of applicable contracts and paperwork.
- 2) Based on SASSY recommendations for Alternate Staff to expand floor work training areas, the Training CAT will coordinate trainings and delegate training to Dept Training Coordinators.

- 3) Based on Recommendations from Personnel or any other Coordination area, the Training CAT will determine what other non-floor trainings will be mandatory or available for Alternate Staff.

**ALT STAFF EXPECTATIONS: See Docs in Appendix 2, 3, and 4 (pg 14-19)**

Alternate Staff will agree to the following Worker Expectations, Behavioral Agreements, and Customer Service Agreements. Alternate Staff will indicate their agreement by signing the following documents. These documents will be kept in the employee file.

**Why Do We Propose These Expectations?**

We think the Alternate Staff should share in these agreements and expectations in order to encourage a shared work experience and to provide the membership with a consistent shopping experience. They have been modified to take out management, coordination, and any collective related expectations or agreements.

**Conflict Resolution: Reviewed by the Conflict Resolution Team**

Training and Expectations for Alternate Staff Workers

- \* Receive training in conflict resolution, de-escalation and giving/receiving feedback.
- \* Requirement to actively participate in conflict resolution processes. Alts need to respond to emails promptly, provide scheduling availability and follow through with attending mediations or other processes

Conflict Resolution Path (Edited by the Con Res Committee)

- Attempt to resolve issues with other workers directly.
- Contact Personnel Coordinator for additional support.
- Personnel will coordinate with the Conflict Resolution Committee, Evals and the Humane Resources Committee for mediation, investigation, etc.
- Mediation, restorative circles or other processes may be set up.

**Evaluations for Alternate Staff Workers: Under Review from Eval CAT.**

Alt Staff Eval form available in Appendix 5 pg 20/21

Alternate Workers:

- Receive annual evaluations and out of cycle evals (when needed)
- Are evaluated by Staff and other Alts

- Can give feedback for Staff evaluations
- Are not eligible for Evaluation Support Processes
- Complete a self eval. See Appendix 5 for an example of what to use

#### Evaluation Process

1. The Eval Cat sets up annual and out of cycle evals following our processes.
2. A Personnel Coordinator will be in attendance at all evals
3. All Staff and Alts can share reflections about their work.
4. Job performance improvements are created in the form of signed agreements.

### **Termination of Employment: Developed by Personnel**

#### **Immediate Termination:**

Serious misconduct is grounds for immediate termination.

Serious misconduct is defined as actions or statements that threaten the safety and well-being of the Co-op and/or the individuals who work and shop here.

This is not necessarily about quality or quantity of work and may include any of the following:

- Violence against another person on store property (Staff, working member, customer, vendor, BOD member, anyone). This includes but is not limited to: hitting, striking with an object, placing an item in trajectory toward a person, pushing/shoving, wielding a firearm whether loaded or unloaded, wielding a weapon of any sort or threatening to take such or similar harmful action
- Sabotage of the Co-op and/or Co-op property
- Major theft from the Co-op Under these circumstances, termination will be called for immediately.

The following section documents the course of events, which may lead to immediate termination for a staff person of the Olympia Food Co-op:

Serious misconduct by an Alt should be reported to a Personnel Coordinator or to a member of the Humane Resources Group.

- If the immediate safety of staff, working member or shoppers is an issue, any staff person present may send the Alt charged with misconduct home.
- The Personnel Coordinator or member of the Humane Resources Group shall call a meeting of the Humane Resources Group to determine the next course of action.
- If the Humane Resources Group determines that immediate termination is a possible outcome, they will inform the Alt charged with the serious misconduct that they are suspended with pay, pending an investigation by the Humane Resources Group and a meeting of the Personnel Committee. The Alt who is suspended with pay is expected to not come to work (although, when applicable, they may make a special agreement with Personnel around coming to the stores to shop) until told they may do so by Personnel.

### ***There is not an appeal process available for Subs.***

- This meeting of the Personnel Committee must be scheduled to take place as soon as possible and no later than one week after the Humane Resources Group meeting.
- During this meeting the Humane Resources Group will present their findings.
- The decision of the Personnel Committee of the Board is final.

### **Regular Termination**

1. Failure to uphold signed agreements (as a result of mediation, evaluation, investigation or other Co-op process) will result in a review by Humane Resources (HR).
2. HR may do an investigation, negotiate new agreements or recommend termination of the work contract to the Personnel Committee of the Board.
3. The Personnel Committee's decision is final.

### **Worker Rights: Developed by Ale Chavez and Rafael**

The Olympia Food Co-op staff collective recognizes that we currently work within hierarchical structures at the OFC (Board, Staff, and WMs) and will continue to adhere to the values of working within our cooperative values when including our new staffing structure.

The OFC at all organizational levels will provide opportunities for empowerment of Alternate Staff so that they can impact their workplace in a democratic and cooperative practice. The OFC Staff Collective will encourage Alt Staff input directly in the workplace, through collective meetings and through email.

