Staff Handbook

Welcome! We are very happy that you have decided to work with us. We value what you bring to the store and welcome you to our team. Your enthusiastic participation is an important part of our success. This Staff Handbook was designed with you in mind.

- The first section, **About Our Co-op**, has information about our identity as a cooperative, how we operate, and our history. This will help you understand what makes us different from other businesses and why we're so excited to be doing the work we do. As an employee you need to know this information to help you better serve our customers and owners and become a valued member of our team.

- The second and third sections, **Terms of Employment** and **Workplace Expectations**, have essential information about our employment relationship and describes how to conduct yourself while working at the Co-op. These best practices are vital to maintaining our positive culture.

- The final section, **Compensation & Benefits**, describes our pay and compensation structure, and employee benefits.

- Appendix A contains the 2014 figures for **Insurance.**

- Appendix B **On Being Awesome** is a quick summary of need-to-know information about our store and how to be successful as an employee.

- Appendix C includes our 2014 **Organizational Chart**

Note: This handbook is intended solely as a guide for the Co-op's management and employees during employment. It is not a contract of employment, and no such contract may be implied from its provisions. The handbook policies and procedures are not promises or inferences of continuing employment. Changes in the handbook may occur. Moscow Food Co-op reserves the right to interpret, revise, add to, or delete any policies in this manual. Updated copies are available from the Human Resources office.

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

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About Our Co-op

Moscow Food Co-op Mission Statement and Long-Term Goals (Ends Policies)
In 2014, the Board of Directors and staff of the Co-op collaborated to create a new Mission Statement. At the time of publication of this document, it reads: ***Working Together to Nourish and Nurture our Community.*** This mission statement informs and guides the administrative and operational decision-making of the entire organization. The Ends Policies, below, approved in August of 2014, describe the long-term ways that this mission will be enacted in our Cooperative community. The approved policies read as follows:

Building on the foundation of the Seven Cooperative Principles, the Moscow Food Co-op shall:

1. promote the local, sustainable, and organic foods economy;
2. be a workplace of choice for all employees;
3. increase economic and cultural accessibility for all community members;
4. educate our owners, customers, and the wider community about food and food systems;
5. model environmental sustainability through our activities, facilities, products, and services;
6. grow and expand to further our mission.

Our Roots & Cooperative Identity
As an employee representative you have a responsibility to understand our history and what it means to be a cooperative. The Moscow Food Co-op started in 1973 as the Good Food Store. In 1974 we incorporated with 25 owners and a small grant from the Community Action Agency. Since that time we have moved to our fifth location in downtown Moscow and as of January 2014 have grown to around 7,000 owners and more than $9 million in annual gross sales.

Our cooperative identity is a major strength that defines us. A cooperative is a business that is owned by its members; owners unite voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. In the case of consumer cooperative food stores, owners are shoppers, although you do not have to be an owner to shop at the Moscow Food Co-op. Cooperative owners believe in the ethical values of honesty, openness, social responsibility, and caring for others. Our commitment to these values distinguishes us from traditional businesses. To stay in business we do need to make a profit, and what we do with our profit is one way we demonstrate our values and Cooperative identity. For example, we use some of our profits to invest in the store and pay patronage dividends to our owners.

The "7 Cooperative Principles" form the foundation for cooperatives. The International Cooperative Alliance adopted these principles in 1995, and their roots can be traced to the first modern cooperative founded in Rochdale, England in 1844 in response to the Industrial Revolution.

7 Cooperative Principles

1. **Voluntary and Open Membership**
   Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without discrimination based on gender, social standing, racial background, sexual orientation, and political or religious beliefs.

2. **Democratic Member Control**
   Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. No one person gains more control based on amount of money invested.

3. **Owner Economic Participation**
   Owners contribute equitably to, and democratically control, the capital of their cooperative. Owners contribute capital through purchasing their membership, which gives them a share in the Co-op. Each share in the Moscow Food Co-op is worth $150.

4. **Autonomy and Independence**
   Cooperatives are autonomous, self-help organizations controlled by their members.

5. **Education, Training and Information**
   Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives.

6. **Cooperation among Cooperatives**
   Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

7. **Concern for Community**
   Cooperatives work for the sustainable development of their communities through policies approved by their members.

"Democratic Member Control" in Action

Our Owners
Our owners represent a broad base of different types of people. One thing they have in common is an interest in good, healthy food and a desire to see their Co-op survive and grow. We would not be where we are today without the support of our owners. Our owners' money, which comes in the form of their annual ownership investment, has paid for all the equipment in the store. Owners make a non-refundable contribution towards their ownership share in the amount of $10 each year. A full share costs $150, and some owners opt to pay the full amount at once and become lifetime owners.

As a result, our members own the Co-op, and therefore they have a say in how we run their business. In a cooperative, the amount of money invested by an owner doesn't determine the amount of votes that an owner gets. Each owner gets one vote and this is exercised through voting in the Board of Directors' elections every year. Almost every major decision made at the Co-op takes into account how it will affect, or fit into, the mission statement and strategic plan. We listen to our owners when they suggest that the Co-op carry a certain item or start a new service. And while shopping is open to everyone, our owners also receive a wide variety of benefits, such as owner discounts and the opportunity to vote for and run for the Board of Directors.

Some owners offer their time in the store as Participating Owners. This program helps keep our owners engaged in our cooperative community. As stated in the Board's Governance Policy B6, "the Co-op is committed to a vibrant and robust Participating Owner Program." We have PO positions for a wide range of abilities and personalities, and offer a reward structure commensurate with the effort and level of responsibility of these positions. The Advancement Department oversees the PO Program. Although we have developed detailed job descriptions for Participating Owners, they may occasionally require your assistance and guidance. Please be patient and friendly when working with them; they are an asset to our business and cooperative community.

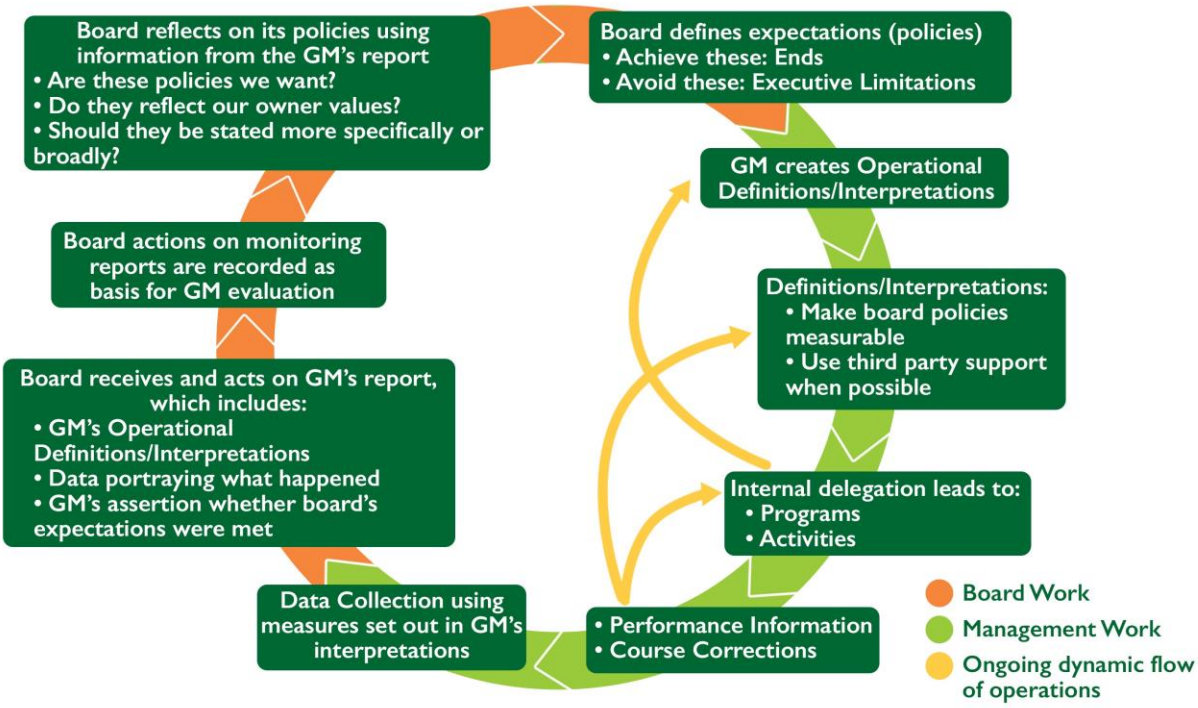
Our Board & Management

Co-op owners elect a Board of Directors that is responsible for setting policy, long-range planning, and hiring, supervising, and evaluating the General Manager. Directors work with the General Manager to keep the Co-op fiscally strong to ensure its survival into the future.

The General Manager oversees our employees and store operations via supervision of the Retail Support Team and delegation of operational supervision to the Store Operations Manager (see the MFC Organizational Chart in Appendix C.) The GM is also responsible for administering the policies of the Co-op as set forth by the Board. The policies are about our broader goals and they prompt us to put our values and vision into practice. They shape things such as employee pay, our sustainability goals, and standards for protecting our assets. Though the Board does not dictate operational details, such as which coffee we serve, certain values-based policies *could* lead managers to make specific choices affecting operations, such as the choice to offer fair-trade coffee.

Many policies place expectations upon the General Manager, and so it is through the GM's accountability to the Board that we ensure we're on track.

<u>Flow of Operations</u>



Terms of Employment

Equal Opportunity
Moscow Food Co-op is an Equal Opportunity Employer. This means that we will extend equal opportunity to all individuals without regard to race, sex, age, religion, national origin, marital status, sexual orientation, disability, receipt of public assistance, genetic information, or military history.

Moscow Food Co-op will also make reasonable accommodation wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the essential duties and assignments connected with the job and provided that any accommodations made do not impose an undue hardship on the Co-op.

If you believe you have been subjected to discrimination due to your race, sex, age, religious or political beliefs, national origin, sexual orientation, marital and parental status, or mental or physical disability, you can talk about this issue with your manager, Human Resources, the General Manager or any other manager at the Co-op. You can expect a prompt, thorough investigation, and you will be notified of the outcome of the investigation. Retaliation for bringing such a complaint will not be tolerated. Any finding of discriminatory behavior may lead to immediate corrective action up to and including termination.

Employment at Will
As noted at the front of this handbook, employment at the Co-op is "at will." This means the Co-op and each employee have a right to terminate the employment relationship at any time, with or without cause and with or without notice for any reason not prohibited by law.

Employees as Volunteers
As long as you are on the payroll as an employee of Moscow Food Co-op, you may not also work as a volunteer for the Co-op.

Hiring Policies
The Board of Directors hires the General Manager and determines the process for selecting any staff to serve on hiring committees for the General Manager position. Management-level positions are filled by the General Manager. All other hiring decisions are made by the department manager for the open position following the Co-op's established policies and procedures. New positions must be approved by the General Manager.

All managers will follow these guidelines for hiring:

- We will comply with federal laws impacting hiring and employment practices.
- Our hiring decisions will follow sound business practices.
- We will have internal consistency within all departments by following the same procedures.
- Our hiring decisions will be fair to all prospective and current employees.

Moscow Food Co-op seeks to hire the best person available for all positions at the Co-op and is always looking to find excellent candidates for each job. When a regular position becomes available it is posted immediately.

Internal Applicants

In order to ensure that the Co-op gets a good return on the investment made in training a person for a particular department, employees are generally not permitted to transfer to a different department until they have completed at least six months in their current job. However, an employee may train in and add regular hours from other departments, with approval from both department managers and the General Manager, after he or she has completed the Initial Employment Period.

To apply for an open position within the store, an employee must submit an Internal Application. Resumes or other documents to supplement the Internal Application are welcomed if they help describe relevant work history and qualifications for the position. Resumes are required for positions in the Light Green, Yellow or Dark Green wage categories. (Please see the Pay Scale policy section for more information.) Employees who meet the minimum posted requirements will receive an interview. The hiring manager may review the original application and relevant documents such as performance evaluations from the personnel file of the internal applicant.

If you are offered a position in another department you should discuss the wage with the hiring manager before finalizing your decision. If you are hired for an open position in another department the managers of your new department and old department will create a transition plan. You may be expected to work in your old job until a replacement is found and ready to work.

If you transfer to a position in another department you will undergo an Initial Employment Period of approximately 90 days in your new department (this does not impact your benefits status unless you drop below the hours needed to retain benefits.) During this Initial Employment Period your supervisor/manager will conduct a performance review. (Please see the Performance Reviews policy section for more information.)

