

Teams List and Roles

The information below applies to Unicorn's devolved structure in 2010, with around 40 members, although a smaller business may still find the team and roles lists useful for distributing roles and named responsibilities, and writing job descriptions.

Please note, we have not continued to update the list as we have grown, as this information is much less relevant to a start-up grocery!

Team meetings

A small start-up, like Unicorn in the early days, may be able to conduct all shop business at the fortnightly members meeting. However, for anyone considering a devolved structure, see below for approximate number of attendants, frequency and duration of Unicorn team meetings in 2010.

- Ambient Buying (fortnightly, 1 hour, 6 people)
 - Deli (fortnightly, 1 hour, 6 people)
 - Fresh, i.e. Chilled/Bread (fortnightly, 1 hour, 6 people)
 - Veg (fortnightly, ½ hour, 8 people)
 - Alcohol (fortnightly, ½ hour, 2 people)
- Shop (weekly, ½ hour, 3 people)
 - Store (fortnightly, ½ hour, 3 people)
 - Security (as needed, ½ hour, 2 people)
- Secretariat (fortnightly, ½ hour, 3 people)
 - IT/Communication (as needed, ½ hour, 2-3 people)
- Production (fortnightly, ½ hour, 6 people)
- Personnel (weekly, 1 hour, 4 people)
 - Training (fortnightly, 1 hour, 2 people)
 - Employment Opportunities (as needed, ½ hour, 2 people)
- Operational Planning (weekly, ½ hour, 5 people)
 - Maintenance (fortnightly, 1 hour, 2-3 people)
 - Cleaning (as needed, ½ hour, 2 people)
- Education and Marketing (fortnightly, 1 hour, 2 people)
- Finance (fortnightly, 1 hour, 4 people)
 - Cashing Up (as needed, ½ hour, 5 people)

Team Aims and Objectives

The lists below give an idea of the aims, objectives and roles for each team, as found in the team charters (see below for a Team Charter Template).

Ambient Buying

- Aim: To provide a wide ranging and diverse selection of ambient goods in keeping with Unicorn's principles of purpose, whilst making a profit.
- Objectives:
 - Source new suppliers
 - Source new products
 - Pricing and margin control across the whole shop
 - Provide a wide selection within the confines of shelf and storage space.
 - Increase profitability

- Buy directly where possible
- Be competitive with supermarket prices
- Ensure suppliers and products are ethically based, where possible
- Team roles:
 - Negotiation and ensuring favourable terms
 - Place orders on time
 - Order to ensure stock levels are not higher than need be
 - Try to get order level high enough not to run out before next delivery
 - Maintain good relations with suppliers
 - Be aware of prices internally and externally
 - Check new catalogues for price changes
 - Get as many unique selling propositions as possible
 - Product development – sampling, taking products to buyers meetings and training
 - Plan promotions

Deli

- Aim: To provide a fresh, wide ranging and diverse selection of chilled foods
- Objectives:
 - To maintain good hygiene practices
 - All members to undertake Basic Food Hygiene training
 - To monitor wastage fortnightly
 - To check and record all refrigerator temperatures daily
 - Deal with deliveries
 - Keep strictly to stock rotation and ensure no products are out of date
 - To increase the organic food we sell
 - To increase the local food we sell
 - to increase profitability
 - Be price savvy
 - Increase our range of cold and hot food made fresh onsite

Fresh (Chilled/Bread)

- Aim: To provide a diverse selection of chilled foods
- Objectives:
 - To monitor wastage
 - To check and record all refrigerator temperatures daily
 - Deal with deliveries and monitor cold store
 - Plan developments: increase range (new chiller, freezer, cold store...)
 - Keep strictly to stock rotation and ensure no products are out of date
 - To increase profitability
- Team roles:
 - Source and sell chilled foods
 - Maintain and develop lines

