

New Deal Café Board of Directors Meeting Minutes

Jan 14, 2013

Café back room

Meeting called to order at 6:25pm

Attendance:

Board of Directors:

Michael Hartman – president
Dorian Winterfeld – Secretary
Bill Wilkerson - Treasurer
Neil McConologue

Audit Committee:

Bill O’Grady
Mike Stark

Staff:

Terri Rutledge – General Manager
Amethyst Dwyer – Bar Manager

Members:

Craig Tooley
Nancy Melandry
Peter May
Steven Bernheisel

1. Approval of Agenda – unanimous
2. Approval of meeting minutes from Dec 17, 2012 Board Meeting - unanimous
3. Members/Visitors:
 - Mike Stark mentions that meetings start time too early for people coming from work.

Reports:

4. General Manager:

- New Year’s Eve was successful. (President requests that minutes reflect his thanks to Craig and Mia for decorations.)
- Co-op logo contest ends Jan 31
- Art reception is Feb 10
- Inauguration party is Jan 21
- Marriage Equality celebration was successful.

5. Bar Manager: (see attached)

6. Music Committee: (see attached)

5. Audit Committee:

- Mike Stark is analyzing financial report

New Business:

7. Performance Review Process

- Discussion of Craig’s email to the BOD dated Dec 20, 2012 (see attached)
Craig reads questions from email and board members attempt to answer.
- Motion from Dorian: Performance reviews proceed at Feb 11 BOD meeting.

- Second, Neil. Aye – Dorian, Nay – Bill, Neil, Abstain - Michael
- Bill objects that Dorian has conflict of interest in making motion.

8. Poetry Boxes

- Terri reports on FONDCA Poetry box project

9. Annual Meeting date

- general discussion, will shoot for early May.

10. Email system to contact members

- Dorian reports on first six months of YMLP email service. NDC will be pay \$30 for next six months.

Meeting Adjourned 8:20pm

Dorian Winterfeld, secretary

Bar Manager's Report

Draft beer sales seem to be doing well on Fridays and Saturdays. Weekday sales seem to have been a bit slow this last month. I recommend extra advertising to get people in on Tuesdays, Wednesdays, Thursdays and Sundays.

There were two incidents of distributors not delivering what was ordered.

On December 28th I met with John Ray, our Bob Hall representative, to discuss future beer changes.

On January 8th I attended the Ram's Head IPA release in Annapolis as a guest of Bob Hall. Even though this particular IPA won't work for the cafe because it's too high in alcohol (7.5%), I was able to do some networking and met several other distributors and brewers (some of which were familiar with The New Deal).

The flu and cold season swept through the cafe, affecting Karim's entire staff and many of the bartenders, myself included.

There will be two beer changes this coming week: Flying Dog's In Heat Wheat Hefeweizen will be replacing Starr Hill's The Love, and Starr Hill's Northern Lights IPA will be replacing Dogfish Head's 60 Minute IPA.

Music Coordinator's Report

It was a successful New Year's Eve with Andy Poxon playing to a full house. Karim was very happy with the turnout and the amount of special dinners that he sold.

Cold Hard Cash continues to draw a large crowd and Hot Club of DC made a return visit on December 22nd.

Musicians came out in droves for S.A.W. Open Mic on December 27th, though the other open mics were lightly attended.

On Tuesday January 8th D.C. Metro Kirtan and the cafe hosted a fundraiser for Handreach, a non-profit group that raises funds to benefit children suffering from burn trauma. \$671 was raised.

On Wednesday January 9th our scheduled and confirmed performer, Joshua Morningstar, was a no-show. This was the first time since I've been booking the music (2 years now) that this has happened. I sent an email to him (c.c.-ing Frank Kayser) asking why this occurred, but have not heard back from him.

Capital Blues Ensemble and Long Time Coming played to a full house, as did Stealing Liberty and The Hall Brothers (the latter two being a \$1000+ night!).

craig tooley

To: 'michaelhartman23@gmail.com'; dorianw@verizon.net
Subject: For the Jan. 14, 2013 Meeting Minutes: Request for Agenda Item at Next NDC Board Meeting - Employee Performance Appraisal Process
Attachments: PerfReviewsforGenMgrandBarMgr.pdf

As agreed at the 1.14.2013 NDC Board meeting the questions I sent to the Board via the President and the answers I received during the discussion at the meeting are given below for inclusion in the minutes of the 1.14.2013 meeting.

The *answers as I understood them are typed in red italics* and I have also attached the performance review form which was discussed and formed, in some part, the answers to my inquiry. The attachment should also be part of the minutes of the 1.14.2013 meeting.

