

UNICORN

manchester's co-operative grocery

Induction Pack



Welcome to Unicorn!

You are joining a progressive and radical business that is committed to sustainable trading and democratic worker control. As well as being exciting and inspiring; whatever background you've come from your first few weeks & months at Unicorn will be challenging. They will involve large numbers of people, lots of information, a huge variety of tasks (many quite physically demanding), and probably a very new and different way of working. This pack is designed to help ease you in and hopefully help make this period as straightforward and useful as possible, both for you and for us. It is designed to be used alongside the training sessions you'll receive, and deals with a variety of issues including practical information about your employment here, background information on our commercial model, and a summary of our co-operative structure. The last part of the pack contains the training schedule and various forms that you'll use during your probation. This information should meet the needs of you, the probationers, so any feedback on this pack towards the end of your probationary period will be greatly appreciated – please give to the training team.

Induction training can be a steep learning curve. All co-op members are here to help you; but also ultimately to assess whether you demonstrate the skills and energy to become a director of Unicorn. As our continual successes or failures rely on co-operation and interdependency we take membership very seriously. We'll work together to train you to membership standard. However we do not give any assurances that membership is automatic, or that employment until after satisfactory reviews is secure. Whilst we look towards and anticipate probationary staff becoming members, we cannot offer any guarantees without demonstration of your continuing energy, commitment & drive.

Being a member at Unicorn brings huge rewards. Shared ownership, equal participation and pay, and working together towards common goals are things that make our working lives very different from the norm, and there is a lot of fun to be had here too. We hope you enjoy the challenges and variety you will experience during your probationary period and beyond, and come to feel as proud of Unicorn as we do. The membership of our co-op is what makes our business what it is. Welcome aboard!

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Payroll details

We pay ourselves weekly in arrears, the wage being transferred electronically (BAC's payment) on or around each Wednesday to your account. Your first week's wage will not enter your account until the middle of the following week. It is your responsibility to provide us with accurate information – so that we can pay you promptly. Please fill in the form below, and return it to a member of the payroll team.

Until you can provide payroll with your P45 form, please print and complete page 1 of a P46, which can be downloaded from HMRC's website at www.hmrc.gov.uk/forms/p46exemptonline.pdf. Once you receive your P45 please also pass this payroll.

Finally, please also bring in your passport so a photocopy can be sent to HMRC (original only, please don't bring a photocopy). If you have any queries, please seek advice from the personnel team.

Start date

Name in full:.....

Date of Birth:.....

Account Number:.....

Sort Code:.....

Bank:.....

Branch Address:.....

.....

.....

For our personnel records please confirm:

Residential Address*

.....

.....

Telephone / mobile No*:.....

Personal email address.....

* It is vital that you let us know if these details change at any time during your employment

Annual leave booking form

The holiday allowance for Probationers and Members is 5.6 weeks per year (based on the number of hours you are rota'd to work per week).

You can use the holiday planner (in the personnel file on the shared network) to see what days are already booked up with leave.

This is an example of our standard leave application form, it is available in Z:\General Personnel \holidays\holiday booking form. Put it in Personnel tray when completed. We strongly advise you to arrange any annual leave well in advance of taking time off. Short notice requests may well be declined.

LEAVE BOOKING FORM

Please delete as appropriate

Request for Holiday Lieu Training leave unpaid leave

Name.....

Would like to request leave beginning (and including)

Day..... Date.....

and finishing (and including)

Day..... Date.....

If your holiday has been authorised, the line below will have been signed and returned to your tray. Do not assume you have leave until you have received a signed form.

Signature of Personnel member

Your rota'd hours will be covered but you are responsible for covering anything not detailed on the rota e.g. orders, or taking home the mobile phone.

If a need for leave at short notice arises, still complete this form but speak to Britta or Lisa who will try to arrange it.

Frequently Asked Questions

Q: How is the shop organised, day-to-day?

The Personnel Team are in charge of the rota, which spells out where everyone is stationed at any given point in the day. The rota changes regularly as staff and requirements of different sections of the shop change. It is printed out in the corridor between shop and storeroom, as well as being on the computer system. For your first few weeks as a probationer you will have your own rota put in your tray each week, until you are added to the regular rota. Each day, any rota alterations are listed in the diary, again kept in the corridor. This is read out at 9am each day – if you start after this time please have a look at it when you first arrive for work.

Q: Why is everyone at the start of the day diary reading there before me?

The diary reading at the start of the day is an important time to come together and to get a picture of what's happening. If you are rota'd to be in at 9am, then you need to be available at the beginning of the diary session. It is your responsibility to be ready and available to work for whenever you are rota'd. If you are still walking down the road, or taking your coat off – then you're late. It is your responsibility to record your lateness and report it to the floorwalker. Once the diary has been read out you need to be ready to commence with the day.

Q: Who's in charge?

As a workers co-operative with a pretty flat structure, no-one is 'in charge'. You will hear much more about this in the pack and during your probationary period. We don't have a shop manager, but the closest thing to this is the Floorwalker. This is a rota'd role that rotates between different members throughout the day, and involves overseeing the smooth running of the shop hour to hour. If you are unsure where you are meant to be at any point, they are the usually person to ask. However it's important to remember they are not the boss! The Floorwalker role should become clearer after a few weeks of working here.

Q. What about breaks?

Everyone gets an unpaid lunch break of 45 minutes (unless you are only working a very short day e.g. 9-1). Further breaks are as follows - if you work over 3.5 hours you are entitled to one paid 10 minute break. If you work over 8.5 hours (including your lunch) you are entitled to two paid 10 minute breaks. Tea breaks can be taken in the morning or afternoon as the employee chooses (and generally inside the allotted break shifts) but should not be taken during lunch breaks and must be reported to the Floorwalker.

Q. How do I get in and out of the building?

If you start work before the shop is open, come to the side gate by the garden and ring the bell, this leads to the bike storage area and the shop and offices. You will be given a key for this gate in your first few weeks. Once we're open, you can also come in through the shop. Please do not use the fire exit between the shop and the bike area while we're open.

Q: When at Unicorn do I do my shopping?

You are welcome to do your own shopping on your days off, during your breaks, or (smallish shops) after the End of Day tasks have been completed. Please don't shop at other times when you're supposed to be at work.

Q: Is the rest room animal free?

There is no explicit rule saying people can't eat meat but there is a common understanding that the restroom is animal free.

Q: When is something free?

For various reasons produce will occasionally be written-off. The Floorwalker is the primary person responsible for writing off stock, as well as teams such as veg, deli and fresh for their own stock. All reduced or written off stock has to be recorded through the till. If it isn't recorded – then do not remove. If something has been reduced (marked with a red "R" through the bar code you can not receive a further discount – please point out these items to the till operator.

