

Rota Overview

The following rota approximates the number of people required to work on a given day, with ranges to reflect Unicorn's needs between two points in time:

- (1) In 2000, £1million turnover, 2 tills, 10 members and a couple casuals; requiring at least 5-8 people each day and everyone for Thursday meetings
- (2) In 2010, £4million turnover, 6 tills, 40 members and around 5 casuals; requiring at least 15-20 people each day and everyone for Thursday meetings

Clearly, a smaller shop requires fewer till people, pickers and packers and some roles may be done away with entirely or doubled up by a single person (e.g. 'Floorwalker'/'Packing Supervisor', 'Store'/'Veg'). In addition, a smaller membership should require much less in the way of meetings.

Daily Rota

This sample rota applies to a reasonably busy weekday in 2010 with the opening hours of 9:30am to 6:00pm. Each task will generally be covered by different people throughout the day, and any 'extra people' at non-busy times should get packing.

- **Floorwalker, 9:00am-6:30pm**

Duties include: Floor manager role with overview of building and staffing, arranging last minute cover, dealing with customer queries, answering till bell, restocking shop floor throughout the day, security, opening and closing shop, other duties as required. A second person may be on the rota to restock the shop on a busy day.

- **Store person, 9:00am-6:30pm**

Duties include: Accepting and putting away deliveries, using forklift and pallet trucks, crushing waste card and boxes, sweeping and closing store, other duties as needed.

- **Deli person, 9:00am-6:30pm**

Duties include: Opening and closing deli, serving customers, keeping deli area stocked and clean. (Other people may be scheduled for food preparation or sandwich making in the morning.)

- **Veg person, 9:00am-6:30pm**

Duties include: Opening and closing Veg area, splitting and putting away fresh produce pallets, keeping area stocked, watered, fresh and clean. A Veg person may need to start earlier on certain days in order to meet 7:00am deliveries.

- **Fresh person, 9:00am-4:00pm**

Duties include: Setting up bread stand in the morning, splitting bread and chilled deliveries throughout the day, keeping chiller stocked and rotating stock.

- **Till people (X 1-3), 9:30am-6:00pm**

Duties include: Serving customers, security, going to packing room at quiet times.

- **Packing room supervisor, 9:00-6:30pm**

Duties include: Overseeing packing room activities, closing packing room (4:00pm-5:00pm), writing packing list for next day's packing session (5:00pm-6:30pm).

- **Packers (X 1-4), 9:00am-4:00pm**

Duties include: Packing goods. Till or other cover as arranged by Floorwalker.

- **Pickers (X 2-5), 4:00pm-6:00pm**

Duties include: Restocking the shelves and chiller by following 'picking lists.'

- **Cashing Up person, for 2 hours (during bank opening hours)**

Duties include: Preparing till trays for new day, counting and depositing takings, entering figures into spreadsheets and filing reports, ordering and picking up change.

- **End of Day Cleaners (X 2-6), 6:00pm-6:30pm**

Duties include: In addition to closing the veg area, deli, store and shop as already listed above, end of day cleaning includes cleaning the tills, shop toilets, staff kitchen, offices and staff room, and sweeping and mopping the shop.

Administrative Tasks

Certain tasks must take place each day (e.g., opening the post, answering e-mails, making orders), most days (e.g., checking prices, paying invoices, personnel duties, updating rotas and arranging cover) or weekly (e.g., paying wages, other accounting, changing prices, organising training, organising marketing or displays). Unicorn schedules team-specific administrative time to match the demands in each area.

Weekly cleaning

After a short day on Sunday (11:00am-5:00pm), in place of the End of Day clean, we spend an hour doing a 'deep clean' on the different areas of the shop. A further half-hour to hour cleaning takes place by all members following the fortnightly Thursday training session.

Fortnightly considerations

- All members work alternate weekends (Saturday or Sunday or both).
- All members attend a fortnightly hour long Thursday Training session, usually presented by other members and focussing on internal procedures and expanding product knowledge. See Training section for more information.
- On the other Thursday, in the smaller business, all members attend a fortnightly Members Meeting to decide policies and make operational decisions. In the larger business with a devolved structure, Forum and most team meetings take place to manage short- to medium-term operational decisions (see Governance section for more information). Thus, for simplicity, nearly all members work both Thursday mornings.

Breaks

At Unicorn the floorwalker arranges paid ten-minute tea breaks for staff who work a full morning or a full afternoon (e.g. four hours before or after lunch, with two breaks for those who work more than 8.5 hrs from start to end of shift). In addition, we schedule 45-minute unpaid lunches into our working day.