Employment Information Must be True

All candidates for employment must fully complete, date, and sign the standard *Moscow Food Co-op Employment Application* form. The completed form is to be signed by the applicant to verify the accuracy and completeness of all information. A resume will not be accepted in lieu of a completed employment application, although resumes are welcome.

Moscow Food Co-op relies upon the accuracy of information contained in the employment application as well as other information presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information may result in exclusion of the individual from further consideration for employment, or termination of employment if the person has already been hired. Employment reference checks are conducted prior to a candidate being offered a position.

The U.S. Department of Homeland Security requires that all new employees provide specific information about their eligibility to work in the US within three days of starting employment. An employee will not be allowed to continue employment without providing the information required on the I-9 form. This requirement applies to all full- and part-time Co-op employees *and* any substitute employees who work at Moscow Food Co-op. Employees must report to Human Resources any changes in their legal eligibility to work prior to the change (if known in advance) or within 48 hours after such change.

Rehiring Former Employees
The Co-op may rehire an employee who has voluntarily left employment if she or he is the most qualified applicant in the hiring process. Former employees will be screened by the same standards as those used for other applicants. The Co-op does not usually re-hire employees whose employment with the Co-op has been involuntarily terminated.

Hiring of Relatives in the Workplace Policy
To reduce the potential for bringing personal conflicts into the workplace from outside, and to reduce the potential for perceived bias or perceived favoritism, there are some restrictions on the hiring of relatives at the Moscow Food Co-op. Relatives of Moscow Food Co-op employees will only be hired or promoted into positions where they will not supervise, or be supervised by, a relative.

For the purposes of this policy, "relatives" are defined to include spouses, domestic partners, parents, children, brothers, sisters, brothers-in-law and sisters-in-law, fathers-in-law and mothers-in-law, stepparents, stepbrothers, stepsisters, and stepchildren. This policy also applies to you if you are dating another employee and one of you would supervise the other.

The word "supervision" is defined to mean directly scheduling, evaluating, deciding upon salary-related matters, or disciplining another employee. "Indirect supervision" refers to oversight given via delegation through a chain of authority. (Please see the Conflict of Interest policy section for information about relationships that are established between employees after they are hired.)

Because of our small community and the high incidence of employees being related or sharing households, the following system of checks and balances is in place to prevent instances of real or perceived favoritism:

- An employee who indirectly or temporarily supervises a relative (as defined above) or directly supervises someone in his or her household, must engage a second party, either the Human Resources Manager or the General Manager, in any supervisory decisions (as defined above) regarding that person.

- Any employee who is involved in the recruiting or hiring of a relative (whom they may not supervise directly) or someone in his or her household must recuse him or herself from the final hiring decision about that person, and defer to the merit-based decision of the rest of the hiring committee.

Initial Employment Period
All new employees undergo an Initial Employment Period (IEP), *typically* 90 days. This period is not a guarantee of employment for any set period of time and completing it does not change your status as an at-will employee.

On or before your first day of work, you will receive a copy of your job description and the criteria for evaluating your work. During your IEP, your supervisor/manager will hold informal check-ins to give you feedback on your progress in learning your new job. You are expected to ask questions during this period to ensure that you get the help you need to be successful.

Near the end of your IEP, your supervisor/manager will conduct a performance review to ascertain your success in completing the requirements of this period, including whether you have completed your mandatory classes and passed any necessary tests to demonstrate knowledge in particular areas. Your supervisor/manager may seek input from other employees who have trained you or worked closely with you.

If at any point during the Initial Employment Period your supervisor/manager concludes that you won't be able to adequately perform the job for which you were hired, your supervisor/manager may end your employment. Initial Employment Periods are extended when additional coaching is needed, when an employee's hours are so limited that training time takes longer, or in situations where the supervisor was not able to be present for most of the period. The delay of a performance review does not constitute grounds for filing a grievance.

Certain privileges are granted at the end of the successful completion of your Initial Employment Period, including merit-based wage increase eligibility, utilizing or donating paid time off, and filing a grievance.

You may train in and add regular hours from other sections or departments, with approval from both department managers and the General Manager, once you have completed the Initial Employment Period. (Employees are generally not permitted to transfer to a different department until they have completed at least six months in their current job.) If you move into another position at the Co-op, you will have an Initial Employment Period in that new position.

If you have left employment at Moscow Food Co-op for more than one year and are then rehired, you must complete a new Initial Employment Period. Please refer to the *Being Awesome* section for helpful tips about your Initial Employment Period.

Performance Reviews
The General Manager is evaluated annually by the Board of Directors. New employees are evaluated by their supervisor/manager at approximately 90 days to determine whether they successfully completed the Initial Employment Period. As part of your 90-day evaluation, your supervisor/manager will seek input from other employees who have trained you or worked closely with you. Subsequently, all employees will have annual performance reviews on or around their hire date anniversary, although supervisors/managers may at their disrection conduct additional check-ins and reviews.

During performance reviews your supervisor/manager will meet with you to note strong points and areas for improvement and to set any needed goals. Annual evaluations also provide an opportunity for you to contribute your own self-evaluation. A positive job evaluation and successful fulfillment of job-related criteria should not be interpreted as a guarantee of continued employment.

You will receive a copy of the storewide Core Values that you will be evaluated on. Your department supervisor/manager may provide a copy of additional expectations related to your role. You should review and understand the expectations and ask questions if you do not understand what is expected of you.

Corrective Action
While employment at Moscow Food Co-op is based on mutual consent, and both the employee and the Co-op have the right to terminate employment at any time, the Co-op has a stated preference for using corrective action to address problems related to misconduct and unsatisfactory work performance. Instances of misconduct and/or poor job performance shall be handled on a case-by-case basis, based on the circumstances involved and the judgment of the Co-op.

While we strive to be consistent, every case has its unique circumstances. Therefore, the Co-op's response to misconduct or poor performance could be different from one case to the next, even if

there appear to be similarities between the employees involved and/or the type of misconduct or poor performance.

Also, the Co-op follows strict equal opportunity and anti-harassment policies that expressly prohibit the consideration of certain factors (i.e. sex, sexual orientation, race, religion, military status, gender identity, national origin, age, disability, marital status) in any employment matters, including corrective action.

The Co-op attempts to resolve instances of misconduct or poor performance on a progressive basis. We strive to provide employees with on-going support and guidance, such as coaching, when deemed appropriate to the situation. Coaching may entail a Performance Improvement Memo, or another means of documenting expected improvements. Depending on the need, we also may use a written Corrective Action Report, which is filed in an employee's personnel file. Corrective action may include: first written warnings, final written warnings, suspension with or without pay, and termination. Employees may request a copy of any written warnings. Depending on the nature of the offense, the Co-op reserves the right to skip any steps at its discretion.

The Co-op reserves the right to suspend employees with or without pay while conducting an investigation in cases of alleged misconduct. Misconduct includes, but is not limited to:

- Theft of equipment, products or money, including misuse of the staff discount.
- Misrepresentation of hours worked.
- Refusal to observe the policies and procedures of the Co-op.
- Insubordination.
- Acts of discrimination or harassment, including unwanted sexual behavior in acts or words.
- Acts or threats of physical violence.
- Unauthorized use of Co-op funds or property.
- Being under the influence of alcohol or narcotics on Co-op premises or on paid time.
- Selling alcohol to a minor.
- Selling narcotics.
- Unauthorized release of confidential information.

An investigation may include interviewing all the employees and perhaps other parties believed to have been involved in or witnesses to the misconduct. Following completion of the investigation, the Co-op will advise and inform the employee of its findings and any corrective action or termination imposed.

The grievance procedure is available to employees who have successfully completed their Initial Employment Period and who wish to contest a corrective action up to but not including termination. Corrective action decisions remain in effect while being appealed. (Please see the Grievance Policy section for more information.) Employees who have been terminated or who have resigned from the Co-op are not able to use the Co-op's grievance process, though in the case of termination, Human Resources is available to help mediate terms of separation from the Co-op.

Resignations

If you decide to leave your employment at the Co-op, you should notify your manager and Human Resources in writing. A minimum of two weeks' notice is requested for all employees, (though an earlier notification is helpful). In the case of managers and buyers, we request four weeks' notice. You are expected to continue to perform work at a satisfactory level and assist in the transition of your work to your replacement during your transition time. Failure to honor the request for notice and transition assistance may result in your being considered ineligible for rehire in the future.

Moscow Food Co-op does not grant severance pay to any employee whose employment is terminated; however, Moscow Food Co-op reserves the right to make exceptions to this policy in its sole and absolute discretion.

All Moscow Food Co-op property (i.e. aprons, keys) must be returned on or before your last day of work. You have the option of continuing on the Co-op's medical insurance coverage at your expense for up to 18 months, as stipulated by federal law (COBRA). (Please see the COBRA policy section for more information.)

Your last paycheck will be issued on the regular payday following the last pay period in which you worked, unless other arrangements have been made. (If requested in writing, state law requires that pay be remitted within 48 hours of receipt of that written request- weekends and holidays excluded.) Before the last day of work, you are responsible for providing the address for the final check, any accrued and payable benefits, and year-end tax information. In the case of references, only the General Manager and Human Resources staff are authorized to release information concerning a former or current employee.

Personnel Files
The contents of personnel files, including, but not limited to, evaluations, disciplinary actions, and current and historical wage information, are the property of Moscow Food Co-op. Medical and other information is kept in separate files from regular personnel files. You may access your personnel file by arrangement with Human Resources. Employee files must be reviewed in the Human Resources office. Because the files are the property of the Co-op, you may not take yours off the premises. If there is a change in your name, telephone number, home address, emergency contact person, marital status, number of dependents or any other pertinent information, please notify Human Resources immediately so that records can be kept up to date.

Reductions in Force
When the General Manager determines the need to reduce labor expenses, employees may be laid off. We may take into consideration job skills and knowledge; job performance, measured by on-the-job efficiency, quality of work, performance reviews and direct observation of job performance; length of service; and availability.

Grievance Policy
Grievances, other than those against the GM, are filed through the Human Resources office. An employee who believes that he or she has been affected by a management decision that is in violation of Moscow Food Co-op policies may file a grievance. To be eligible to use the grievance procedure, an employee must have successfully completed his or her Initial Employment Period. Employees who have been terminated or have resigned from the Co-op are not able to use the Co-op's grievance processes.

All grievances must fall into one of these three categories:

- A claim that a management decision violates existing Co-op policies.
- A claim that a management decision creates an unfair situation for which no policy exists.
- A claim that a management decision duly following Co-op policy creates an unfair situation because the policy itself or its application is inherently unfair or discriminatory.

A staff advocate will be made available to assist in navigating the grievance process. A Grievance Committee will be randomly selected from a pool of eligible management and non-management employees. The Grievance Committee will conduct an investigation and their findings are advisory

to the General Manager, who has final decision-making authority on employee grievances. All employees involved in a grievance process must sign and abide by a confidentiality agreement.

In order to be considered, a grievance must be filed within 10 calendar days of the management decision that is being grieved. The decision remains in effect during the grievance process. The Grievance Committee must convene within 10 calendar days from the time the grievance is filed, and an advisory finding must be made within 10 calendar days of the committee's first meeting.

Grievances against the General Manager fall under the domain of the Board of Directors. Allegations of gross misconduct or illegality against the GM are to brought directly to the Board in writing.

Other grievances against the GM that are not allegations of gross misconduct or illegality must first go through the in-house grievance process, as described above. To file a grievance against the GM after the completion of the in-house grievance process, the following parameters apply:

- Grievances against the GM must be filed with the Board in writing within 10 days of an in-house grievance decision.
- The griever must grant the Board access to relevant personnel file information as determined by the in-house grievance committee that advised on the initial grievance.
- Any grievance against the GM that is brought before the Board is limited to the original grievance and the grievance of the decision.
- The griever must suggest a remedy for his or her grievance.
- The full Board will consider and decide upon grievances against the GM.
- The Board will determine if policy has been violated and whether or not to accept the griever's suggested remedy. The Board can also determine an alternate remedy.

The Moscow Food Co-op expressly prohibits retaliation on the part of an alleged source of grievance against anyone who has filed a grievance. Any such retaliation may be grounds for corrective action up to and including termination of employment.

Credit and Reference Checks

You must sign a release form before the Co-op will provide information regarding salary status to a third party. The exceptions to this policy are cases where a government agency or a court order requires Moscow Food Co-op to release information. In all dealings with other organizations, Moscow Food Co-op will make only factual statements.

Workplace Expectations

In order to provide our staff with the best working environment possible, the Moscow Food Co-op has established Workplace Expectations that delineate best practices for work habits, protocols, and creating positive culture.