Veg

- Aim: To provide fresh, good quality, good value seasonal Organic fruit and vegetables, locally where possible, at a profit.
- Objectives:
 - Ensure produce is of organic standard of soil association or recognised equivalent.
 - Receive deliveries and transfer produce that requires chilling to the fridge as soon as possible.
 - Check quality and quantity of deliveries for possible claims
 - Pay suppliers within terms agreed
 - Source new suppliers, more locally when possible
 - Keep prices up to date
 - Ensure presentation is good and standards of produce are kept high
 - Communicate to till operatives about unusual veg or price changes
 - Keep other members of team informed of issues when changing shifts
 - Be aware of methods of cooking, storage, ripeness and seasonality of produce to be able to answer customers' queries
 - Know how to store produce on our shelves or in fridge at end of day to avoid spoiling
 - Provide a wide selection within the confines of shelf and storage space
 - Increase profitability

Alcohol

- Aim: To provide good quality, good value organic vegan alcohol and sell it at a profit
- Objectives:
 - To promote organic brewing and winemaking and the environmental consequences
 - To promote micro breweries and artisan products in an industry that's swamped with cheap low grade products
 - Regularly review prices of competitors
 - To use minimum number of hours while maintaining good offer
- Team roles:
 - To sell alcohol in a responsible manner e.g. no underage customers, no cheap strong chemical laden products (any incidents of underage buying need to be written in 'incident book', everyone's responsibility)
 - Deal with all licensing issues
 - Ordering and stock take
 - Organising tastings
 - Researching new products
 - Wine, beer and cider guide, update in customer newsletter
 - Deal with customer inquiries and train other members to feel confident at recommending products.

Shop

- Aim: Efficient running of the shop floor.
- Objectives:
 - Monitoring of customer care & procedures
 - Managing shop floor layout with buying, store & site teams
 - Highlighting training needs for shop floor e.g. more floorwalkers or pickers needed
 - Aiding communication between shop floor and store, for planning and day to day running of shop
 - Ensuring shelves are filled sufficiently
 - On the day cover, lunches, rota issues
- Team roles:
 - Training for core roles – till, picking, putting out, customer care
 - Bringing all shop floor issues and needs together by communication with other teams e.g. shelf space, till takings, out of stocks
 - Point of reference for customers, to answer queries and handle complaints
 - Point of reference for members and casuals
 - Crisis management with Ops Planning when needed e.g. power cut, robbery, fire alarm
 - Feed back to membership on probationary member's progress
 - Peer reviews for all team members
 - Maintaining card machines

Store

- Aim: The efficient, safe & harmonious day-to-day management of all retail goods-in systems
- Objectives:
 - Storage of goods-in, in accordance with picking/ records systems
 - Compliance with produce tracking systems – i.e. Soil Association/ picking location system
 - Safe handling and health & safety compliance & Training
 - To enable good access to goods
 - To provide a flexible storage space though stock rotation and minimal wastage
- Team roles:
 - Splitting and storing goods-in
 - Use of internal and external forklift
 - Waste/recycling management
 - Liaison with linked teams (Shop, Buying & Production)
 - Storeroom safety/safe handling
 - Store hygiene
 - Stock rotation

Security

- Aim: To ensure a safe shop for staff and customers.
- Objectives:
 - To maintain CCTV, building alarm and personal alarm systems
 - To propose and implement new security measures where necessary
 - To train staff in safe methods for dealing with security threats
 - To liaise with police and other local business regarding possible threats

Secretariat

- Aim: To ensure a coop which makes well-informed consensus decisions driven by an agreed 3 year plan, meets legal reqs & inspires a sense of ownership in all members
- Objectives:
 - Facilitate internal communication
 - Support team, forum and general meetings
 - Continually review structure of organisation & 3 year plan
 - Ensure good external contacts via subscriptions & 1+4% fund
 - Meet legal requirements
- Team roles:
 - Coordinating internal comm (newsletter, noticeboards, internal post)
 - Coordinating forum & general meetings (packs, agenda, minutes)
 - Supporting and reviewing structure (charters, teams, meetings, etc.)
 - Coordinating, writing, monitoring & updating an agreed 3-year plan
 - Maintaining external communications (checking email & post, renewing subscriptions)
 - Meeting other legal requirements (up to date register & policy document list, keeping minute book safe, fill in annual return sheet, AGM business)
 - Overseeing 1% and 4% fund