Q: Why does a store person say I can't walk around in sandals carrying a 25kg sack?

You'd hope this is obvious – but it doesn't always seem to be. Back pain is common, broken toes avoidable. If you come to work in inappropriate footwear/clothing you will be asked to go and change... Safety boots are required for working in the store and packing, please ask H&S person if you need some. You will be given a training session on health and safety during your probationary period.

Q: Mobile Phones?

Love them/hate them – see the policy... But please refrain from using them whilst working. While it may be necessary for someone to contact you in an emergency, generally your focus when at work should be work. And as a post script, if you're sensibly leaving your phone in a locker – please turn the ringer off. If you haven't been allocated a locker – please see Maintenance, so that any personal items/valuables can be stored securely.

Q: Common gripes and how to avoid them?

We all like to think we're amenable, friendly people – and we are! But often the trivial will wear down folks' patience. If we can all set a good example.... For example do your own washing up; take your personal property home; don't prop open fire doors; communicate – if you're having a bad day let someone know – rather than letting people be on the receiving end.

Benefits for Unicorn staff

Staff discount (casual staff, members & probationary members)

All staff receive a 20% discount through the till, one of our most significant perks! Things to note: this discount does not apply to whole cases (where a discount has already been made), nor to reduced priced items. The discount for casual staff is only available on the days on which they work. The discount applies to yourself, your partner (if you live together) and your dependent children. It is not for friends, extended family or people who used to work here.

Bicycle Maintenance (members & probationary members)

Members and probationary members can make use of the bicycle maintenance benefit. A qualified bike mechanic comes here on a regular basis to carry out repairs as needed; labour is paid for by Unicorn and staff simply cover the cost of parts. Leave your details on the sheet on the restroom door or give the mechanic a ring to arrange this. He will tell you what parts are needed before buying them – you then pay him directly for this.

Simply Health Scheme (members)

Simply Health is a benefit provided to Unicorn members. Upon becoming a member you qualify for free personal health cover paid by Unicorn. Prior to membership (during probationary period) you can opt to pay for yourself through your wages. More details on following pages.

Pension Contributions (members)

More details on following pages. Please let Finance know if you would like to apply once membership is attained.

Member dividend (members)

We distribute a modest amount of the profit we make to members (dividends); the overall amount and frequency is determined using stipulated targets and based on the financial needs of the operating business. Individual dividends are calculated on the extent a member has taken part in the business.

Personal Training Budget (members)

Any training that is necessary for your work will be paid for by Unicorn, but each member receives a small annual training budget to be spent on any form of training or learning they like. If it is connected to work in any way (i.e. it is related to work but not essential) the budget is £100, if it is not (e.g. swimming lessons, knitting class, pottery course) it is £70. This is because we are taxed on non-work related training payments. It can also be rolled-over for up to three years. Speak to a member of the training team for more info on this once membership is attained.

Simply Health Scheme

Price based on selection above:	Level 1 £10.85	Level 2 £16.25	Level 3 £21.70	Level 4 £32.50
All benefits are per person per year, except new child benefit				
Dental 100% cash back up to your chosen annual limit What's covered	£90	£115	£140	£190
Optical 100% cash back up to your chosen annual limit. What's covered	£90	£115	£140	£190
Physiotherapy, Osteopathy, Chiropractic, Acupuncture & Homeopathy 75% cash back up to your chosen limit What's covered	£50	£100	£150	£200
Chiropody/Podiatry 75% cash back up to your chosen annual limit What's covered	Not available for Level 1	£50	£100	£150
New Child Benefit 12 month qualifying period What's covered	Not available for Level 1	£100 per child	£200 per child	£300 per child
Consultation 75% cash back up to your chosen annual limit. What's covered	£150	£200	£300	£400
Hospital Benefit Maximum 20 days / nights per claiming year. Pre-existing conditions are not included. What's covered	Not available at Level 1	£10 per day/night	£15 per day/night	£20 per day/night
European Cover What's covered	Up to and inc 28 days	Up to and inc 28 days	Up to and inc 28 days	Up to and inc 28 days
Free Helpline What's covered	Available 24 / 7	Available 24 / 7	Available 24 / 7	Available 24 / 7

This is an example of the benefits this scheme can provide. Talk to Steve for an in depth explanation.

Unicorn Grocery Ltd Stakeholder Pension Scheme

If you decide to join the Stakeholder Pension Scheme your employer will:

- Deduct your contributions directly from your pay, there is no need for you to set up a direct debit. The contribution amount deducted is the net amount (after deduction of tax). The Peoples Pension will claim the tax you have paid back from the Inland Revenue and pay it straight into your plan
- Pay a contribution equal to 5% of your salary into your plan.
- Allow you to make changes to the amount you contribute at least once every six months

The only charge you will pay is an Annual Management Charge. The standard charge is only 0.5%. The charge is calculated as a percentage of your fund value and is reflected in our fund unit prices.

Pension information

The three key principles behind The People's Pension are:

Helping Employers

Our online services are designed to support employers, ensuring that meeting their regulatory obligations is as simple as possible.

It helps assess the workforce and provides employers with communication templates.

It checks payroll information to ensure you have the right contributions as well as highlight any employees about to approach their staging date.

It provides management information and reporting for the entire scheme membership.

We provide UK call centres offering technical help, dedicated account managers and support material.

Employee Engagement

We will provide employers with a tool box of simple and engaging communication materials, providing the most effective channels for their workforce.

Helps educate workers throughout the whole enrolment journey.

Provides workers with an online account that enables them to see their own pot at any time.

Design Simplicity

The People's Pension is a master trust; with the interests of members at its heart, provided on a not-for-profit basis.

Three lifestyle investment profiles, including a default option, with seven additional fund options.

A transparent annual management charge of 0.5%. With no extra fees on transfers, no contribution fees, no monthly fees, no implementation fees, no upfront fees. 0.5% is 0.5% and that's it.

Enrollment:

Every probationer will be automatically enrolled into the pension scheme. The joining pack will be sent to your email account within a month of enrolment, including information about how to track your fund online.

Timeline: So what will the next few weeks/months have in store...