The Co-op's work standards are intentionally high to reflect our belief in the highest potential of each of our employees. As you read this section of the personnel handbook, regard each policy as a means to a higher end:

- To be a workplace of choice for all employees, as described in our Strategic Plan goals.
- To uphold our Customer Service Standards, as described in our Customer Service as a Value policy.

Each employee makes a contribution to the Co-op's working environment and has a direct impact on the success of the store. Guided by our Cooperative Principles, we can have a substantial impact on the region's health and wellness via the products we sell and the way we do business.

Customer Service as a Value Policy (Internal and External)
Our ability to consistently deliver excellent customer service is critical to the health and ongoing success of our organization. We have high standards of service and high expectations of all Moscow Food Co-op employees regarding customer service, both internally between coworkers and to our board members, external customers and vendors.

Our Customer Service Standards:

- Be There – be fully present in your interactions
- Choose your Attitude – be the best version of yourself you can be
- Have Fun – make work enjoyable for yourself, your coworkers, and our customers
- Make Their Day – delight everyone you interact with
- Make It Right – when we make a mistake, we fix it

How We Make It Right:

- Acknowledge the complaint
- Apologize sincerely
- Make it Right
- Thank them sincerely
- Write it up

Communication Policies

<u>Co-Worker Conduct Commitment</u>
The Moscow Food Co-op places a high value on maintaining honest and open communication and treating all co-workers with the dignity and respect we would offer to any customer in the store. All staff members are encouraged to communicate effectively with one another. The following points should be used to guide effective and respectful communication:

1. **Work Performance:** Focus on your own work performance – be effective, productive, and positive.
2. **Appreciate:** Express your appreciation for your co-worker's strengths, including peers,

subordinates, and managers.

3. **Communicate:** Give positive, constructive communication directly to a co-worker when you think it is needed and helpful toward improving operations and systems, or their development.
4. **Report:** Voice any concerns about a co-worker's behavior or performance that is not meeting our standards to your manager, and then return to steps #1-3. Allow at least 30 days to see improvement in a co-worker's performance or behavior before addressing your manager again.
5. **Avoid Gossip:** Do not talk to other employees about a co-worker's perceived performance deficiencies; this is negative gossip and is destructive to the team-building morale.

When you do need to communicate, before you speak **THINK, "i*s what I'm about to say….***

- **T**houghtful
- **H**elpful
- **I**nspiring
- **N**ecessary
- **K**ind?"

Conflict Resolution

We encourage compromise when appropriate to resolve misunderstandings, and direct face-to-face communication is strongly recommended as the best route to resolving conflict. All matters relating to your job, including your views, opinions, suggestions, comments, concerns and complaints should be discussed directly with your department manager.

If a conflict or concern cannot be resolved directly between staff members, one or both staff members should bring the issue to the attention of their department manager, Human Resources, the Store Operations Manager, or the General Manager in that order. The role of any of the above intermediaries should be to first encourage and facilitate direct communication between parties.

Communication Channels

The Co-op has several forms of internal staff communication:

- We use a logbook for recording and communicating information, procedures, and policy changes that affect staff and the Co-op as a whole. It is your responsibility to read the logbook at the beginning of your shift or according to your department guidelines and to implement changes accordingly. Many managers use logbooks for general comments and for comments directed to individual staff. Employees may wish to communicate information to employees in another department by writing in that department's logbook. Logbook comments should be business-related, professional, and not slander anyone. You must sign everything you write in a logbook.
- Our Advancement Department periodically produces the "Worker Bee" newsletter, which provides timely information about the Co-op.
- Bulletin boards with information for staff are posted in the break room, staff bathroom, and back hallway.

There is no substitute for face-to-face interaction with others, and these written communications are not a forum for airing personal disagreements. Please address individual issues with the appropriate staff one-on-one, following the Co-worker Conduct Commitment.

Board-Staff Communication
We encourage employees to engage with our Board members when they are in the store and when acting in their formal capacity as a Board of Directors.

When Board members are in the store they are to be treated like any other customer we value. Each director's authority as an individual is equal to the rights and authority of *any* of our owners except when the Board is in a formal meeting. As such, no individual director may take action on behalf of the cooperative unless explicitly delegated that authority by Board action. When it seems appropriate, employees may informally share their thoughts with Board members when they are in the store; please keep in mind that when directors are in the store they are likely unable to act or make decisions on behalf of the Co-op. Please note that Board members may share with each other information they receive from informal conversations with employees and may pursue further action.

Formal opinions or concerns about our Co-op should be addressed in writing to the full Board of Directors and submitted to the Board's comment box or emailed to board@moscowfood.coop. Comments also can be expressed in person during the public forum time at the Board's official monthly meeting; meeting dates can be found in the Community News and are posted on the Board's bulletin board. (Please review the About our Co-op section of this handbook for more information on the Co-op's organizational structure and the Board's governance role.)

Confidentiality Policy
Information provided to you about the Co-op, including but not limited to financial information, is intended for internal use, and is not to be distributed except to other employees. The misuse, unauthorized access to, mishandling, or disclosure of confidential information-- particularly personnel, customer or financial information, or internal policies-- is strictly prohibited. Confidential information includes but is not limited to:

- Owner names, addresses, phone numbers
- Unaudited financial reports not approved for release
- Accounts payable
- Accounts receivable
- Board and committee deliberations or minutes not approved for release
- Individual employee compensation (wages or salaries)
- Internal memos and reports marked "Confidential"

All employee information is to be kept confidential. Do not give out personal information about staff, including last names, phone numbers, personal addresses, work schedules, health status, and personal or marital status. If you are asked for this information, simply state that we do not give it out. You may offer to take a message or to contact the staff member to let them know that someone would like to talk to him or her.

You may collaborate with other cooperatives and small businesses. Sharing information in support of mutual efforts is acceptable and encouraged; however, this collaboration may not include any confidential information of Moscow Food Co-op (such as computer files, employee data, or customer data). If you are unsure about the confidential nature of specific information, you should ask your supervisor for clarification. All financial information and other types of information that are not publicly disclosed (such as weekly financial reports) are confidential and should not be disclosed to third parties without specific permission.

Breaches of confidentiality are subject to corrective action up to and including immediate termination.

Job Descriptions
As an employee, you are expected to fulfill all the responsibilities of your job description and perform other duties as assigned by your manager or another manager. You also are expected to meet standards that relate to the Co-op's storewide Core Values. These expectations include professional customer service, efficiency, teamwork, initiative, communication, and safe practices. Failure to fulfill these expectations will result in corrective action that could include termination. If you are unsure of the responsibilities of your job, talk to your manager.

We recognize that job responsibilities evolve over time, according to the needs of the store and the skills and abilities of the person. Our expectation is that employees will be flexible and willing to accommodate the Co-op's changing needs to best serve our customers and attain the objectives of the Co-op. It is our intent to review job descriptions at least annually and update them as appropriate.

Attendance Policy
Employees are responsible for following their written schedules and beginning work on time for all scheduled and substitute shifts. "On time" means that when your scheduled shift begins you are in the store, punched in on the time clock, wearing necessary items such as your name tag, and ready to work. In the case of illness or any conflicts in your schedule that will interfere with work, please notify your supervisor/manager immediately by phone or by any other communication method approved by your supervisor/manager for reporting absences (see Absences below).

If you are late to work it will be noted in your file, and a Corrective Action Report may be submitted to Human Resources at the discretion of your manager. Punctuality and attendance will be among the things considered to determine whether to grant promotions and pay raises. Absenteeism, repeated missed punches, and tardiness may be grounds for corrective action, up to and including termination of employment. (Please see the Vacations and Scheduling Substitutes policy sections for details on how to manage scheduling conflicts.)

Each employee also is expected to attend all relevant staff meetings and mandatory trainings. Periodic staff meetings are held for the purpose of sharing business-related information and ideas. Meetings provide opportunities to learn about and give input on issues affecting the Co-op. Meeting attendance is a necessary and vital obligation of employees. All staff meetings, department meetings, and trainings are mandatory, and you will receive your regular hourly pay rate to attend these sessions, with overtime when applicable. If for any reason you cannot attend a scheduled meeting or training, you must be excused in advance by your supervisor/manager.

Absences
An absence will be considered excused when you have made acceptable arrangements with your supervisor/manager to be off work. Your department manager will determine in advance whether a phone call, text message, or voice mail is the preferred way to report absences. It is your responsibility to make sure a manager or supervisor knows of your absence. If the direct supervisor is not available, speak to another manager or supervisor.

In cases of illness the employee should notify her or his supervisor/manager at least 2 hours, or as soon as possible, prior to the beginning of the shift. The Co-op will not require an ill employee to

come to work; however, a note from a physician may be required in certain instances. (Please see the Leave Policies section for more information.)

Unexcused and Excessive Absences
An absence will be considered unexcused if you do not show up for work and do not notify your supervisor/manager as soon as possible in an approved manner. A supervisor/manager may deem an absence *unexcused* if she or he considers the reason for the absence to be insufficient; or *excessive* in the case of frequent claims of illness without documentation. Additionally, absences reported by someone other than the employee will not be excused unless you are too ill to notify your supervisor.

If you do not call in by the beginning of the second day of an absence, unless the absence is deemed to be beyond your control by your manager, it will be assumed that you have vacated your position and the Co-op will initiate termination procedures.

Availability by Telephone Policy
Because it is important for managers to be able to contact their employees outside of work hours, employees must have a working phone. If a manager or other supervisor leaves an employee a voicemail and requests a call back, the employee is expected to return that call as soon as possible.

Use of the Time Clock
Hourly employees must punch in and out of the time clock to record hours actually worked. The employee is directly accountable for the accuracy of the time recorded. The clock will register to the nearest quarter hour. Employees must:

- Punch in before the shift begins but no earlier than 7 minutes before the shift begins. An employee who punches in after the time scheduled for a shift is considered late.
- Punch out immediately after the shift ends or the work ends, whichever is later. Punching out later than the end of the shift or the work without notifying the manager to adjust the time may be considered fraudulent use of the time clock.
- Punch out for unpaid breaks and if leaving the store property, except on approved Co-op business. Punch back in promptly at the end of an unpaid break.
- Notify their manager as soon as possible if they do not punch in or out properly or if they forget to punch in or out. Missed punch slips are posted by the time clock for this purpose and must be filled out by hand and submitted to a manager or supervisor for entry into the time clock.

Please note you are not allowed to punch the time clock of another employee. Misuse of the time clock will result in termination of employment.

Parking Policy
Parking space is limited. We require employees to refrain from using the Co-op parking lot while working, and we ask you to consider parking in spaces other than those that are along the perimeter of the store so that our customers can use those spots. We also encourage the use of alternative forms of transportation such as taking the bus, walking, biking, or car-pooling.

Dress Code Policy
Our dress code is simple: be neat, clean, tidy and safe. All employees must wear a nametag during their working hours to let customers know that they are Co-op employees. Open-toed shoes are prohibited when working in any of the store operations areas. Undergarments should be fully covered, and attire should never be a distraction or a deterrent to our customers. Employees must

consult with their managers for department-specific dress code requirements, such as aprons. Clothing with offensive language or graphics or clothing with messages or graphics that demean or discriminate against others cannot be worn at work.

Ultimately, applying these guidelines comes down to a judgment call. If your supervisor or another manager believes that your dress or grooming are inappropriate, s/he has the discretion to send you home to change clothes or clean up, in which case you lose paid time or have to make it up later.

Food and Drink Consumption Policy
Eating while working a shift in the main retail area of the store is not allowed. Beverages can be consumed provided they have been paid for in advance and are stored inconspicuously and in a manner that does not interfere with the performance of duties. Employees must clean up after their breaks: bottles are to be recycled, dishes taken to the bus tray, and food put away. The break room is used by a wide variety of staff and is also a work space for several staff.

No Smoking Policy
Moscow Food Co-op endeavors to provide a healthy environment. Therefore, any form of tobacco consumed in the store is prohibited. Smoking is only permitted at least 20 feet away from the store, in the alley outside the western receiving door. Smoking is not permitted in the front of the store. Smoking breaks count against your total paid break time.

MFC Information Technology Use Policy
General
As a cooperatively owned business, the Moscow Food Co-op supports and encourages a culture of free thought and expression. Access to information technology (IT) and the Internet helps support our business and enhance the quality of our goods and services. The IT resources of the Co-op are limited and should be used wisely and with respect for others. This policy outlines proper use and misuse of Co-op IT resources.