IT/Communication

- Aim: To ensure accurate tills & labelling, good sales information, and smooth functioning of all communication technology
- Objectives:
 - To keep tills working and accurate
 - To keep up labelling to date on shop floor and in production
 - To keep computers & printers working and meeting the needs of co-op
 - To keep phones & fax machines working and meeting needs of co-op
 - To provide training and information to meet the needs of the co-op
- Team roles:
 - Update & maintain tills (Ecr & Stock database, keyboard, clerks)
 - Update & maintain Filemaker (shop floor labels & production labels)
 - Service/replace/expand all communication technology as needed (tills, PCs, printers, fax & copy machines, phones, phone system, structured cabling, patch panel, network, internet connection)
 - Update & maintain email system, back ups, fax numbers, anti virus protection, software
 - Produce regular sales reports from EPOS
 - Training members on using and maintaining communication technology

Production

- Aim: Maintain full shelves of packed goods to manage and exceed Unicorn's demand
- Objectives:
 - Supervise daily packing needs, ensure smooth flow and efficiency, with a sensitivity towards individual needs and our cooperative principles
 - Write daily list for products and hours needed
 - Communicate with Store and Buying on O/S's and deliveries
 - Ensure collective health and safety and hygiene standards
 - Monitor and buy bags/labels/ink when necessary
 - Calculate and understand packing rate, report regularly
 - Look to improve and develop our practice, in line with increasing demand and experience
 - Quality control / assurance / licence (soil association / trading standards)
- Team roles:
 - Supervising packing room
 - Training casuals, new starters, current staff
 - Pricing, new products
 - Cleaning packing area, maintaining equipment
 - Health and Safety
 - Liaising with Soil Association
 - Monitoring hours worked and productivity statistics

Personnel (See policy in Structure Policies Appendix)

- Aim: To contribute to the success and future objectives of the business by dealing professionally with any issues relating to Unicorn's employees.
- Objectives:
 - To be aware of and respond to staffing levels at Unicorn and recruit the right people at the right time
 - Encourage employees to develop skills and increase knowledge to benefit themselves and Unicorn.
 - To establish and review systems to address people issues
 - To provide up to date legal and procedural advice to Membership
- Team roles:
 - External recruitment
 - Internal recruitment and changes to job descriptions/roles
 - Pastoral care
 - Discipline and Grievance Procedure
 - Absence Monitoring
 - Personnel related Policy Documents
 - Terms and Conditions and employment contracts
 - Personnel-related correspondence (internal or external)
 - Pension scheme administration
 - Personal data management
 - Employee Reviews
 - Termination of employment and administration (e.g. exit interview)
 - Manage budgets for recruitment and legal advice

Training

- Aim: To develop and equip individuals, teams and the collective with the skills, resources and know-how to prosper
- Objectives:
 - Responding to individual & team requests for support through training
 - Set up self appraisal annual review form and support individual progress at review
 - Training in compliance to existing and forthcoming legislation
 - Overview and co-ordination of core training for new recruits
 - Promoting awareness of like minded ventures/businesses
 - Encouraging self-development not immediately associated with day-to-day tasks
- Team Roles:
 - Where a skill or qualification is a requirement of a contracted role, ensure the requisite training has occurred
 - Oversee regular fortnightly Training sessions
 - Monitor induction training and probationer projects, maintain up to date induction pack, provide point of contact for new staff
 - Promote/co-ordinate visits to other enterprises, trade shows and social enterprise events/conferences
 - Organise Farm/Market Garden visits during probation
 - Operate the Member Individual Training Budget