First two weeks:

- Receive induction Pack/induction session
- Details taken for banking and payroll
- Packing room induction/training
- Introduction from Personnel (Personnel 1)
- Health & Safety induction
- Received your 1st week's rota
- Participated in a Start of Day and End of Day routine
- Initial Till training

Weeks three to four:

- Attend a training session (during first two weeks)
- Also by the end of the 2nd week your first wages should appear in your bank account – any problems see Payroll
- Induction into Security systems
- Work part or all of a weekend
- Done your supermarket visit
- Attended Forum (2 visits in all)

Fourth week and beyond:

- Received training with:

Veg. Team	Store team
Deli team	Fresh team
- Induction in office systems
- Policy documents induction session
- As part of a supplier visit spend a day with either a local grower – Glebelands Market Gardens/Moss Brook Growers, or at another supplier.

Sixth week and beyond:

- Spend time with one of the floorwalkers
- Induction into finance systems (Finance 1 & 2)
- Consider specialist team options, we aim at all members being in a trading team.
- Set probationary projects – whose results will feed into your review and membership committee.

After two months:

- Daily rota incorporated into main rota system
- First Probationary review – shop floor and production feedback.
- Start pricing project

Around the end of your fourth Month:

- Second Probationary review-member and project feedback.
- Induction in Personnel Systems (Personnel 2)

Towards the end of your sixth month: Final Membership Committee decision. Depending on your track record there are three outcomes –

- a) You are offered a permanent job as a member of Unicorn Grocery Workers Co-operative.
- b) We seek to extend your probation.
- c) If you do not meet standards of membership you will not be offered membership.

Who we are

Situated in Chorlton, South Manchester, Unicorn Grocery is one of the biggest and most successful independent wholefood shops in the UK (Observer Food Monthly's 'Best Independent Shop' and Radio 4's 'Best Local Food Retailer' in 2008). Unicorn has far surpassed the scale, success and market share of the average wholefood shop, with a 1,250m² premises and a yearly turnover of nearly £5 million, or £95,000 in a typical week. Over 5,500 transactions go through our tills each week, with approximately 4,000 regular customers.

Background

Unicorn Grocery Ltd began trading on a 550m² site in September 1996, after over two years of preparation. The business grew out of the founders' experience at the Daily Bread Co-operatives and Roger Sawtell's *Blueprint for 50 Co-ops*. In 1980, the Northampton Daily Bread attempted to replicate the economical cash and carry approach of Community Foods in London, but soon found the most promising market in the general public, not traders. *Blueprint for 50 Co-ops* outlines this model, a neat combination of clear ethics and efficient trading. While Unicorn has grown beyond Sawtell's vision, especially in fresh food sales, the essence remains: direct buying, competitive prices, wholesome foodstuffs and strong values.

The Unicorn model in a nutshell

- Wholefood grocery store (not a health food shop)
- Fresh, wholesome, quality produce
- Direct and bulk buying, alongside minimal handling
- Large premises (at least 400m²) with half retail, half warehouse area
- Sourcing based on clear nutritional and ethical criteria
- Broad range of products with a focus on staple cooking ingredients
- Prices (like for like) competitive with supermarkets
- Value added through on-site packing (and later, fresh-cooked food)
- Good relationships with suppliers (honest trading and prompt payment)
- Co-operative ownership with a flat management structure
- Dedicated staff, shared principles underpinning all business decisions
- Strong customer loyalty based on trust and clear, consistent ethics
- Accessible, friendly image

Good prices in a good shop

Unicorn achieves success through unusually competitive pricing (comparable with supermarkets), and a broad, high-quality product range. This combination requires a shop of a certain scale. In addition to these basic requirements, the following points are also critical to our success.

Strong ties to customers and suppliers

Unicorn focuses on educating customers and the wider community about food and trade issues to ensure a deeper and more loyal relationship with the shop. We work continuously to build good relationships with our suppliers and bring them closer to our customers with in-store information and events. Buying direct from suppliers and growers is a cornerstone of our business model, allowing for bulk purchases at lower prices. We deal with over 200 suppliers, including approximately 160 primary producers.

Principles

A strong set of principles underpin our business. We have created a place where we would like to shop and we are proud to work. Unicorn is a wholefood grocery that strives to make trade sustainable for people, animals and the environment, and our remit is affordable, wholesome food with a focus on organic, Fairtrade, local and ethical production. We estimate that approximately half of our sales are organic; other criteria (local, regional, fairly-traded, etc) are more difficult to measure, but we know we offer a significant proportion of ethically produced lines. For a relatively mainstream retailer, it is a start, but there is much more work to do (see the next page for the full list of our principles).

Customers

Unicorn customers tend to live nearby, with 56% residing within two miles; 45% travel by bike, bus or on foot. A significant number of customers also travel from outside South or Central Manchester, indicating widespread and unmet demand for our 'offer' in other parts of the Northwest. More than 10% of customers travel ten miles or more to reach us, and a few visit from much greater distances. Most of our shoppers are people who like to cook, or those with young families. While our stock is entirely vegan-friendly and we appeal particularly to people with specific dietary requirements, we aim to provide a range of goods to satisfy the bulk of any customer's weekly shop.

Wholesome food

We focus on basic ingredients for tasty, interesting and affordable cooking, and steer clear of food containing artificial additives and refined sugar. Nearly one-fifth of our sales come from our dry goods range of grains, pulses, dried fruits, nuts and seeds packed on the premises. By keeping prices low, we aim to improve access to healthy, sustainable food for those on lower incomes. However, we still have work to do; although one-third of our customers earn a household income below £25,000, around half of the total UK population falls into this income bracket.

Co-operative working

As a worker co-operative, the shop is owned and run by the people who work in it. Unicorn maintains a relatively flat management structure, in which all members earn the same hourly rate and make decisions by consensus. Despite the challenges of this way of working, co-operative workers report higher job satisfaction than in comparable retail jobs, as reflected in high retention and low sickness levels. Unicorn currently provides a living wage for around 58 co-operative members and ten casual workers (see the Job section on our website for an explanation of casual labour).

Principles of Purpose

Unicorn seeks to operate within a set of ethical and social guidelines which we call our principles of purpose, this is set out below.

Secure Employment

We aim to provide secure employment for our members. We seek above all to provide a livelihood for ourselves with some control over our working environment. We accept the responsibilities and rewards of this challenge.

Equal Opportunity

We believe that all should have an equal opportunity to undertake paid work. Ignorance and prejudice should not be an obstacle to this. The ability to carry out a minimum of 20 hours useful work per week entitles a worker to apply for membership. The respect and income derived from a job are important to many people in our society which is one which values paid work highly.

Wholesome Healthy Consumption

We aim to trade in wholesome foodstuffs and household goods of non-animal origin. We trade in foodstuffs which have undergone minimal processing, in contrast to the steady trend towards a highly processed diet in this country. Specific product guidelines include the avoidance of added sugar, salt and animal derivatives. We strive to sell products of organic standard and maximum nutritional value whenever we can find or generate a market. Provision of food educational materials help in this aim.