IT resources are provided to all paid staff of the Co-op and on an as-needed basis for guests. These services are intended to support the Co-op in business operations and should not be used in any other manner. This policy applies to all computers and services that the Co-op provides, regardless of whether the individual using the service is a Co-op employee. Any other applicable policies, including but not limited to, privacy, data security, or intellectual property protection shall apply to the use of Co-op IT services.

The misuse of Co-op IT services may result in corrective action up to and including termination. Corrective action in the event of an IT infraction shall be handled by the employee's manager, with input from the IT Manager and General Manger depending upon severity.

Departmental Computer Use
Individual departments may impose additional restrictions on technology use, but may not subtract from the stipulations in this policy.

Information Technology Services
For the purposes of this policy, IT services include the following:

- All Moscow Food Co-op data, information, and information systems including any information or systems hosted offsite;

- All Co-op computer hardware, software, multimedia, and communication services. This includes, but is not limited to PCs, phones, networks wired and wireless, smartphones, or any other device at the Co-op that interfaces or connects to any above devices;
- Any device attached, connected, or otherwise utilizing Co-op owned services shall become subject to this policy.

Rights and Responsibilities

The Moscow Food Co-op provides its employees access to computer, internet, and other IT services with the primary goal of enhancing job performance. The use of these services is a privilege. All employees who have been granted this privilege must use these services in an appropriate, ethical, and lawful manner. Unauthorized access is prohibited and may be monitored. Users are responsible for all actions they take while using Co-op IT services.

Copyrights and software licenses

Users must comply with copyright law and terms of licensing agreements. The IT department is typically responsible for maintaining licenses for a majority of software used on a daily basis. Software that is not authorized or licensed may not be installed on any Co-op system. File sharing software is prohibited unless a genuine, business-related purpose can be provided.

Computer Security

Authorized users granted access to Co-op IT services are responsible for keeping accounts and passwords confidential and for safeguarding information entrusted to them. Passwords and accounts are not to be shared unless authorized by the IT Manager.

Software installation

No user shall install unauthorized software on any Co-op device. This includes, but is not limited to downloaded programs, fonts, or browser plugins. Contact the IT Manager for assistance with these requests.

Unacceptable Technology Use

The Moscow Food Co-op reserves the right to block access to any external resources that are deemed a violation of this policy. Additional sanctions may be applied to users not adhering to policy.

Security Violations

Users shall not:

- Attempt to circumvent any security measure or otherwise falsify tracked data;
- Attempt to access resources they have not been authorized to use;
- Knowingly cause harm to IT resources;
- Intentionally install or spread software designed to disrupt systems or steal data (i.e., malware, viruses).

Legal Violations

Users shall not us Co-op IT services to:

- Access other systems without permission;
- Access websites with illegal or illicit materials, including but not limited to pornography, controlled substances, or to circumvent copyright law;
- Harass, intimidate, threaten, or demean another person;
- Invade another person's privacy;

- Spread workplace violence of any kind.

Other Misuse
Users shall not use Moscow Food Co-op IT services:

- In any way that promotes endorsement of a product or service not sanctioned by the General Manager;
- To impersonate another;
- To physically or electrically attach any device to a Co-op computer or network connection that negatively impacts any other Co-op IT service;
- As a replacement for personal Internet or computer property.

Incidental Personal Use
While Co-op services are provided with the primary intention of being used for business purposes, the Co-op may authorize limited personal use of IT services. This use should not impact job performance, take up an excessive amount of time, or interfere with any other user's access to resources. Non-personal access takes precedence over any personal access. Personal use that may be deemed acceptable includes, but is not limited to streaming music or radio, news websites, blogs, or other non-work related use. Employees should not use any Moscow Food Co-op email addresses to register on social networks, blogs or other online tools utilized for personal use.

Department managers are ultimately responsible for what level of personal use they authorize and should document and communicate that information to employees.

Personal Devices
Employees shall not attempt to connect wired or wireless personal devices, including but not limited to smartphones, tablets, laptops, or other media devices, to the Co-op business network without prior consent from the IT Manager. Employees may connect their personal devices to our guest wireless network for personal use. Use during business hours is governed by the above personal use policy.

Privacy Limitations
While the Co-op does not routinely monitor individual usage of its computing services, the normal operation of IT services requires the backup and storage of data and communications, the logging of activity, the monitoring of general usage patterns, and other activities that are not necessary for the rendering of services. Suspicious activity, official requests from managers, or negative impacts on any Co-op service are all situations that can prompt monitoring. The Moscow Food Co-op reserves the right to monitor IT services, and as such, there should be no expectation of privacy.

Work Product Ownership
Moscow Food Co-op retains legal ownership of any products of an employee's work at the Co-op. This includes written and electronic documents, audio and video recordings, system code, recipes, concepts, ideas, or other intellectual property developed for the Co-op, regardless of whether the intellectual property is actually used by the Co-op.

Personal Technology Use Policy
Employees must adhere to the following conduct expectations when using personal media technology that is deemed acceptable per the Co-op's Information Technology Policy.

Cell Phone Use

For purposes of this policy, the term "cell phone" is defined as any handheld electronic device with the ability to receive and/or transmit voice, text, or data messages without a cable connection.

Employees will turn cell phones off while at work on the floor unless the device is needed for business purposes. Personal cell phone use should happen only during non-work time, such as scheduled breaks, whenever possible. Cell phone use includes reading and sending text messages, pictures, and Internet browsing. Excessive personal calls during the workday, regardless of the phone used, can interfere with employee productivity and be distracting to others. In case of an emergency where use of a cell phone while on duty is warranted, a supervisor should be notified.

Social Media

Employees must refrain from using social media while on work time or on equipment the Co-op provides, unless such use is required as part of the employee's duties. Social media includes all means of communicating or posting information or content of any sort on the Internet, including blogs, personal web sites, social networking or affinity web sites, web bulletin boards, or chat rooms, whether or not associated or affiliated with Moscow Food Co-op, as well as any other form of electronic communication.

Employees who have been granted permission to use social media as part of their job responsibilities must contact their manager and the Advancement Department for guidelines.

Music media

Portable music players or other electronic media devices may not be used in any area of the store except in the break room during an employee's break. No earphones or ear buds are allowed while working on the floor. Other personal music in non-public areas of the store will be allowed at the discretion of the department manager or the Store Operations Manager. This is to assure a safe and enjoyable workplace that provides great service to customers and fellow staff.

Personal use of Social Media

Ultimately you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow staff or members, customers, suppliers, or any who work on behalf of the Moscow Food Co-op's legitimate business interests may result in disciplinary action, up to and including termination.

Carefully consider our Harassment Policy when expressing yourself online, and be consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action according to our corrective action procedures.

Post only appropriate and respectful content about the Moscow Food Co-op, its employees, board members, customers, and suppliers. Constructive criticism and complaints are best handled through internal channels; though if you do use social media to air your work concerns, avoid using statements, photographs, video, or audio content that could reasonably be viewed as malicious, obscene, threatening or intimidating, or that disparage customers, members, staff or suppliers, or that might constitute harassment or bullying.

Please respect the confidentiality of Co-op employees, and the trade secrets of the Co-op, including systems, processes, products, know-how and technology. Do not post internal reports, policies, procedures or other internal business-related confidential communications.

Finally, any employee who publishes a blog or posts personal online content that relates to his or her work for, or about subjects associated with, the Co-op must make it clear that he or she is not speaking on behalf of the Moscow Food Co-op.

Co-op Property Policy
Employees must treat all Moscow Food Co-op property and facilities with respect. Any intentional damage or defacement to walls, equipment, furnishings, or other Moscow Food Co-op property will be considered serious misconduct, subject to corrective action, and will be paid for by the responsible individual(s). Employees must obtain prior authorization from the General Manager to use Moscow Food Co-op property or equipment for non-work-related purposes. The written authorization will state the employee's financial obligation, if any, if the property is damaged or unavailable for use by the Co-op when needed. Employees must report lost, stolen or damaged Co-op property or equipment so that it can be replaced or repaired. Use of Co-op property for personal purposes without authorization may result in corrective action up to and including termination.

Personal Property on Co-op Premises Policy
Moscow Food Co-op is not responsible for the loss, damage, or destruction of any personal property of its employees. Personal belongings may be stored in an employee locker or storage place at the employee's own risk. Food and perishable items may not be stored in lockers. Personal items that do not fit in a locker may not be stored at Moscow Food Co-op except when the employee is working. Items stored on top of lockers are the responsibility of the owner. Coats may be hung, and boots, backpacks, and bags may be stored on the floor below the coat rack.

Any personal property found in the store that may belong to either a customer or staff member should be turned over to a manager or a front end lead for safekeeping.

In order to protect the Co-op and all employees, we retain the right for the Co-op or our agents to search any employee's personal property on the Co-op's premises or property, including but not limited to, lockers, backpacks, or automobiles. The Co-op will not use this policy to institute random spot searches of employees, unless warranted by business necessity.

Children at Work Policy
Children should not to be brought to work on a regular basis. In all instances, the employee's supervisor/manager and the General Manager will make final determinations about the appropriateness of a child being in the workplace. For an employee to bring a child to work, the employee must have a job that allows interruption and allows the child to be supervised, or the child must be capable of self-supervision. The child must not be disruptive to workers and customers and the child must not impede the parent's or other workers' efficiency.

Children are not to be in any of the following areas: the kitchen or bakery, behind the deli counter, the meat department, the janitor's closet, among grocery shelves in the back of the store, behind any cash register, the front end, the finance office, or any office where or when dangerous equipment is used, the receiving area at the back of the store when freight is being delivered, on the loading dock, walk-in refrigerators and freezers, the cage with the baler, and any other areas designated as off-limits to children or temporarily off-limits (example: the conference room if it's

needed by workers or the deli seating area if the child is not a customer and is asked to leave because seating is needed). The child must be in a location that is safe, consistent with any health and safety laws, and out of the way of work areas. Space must be sufficient for the parent to attend to the child's personal hygiene needs.

Personal Visits Policy
Non-work related visits with friends and family during working hours should be kept to a minimum because they are disruptive to co-workers and can interfere with quality customer service. When possible, employees should visit with family and friends on scheduled breaks.

No Solicitation Policy
The Co-op does not permit employees to be engaged in solicitation or in the distribution of non-work related materials on the premises without the consent of the General Manager.

This policy includes no solicitation for non-profit fundraisers of any type including, but not exclusive to, asking co-workers , vendors/suppliers, or customers to sign up for any school-related sales of any items or religious fundraising sales. This policy also prohibits solicitation for any employee or any employee's families' business ventures.

Conflicts of Interest Policies
As an employee, you are expected to act at all times in the Moscow Food Co-op's best interests and to exercise sound judgment unclouded by personal interests or divided loyalties. Both in performing your duties at Moscow Food Co-op and in your outside activities, you should avoid the appearance as well as the reality of a conflict of interest. A conflict of interest exists if your circumstances would lead a reasonable person to question whether your motivations are aligned with the Moscow Food Co-op's best interests. If, for example, you are involved in an outside activity or have a financial or other personal interest that might interfere with your objectivity in performing company duties and responsibilities, you may have a conflict of interest. While it is impractical to describe all situations that may create a conflict of interest, the following provides policy guidance about some of the most common conflict of interest situations:

- Spouses, Domestic Partners, Immediate Family Members or Relatives as Suppliers, Vendors, and other Business Partners
- Gifts from Vendors, Suppliers or Customers
- Outside Employment
- Personal Relationships among Co-workers

Please note that the above is not an exhaustive list of examples. There are many other situations that may also create a potential for a conflict of interest or the appearance of a conflict of interest. It is up to you to be aware of the potential for a conflict of interest in your own particular situation and to resolve the issue in accordance with this policy.

<u>Spouses, Domestic Partners, Immediate Family Members or Relatives as Suppliers, Vendors, and other Business Partners:</u>
If an employee has any influence on transactions involving purchases, contracts or leases, he or she must disclose that influence to the appropriate supervisor or the General Manager as soon as possible so that safeguards can be established to protect all parties. Although it is not possible to specify every action that might create a conflict of interest or perception of one, here are some examples:

- As a buyer for a department, an employee purchases products from her brother-in-law's wholesale business.
- An employee uses his POS knowledge to ring up his own transaction(s) at the registers.
- An employee leaves a management position to take a job with a competing grocery store.
    - If an employee resigns from Moscow Food Co-op with proper notice for plans to take a position with competition, the employee will not be considered to be in violation of this policy during the notice period.
- An employee, or a member of an employee's immediate family, or a business in which an employee or an employee's family member has an ownership interest of 10% or more wishes to sell goods, equipment, or services to the Moscow Food Co-op.
    - This is not allowed unless an exception is granted by the General Manager. Employees must disclose any such possible conflict of interest in advance of the transaction.
    - Employees who wish to purchase items for use in a personal or family business (e.g. purchasing baking supplies) may do so through the usual Special Order process. The nature of the business must be disclosed as described above. The employee discount may not be used for these purposes.