- Alternate Staff will have the opportunity to rotate as reps to attend collective meetings and bring Alt Staff concerns and communicate information back to their cohort. Collective meetings will remain transparent and executive sessions will be called when communication must remain confidential. The Alt Staff Rep will not be included in executive sessions of Collective meetings.
- Alternate Staff will have a required minimum of quarterly meeting facilitated by a collective staff coordinator and will be given updates and information about their jobs, the management collective, the organization and department specific information. **An optional and additional half hour (or more at the request of AS) will be built in to each meeting in order to speak with each other in confidentiality about their jobs without the collective facilitator. Alternate Staff will be empowered to decide if they require more scheduled meetings and more confidential time. This time can be used to collect feedback for the rep to bring to collective meetings.**

- As paid staff, Alternate Staff will be given equal opportunity in ongoing staff training when it directly impacts their shift work or employment (such as organizational team building or department training). They will not have access to training that is specific to management/admin positions, such as, but not limited to conferences and trade shows and collective skills building.
- Alternate Staff can participate in a yearly review in all aspects of their System with a focus on an evaluation of power dynamics and worker empowerment.
- Alternate Staff will participate in their own annual evaluations and are able to offer feedback to Collective members and other Alternate Staff.

### **Proposal Process, Time line, and Transition**

We will start by bringing this draft of the proposal to the late April Collective meeting. We hope to send it out at least a week in advance to give folks a chance to digest the whole thing.

We will also send this proposal for feedback to our current Temp Workers (both ex-staff & former WMs). We don't know if the feedback will be collected in a meeting or through email solicitation. We do know that we'd like to hear what these folks are thinking about this.

We will continue to work towards a final proposal to bring to the Collective for consent. We brought the idea to the Collective about pursuing a proposal for a permanent Staff Substitute system and did not encounter blocking concerns. We are hopeful that we can continue to work on this and bring a final proposal that the Collective can consent to.

If and when we achieve consent, we will send the final proposal for a review by a labor lawyer to insure that all applicable labor laws are being followed. If there are any impactful changes recommended, we will bring it back to the Collective for review.

Upon completing a consented upon proposal, we will bring it to the Board for consent. In our By-laws, the Board is responsible for approving Co-op hiring systems. In the current draft, we are proposing a hiring process that is different from the Collective Hiring Process:

- The Interview Team conducts first interviews and would send recommendations to the Standing Hiring Committee of the Board (has both Collective and Board members). This Committee would review and approve recommendations to make candidates finalists for the Alternate Staff position. This step is identical to the process for hiring Collective members. Thus, the Board still has input through the representatives from the Board.

- The Interview Team would conduct 2<sup>nd</sup> interviews and the Interview Team would make the final hiring decision by consensus. This decision would be reported to the Standing Hiring Committee and then reported to the Board.

As for a timeline, we'd to get staff and board consent by June or July. This will allow time to do a hiring process over the summer for the Alt Staff Workers and allow the Temp system to keep working through the end of Sept if needed.

The ultimate goal is to have a Alternate Staff Worker group ready and trained to help us in filling unfilled shifts by staff by the time the Temp system is finished. This would allow for a smooth transition for staffing the store and the work Sassy does. And it would allow for a smooth transition for those Temp workers who endeavor to transfer to the shiny, new Staff Substitute System.

## **Conclusions**

Sorry for the lengthy document. We are trying hard to clearly address the needs and concerns that might come up for a permanent Staff Substitute Worker system. It apparently took a lot of words.

We hope you like the layout and progression. The proposal tries to focus on nuts and bolts of the process. The appendixes try to focus on specific agreements or tools.

We really believe that the time has never been more right than now to create an Alternate Staff system. In addition to some of the reasons we lay out below, we'd like to point to the uncertainty the past 14 months of Covid has brought. And to the uncertainty that continues into the future.

We are aware that we don't know the full impact of our financial future in the, hopefully, post covid world. It is helpful that we be a bit more flexible and have the ability to adjust to future realities.

An Alternate Staff system can help us be more flexible as well as employ people who do not want the workload and commitment of a Collective Manager. It is a system that can be a win/win for the Co-op and the workers. We can have multiple ways to be involved at the Co-op including, hiring onto the Collective, hiring into Alternate Staff, or volunteering as a WM.

We truly believe that system would benefit both the organization by:

- Helping us in our goal of fully staffing the stores.
- Help relieve stress and pressure on Sassy and the Beeper Dispatch and Holders.
- Help relieve stress on Collective members because of the never ending requests to work more shifts.
- Allow the continuation of the Sassy system that provides great schedule flexibility for Collective members.

- Help employ people who do not seek the commitment and/or responsibility of being on a Management Collective.
- Help us to continue developing our workplace that creates jobs that treats all workers (not to mention all humans) with respect.

Thanks, and cooperatively yours,

Mary (from Labor CAT and SASSY)

Rafael (from Interview Team)

Michelle (from Personnel)

Harry (from Payroll/Schedule Coordination and Finance CAT)