Fair and Sustainable Trade

We aim to trade in a manner which supports a sustainable world environment and economy. We trade preferentially in products which follow the "Fair Trade" ethos and alert our customers to the problems cash crop agriculture. We are concerned that much of world trade is to the disadvantage of poorer nations with a consequence for people's health and lives. We operate a fund from which to support projects addressing and challenging this imbalance. 4% of our wage costs are contributed to this fund. We trade in products which in themselves and in their packaging produce minimum impact on the environment because we are concerned at the current large scale disposal of inorganic waste. Wherever possible we lobby for the use of reusable packaging (e.g. glass containers of standard size).

Solidarity in Co-operation

We aim to support like-minded ventures, co-operatives or otherwise. We acknowledge both competition and co-operation as fundamental to human nature. We seek to encourage co-operation by operating a fund to support projects which share our vision of community and society in the United Kingdom. 1% of our wage costs are contributed to this fund. We promote co-operative structures and spirit through all our trading, social and educational activities. Solidarity requires occasional boycotting of goods, services and companies and the promotion of such boycotts.

Produce

Unicorn is a wholefood grocery, providing and promoting affordable, wholesome food and a more sustainable form of trade. Where possible, our products are organic (all fresh fruit and vegetables, alcohol and bread, plus much more), fairly traded, local, regional or otherwise ethically produced.

Buyers constantly evaluate products for affordability and ethics; we try to trade as sustainably as possible while still reaching a price-conscious mainstream market. Our range reflects this dual purpose, from products that may not differ much from those in your corner shop, to more radical (but still affordable!) 'Fairtrade plus' lines like Zapatista coffee or Kitchen Garden spices, and everything in between. Generally, we focus on selling basic groceries at realistic prices.

What we sell

Unicorn's Principles of Purpose include guidelines about the products on our shelves, and we draw a few clear lines in support of our aim for more wholesome, sustainable food. We do not stock products derived from animals or containing cane sugar, and we largely avoid refined grains like white bread and rice. Although we promote alternatives, we never focus on what we do not sell. Unicorn has never marketed itself as a 'vegan' or 'sugar-free' store, which would have turned away the majority of our customers before they set foot inside. Nor are we a health food shop, and we do not stock supplements or natural remedies.

Product range

From our opening stock of 400 lines, we now stock over 3,000 different products (with some seasonal and other fluctuations) from over 200 suppliers. The shop is split into departments and types of products. Sales percentages are approximate.

- Branded 'ambient' (food that can be stored at room temperature) grocery lines, plus household, bodycare and baby care (34 %)
- Organic fresh fruit and vegetables (25 %)
- Packed goods (18 %)
- Chilled foods (11 %)
- Deli and fresh food (5 %)
- Organic alcohol (4 %)
- Organic bread (3 %)

Fruit and veg

Unicorn's entirely organic (and 'in conversion') fresh fruit and vegetable section provides one of our greatest attractions. In addition to the basics, we sell produce not normally found in supermarkets, such as purple sprouting broccoli, kohlrabi, ship-freighted exotic fruits and a very wide range of squashes and pumpkins.

We buy over 90 per cent of our UK fruit and vegetables directly from growers, much of which arrives within one or two days of harvesting. However, a full year-round range – a requirement for a good level of market share – still relies heavily on Europe and beyond. Roughly three-quarters of Unicorn's total annual fruit and vegetable sales come from abroad, although we have worked to decrease this proportion by supporting local growers and buying land ourselves.

Quality control is the hallmark of the veg team. To ensure a good-value, delicious and fresh-looking produce section, we rely on correct storage methods, rotation, tasting (especially fruit), and reducing prices to shift sub-standard produce. In addition, with a high-quality range and no need to differentiate between organic and non-organic, we can sell our fresh produce unpackaged. Customers can buy exactly what they need, save on waste and packaging, and by handling loose produce, they see, feel and smell its freshness.

Packed dry goods

In 'own brand' packaging, we offer all the essential ingredients to make a complete meal (around 120 products, each in several sizes). We showcase not only the most wholesome basics of the culinary world, but also unique products and quantities that are not available elsewhere, from brown Jasmine rice to vanilla pods to three kilogram bags of pumpkin seeds.

We pack on site for various reasons – it provides employment for the local area, and a kind of employment in which people of all abilities can participate. It also provides a pool of labour that other areas of the shop can draw on at busy times of the day. The labour costs are of course built into the cost of each packed product, and a close eye is kept on efficiency in the packing room to make sure it remains profitable.

Bread

Our bread range distinguishes us from the industrially-produced standard, containing no additives or preservatives, just the ingredients you would use at home. Our star bakers are the Handmade Bakery, who provide a range that draws customers in from near and far.

Household and bodycare

We offer a sustainable alternative to mainstream non-degradable cleaning products and synthetic, animal-tested 'beauty' products. As so-called 'eco' products flood the supermarkets, our definition remains stringent. Our bodycare range avoids ingredients like synthetic perfumes, parabens, and SLES, while the household section steers clear of enzymes, phosphates and chlorine bleaches. In addition to specially developed ecological ranges, we stock cheap and effective traditional cleaning products like white vinegar and soda crystals.

Alcohol

Our organic wines, beers and spirits are made without animal products in the clarifying process. We order directly from a wide range of micro-breweries, from basic ales and lagers through to seaweed and ginger ales, from cider and perry to specialist beers fermented by 'wild yeasts from heaven'. Unicorn's licensee carefully chooses tasty, good value wines and spirits from UK organic alcohol wholesalers.

Deli

Our deli counter may not earn the largest proportion of sales to wages, but it has always offered pulling power with top sellers like hummus and olives, and samosas and pasties for the lunch crowd. In recent years, our deli team has started making our own innovative range of prepared foods for sale both in the deli and the chiller. Starting with sandwiches and daily soups, and with an increasing range of salads, flapjacks and other treats, on-site fresh food preparation provides the two standbys of grocery glory: USPs (unique selling points) and added value (something profitable). In addition, it is useful for promoting certain lines and making use of oversupply or 'use soon' fresh produce.

Chilled

In addition to our top-selling hummus, our fridges boast a wide selection of tofu and tempeh, plus plenty of vegetarian burgers and sausages. Chilled goods provide some of the best opportunities for innovation, and we have built on our original range with fresh juices and an ever-growing range of wholesome, prepared foods. We watch development of these luxury items carefully, and avoid stocking products that will challenge our reputation for good value.