Gifts from Vendors, Suppliers or Customers
Employees are not allowed to solicit or accept gifts, entertainment or other benefits from potential and actual customers, suppliers, vendors or competitors in the course of their work. Unexpected gifts or gratuities should be given to Human Resources for use in employee raffles or similar purposes.

Accepting samples of products for the purpose of determining product quality is acceptable. Accepting payment for meals during which business is conducted is acceptable. Attending vendor-sponsored educational programs, tours, or events requires the approval of the General Manager. When in doubt about what is appropriate, please consult Human Resources, the Store Operations Manager, or the General Manager.

Outside Employment: Moscow Food Co-op will only ask employees to restrict their outside employment activities when they conflict with employment at the Co-op. Areas of conflict include activities that interfere with an employee's availability for work or ability to adequately perform work within his or her scheduled hours, or that present any real or perceived conflict of interest. The Co-op does not permit working for grocery competitors. All employees will be judged by the same performance standards and will be subject to the Co-op's scheduling requirements, regardless of any existing outside work demands.

Personal Relationships: If you have a special relationship with a co-worker, e.g. a marriage, a dating or a domestic partnership, you are both expected to behave professionally at all times when you are together on the Moscow Food Co-op's premises. This includes, but is not limited to, refraining from public displays of sexual affection, sexual innuendo, suggestive comments and sexually oriented joking.

If you develop a special relationship with a coworker, you should take action to avoid the potential for real or perceived favoritism. If one of you directly supervises the other, you must inform the General Manager, and you must decide whether one of you would transfer to another position within the Co-op (if available) or leave employment at the Co-op. The General Manager will evaluate your decision and may accept or modify it. If neither you nor your co-worker make a sug-

gestion within 15 calendar days, the General Manager will decide upon the method for avoiding favoritism or its potential.

In the case where the General Manager is a relative of or has developed a special relationship with an employee, the Board or its representative will decide. In any case where favoritism, or the potential for favoritism arises, even if there is no supervisory relationship involved, you may be separated by reassignment or terminated.

If the relationship ends while you are still both employed at the Co-op, you are still expected to maintain professionalism in how you treat each other on the job. This includes preserving the other person's privacy by refraining from talking about the relationship or the other person with coworkers. If either party wishes to have no further contact with the other in the workplace, management will reassign one or both of you, if possible. However, this can't be guaranteed because there may not be another position available at the time. If either of you persists in trying to maintain contact when it is unwelcome to the other, management may be forced to intervene with corrective action up to and including termination.

Staff Treatment Policies

Harassment

Moscow Food Co-op does not tolerate harassment in any form by employees, board members or customers that affects job status or benefits, interferes with an individual's work performance, or creates an intimidating, hostile, or offensive working environment. Acts of harassment include unwelcome behavior, whether in acts or words, that are based upon an employee's gender, race, sexual orientation, age, ancestry, religion, disability, or status in another protected group. Sexual harassment may include explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented "kidding" or "teasing," jokes about gender-specific traits, obscene language or gestures, displays of obscene pictures or printed material, and physical conduct.

Moscow Food Co-op will not, under any circumstances, condone or tolerate conduct which may constitute sexual harassment on the part of any of its employees. It is our policy that all employees have the right to work in an environment free from any type of illegal discrimination, including sexual harassment.

Any employee found to have engaged in such conduct will be subject to immediate discipline, up to and including termination.

Sexual harassment is defined as:

- Making sexual advances or requests for sexual favors as a term or condition of employment
- Basing an employment decision on submission or rejection by an employee of sexual advances, requests for sexual favors or verbal or physical contact of a sexual nature
- Creating an intimidating, hostile or offensive working environment or atmosphere either by:

  a) verbal actions, including calling employees by terms of endearment; using vulgar, kidding or demeaning language; or

  b) physical conduct which interferes with an employee's work performance.

We, at Moscow Food Co-op, do encourage healthy friendships among its employees; however, employees, especially management and supervisory employees, must be sensitive to acts of conduct which may be considered offensive by fellow employees and must refrain from engaging in such conduct.

It is also expressly prohibited for an employee to retaliate against any employees who brings sexual harassment charges or assists in investigating charges. Retaliation is a violation of this policy and may result in corrective action, up to and including termination. No employee will be discriminated against, or discharged, because of bringing or assisting in the investigation of a complaint of sexual harassment.

If you believe you have experienced or witnessed acts of harassment by any person in your work at Moscow Food Co-op, you are encouraged to immediately report the situation to your supervisor, Human Resources, or the General Manager. Our policy is to investigate all complaints of harassment promptly and thoroughly. Investigations will include interviews with the directly involved parties and, if necessary, other employees who may have knowledge of the alleged harassment. To the fullest practical extent, Moscow Food Co-op will keep confidential all complaints and the terms of their resolution. If an investigation confirms that harassment has occurred, Moscow Food Co-op will take corrective action, up to and including immediate termination of employment, as appropriate.

Retaliation

An employee, including a manager, may not retaliate against another employee who exercises his or her legal rights under the law. Acts of retaliation include but are not limited to bullying, threats, humiliation, and actions or decisions that affect an employee's work status or that create an intimidating, hostile, or offensive working environment.

Workplace Bullying

Workplace bullying is not allowed. Bullying is when individuals or groups use persistent aggressive or unreasonable behavior against a co-worker. Bullying can be overt or, as with incidents of passive-aggressive behavior, covert. Workplace bullying can include such tactics as verbal, nonverbal, psychological, or physical abuse and humiliation. Bullying behaviors include but are not limited to: being rude or belligerent, talking in a dismissive tone ("talking down") to subordinates and/or peers, screaming or cursing, having an arrogant attitude in general, e.g., "I'm right and everyone else is always wrong", being quick to criticize and slow to praise, destruction of property or work product, character assassination, spreading malicious rumors, gossiping about others, not providing appropriate resources and amenities in a fair and equitable manner, social ostracism, and physical assault.

If you feel you are being bullied in the workplace, see your department manager, the Store Operations Manager, the General Manager, or Human Resources.

Drugs and Alcohol Policy

The Moscow Food Co-op intends to provide a safe and drug-free work environment for its owners, customers and staff members. Moscow Food Co-op explicitly prohibits the use, possession, solicitation for, or sale of, narcotics or other illegal drugs, alcohol, or prescription medication without a prescription by any employee while on the job.

Any staff person who reports to work and appears to be under the influence of drugs or alcohol, or who is found to be using or selling drugs or alcohol in an unlawful manner on our premises will be subject to corrective action up to and including termination. Continued employment will only be considered after an investigation is conducted.

All employees should report evidence of alcohol or drug abuse to a supervisor immediately. In cases where the use of alcohol or drugs pose an imminent threat to the safety of persons or property, an employee must report the violation. Failure to do so could result in disciplinary action for the non-reporting employee.

Work-related handling of alcohol

- Employees under the age of 19 cannot sell, stock, or handle alcohol products. Employees between the ages of 19 and 21 may sell, stock, and handle alcohol products, provided that at least one other employee who is 21 years of age or older is in the store supervising these activities.
- No employee may sell alcohol to a customer who is under 21 years of age. Employees must request picture identification from all customers wishing to purchase alcoholic beverages who appear to be under 30 years of age. Employees must check identification to verify that the customer is 21 years of age or older; failure to do so could result in immediate termination.
- Moscow Food Co-op may occasionally hold wine or beer tastings. Employees are not required to participate in sampling the Co-op's wine or beer products. If an of-age employee chooses to participate, he or she is expected to refrain from becoming intoxicated and to abide by local, state and federal laws concerning alcohol consumption.

Firearms and Other Weapons Policy

Employees may not possess or use any weapon at any time while on any property owned, leased or controlled by the Moscow Food Co-op, including anywhere that company business is conducted, such as customer locations, client locations, vendor locations, trade shows, restaurants, company event venues. Weapons include, but are not limited to, guns, swords, or knives with blades over four inches in length, explosives, and any chemical whose purpose would be to cause harm to another person. Regardless of whether an employee possesses a concelaed weapons permit or is allowed by law to possess a weapon, weapons are prohibited on any company property or in any location in which the employee represents the company for business purposes, including those listed above. Employees who violate this policy will be subject to disciplinary action, up to and including termination.

Personal knives for professional use

Kitchen staff and others who possess and use their own professional knives for legitimate business purposes are an exception to the above policy, and their knives must be taken home or stored securely and safely when not in use.

Work Safety Policy

Every employee has a responsibility to work safely, prevent accidents, and abide by Moscow Food Co-op's rules and policies. Employees must follow all safety guidelines and rules of conduct and notify the proper authorities in the event of an emergency. Employees are responsible for completing safety trainings required for their departments and employment at the Co-op. For information on safety trainings employees should talk to their supervisor/manager or Human Resources.

Moscow Food Co-op provides a clean, hazard free, healthy, safe environment in which to work in accordance with the Occupational Safety and Health Act of 1970. As an employee, you are expected to take an active part in maintaining this environment. You should observe all posted safety rules, adhere to all safety instructions provided by your supervisor and use safety equipment where required. Your workspace should be kept neat, clean and orderly.

It is your responsibility to know the location of all safety and emergency equipment, as well as the appropriate safety contact phone numbers. A copy of the Emergency Procedures will be posted in each work area.

All safety equipment will be provided by Moscow Food Co-op. Employees will be responsible for reasonable upkeep of this equipment. Any problems with or defects in equipment should be reported immediately to your supervisor.

Employees may report safety violations or injuries anonymously to the Safety Committee, if they are not the injured or violating party. No employee will be punished or reprimanded for reporting safety violations or hazards. However, any deliberate or ongoing safety violation, or creation of hazard, by an employee will be dealt with through the disciplinary procedures of the Moscow Food Co-op.

All work-related accidents are covered by Worker's Compensation Insurance pursuant to the laws of the state of Idaho.

Compensation & Benefits

Employment Status
Employment status does not imply a contract for employment nor does it affect your status as an at-will employee. All employees fall into one of the following categories:

- Full Time Scheduled Employees: those who are scheduled for at least 30 hours per week are considered full-time employees and are entitled to full employee benefits.
- Part Time Scheduled Employees: those who are scheduled for at least 12 hours but fewer than 30 hours per week. These employees are eligible for all benefits except medical insurance.
- Full Time Temporary Employees: regular staff who raise their hours to temporarily work full time (30 or more hours per week) for a period of fewer than 90 days or the duration of summer break. These employees are eligible for all benefits except medical insurance.
- Part Time Temporary Employees or Substitutes: those who are hired for specific purposes for a period of fewer than 90 days or who work on an "as needed" basis as substitutes for regular staff. Part time, regularly scheduled employees working 12 or more hours a week are eligible to receive a 20% discount. Substitutes receive a one-time 20% employee discount each time they substitute for another employee.

Pay Scale

The Moscow Food Co-op has a pay scale with different pay ranges based on the degree of responsibility and skill level required by the jobs in each category. Each pay range has a base and a

top. Most employees start at the base but occasionally some may be hired above the base rate of their pay range with the approval of the General Manager. The Board of Directors sets the General Manager's salary.

Employees are eligible for merit-based increases after successfully completing their Initial Employment Period. Pay raises must be supported by a performance evaluation.

As a Moscow Food Co-op employee, your hourly wage will never exceed the top of the pay range for your specific job.

- If you transfer to a new job in the same category as your current position, your pay rate may or may not change, depending upon the circumstances.
- If you transfer to a new job in a category with a higher pay range, you are guaranteed at least the minimum pay of the new pay range.
- If you transfer to a new job in a category with a lower pay range, the pay at your new position will be commensurate with your experience and within the pay range of the new position.

Employees transferring within the store begin a new Initial Employment Period for that position but are not required to repeat any mandatory orientations or trainings other than the training they need in their new department. Job changes should be submitted on a payroll status change form, signed by the employee and the department manager, and submitted to Human Resources.

Overtime

Non-exempt employees are those covered by the provisions of the Fair Labor Standards Act. If you are non-exempt, you are paid on an hourly basis. If you work more than 40 hours in one workweek, you will be paid time and a half for any hours beyond 40. Paid time off is not included in computing overtime. Also, paid time off does not accrue on overtime hours.

