



Democracy at Work Institute

# Worker Cooperative Human Resource Management





Who am I?

**Joe Marraffino**

[joe@institute.coop](mailto:joe@institute.coop)

- ✓ 2015: Cooperative Developer, Democracy at Work Institute
- ✓ 2012: Finance Manager, GreenStar Cooperative Market
- ✓ 2004: Hiring and Evaluations, Arizmendi Bakery Cooperative





## Worker Cooperative Human Resource Management

### Key ideas

- A** What is HR?
- B** Evaluations
- C** Low performance



A



## What is HR for a worker cooperative?

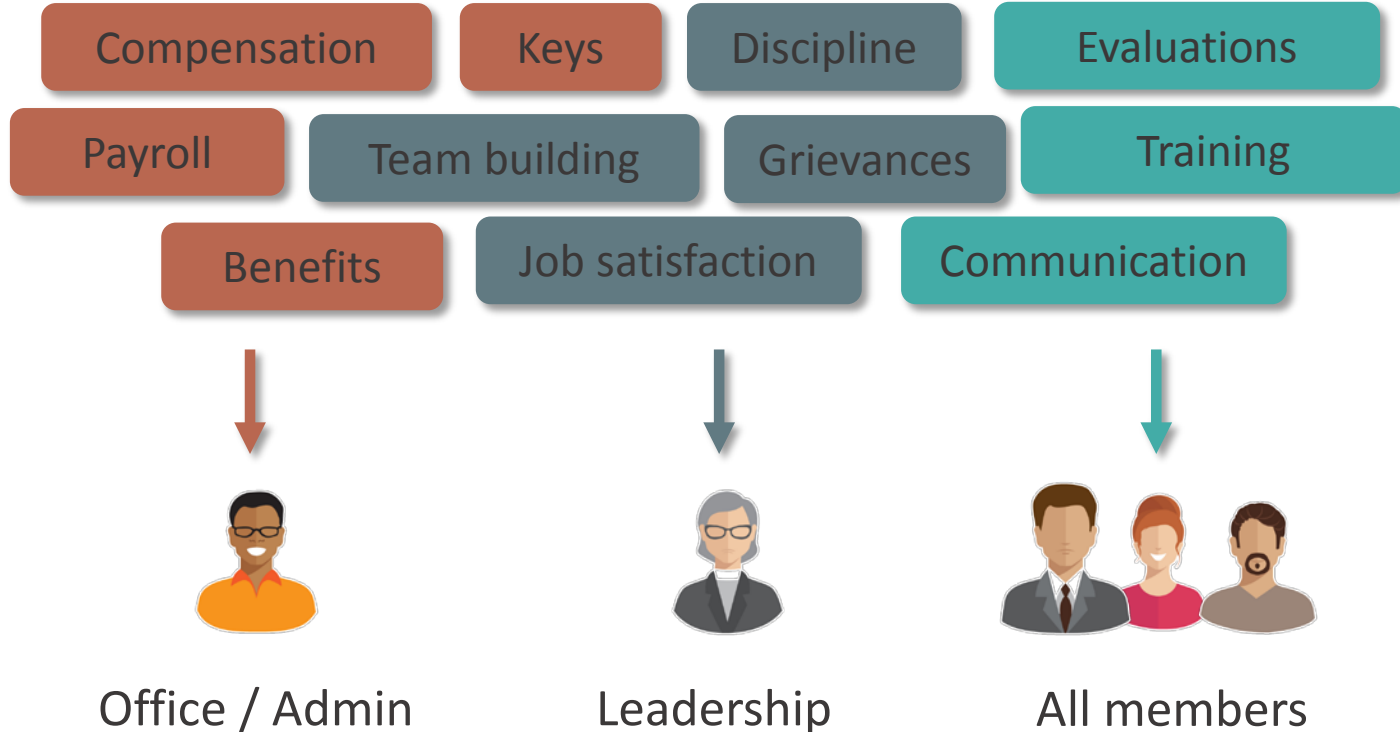
- ✓ Training and orientations
- ✓ Evaluating performance
- ✓ Responding to low performers
- ✓ Setting compensation rates and ranges
- ✓ Coordinating payroll and medical benefits
- ✓ Offering workplace legal advice
- ✓ Coordinating keys, vehicles, passwords
- ✓ Maintaining communication systems
- ✓ Measuring job satisfaction
- ✓ Team building and leadership development
- ✓ Conflict and grievance management





To the business HR looks like this:

Who can we give all this work to?





To the worker HR looks like this:



How to I get from here to there?



applicant



employee



high  
performer



owner





HR can act on workers  
in two directions

It can uplift workers along their way



applicant

employee

high  
performer

owner

and it can filter out people from continuing





This resembles the benefits of a participatory democracy



A democracy educates people and uplifts their character and attitudes to contribute to a free society

A democracy protects against sinister people taking power and governing selfishly





## Activity

Peer interviews



B



How can we oversee performance and respond to problems?

Pursue our needs and desires!



Members



Board

Implement our strategy!



Management

Do your jobs!





Oversight means

- testing someone
- against a standard
- with outcomes

Mission  
Statement



**Evaluation**

Did they pursue the mission?

Job  
description



Did they complete their job?



Pay

Position

Cultural  
values



Did they add to the culture?

Peer  
pressure





“Low” performance  
needs a clear threshold

### Evaluation

Did they do their job?

Unacceptable?



Acceptable?

Comments





A simpler form will get more responses from peers

### Front

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Mission



Job



### Back

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Culture



Other comments?





## Activity

Evaluation form



C



What do we do about low performance?

First, try to understand why.



I lack ability.



We can add resources and training.



I lack motivation.



We can set goals and rewards.





Try to diagnose the root cause.

Do you they agree improvement is needed?

Y

Are expectations clear?

Y

Are policies clear?

Y

Are resources and training sufficient?

Y

Are rewards sufficient?

N

Is it a good job fit?

Y

Are they free of personal problems?

Y





Create a performance improvement plan.

### Steps to a performance improvement plan

- ✓ Document the performance problems
- ✓ Collaborate on an action plan with results that are SMART
- ✓ Have an outside review of the plan
- ✓ Have regular follow-ups
- ✓ Conclude and have consequences

SMART results are

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound



## Activity



Diagnosing the  
cause of low  
performance





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[joe@institute.coop](mailto:joe@institute.coop)

Templates and resources  
available at  
[Institute.coop/personnel](https://institute.coop/personnel)