Freezer

Unicorn has recently purchased a small freezer, which contains a limited number of frozen fruit and veg lines, plus ready made organic pastry, burgers, and the delicious Booja Booja ice cream. A freezer also offer opportunities for frozen UK-grown fruit and vegetables to help through the annual 'hungry gap'. In considering a frozen food section, we have also kept in mind our overall commitment to encouraging meals cooked from wholesome, fresh ingredients, eating seasonal and local food, the impact of long-haul chilled transport and the value of the pound against the euro (many frozen ranges come from Europe).

Sourcing

Suppliers

Unicorn relies more and more on the cost savings of buying direct, and currently deals with over 160 primary producers, as well as the usual wholesalers such as Essential, Suma and Community.

Ethical purchasing

Like all our business decisions, we choose suppliers in line with our Principles of Purpose. While we are not able to trade exclusively with companies that exactly match our own ethics, we favour ones that do and we attempt to avoid the worst offenders in global trade, e.g. by discontinuing lines when small manufacturers are bought out by corporations that don't meet our policies and principles.

Innovation

Innovation always appears in food production – even a return to basics can be a new fad! All members need to keep abreast of food trends in popular culture and trade magazines; small organisations benefit from being quick to recognise change and act accordingly. The food business requires 'foodies', with the whole working team of eyes and ears on other people's shops, kitchens and conversations (including probationers!).

Summary of Unicorn: Pre-history

The shop was started in 1996 by a group of people who wanted a different and better option for doing their shopping than the supermarkets, and they created a place they wanted to shop in themselves – where good quality, wholesome tasty food was sold at decent prices, competitive with the supermarkets, a shop where products were sourced and sold with care for where they'd come from, how they were produced, and how they impacted on people, animals and the planet.

It all began in 1994, when Griff Dines met Adam York, having been introduced to each other by a member of Daily Bread Co-operative in Cambridge. Both had expressed an interest in establishing a similar worker co-operative enterprise in Manchester. They met a couple of times in mid 1994, together with Ian Browne, and meetings of this three-person working group began in earnest early in 1995. Daily Bread provided various facts and figures to help develop a Business Plan, and around this time the working name (Unicorn) was chosen, provided by Adam's son. Over the next few months, the business plan and statement of purpose (what we came to call our Principles of Purpose) were developed. Adam had meetings with various bodies to look into grants and financial support – many of whom were pessimistic that we would find the cash to get off the ground! He also researched planning permission, business start-up grants, and business rates and so on.

By the summer of 1995 they were in a position to register Unicorn, done on 8th August 1995. We were registered as an Industrial and Provident Society using the ICOM "white rules". Founder members were Ian Browne, Griff Dines, Gary Lawson, Matt Robson, Jane McCourt, Paul Wilding and Adam York, although only Adam and Griff were really active at this point. At this time, the Business Plan was also finished and distributed to those who might make grants or invest in loanstock.

As it turned out, grants were tricky to come by for a not-yet-existing worker co-op, so finance was raised via loans and loanstock – a form of a fixed-term bond raised from supporters, members and potential customers. Eventually, funds of around £30,000 were secured through loanstock, with a further £17,500 raised through a loan from ICOF (now Co-operative and Community Finance). Together, these furnished Unicorn with start-up capital of around £47,500.

Adam and Griff drove all around South Manchester trying to suss out what areas might be attractive to look for premises. They looked from Levenshulme (the station was considered but already sold) through Withington and Didsbury to Chorlton (originally in the Albany Road trading estate), Northenden and Sale. Although many of these areas would be possible sites for the shop, Chorlton was seen to have advantages because of its "cosmopolitan" nature. At this stage, two new people got involved in the working group - Diane Wimbush and Lucian Conway.

By the following summer, the current site had been found, and a lease agreed with the owners, Town and Country Driveways, for part of the ground floor. After 18 months of research, legwork and hard, unpaid graft from its founder members and volunteers, Unicorn opened on 28th September 1996.

Unicorn Chronology

	SALES	Avg. Basket	Avg. Sales/Wk	Avg. Hrs Worked/Wk	# of Members	GP as a % of Sales	Net Profit as a % of Sales	General Notes
1996	£56,463		£1,086		8	23.86%		Open in Sept, funded by loanstock & ICOF loan. 2 tills, 550 sq.m. site. Food scares: BSE, E-coli.
1997	£371,494		£7,144		6	25.95%	2.84%	
1998	£558,623		£10,743		7	28.06%	5.03%	
1999	£826,128		£15,887		10	27.33%	2.74%	Anti-GM food campaigns
2000	£967,211		£18,600		10	29.69%	1.40%	Branding overhaul (new logo, etc)
2001	£1,241,104	£10-11	£23,867		14	28.47%	2.45%	Foot and Mouth outbreak. Start selling Jute shopping bags.
2002	£1,479,669	£11-12	£28,455		15	29.83%	4.80%	
2003	£1,960,316	£12-14	£37,698		14	27.93%	0.72%	Loanstock & Triodos loan fund building purchase. Premises inc to 950 sq.m. in 2nd quarter, now visible from main road. Purchase 3rd till, hire non-member shop assistants. Atkins diet craze; SARS outbreak
2004	£2,933,792	£14-17	£56,419	1137	19	31.24%	6.22%	Lift membership cap (15); Aim for all-member organisation, minimal casual labour Reorganise to devolved structure & quarterly MM; Purchased a fourth till 'Gillian McKeith effect', huge growth in wholefoods sector
2005	£3,601,359	17	£69,257	1451	31	31.78%	4.95%	Moved offices upstairs and further increased shop and store, premises increase to 1,150 sq.m. Tesco Extra Burnage opens
2006	£3,878,381	£18.68	£74,584	1533	41	31.47%	3.07%	Growth slows, decide to retain 5-10% casual labour for flexibility. Purchase a fifth and sixth till
2007	£3,650,330	£17.75	£70,199	1450	43	32.03%	4.25%	Install green roof; Involvement in anti-supermarket campaigns
2008	£3,636,694	£17.85	£69,936	1440	37	30.31%	2.60%	Loanstock repayment. Reissue of loanstock funds the purchase of Glazebury (21 acres) Built 'east wing' extension to store, increasing premises to 1,250 sq.m. BBC Radio 4 Best Local Food Retailer Credit crunch and value of the pound falls against the Euro
2009	£3,697,386	£18.11	£71,104	1393	40	30.64%	3.82%	Credit crunch and currency instability continues
2010	£3,759,451	£17.90	£72,297	1453	36	30.83%	2.69%	Despite global economic instability, 10% rise in sales (plus lesser rise in customers/average basket) from Sept. Grow a Grocery guide published. Decide to expand deli food production.
2011	£4,126,788	£18.84	£79,361	1513	39	30.93%	3.68%	10% sales rise continues despite economy. Trends of local food, cooking from scratch. Reinstitute fortnightly all-member meetings (training sessions).
2012			£0	1669				10% rise in sales continues, 'community love' permeates.