Employment Opportunities

- Objectives:
 - To uphold our second principle of purpose, recruit those with learning difficulties
 - To recruit, train and retain people with learning difficulties to work as part of our team
 - To support and develop productive, independent and valued works
- Team roles:
 - Oversee induction and ongoing training and development
 - Reviewers (and point of contact re: problems and procedures)
 - Deal with feedback from the membership
 - Liase with relevant employment agencies
 - Manage training budget from relevant employment agency

Operational Planning

- Aim: To co-ordinate infrastructure of the day-to-day
- Objectives:
 - To liase with Personnel and other teams in order to accurately forecast and meet the needs of the business in the short, medium and long term
 - To design and update member rotas
 - To organise cover and casual workers week-by-week
 - To monitor other aspects of infrastructure, including those relating to sub-teams

Maintenance

- Aim: To maintain and improve where possible the internal workings of the premises, as well as helping other teams achieve their goals if they involve more specialist skills.
- Objectives:
 - Identifying areas/items in a state of disrepair and rectifying as appropriate
 - Responding to requests for works/notices of damaged areas of the building and requests for other works
 - Identifying and responding any other areas of improvement.

Cleaning

- Aim: To establish and maintain a high standard of cleanliness throughout the premises. This includes the following areas:
- Objectives:
 - Establish appropriate monitoring system to ensure all areas are cleaned regularly.
 - Provide training through written information and training sessions.
 - Monitor all cleaning processes currently in place at Unicorn
 - Observe H & S instructions and guidelines
 - Provide the necessary cleaning materials and equipment for effective and efficient cleaning
 - Ensure all workers are involved in general cleaning activities required to meet our aims.
 - Provide a central service point for all departments.
- Team roles:
 - Fortnightly cleaning task allocation on Red Thurs cleaning session
 - Cleaning task allocation for morning cleaning slots.
 - Cleaning schedules for all areas without individual governance
 - To monitor environmental health and pest control as needed

Education and Marketing

- Aim: Educate about and market Unicorn and its principles with depth and honesty
- Objectives
 - To communicate honestly - we are very lucky in having their trust/loyalty (integrity) and as we get bigger this is in jeopardy
 - To increase quality of shopping experience
 - To improve relationship with customers (loyalty)
 - To inform & educate customers (propaganda)
 - To keep customers we have
 - To get new customers (focus on local ones)
 - Focus on internal education through information, improve quality of info

Finance

- Aims: Enable & provide good financial management to Members' and external bodies (as required). Meet legal financial requirements.
- Objectives:
 - Improve financial awareness among members and enable members to make informed business decisions through providing training and support as needed, and clear and regular reports.
 - Identify & assess financial opportunities, & promote the long-term viability of Unicorn through loanstock issue, investment in business etc.
 - Monitor/improve profitability/efficiency, e.g. sales/hour....
 - Advise/propose appropriate wage levels & rewards.
 - Good clear archiving of all related documentation.
- Team roles:
 - Invoicing
 - Payments out
 - Chasing credit notes
 - Reconciling delivery notes
 - Setting up and maintaining credit accounts
 - Monitoring discount levels & terms
 - Ensure receipt of new supplier details
 - Euro payments & replenishment of euro account (including monitoring euro charges linked to the account)
 - Awareness of cashflow & banking
 - Maintain good communication with finance team
 - Monitoring/filing BACs instructions
 - Purchase ledger data entry
 - Good communication with suppliers
 - Finance overview:
 - Interpreting financial reports
 - Forecasting and budgeting
 - Cashflow and bank account management
 - Ensuring adequate training & passing on knowledge with support for the finance team & members
 - Book-keeping (Quickbooks) & Accounts
 - Maintain Quickbooks: data entry (inc. purchase & sales ledgers), journals & reconciling
 - Keep clear records of queries/communications etc.
 - Archiving
 - Audit & end of year preparation
 - Budgeting
 - Forecasting
 - Maintain fixed asset register
 - Training notes and support for new members
 - Report takings etc & forecast takings etc via newsletter/forum
 - Report to members via training, MMs etc.
 - Standardising practices with transparent systems
 - Liason with professional outside consultancy where appropriate
 - Vat returns
 - Cashflow, bank account & loans etc. management, maintenance, filing and general awareness