Non-exempt jobs are not scheduled for more than 40 hours of work in a week. It is your responsibility to get approval from your supervisor or department manager *in advance* if working a shift will result in more than 40 hours for the week. This is particularly important if you are working in more than one department. Failure to get approval prior to going into overtime may result in a written warning and multiple written warnings may result in termination.

If you travel to and attend trade shows, conferences, trainings, meetings, or other off-premises work that takes place during your regularly scheduled work hours, you will be paid at your regular hourly rate. If attendance at any of these events requires you to work beyond your regularly scheduled hours, and if you cannot take other hours off during that same workweek, you will be paid time and a half for hours worked over 40. You must get prior approval from the General Manager for both your attendance at and travel to off-site events.

Exempt Employees

Exempt employees are those whose positions meet the Fair Labor Standards Act's criteria for executive, administrative, or professional work. If your position is exempt, you are paid on a salary basis. This means that, with the exception of family and medical leave, you must draw on your accrued Paid Time Off if you miss a full day of work. The Co-op continues your salary during workweeks while you are on jury or witness duty or temporary military leave, so long as you are still providing services to the Co-op during part of those weeks. However, if your first or last weeks of work at the Co-op are not full weeks, you won't receive full salary for those weeks.

If you believe that improper deductions have been made from your salary, please bring your concern to the attention of the payroll bookkeeper. Such complaints must be shared as soon as the issue is discovered. The Co-op will investigate the complaint promptly. If improper deductions were made from your salary, the Co-op will correct the error on the next payroll.

Being paid on a salary basis also means that you may be expected to work more than your established number of hours in a week. You are assumed to have some degree of control over the timing and the length of time needed to fulfill your responsibilities. If you find you are consistently working more or less than your established number of hours in a week, you should speak with your supervisor so that you can adjust your responsibilities.

Payroll Policies

Communications

You must provide us with an active email address in order to receive pay stubs and benefits communications.

Paydays

The Co-op's workweek runs from Sunday through Saturday. The pay periods run every two weeks. Wages are paid bi-weekly by direct deposit on the Friday following the close of the pay period. To arrange distribution of your payroll check to someone other than yourself, you must provide the payroll bookkeeper with prior written authorization.

Pay Advances

Advances in pay will be considered only in cases of extreme financial hardship or emergency and must be approved by the General Manager. Advances may only be requested for hours already worked within a pay period. Pay advances are limited to one in 12 months.

Payroll Deductions

The Co-op makes all deductions required by law. For other voluntary deductions, you must sign a payroll deduction authorization form. The form may be obtained through the payroll bookkeeper. Examples of payroll deductions include medical insurance payments and pay advances.

The Co-op may not withhold any portion of your wages unless we are required to do so by state or federal law or if we have your written authorization to make deductions from your paycheck. In most cases, these deductions cannot reduce your wages below the minimum wage. If you have taken a pay advance, as described above, we can withhold the full amount of the advance from the next regularly scheduled payroll, or in some other pre-arranged manner according to finance department policies.

Administrative Pay Corrections

Moscow Food Co-op takes all reasonable steps to assure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the event that there is an error in the amount of your pay, promptly bring the discrepancy to the attention of the payroll bookkeeper so that corrections can be made as quickly as possible. Once the errors are identified, they will be corrected in the next regular paycheck.

Travel Reimbursement Policy
Moscow Food Co-op employees will be reimbursed for work-related travel after they return from such travel. MFC pays the current rate per mile according to the State of Idaho when an employee drives his or her personal vehicle on business with prior approval from the General Manager. Employees are encouraged to use public transportation whenever possible. The Co-op will cover the cost of an appropriate rental car and gas if applicable.

For Moscow Food Co-op business that requires an overnight stay, you will be reimbursed for lodging at the actual cost of a minimum single hotel/motel rate. Reimbursement for meals taken while on non-local business will be made according to the actual cost with a cap of $8 for breakfast, $12 for lunch, and $20 for dinner. Hourly (non-exempt) staff who travel to meetings or to other off-premises work will be paid at the regular hourly rate for actual travel time up to eight hours. Attendance at conferences and other meetings will be paid at the regular hourly rate for the actual meeting time. If overtime will result please discuss this with your department manager before scheduling travel or conference time. If travel for the Co-op results in a loss of regular weekly wages for an hourly employee travel, reimbursement may be adjusted at the sole discretion of the General Manager.

You may be given one of Moscow Food Co-op's credit cards to pay for travel expenses. You may not use the Co-op's credit card to charge unrelated personal expenses. Charging personal expenses to a Co-op credit card could result in corrective action up to and including termination.

<u>In order to be reimbursed for travel expenses</u>:

1. Travel expenses other than airfare, mileage, conference costs, meals and lodging, as described above, must be preapproved by the General Manager.
2. You must have receipts for each expense that clearly show the date, time, and service received.
3. You must fill out an Expense Voucher form available from the finance department and Human Resources and have it signed by the General Manager and the person who pre-approved your expenses.
4. The Expense Voucher must be submitted to the finance department within 2 weeks of the last date of travel.
5. If you used a Co-op credit card, you must submit receipts for all Co-op credit card transactions upon your return to work.

Medical Benefits
The Moscow Food Co-op offers a group health insurance plan for medical, dental, and vision coverage for regularly scheduled full time employees who work at least 30 hours per week and who have been approved for regular staff status by their manager. Benefits also include an Employee Assistance Program. Receipt of benefits does not affect an employee's at-will status.

Eligibility for medical benefits begins on the first day of the month following 60 days of regularly scheduled full-time employment. You do not need to complete your Initial Employment Period to become eligible for the Co-op's medical insurance. You must work an average of 30 hours a week over a three-month period to remain eligible. Managers may reduce employees' hours for documented poor performance. Employees who are scheduled full time for the summer only, but who will reduce their hours in the fall, do not qualify for health insurance. Employees on non-FMLA unpaid leave will need to pay their own health premiums or lose coverage.

Full-time regularly scheduled employees who decline enrollment at the time of eligibility will only be eligible again in the event of a qualifying "life event" such as marriage, the birth of a child, loss of other qualifying coverage, or at the annual open enrollment.

Please see the appendix for information about premiums. For details on the insurance plan, see the Co-op's benefits coordinator for the plan documents.

Continuing Health Care Coverage (COBRA)
Under federal regulations (COBRA), if you are enrolled in our health insurance plan at the time you leave employment at the Co-op, you may continue your coverage through the Co-op for a limited period of 18 or 36 months (29 months if disabled). The covered employee, spouse or dependent child must make his/her election to continue coverage no later than 60 days from the date of the notice from the plan administrator or the date the health coverage terminates. It is the employee's responsibility to notify the employer of a change in status of a dependent, which may entitle the dependent to a COBRA continuation. The former employee must submit a signed and dated request. The request must be received by the health insurance company within 30 days of the former employee's election to accept the COBRA continuation option.

COBRA requires that continuation coverage extend from the date of the qualifying event for a limited period of 18 or 36 months. The length of time depends on the type of qualifying event that gave rise to the COBRA rights.

- When the qualifying event is the covered employee's termination of employment or reduction in hours of employment, qualified beneficiaries are entitled to a maximum of 18 months of continuation coverage.

- When the qualifying event is the end of employment or reduction of the employee's hours, and the employee became entitled to Medicare less than 18 months before the qualifying event, COBRA coverage for the employee's spouse and dependents can last until 36 months after the date the employee becomes entitled to Medicare.

For more information on how entitlement to Medicare impacts the length of COBRA coverage, contact the Moscow Food Co-op benefits coordinator.

Retirement Benefits
The Moscow Food Co-op maintains an automatic enrollment 401(k) savings plan for all employees (18 years or older) who have completed 90 days of service. Once eligible for the 401(k) plan, you remain eligible whether you participate or not.

If you do NOT wish to have 2% of your gross pay automatically enrolled in the 401(k) plan, you must go online and zero-out your contribution prior to your first eligible pay period. Eligible employees may increase or decrease their contribution percentage at any time; election changes will be applied to the next available full pay period. If you choose to zero-out your contribution, you may commence participation at any time in the future by simply changing your contribution amount to a positive percent of gross income.

Notification of eligibility and online access information will be provided via email. Please see the Moscow Food Co-op 401(k) Plan Summary Plan Description for plan details.

Upon completion of 1 year of service (defined as 1000 hours in 12 month plan year), employees become eligible for matching 401(k) employer funds. Moscow Food Co-op matches 0.5% for each 1.0% the employee puts in to a maximum of 3% matching employer funds.

Workers' Compensation Insurance
It is your responsibility to immediately notify your supervisor of any injuries you sustain while on the job at Moscow Food Co-op. Fill out an injury report and let Human Resources know immediately. Neither the Moscow Food Co-op, nor the insurance carrier, will be liable for the payment of Workers' Compensation benefits for injuries you sustain during your voluntary participation in any off-duty recreational, social, or athletic activity sponsored by Moscow Food Co-op.

Employees who are injured on the job at Moscow Food Co-op are covered by Worker's Compensation Insurance.This insurance pays 100% of all medical costs associated with a job-related injury. Lost wages are covered by insurance at the percentage rate negotiated in our insurance contract. (Please see Appendix A for the current compensation rate.) While you are off work due to a work-related injury and being compensated for a percentage of lost wages by insurance, you may use your PTO according to your needs to compensate for any lost wages beyond what insurance provides.

Break Policy
Each employee who works an 8-hour shift or longer is entitled to an optional 30-minute unpaid lunch break, and two paid ten minute break within those hours. Those who work more than 6 hours but fewer than 8 are entitled to an optional 30 minute unpaid break and one paid 10 minute break within those hours. Anyone working at least 4 hours, but fewer than 6 is entitled to one paid ten minute break. Your department manager will determine how breaks are to be scheduled in order to ensure a fair allocation of breaks and to cover department needs. Please check with your manager to learn how breaks are scheduled in your department.

Breaks are not to be taken in the sales and prep areas unless you are shopping. A break room is provided for employee use. During unpaid breaks, and if you leave Co-op property for a break, you must punch out at the time clock and then punch back in when you return from break.

Staff on break must not interfere with or impede completion of work by other staff. If using the break room, please be respectful of nearby coworkers, and keep language and volume appropriate to the workplace. Employees are responsible for cleaning up after themselves. **All employees must inform their supervisor when they go on break and when they come back to work.**

Please note: smoking breaks count against your total paid break time.

Lactation Break Policy
At the request of a lactating mother, Moscow Food Co-op will designate a private space for her to express milk and/or nurse infants up to one year in age. Nursing mothers are expected to arrange lactation breaks with their supervisors. The employee may be required to clock out if the break is not an employee's regularly scheduled break.

Daily Free Lunch and Free items
Any employee working a shift on a given day is entitled to the Daily Free Lunch that day. This includes freshly prepared items, such as soups, provided by our kitchen staff. To ensure there is

enough for everyone, one serving of Daily Free Lunch items is available for each working employee. Please consume your lunch on site during one of your breaks, and consider other employees when serving your portion.

From time to time the Co-op receives free product samples or spoils out product unfit for sale. If any items are available for you to consume or take home, they will be designated as such by the department manager and placed in the break room. Employees assume all risk from consuming food that is made available to staff in the break room.

Employee and Household 20% Discount Policy

All regularly scheduled employees who are scheduled to work a minimum of 12 hours a week are eligible for the 20% discount for the duration of their employment. Substitutes who do not work at least 12 scheduled hours per week receive a 20% off coupon good for a single shopping trip for each shift they work. The following conditions apply to all staff discounts:

- Employees will use the discount for their own purchases and for legitimate gifts. To be considered a gift, the purchase must be paid for by the employee and not be reimbursed (cash or trade) by someone else.
- Some items carried by the Co-op are not eligible for the discount, usually because of low price margin. For example, the employee discount cannot be used with Co-op Essentials items. Please see your manager if you have any questions.
- The employee discount may not be combined with another discount (such as special-order case discounts), but does apply to most sale and clearance items.
- Fraudulent use of the employee discount is theft and is subject to disciplinary action, up to and including termination of employment.
- No credit will be given for purchases prior to eligibility.
- Employees who are not Co-op owners will be issued an account card with an account number to expedite personal transactions. The account number identifying the employee as the purchaser must be entered into the system and associated with the transaction for a discount to be given.
- Existing Co-op members who become employees can have their discount assigned to their existing account number.