What is a Co-operative?

“ Co-operative businesses are owned and run by and for their members, whether they are customers, employees or residents. As well as giving members an equal say and share of the profits, co-operatives act together to build a better world” (From the Co-operatives UK website www.uk.coop)

Unicorn Grocery is a workers co-operative. A workers co-operative is owned and democratically run by its workers. All members are directors and all directors are workers.

There are many other types of co-operatives though, e.g. The Co-operative supermarket is part of a bigger group which includes e.g. funeral care, banking and pharmacy. They are a consumer co-op, which means that it is owned and run by the customers. As a customer you can get elected to be on the board of the Coop Group. There are also housing coops, where people who live in the house own and run it. There are multi-stakeholder coops where staff and customers are members. And many more.

Although all those are independent, the co-operative movement is a worldwide movement. Over a billion people are members of co-operatives. What connects the co-operatives apart from the name, is the 7 principles and the values that every co-operative adheres to.

Principles

- Voluntary and open Membership
- Democratic Member Control
- Member Economic Participation
- Autonomy and Independence
- Education, Training and Information
- Co-operation among cooperatives
- Concern for the community

The worker coop council, an elected group of co-operators organised by Co-operatives UK, explain how these principles relate to worker co-operatives. A copy of the booklet they have produced is provided along with your induction pack. Unicorn should always fulfil these principles or at least work towards fulfilling them.

Values

Co-operatives are based on the values of **self-help, self-responsibility, democracy, equality** and **solidarity**. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Unicorn engages in a lot of nationwide coop activities and there will be plenty of opportunity for you to get involved and visit other cooperatives and meet fellow co-operators.

Here are a few websites that tell the history and the present of cooperatives very well

<http://en.wikipedia.org/wiki/Cooperatives>

http://en.wikipedia.org/wiki/Worker_cooperative

<http://ica.coop/en>

<http://www.uk.coop/>

If you are interested in more information here are a couple of good books:

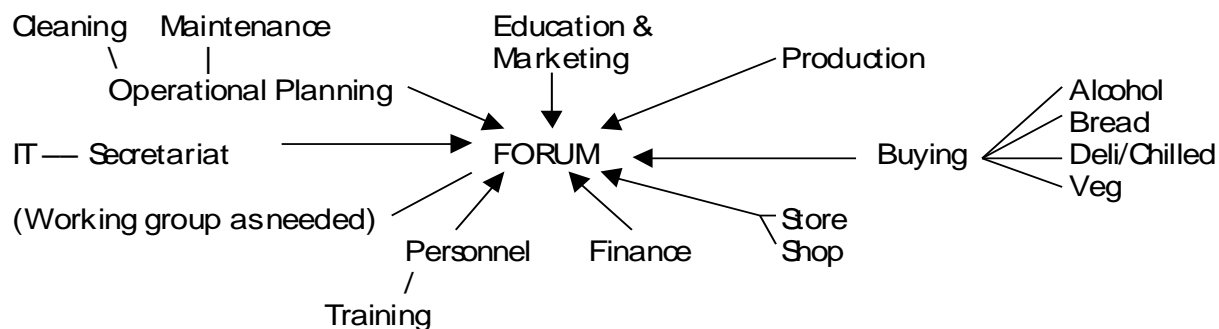
- Co-operative Revolution by Polyp (a comic book we sell that explains how the coop movement began, we actually sell this book)
- John Restakis (2010) Humanizing the Economy: Co-operatives in the Age of Capital (Environmental Economics) (good overview of countries who do cooperatives extremely well like Emilia Romagna in Italy and Mondragon in Spain)
- David Erdal (2011) Beyond the Corporation: Humanity Working (Erdal turned his family business into a coop)
- Johnston Birchall (1994) Co-op: The People's Business (good general overview and history of coops)

Unicorn's Co-operative Structure

All co-ops are run democratically by their members, however the way they choose to govern themselves can vary widely. Worker co-ops tend to have fairly non-hierarchical structures, and ours is similar to many other small worker co-ops in that we aim for a 'flat' structure where every member has equal say for equal pay. There is no manager or management committee, we are all equally responsible for our business - although of course we all have different responsibilities and tasks day to day, and overall no one of us should have any more power to control the business than anyone else. Every member is a company director at Unicorn, and thus legally bound by Industrial and Provident Society rules.

So, if there isn't a top-down management system, how is the business structured?

- **Teams:** Each member is part of one or more teams, one of which will become your 'home team' (a primary team for the purpose of reviews). Teams elect an Overview (to represent and have a close focus on that area) annually. There are two main purposes of these teams: (1) Run the shop: Teams ensure that the shop functions from day to day by implementing decisions, taking responsibility and identifying needs for change in that particular area. (2) Communication: Team meetings provide a chance for feedback and updates, which spread to other members via the forum rep and reports.
- **Forum:** Each of the 8 main teams sends a rep. to this fortnightly meeting, which is supported by a minute taker and facilitated by the elected chair. The forum makes smaller operational decisions and can make decisions on spends up to £1,000. Reps are there to feed their team's opinions into the meeting and carry information back to their teams. Forum helps teams stay connected with each other and provides co-ordination and accountability between them. All members must read the forum pack and the minutes to stay up to date with what's going on in the business. Any member can ask to attend and any decisions can be questioned even after they have been decided.



As you can see from this diagram, some of the 'sub' teams (e.g. alcohol, cleaning) which are offshoots of main teams, do not send reps to forum.

- **General Members Meetings:** The General or Members Meeting (MM) is the sovereign body, and meets 3-4 times per year, including 1 AGM which involves the election of the chair and secretary and approval of the budget, and 1 Away Day including strategic planning/visioning, and team building. MM are for policy and major decisions, reporting and scrutiny of activities. All decisions are reached by consensus. Our Principles should influence every decision we make – from big policy decisions to the 'day-to-day'.

Being a Probationer and Member in a Workers Co-operative

Your first few weeks here will almost definitely be a bit overwhelming! The rota is very different to anywhere else for a start; you'll move around the shop a lot and work with lots of different people each day. There are so many people to get to know and the days are long, filled with hard psychical work.

Here are a few tips for your first few weeks.