- Stocktake
- Liaise with other teams re: hours, recruitment, budgets, etc.
- Maintenance of relevant financial spreadsheets/graphs, asset register, cashing up template, takings graph,
- Awareness & management of cashing up/takings issues/errors.
- Margin control (with Buying Team)
- Ensure Quickbooks & Financial data is backed up.
- Ensure adequate business insurance is in place
- Recommend targets for member bonuses & manage payments
- Write report for MM
- Keep Quickbooks software & support up to date
- Annual membership Pay Review
- Monitor member benefits.
- Other:
 - Intrastat
 - National Statistics
 - Card Machines

Cashing Up

- Aim: To account for, manage, bank and clearly record daily takings
- Team roles:
 - Cash Handling
 - Ensure cash is counted for tills & float
 - Count & bank takings
 - Record details of takings on cashing up spreadsheet
 - Assimilate, organise & file: cashing up sheet, till x & z printouts, card printouts, paying out, till errors sheet, receipts, card slips
 - Investigate, understand & minimise errors, communicate these
 - Order & collect change as appropriate
 - Recognise & report errors/concerns as appropriate
 - Perform reconciliation of takings, monitor and minimise discrepancies

Team Charters

When Unicorn devolved its structure, each team devised a Team Charter. Teams review and update their charters yearly (around the AGM) to reflect changes in the evolving structure and refocus team activity. The charter's purpose is to:

- Provide a job description for the team
- Give an understanding specific roles within the team
- Show clear lines of responsibility & accountability
- Offer clear information to anyone inquiring outside team/organisation
- Aid training by establishing what an area of work entails and what special training requirements an individual needs to participate in the team
- Provide criteria for peer reviews of individuals within the team, and of the team within the community of teams/sub-teams.
- Act as a benchmark which can be reviewed tested and revised as required.
- Note any procedures in choosing and rotating forum rep, team overview, chair and minute taker, and name those who currently hold these positions

Team Charter Template

Date revised: ../../.. (to be revised annually at the AGM)

Team: <i>(Name)</i>	Frequency of Meeting: <i>(Date/time/length)</i>
Current participants/team size: <i>(who's actually in the team/who comes to meeting if different)</i>	
Representation: <i>(is the team represented directly at the forum or through another team, if directly then by whom and how is this role decided. If through another team - which)</i> Currently: <i>(named individual, if applicable)</i>	
Overview/Chair/Minute-taker: <i>(note how is this role decided, rotation)</i> Currently: <i>(named individual, if applicable)</i>	
Record of meetings: minutes & forum report OR only forum report Agenda available in <i>(name specific place)</i> on <i>(day)</i> . To be posted in advance of meeting and prepared for meeting by <i>(chair/overview/minute-taker)</i> .	
Aim and objectives Aim: <i>(what team aims to do overall, should link to MMs and the business plan)</i> Objectives: <i>(key things that need to be done in order to achieve the aim)</i> •	
Responsibility to: <i>(the membership via forum, MMs, the policies of the co-op, customers, etc.)</i>	
Budget responsibilities: <i>(if applicable)</i>	
Team roles: <i>(functions provided by the team – important to understand when devising training and looking at individuals' peer review. A detailed description also helps decide priorities and what could be delegated to others/other teams)</i> •	
Are there specific responsibilities held by individuals in the team? <i>(What and by whom – helps in planning and training. Consider someone to look out for ethical & environmental implications of team decisions)</i> •	
Procedures for peer review: Using standard peer review form found in Unicorn/Reviews/'New Peer Review Summary' OR Using own peer review form found in <i>(insert filepath here)</i> Reviews to be conducted by <i>(named team member or Personnel if desired)</i> .	