The employee discount may be extended to one other person under certain conditions. You are responsible for updating the Co-op of any changes concerning an eligible purchaser. To be discount eligible, the non-employee must:

- Live in the same residence as the employee.
- Be economically tied to the employee, for example a spouse, parent, sibling, child, domestic partner, or a roommate/housemate, if food is collectively purchased and shared.
- Use the discount for his/her own purchases, purchases to benefit the household, and purchases on behalf of the sponsoring employee.

The eligible non-employee will be recorded as a household member in the point-of-sale system. An account card will be issued to employee household member sharing the discount. The household member <u>must</u> present his/her card or prove her/his identity for an account lookup.

Sharing a card with anyone other than your declared shared discount recipient or any other fraudulent use of the employee discount is theft and is subject to disciplinary action, including termination of card privileges and employment. If use of a discount card is suspicious, the Co-op will retain the card until the issue is resolved.

Employee Ownership
Employees have the option of becoming owners of the Co-op. The current cost for an ownership share is $10 per year or $150 for a lifetime. Benefits of ownership include a vote in Board elections, ownership dividends, and eligibility for special discounts and sales in the store. While ownership isn't mandatory for employees, all employees are invited to join and enjoy the benefits of ownership. For more information, visit the customer service desk.

Employee Incentives
We are always looking for ways to enhance employee incentives. Please see Human Resources or a Co-op Culture Club member to suggest ways that we can continue to show our appreciation for our Co-op employees.

Leave Policies

Paid Time Off (PTO)
All regularly scheduled employees are eligible for paid time off; those with substitute status (those who work fewer than 12 hours per week) do not accrue paid time off. Paid time off begins to accrue immediately upon hire, but may not be used or paid out until after an employee's successful completion of the Initial Employment Period. Paid time off accrues for all employees as a percentage of time worked for the Co-op:

- **0 - 2 years of service**: PTO accrues at a rate of .06194 x each hour worked (6.2%). For a 40-hour week employee, this amounts to approximately 16 days per year.
- **2 - 5 years of service:** PTO accrues at a rate of .08111 x each hour worked (8.1%). For a 40-hour week employee, this amounts to approximately 21 days per year.
- **5 - 10 years of service:** PTO accrues at a rate of .10000 x each hour worked (10%). For a 40-hour week employee, this amounts to approximately 26 days per year.
- **10 + years of service:** PTO accrues at a rate of .12000 x each hour worked (12%). For a 40-hour week employee, this amounts to approximately 31 days per year.

An employee can accrue up to a maximum of 320 hours of paid time off. Full time scheduled employees must use paid time off for absences unless those hours are made up in the same work week.

Upon termination of employment, all employees will receive payment for up to and including 80 hours of their accrued, unused paid time off; additional payment of unused PTO will be made to those who have worked with the Co-op for 5 or more years and it will be based on the years of service:

- Employees who have worked with the Co-op for at least 5 and up to 10 continuous years will receive 50% of their remaining unused PTO (80 hours + 50% of the remainder).
- Employees who have worked with the Co-op for 10 or more continuous years will receive 100% of their unused PTO.

If an employee leaves employment and subsequently returns to employment at the Co-op, eligibility for PTO will start over at the base rate. Employees who change employment status (i.e. become a substitute) but remain employed at the Co-op retain their seniority for PTO when they return to their regularly scheduled status.

Compassionate Paid Time Off

Any employee of the Moscow Food Co-op who has successfully completed his or her Initial Employment Period may elect to make a compassionate donation of paid time off (PTO) to a donations bank. This PTO Donations Bank has been established to allow employees to donate PTO to other employees who have exhausted their available leave and may require additional leave for extraordinary circumstances. Vacations are not an extraordinary circumstance. Employees with substitute status are not eligible to receive compassionate PTO.

More information about making a donation and requesting an award is available from Human Resources. If you wish to make a donation, please see Human Resources for a *Compassionate Paid Time Off Donation* form. Please note that donations must be made in whole hour increments and that there is no maximum cap for the amount of PTO an individual may donate to the pool. If you wish to request a withdrawal, please see Human Resources for a *Compassionate Paid Time Off Award Request* form. Please note that an individual employee may apply for a maximum of 40 hours of compassionate PTO per calendar year, unless in exceptional cases, in which additional hours may be approved by the General Manager.

Requesting Time Off

Except in cases of sudden illness or emergency, requests for time off must be made in writing using the *Request for Time Off* form and approved by your manager. The manager's approval will be conditional based upon the needs of the store and the availability and schedules of others in the department. No request is guaranteed to be approved, though your manager will make every effort to accommodate reasonable requests.

It is the burden of the employee to go to his or her manager with any questions regarding time off and to confirm approval of time off before it is taken. Full time scheduled employees must use paid time off for absences unless those hours are made up in the same work week. Fill out a Paid Time Off compensation request slip and give it to your manager by the end of the pay period to document the time taken and ensure prompt compensation. PTO slips are located near the time clock. Requests for PTO compensation that are received after the pay period will be applied to the following paycheck.

Managers submit their *Request for Time Off* form to the Store Operations Manager or General Manager in the same manner described above. A salaried exempt employee will have a certain number of scheduled workdays each pay period. The scheduled number of workdays may vary depending on weekends and other factors. A salaried exempt employee who works at all during a day is credited with a day worked for that pay period, regardless of whether the day worked was scheduled or not. Days worked less than the scheduled number during a payroll period must be reported as PTO. Days worked in excess of the scheduled number will not be carried forward. A full day of PTO should be reported as 8 hours of PTO. PTO for exempt employees will be allocated on each paycheck.

Leave Without Pay

Typically leave without pay is granted for 7-14 days. Generally it is reserved for new employees who have not earned sufficient paid time off (PTO) to cover a need for time off or for employees with extenuating circumstances that may merit leave beyond their available PTO. If an employee takes leave without pay for longer than 14 consecutive days, the employee will be shifted to substitute employment status.

Benefited full time employees who are granted leave without pay may need to pay their own health insurance premiums if they wish to continue coverage; it is the burden of the employee to consult with the Benefits Administrator about how their leave may influence their benefits.

If the reason for the leave falls under the Family Medical Leave Act, the Act's provisions govern the leave. If you have exhausted your FMLA leave and still cannot return to work, you may apply for a Compassionate PTO Award.

All requests for leave without pay will be reviewed on a case-by-case basis and must be approved by the General Manager. To apply for leave without pay, please contact Human Resources.

Vacations

The Moscow Food Co-op values its ability to provide employees with time for vacation. Vacations will be considered on a "first come, first served" basis. All requests for time off should be made at least 1 month before you leave for vacation or 2 weeks before a monthly schedule is posted and given to the appropriate supervisor in writing using the *Request for Time Off* Form. The request must include the length of vacation time requested, days in which subs will be needed, and the days before and after vacation you will be able to work.

Depending on how many employees have requested time off, the supervisor may ask an employee to reconsider the days he or she is requesting to have off. Or, the supervisor may ask employees requesting similar days off to come to an agreement on how best to resolve the situation.

Full time scheduled employees must use paid time off (PTO) to cover vacation time. Absences that extend beyond the limit of any employee's PTO require the employee to submit a request for leave without pay; if an employee takes leave without pay for longer than 14 days, the employee will be shifted to substitute employment status.

If the requested time off is approved, the employee will assist the manager with making sure his or her work is covered, including finding substitutes according to department specific policies. The manager will ultimately be responsible for ensuring coverage of duties once a vacation is approved. If there is a sudden change in plans (i.e. flight/return delays, changes in days needed off, etc.), management and the staff member will work together to resolve the situation. If paid time off is used, a PTO request slip must be submitted. PTO slips cannot be considered a substitute for the *Request for Time Off* Form.

Scheduling Substitutes

Employees must inform their department managers about their absences as soon as they are aware that an absence will occur. (Please see the Attendance Policy section for further information on requirements.) Employees are responsible for finding substitutes to cover all of their shifts during an absence, except in cases of illness, vacation leave that has been approved by their manager, or when other arrangements are made with an employee's department manager. Employees should always make an effort to find substitutes from an approved list and not make arrangements with those who will go into overtime covering shifts. An employee who is unable to find a substitute must contact his or her department manager as soon as possible. Failure to show up for work without following the correct procedure is grounds for corrective action up to and including termination.

Some departments use Sub Cards for scheduling substitute coverage of shifts. Employees must submit Sub Cards to the appropriate supervisor as soon as a planned absence is known to the employee. If the supervisor approves the time off, she or he will post the Sub Card on the schedule board. It is the employee's responsibility to find a qualified sub and have the substitute sign the card. Once the sub signs the Sub Card, the supervisor will check to make sure that the sub is qualified and will not go into overtime with the shift, and then the supervisor will sign the Sub Card, which releases the absent employee from responsibility for his or her missed shift(s).

Family and Medical Leave Act (FMLA)

To be eligible for family or medical leave, you must have worked for the Co-op at least 1,250 hours in the past 12 months of employment; and have worked for the Co-op for at least twelve (12) months, though not necessarily consecutive. If you are eligible for a Family and Medical Leave you can take up to 12 work weeks[2] of unpaid, job-protected leave during any 12-month period for one or more of the following reasons:

- the birth of your child and to care for the newborn child within one year of birth;
- the placement with you of a child for adoption or foster care and to care for the newly placed child within one year of placement;
- to care for your spouse or domestic partner, child, or parent who has a serious health condition;
- a serious health condition[1] that makes you unable to perform the essential functions of your job;
- any qualifying exigency arising out of the fact that the spouse, son, daughter, or parent is a covered military member on "covered active duty."
- 26 work weeks[2] of leave during a single 12-month period to care for a covered service member with a serious injury or illness if you are eligible and you are the service member's spouse, son, daughter, parent, or next of kin (military caregiver leave).

[1]A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that requires inpatient care at a hospital, hospice or residential care facility, and requires continuing care by a licensed health care provider.
[2]A work week is defined as the weekly average of the hours you worked over the 12 weeks prior to the beginning of your leave period.

The 12-month period will be considered to begin with your leave and end 12 months after the start of your leave. If both parents of a child work for the Moscow Food Co-op and wish to take leave for birth, adoption, or placement of a child in foster care, they may only take a total of 12 weeks leave between the two employees. Leave for birth, adoption, or foster care must be taken within one year of the birth or placement of the child.

Please notify your supervisor of your intention to take Family and Medical Leave, including the dates the leave will start and end, at least 30 days before the beginning of your leave. If it is not possible to give 30 days' notice, please give us as much notice as you can. Complete the FMLA request form and submit it to Human Resources. Annual raises and evaluations will be postponed for the length of the leave.

Under certain conditions it is possible to take leave intermittently or to reduce the workweek or workday, as long as the total leave time taken does not exceed 12 weeks. For childbirth, adoption or foster care, you can take intermittent leave or switch to a reduced work schedule. For a serious health condition, whether your own or that of a family member as defined above, Moscow Food Co-

op may require a certification of medical necessity before agreeing to intermittent leave or a reduced work schedule.

Group Medical Insurance/Health Plans benefits: During approved FMLA leaves, you will maintain group health plan coverage on the same basis as if you had continued to work.

Using PTO hours during leave: Your PTO will be calculated and allocated according to what your schedule was before the time of your leave and paid to you until exhausted; any remaining FMLA leave time after PTO is exhausted would be unpaid.

Job Restoration: At the end of the FMLA leave, you will return to the same or an equivalent job with equivalent status, pay, benefits and other employment terms. If you have been taking FMLA leave for a serious health condition, the Co-op requires that prior to returning, you provide the Co-op with medical certification that you are able to return to work. Job restoration may be delayed or denied if you fail to provide such information.

Failure to return from FMLA Leave: If you inform the Co-op that you won't be returning to work at the end of your leave, the Co-op's obligation to provide health benefits ceases. You have the option of continuing these benefits at your own expense under federal COBRA regulations.

Military Leave

If you are required to attend annual military reserve training or other short-time military duty, you can take the time as paid time off (if you have any accrued leave) or as unpaid leave. You must give your manager immediate notice as soon as you have been informed of being called up for duty and you must give a copy of the notice calling you to military duty to Human Resources. Subject to the terms of the applicable plans, the Co-op will provide medical insurance benefits until the end of the month in which the approved military leave begins. At that time, you will become responsible for the full costs of these benefits if you wish coverage to continue and you must make arrangements with Human Resources and the Benefits Coordinator. If your payment is more than 30 days late, your medical coverage may be dropped for the duration of the leave. When you return from military leave, the Co-op will again provide benefits according to the applicable plans. For the purposes of calculating seniority, you will be treated as though you were continuously employed.