- If you have any questions, don't feel afraid to ask them, anything!
- If you have any problems, even if it is something at home that may affect your work, please talk to someone. A member of Personnel is always available to listen. The training team will guide you through any questions you have with your work.
- If you have made a mistake, tell someone, they will show you how to do it better next time. We all make mistakes.
- If one member has told you one thing and another then tells you something different, just explain this politely! It is not easy having 40+ bosses but everyone is here to help you to become a member, and a boss yourself.

After a few weeks you will join a team and you will get more of a flavour of what it means to be a director.

- Start taking on responsibilities and volunteer for things. Even if you think you might feel too new for this, members are always happy to help.
- Be aware of efficiency and wastage. Unicorn's profits directly relate to your wage – nothing is really 'free'!
- Read forum packs and minutes, check your emails regularly. Make sure you read and understand the newsletter. Always read the diary when you come in.

Reviews

- Your performance will be reviewed by the Production and the Shop Floor team after two months of being here. Personnel will feed this back to you and if there are any areas of development, then they will be discussed.
- There will also be a 4-month review, where all members comment on your performance. The same feedback procedure applies.
- After 6 months there will be one more review followed by a decision by our Membership Committee (voted for once a year by the whole membership) who will look at all the reviews and the projects to then reach a decision if you will be a member and director of Unicorn.

Being a member

If you pass your probationary period, and we hope you will, here's a few things that will change:

- You are now a director of the company, you are also not only an employee but also an employer (the Personnel training session towards the end of your probationary period will explain this in more detail).
- You will pay one pound to the co-operative, this is the extent of your limited liability as a company director and makes you a co-owner of the business.
- As a co-owner of the business you will need to take responsibilities around that e.g. taking the mobile phone home, volunteering for overtime if short-staffed.
- You now have a full say in everything that happens here - you can suggest proposals, help form policy, and generally have an equal influence over how the business is run. This is probably the most exciting thing about being part of a workers co-operative!
- You will now be expected to take part in reviewing fellow-members.
- You now get a share of the dividend.
- You are now entitled to full member benefits such as Unicorn paying for your SimplyHealth cover and making pension contributions.
- By the time you have reached 7 months, you will have taken on some more responsibilities, shop and office based.
- Hopefully by now you will see Unicorn as 'your' business, where you can and should be proud of it, worry about it, and love it!

Consensus Decision Making

Definition

Formal consensus decisions are decisions that everyone can abide by. Not everyone discusses every decision, and perhaps not everyone agrees 100%.

Up-to-date process

Early on, Unicorn agreed a specific process for making consensus decisions (see Structure Policies). As a larger co-op, much of this work takes place in teams.

1. Identify issue (start with this before a specific proposal), usually in team
2. Clarify the issue and invite feedback, e.g. via forum or newsletter
3. Identify concerns and views (list, do not discuss yet)
4. Resolve concerns and develop a clear proposal, usually in team
5. Identify appropriate meeting and facilitator for agreement of proposal
6. Share proposal and background pre-meeting (team, forum or MM)
7. Discuss proposal at meeting, making changes or amendments
8. Restate proposal and test for consensus (ask, 'Are there any unresolved concerns? Are there any objections?')
 - YES: Record and implement decision.
 - NO: Withdraw proposal, go back to 3 or agree next step.

The chair or facilitator

Every meeting needs a chair who acts impartially, ensures all voices are heard and helps the group to reach consensus within agreed time constraints. With controversial issues this can be a demanding role, and outside training may be useful.

Consensus Positions

There are four accepted positions that lead to passing a proposal:

- Agree
- Non-support ('I don't see the need but I'll go along with it')
- Agree with reservations ('Not sure but I can live with it')
- Stand aside (due to lack of information or emotional involvement)

However, the following position blocks a proposal:

- Cannot abide, believe it will harm Unicorn

What if everyone agrees 'with reservations'?

This situation is unlikely to mean true consensus. The chair should have some means to test the level of agreement, and may suggest a workshop or other route.

What if the proposal is blocked?

When Unicorn had fewer members, a single objection or 'block' would stop a proposal going through; with 40+ members, the membership needs two objections to block a MM proposal. There are a few options in case of a block:

- Withdraw the original proposal
- Suggest an alternate proposal in the meeting (this is time consuming and best done in advance or in small groups)
- Go to a workshop (usually just for MM proposals)
- If a proposal is still being blocked after a workshop, take a vote

What happens if we need workshop?

Workshops are one of the great strengths of consensus decision making; the collaborative proposals that result from workshops are usually far better than the original proposal. During or directly after the meeting at which a proposal is blocked, the Secretary publicises the date and time for the workshop (usually within one week) and a further MM or EGM (e.g., within two weeks) to agree the outcome (e.g., within a ten minute time limit). Interested parties – at least the member(s) behind the original proposal and any objectors – attend the workshop after hours to discuss the issue. Usually this group agrees an alternate proposal and resolves most concerns. Members who do not attend are informally expected to accept the outcome of the workshop, however any new proposal must still be brought back to a MM for formal agreement.

Why practice consensus? Pros	Cons
Can save time – everyone involved and decisions not 'trickled down' All voices are equal, not hierarchical, safety for minority opinions Ideas can be more innovative with knowledge/skills of whole group Decisions more likely to be implemented, inclusive Ideas get a more thorough development Resolves conflicts Reduces pressure on individuals Encourages us to take responsibility as directors	Can be very time consuming May not overcome power differences (e.g., louder, longer serving, etc.) Can be cautious, risk-averse, slow to change or challenge status quo Consensus decision making can default to doing nothing 'Passive consensus' – lots of reservations but no one objects You may not get your own way Can be difficult to ensure accountability and scrutiny

Unicorn Policy Documents

Towards the start of your employment you will be given copies of existing Policy Documents, which the Co-op expects you to have read and to act in accordance with whilst employed at Unicorn.

Background: A number of policies held by the Co-op, as well as reflecting our efforts for equality and fairness, are also required by law. All policies are in line with our Purpose & Principles Statement and have been reached through the consensus decision making process.

We will ask you to sign a separate sheet to acknowledge a) you have received a copy of the policy documents, and b) that you have read the document and will act in accordance of its guidance.

From time to time revised, or new policy documents will be adopted by the membership, reflecting either the Co-op's intentions, or aligning ourselves with forthcoming legislation.

Unicorn Customer Care

Part of every member's role at Unicorn involves working on the shop floor directly with customers, and it is a really important role. What is the point of working so hard behind the scenes, sourcing such great products, if we fail on the shop floor? We want to be a shop you can enjoy spending time in; a pleasurable rather than a painful experience; a place in the heart of the community; a friendly place. And it's up to us – on a daily basis – to deliver this. You will receive training in your probationary period on answering the phones, working on the till, dealing with customer queries etc and hopefully you will enjoy your time on the shop floor. We have a lot of extremely lovely customers. Read on for a snapshot of who our customers are and what they like about us.

