

Unicorn's Review and Membership Decision System

Note: No review system is universally loved (even no system). Unicorn constantly reviews (!) its review system, as the text on the forms is difficult to get right and methods are awkward and time consuming. Perhaps our next trial will be online (e.g., www.surveymonkey.com).

Probationary member reviews

Two months into the seven-month probationary period, the Shop Floor team and the Packing team (in addition to other teams, if any, for which the probationer was recruited or works closely) review the probationer. The Personnel team compiles this feedback and meets with the candidate to discuss any concerns to address during the next few months.

After five months, every co-operative member reviews the probationer. Again, these results and comments are compiled and fed back by a member of Personnel. After seven months, the two-month and five-month review, plus any probationer projects (see Training section), provide the primary evidence for the membership committee (see Personnel section).

At any time during the probationary period, a member or team may approach Personnel with concerns to be raised with the probationer, so that s/he has a chance to address these before the membership committee decision.

In Unicorn's experience, seven months is usually sufficient time to determine whether someone possess membership potential. However, if the membership committee believes it is beneficial for the probationer and Unicorn, it may extend the probationary period, carry out another full member review, and reconvene to decide after ten months. The length of the probationary period takes into account that any employee has full rights after twelve months.

Membership committee

Following the seven-month probationary period, the membership committee reviews all available evidence in order to decide between three outcomes:

- The offer of a permanent contract as a member at Unicorn Grocery
- An extension of the probationary period (to ten months)
- The expiration of the current contract if the employee is not at member standard

Similar to the disciplinary and grievance committees, the membership committee is elected annually. (See Personnel policies appendix.) Again, confidentiality, fairness and objectivity provide the basic criteria for selection.

Previously, Unicorn agreed membership decisions at members meetings, however in a large co-operative this practice risks contravening principles of data protection and confidentiality. In place of verbal discussion, members are given other opportunities to review the probationary member and input into the final decision of the membership committee.

Member reviews

Following the probationary period, Unicorn each member undergoes an annual 'member review' by all members, and an annual peer review by the home team. Aside from rates of lateness and absence, and the packing rate for probationers, we do not rely on any quantitative or performance-driven targets. Instead, we measure individuals against the member job description, and in the peer review, on their contribution to the team roles.

We require all members to submit review forms; too many missed forms may lead to disciplinary action. A member of Personnel compiles the reviews and meets with the individual to feedback results. A member of the Training team also attends the review in order to identify any training needs or desires.

Probationer Review Form

Name

Completed by.....

Date for completion and placing in review sheet box.....

Has the person named above fulfilled the following Member Job description requirements to the standard necessary for a probationer at this point? Write "yes" if s/he meets this standard or "no" if s/he does not.

All boxes marked "no" but not accompanied by an explanatory comment will be discounted. Do not comment on the person's ability to do a task you do not do yourself. Do not write anything else in the box, particularly not "maybe." If you do not know any factual information relating to a requirement leave the box blank. Do not surmise or give the person credit for being nice.

COMMUNICATION

Actively contributes to meetings, group discussions, etc.
Receives and heeds communications from other members
Communicates openly and honestly

Comments

CORE TASKS

Proven good productivity.
Proven accuracy and attention to detail
Customer service/ working with the public

Comments

CO-OPERATION

Seeks and accepts responsibility treats others at work with respect.
Is flexible in working arrangements (times, tasks, teams)
Abides by Unicorn's policies and principles.
Possesses the skills to contribute effectively in teams

Comments

SELF- MANAGEMENT

Seeks/undertakes training and personal development and makes use of it.
Time management skills, ability to follow rota breaks etc.
Attendance and timekeeping at satisfactory level

Comments

SHARED COLLECTIVE MANAGEMENT

Works for the good of the organisation
Possesses knowledge of Unicorn systems and departments and working methods
Demonstrates team working and collective leadership skills

Comments (use back of sheet if necessary)

Member review form

Name ... Date due.....

Compiled by.....

Does the reviewee continue to meet membership standard

yes no

List the ways the reviewee demonstrates commitment and meets the responsibilities of being a Member and director of the co-operatives (see attached Job Description).

Give details + examples of the areas in which the reviewee could improve

Give details + examples of the areas in which the reviewee has performed particularly well in, over the past twelve months

Member Peer Review

Name of Reviewee.....

Team.....

Date of Review.....

Present at review.....(conducting review)

.....(taking minutes of review)

Quality /speed of work in team and contribution to overall team effectiveness

Sharing of responsibility for success of team

Team related internal or external training and other requirements e.g. rota changes, equipment

Other comments on the reviewee's team role

Signature of reviewee.....