If you are on two-week active duty training assignments or inactive duty training drills you are required to return to work for the first regularly scheduled shift after the end of training, allowing for reasonable travel time. If you are on longer military leave you must apply for re-employment in accordance with all applicable state and federal laws. Every reasonable effort will be made to return you to your previous position or a comparable one.

Jury Duty Policy

Leave without pay for compensated jury duty will be granted. As soon as you receive your summons, please make arrangements with your supervisor. You may use PTO for your absence, or take the leave unpaid. You are expected to return to your job if you are excused from jury duty during your regular working hours.

Holidays

- The Co-op is closed for the following holidays: New Year's Day, Thanksgiving Day, and Christmas Day. These holidays are non-paid days for hourly employees.
- The Co-op is open for regular hours on the Memorial Day and Labor Day holidays. Hourly

employees who work either of these days will be paid time and a half for the hours worked.
- The Co-op closes early on the Fourth of July holiday and hourly employees who work that day are paid time and a half for the hours worked.
- The Co-op closes early on Christmas Eve and New Year's Eve; employees who work either of these non-holiday days are compensated at their regular wage for the hours worked.

Employees may submit requests to use their PTO for hours missed due to holiday closures if desired. Salaried employees receive holidays off with pay but do not receive additional pay in excess of their regular salary.

Emergency Closure Policy
Employees will be paid for hours scheduled but not worked should the Co-op have to close during regularly scheduled hours, unless agreed upon in advance by an employee and his or her manager.

Natural Disasters and Acts of Nature
Where events beyond the control of the Co-op impede the functioning of the business for more than a day, the General Manager and/or the Board of Directors will determine store closures, leave, and compensation. Payroll is covered by continuance insurance.

Appendix A – Insurance

For the 2014 Plan Year the Moscow Food Coop pays 100% of employee premiums and 50% of dependent premiums. Employee deductions per pay period for 2014 are:

Spouse-only coverage:	$86.94
1 Child:	$32.61
2 or more children:	$83.37
Family:	$162.15

The 2014 wage compensation rate for Workers Compensation claims is 67% of gross pay, effective after the first five days of missed work due to a qualifying injury.

On Being Awesome!

A guide toward successful employment at the Moscow Food Co-op

First Things First!

Our Address, Phone, Fax and Website:
121 East 5th Street
PO Box 9485
Moscow, ID 83843
(tel) 208-882-8537 (fax) 208-882-8082
http://www.moscowfood.coop

Our Business Hours:
We're open seven days a week, 7 a.m. to 9 p.m.

Parking:
Employees of the Moscow Food Co-op don't use the Co-op parking lot while at work. Please use street parking that is not directly on the store's perimeter (3 hour time limit) or all-day street parking further away from the downtown area. We have plenty of bike racks and our Walk/Bike to work program offers cash incentives for not driving to work.

Staff ownership at the Moscow Food Co-op:
Becoming an owner at the Moscow Food Co-op costs $10 per year, or $150 for a lifetime membership. Staff members are not required to become Owners, however being an owner grants the right to vote in Board elections, ensuring that you have a say in policies and General Manager staffing decisions that may affect your job. Owners are also eligible for cash dividends and special savings in the store. Becoming a Owner is easy! Just ask at the Customer Service desk or at any of the registers.

Stay Informed!
There are several ways to know what's going on at the Co-op:

- Your department's logbook (read before every shift)
- Department meetings (always informative)
- The Worker Bee (our employee newsletter)
- Bulletin Board Postings (in the break room and throughout the back area)
- The Moscow Food Co-op Website (http://www.moscowfood.coop)
- Board Meetings (all are welcome to attend)

Your Initial Employment Period

When you're hired at the Moscow Food Co-op, you begin your ***Initial Employment Period***, which lasts for approximately 90 days. During that time you receive your necessary trainings, get constructive feedback from your supervisor or manager, and learn the specific expectations of your job. At the end of this period, you will receive your first performance review. We do our best to help our employees succeed, and there are several things that you can do to assist in your own success:

Take responsibility for your own training experience

- Ask questions, be open to feedback, sign up for classes and create positive working relationships with co-workers.

Project an upbeat and positive disposition

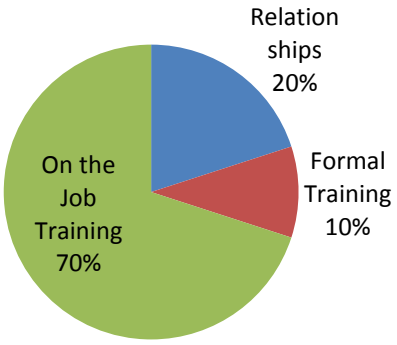
- Choose your attitude and remain steady under pressure.

Work with a sense of urgency

- Prioritize customer needs above other tasks and stay busy between customer interactions. There is always something to do!

Demonstrate eagerness to learn new skills and facts

- Ask questions and demonstrate interest.



Training Modalities

Be open to praise and constructive feedback

- Mistakes will be made, especially in the first few weeks and months in your new job. Successful new employees take responsibility for those mistakes and use them as an opportunity to learn. Accept feedback gracefully.

Be reliable and pay attention to the details

- Be on time, dressed appropriately and ready to work. Strive to give each work task your full attention and aim for excellence.

An ideal employee possesses the following qualities (some of which are on your Initial Employment Period Performance Review):

- **Customer Service**
  - Willingness to provide the highest quality Customer Service to our external customers and our staff members by greeting people promptly and with enthusiasm
  - Exhibiting courtesy and professionalism in all work-place interactions
  - Ability to recognize regular customers and follow through on opportunities to make a customer's day or make it right for a customer who has complaints
- **Communication**
  - Communicating openly and honestly with all others in the organization
  - Maintaining a **working phone number** that receives calls without delay
  - Not exposing customers to internal disagreements
  - Resolving conflict respectfully and in a timely manner and abiding by the ***Co-worker Conduct Commitment***
  - Participating in department and staff meetings
  - Staying informed by reading all communications from the General Manager, managers, Human Resources and the in-department log books
- **Mission Integration**
  - Learning and promoting the cooperative principles and values
  - Learning the Moscow Food Co-op's mission and history

- **Personal effectiveness**
  - Reporting for scheduled shifts, on-time and ready to work
  - Understanding and adhering to organizational and department policy and procedures
  - Accepting and offering feedback and suggestions openly and respectfully
  - Accepting direction willingly and following through with delegated tasks
  - Learning and adapting to new tasks or situations quickly and cooperatively
  - Maintaining job-related confidentiality
  - Taking initiative to identify, report and resolve problems before they escalate
  - Operating with a sense of teamwork and demonstrating honesty, openness, social responsibility and caring
  - Providing a positive model for co-workers

- **Quality and Quantity of Work**
  - Understanding technical requirements of the job, applying knowledge consistently
  - Performing tasks accurately and efficiently, free from error
  - Performing all tasks according to department procedures
  - Working at an efficient pace, as outlined by supervisor
  - Maintaining focus and productivity
  - Achieving the goals of the department

- **Safety**
  - Maintaining a safe work environment according to department procedures and federal and state regulations
  - Obtaining and maintaining necessary licenses
  - Abiding by the Co-op and department dress code, including gear recommended for safety

The Moscow Food Co-op is a great place to work!

We appreciate our employees with:

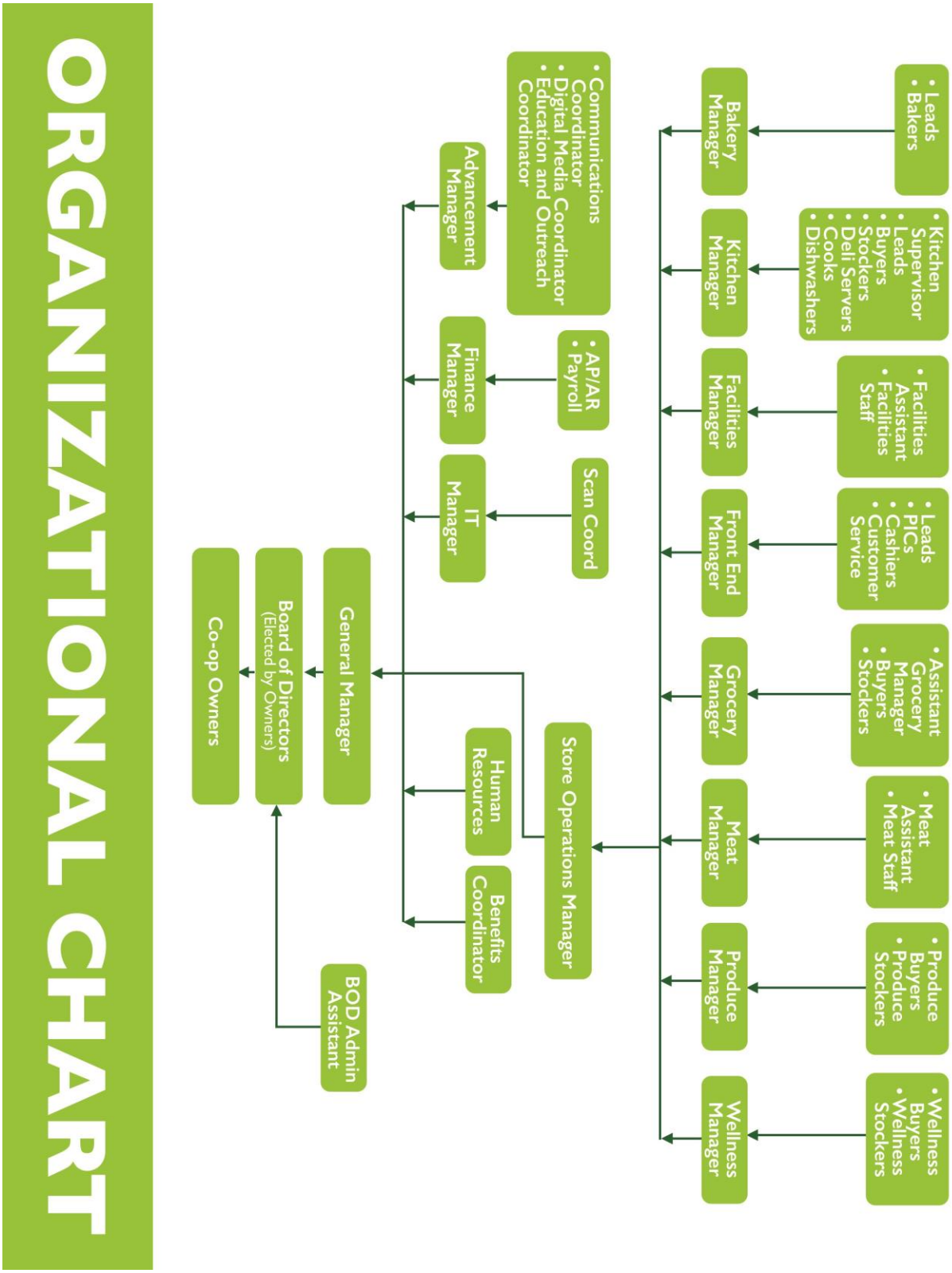
- Co-op Bucks
- *I Made It Right* Recognition
- Birthday/Anniversary gift cards
- Merit-based raises
- Training opportunities

We offer the following benefits:

- 20% Discount on purchases
- Free Daily Lunch and other free and discounted food items
- Paid time off (PTO)
- Health, dental and vision insurance (if you are regularly scheduled 30+ hours per week)
- 401(K) Green Retirement Plan
- Not Driving to Work Program
- Employee Assistance Program

We're so glad you're part of the Moscow Food Co-op Community!

Appendix C


ORGANIZATIONAL CHART
• Leads
• Bakers
Bakery Manager
• Kitchen Supervisor
• Leads
• Buyers
• Stockers
• Deli Servers
• Cooks
• Dishwashers
Kitchen Manager
• Facilities Assistant
• Facilities Staff
Facilities Manager
• Leads
• PICs
• Cashiers
• Customer Service
Front End Manager
• Assistant Grocery Manager
• Buyers
• Stockers
Grocery Manager
• Meat Assistant
• Meat Staff
Meat Manager
• Produce Buyers
• Produce Stockers
Produce Manager
• Wellness Buyers
• Wellness Stockers
Wellness Manager
Store Operations Manager
Human Resources
Benefits Coordinator
• Communications Coordinator
• Digital Media Coordinator
• Education and Outreach Coordinator
Advancement Manager
• AP/AR
• Payroll
Finance Manager
Scan Coord
IT Manager
General Manager
BOD Admin Assistant
Board of Directors
(Elected by Owners)
Co-op Owners

MOSCOW FOOD CO+OP

ROOTED IN COMMUNITY SINCE 1973