A snapshot – some Customer Survey results from 2014

<See Customer Survey appendix for this information.>

Probationer Training Programme

<u>Induction Session</u> <ul style="list-style-type: none"> • Health+Safety • Building Layout • Locker+Gate Key • Workwear, what to wear and when • Security • Customer Care 	<u>Production Session</u> <ul style="list-style-type: none"> • Technique • Speed • Economics+Adding Value • Traceability
<u>Shop Floor Session</u> <ul style="list-style-type: none"> • Facing up/putting out • Customer care/enquiries • Queues, or not! 	<u>Merchandising</u> <ul style="list-style-type: none"> • Shelves, stock and appearance • Signage • Store Layout
<u>Commercial Strategy</u> <ul style="list-style-type: none"> • Our model of direct purchase • Prompt payment • Competitive pricing • Adding value on site 	<u>Pricing Project</u> <ul style="list-style-type: none"> • Internal or External price checking
<u>Supermarket Big Night Out</u> <ul style="list-style-type: none"> • Visit to multiple supermarket 	<u>Department Sessions</u> <ul style="list-style-type: none"> • Veg I+II • Deli I+II • Fresh I+II • Alcohol I
<u>Supplier Visit</u> <ul style="list-style-type: none"> • Glebelands or Glazebury • Or other 	<u>Shop Floor II</u> <ul style="list-style-type: none"> • Till Operation I+II • Meet+greet • Till Support+Floorwalker system
<u>Personnel Sessions (2)</u> <ul style="list-style-type: none"> • Employer+Employee • Reviews • Career Development+training • Membership+Disciplinary Committees • People Decisions • Co-operatives Uk Workers code 	<u>Office Systems</u> <ul style="list-style-type: none"> • Assessment • E mail • Phone System, transferring calls, messages • Diary, Address Book • Clear Communication
<u>Education & Marketing</u> <ul style="list-style-type: none"> • Our message • Statement of Purpose • Comments Book, Newsletter, Blackboard • Website 	<u>Finance sessions (2)</u> <ul style="list-style-type: none"> • Profit and Loss, cashflow, forecasts • Balance sheet, takings, budgets

Probationer Supermarket visit

It is very important for us to have a good knowledge of our own shop the products within it and what our offer is to customers. It is also important to maintain an awareness of how we compare to other shopping choices out there. The idea of this project is to get you to visit one of the larger multiples and consider the shopping experience there compared to Unicorn. Looking at the shopping experience in general lighting, shelf height, ease of finding products, till queues, customer service, facilities, labelling and promotions. We then want you to look in more detail at the offer at this multiple compared to Unicorn in terms of the range of comparable goods, overall choice, quality and price.

Write up a report with general comments on the shopping experience as above and then also present in more detail the following

How great is the selection of directly comparable brands, eg: Doves Farm, Provamel (Alpro), Clipper. Note down as many as you can find. How does this compare to what you were expecting? Find at least 5 directly comparable products and note down their prices in the multiple then compare them to our prices.

Have a look at the Fruit and Veg offer and compare some prices of staples such as potatoes, carrots, onions, bananas, apples, organic where you can find them but conventional vs our organic if not. Note down five prices and come back and compare them to Unicorns prices. Any comments of packaging, presentation, quality and range?

Have a look at the chiller section how does our offer compare? There may be direct comparisons eg pure margarine and equivalents hummus, tofu, veggie burgers, sausages how does range, quality and price compare? Pick out a few products to compare and note down prices.

Lay out a table in your report of the products you have noted down showing if they are cheaper or more expensive in Unicorn and if they are a direct comparison or an equivalent and if they are both organic and organic vs conventional.

Write a conclusion on how our offer stands up compared to the multiple you have visited, put yourself in the mind of a regular customer who is looking to do their weekly shop and comment on our strengths and weaknesses.

Please take time to make an easily understandable presentation.

Probationer Big Night Out in Supermarket / Homework Sheet

Aiming for 1 hour slot admiring the aisles of a large supermarket, noting down information for the questions below while also doing some modest shopping. The purpose is primarily to increase your grocery skills but the sheet may also be reviewed as part of your membership application material. Think about how we differ from standard supermarkets and how our ethos effects what we do.

1) Prices

a) 5 dearer than Unicorn

b) 5 cheaper

2) Lighting

a) OK

b) too bright

c) too dim

3) Layout

a) Average approximate shelf height

b) Aisle width approx.

c) Lowest shelf height from floor

d) Highest shelf

4) Toilets, available?

5) Staff response to request for location of a product?

6) Kid's facilities?

7) Time waiting at Till

8) Any general comments on the Tesco store offer?

Induction Training Record

Name..... Start Date.....

As part of your training you will be rota'd to have introductions in all the core tasks of shop work. To help us monitor, support and rota this training, this record sheet must be kept up to date. Anyone providing you with training will be looking for you to have this sheet available to sign, and it is your responsibility to get this sheet signed. Evidence of training taken is a condition of passing first review; and subsequently - membership decision.

Dates to be filled in by training team	
First review due (Production/ shopfloor teams)	
Second review due (Whole membership)	
Third review due (Whole membership)	

	Designated Trainer	Date of training	Member conducting training to sign
Induction Session			
Health and Safety Locker& gate key, workwear			
Building Layout			
Policy Docs Overview			
Security			
Production Session inc. Technique, speed, economic & added value			
Customer Care			
Tour with floor walker Facing up, putting out Customer care /inquiries Queues			
Commercial Strategy Our model direct purchase Prompt payment Competitive pricing Added value on site			
Merchandising Shelves, stock & appearances , signage and store layout			
Pricing Project Internal & external price checking			

	Designated Trainer	Date of training	Member conducting training to sign
Supermarket Big Night Out Visit to supermarket			
Veg 1			
Veg 2			
Deli 1			
Deli 2			
Fresh 1			
Fresh 2			
Alcohol			
Supplier Visit Glebelands or other			
Store induction			
Till 1			
Till 2			
Till 3			
Picking 1			
Picking 2			
Personnel Session 1 Holidays, lateness, absence, etc			
Personnel Session 2 Employer/employee, reviews, career development & training, membership & other committees, disciplinaries, people decisions			
Finance Training 1			
Finance training 2			
Education & Marketing Our message, our Principles of Purpose, our marketing strategy & how we put all this into action day to day			
Office systems Emails, phone system-transferring calls & taking messages, diary & address book, clear communication			
Observations: Forum 1st & 2 nd Non team meetings			
Presenting product of fortnight			