From: craig tooley [mailto:ctooley@verizon.net]
Sent: Thursday, December 20, 2012 10:33 PM
To: 'michaelhartman23@gmail.com'
Cc: 'ndc_board@yahoogroups.com'
Subject: Request for Agenda Item at Next NDC Board Meeting - Employee Performance Appraisal Process

Michael,

As a follow-up to my request at the last NDC Board meeting I wanted to elaborate on what I would like to have discussed, in the open meeting, at the January 14th Board meeting concerning the new performance assessment process. I have an interest both as a Cooperative member and of course as the spouse of an employee. It is from the position of an active member that I am requesting this information, which I believe is my prerogative. This entire topic falls under the Bylaws requirement that the Board "Establish equitable personnel policies".

I would also add that I have been doing performance plans and appraisals for both civil servant and contractor employees for over 20 years and have received professional training in the matter. My experience has made me acutely aware of how difficult it is to design and use a system or process that is actually fair and effective.

Although I have followed the discussions in the Board meetings about the work the Board was doing I have little insight into what was actually developed, as up to now I believe everything beyond that has been communicated within the Board or between the Board and the employees. I also actually believe it would be a conflict of interest for me as a spouse of an employee to become involved in the development of the process and procedures, as I do not believe that can necessarily be divorced from the execution of appraisals themselves. I do however feel it is appropriate to for me to inquire, and give feedback about, what the Board has put in place as the policy of my cooperative.

My questions follow:

1) Is there a written policy/procedure document that describes the evaluation process? When was it voted into effect?

There is a form, it is attached, but it was apparently not formally voted into use by the board. There is no policy or procedure for the use of the form or the evaluation process.

2a) Are specific job elements identified in the criteria and is there an evaluation criteria for each of them?

The form attached has a number of pages of criteria but they do not correspond to the job elements in the Job Description.

2b) Is there a scoring or rating or overall assessment system established as part of the process?

The form has a 1-7 set of criteria. There is not definition of how an overall consolidated rating is reached or who does it. Michael Hartman, the President stated at the meeting that he planned to do it but did not give a definitive answer when asked what he would do if there was not complete consensus.

3a) Is there a specified period of performance and was the evaluation criteria given to and reviewed with the employees at the beginning of the period?

No, this was not yet established

3b) Is it documented they understood and accepted the criteria by which their performance would be evaluated?

No, there is no documentation that the form and the process implied were reviewed with the employees.

4a) Who performs the evaluations?

It is not documented but at the meeting it was stated the Board did it.

4b) I assume the evaluators are drawn from the Board and only the Board but if the period of performance spans Board member changes how is a past Board member's (de facto supervisors during part of the performance period) input included? Are current Board members explicitly instructed to limit their assessment to their terms?

This was not defined or decided by the Board, seems an open question.

5) What are the result of the evaluations specifically used for? Is it clear and understood by the employees how their performance assessment can positively or negatively affect them?

Not defined or documented

6) Who has access to completed assessments?

This is not defined. The Board members express verbal opinions on the matter at the meeting when asked.

7) Is there an established process for challenging or appealing an assessment? If so, who does an employee appeal to?

No, this is not defined or documented

I realize this is a long list and reads as a somewhat bureaucratic construct but IF an organization is going to put a process in place it must be done with careful thought and rigor as a flawed process is much worse, and can produce more harm, than no process at all.

If you have any of the above information in document form I'd be happy to study it prior to the meeting in order to shorten the time required to discuss my questions.

Regards

Craig Tooley

Performance Evaluations

Timeline

1. August, 2012 - Performance Review Subcommittee Report (MH, NM, BW)
2. September, 2012 - Prepare/Approve Performance Review Evaluations (Executive Session)
3. October, 2012 - Performance Reviews (Board Meeting with Staff) (Executive Session)

"Individual Competencies"

Ratings

- 1 - outstanding
- 2 - above average
- 3 - effective
- 4 - inconsistent
- 5 - needs improvement
- 6 - unacceptable
- 7 - not applicable

COMPETENCY	CRITICAL	NON-CRITICAL	CRITERIA	RATING
Knowledge of job	X		<ul style="list-style-type: none"> • Ability to define job duties • Ability to prioritize job tasks • Ability to add additional tasks beyond the position description when necessary and appropriate 	
Application of knowledge	X		<ul style="list-style-type: none"> • Ability to perform with minimal supervision • Ability to anticipate needs • Ability to resolve issues • Ability to understand each of the duties in the job description and successfully perform them 	
Adaptability		X	<ul style="list-style-type: none"> • Ability to be flexible in resolving issues • Ability to develop and implement alternative solutions to issues and problems 	
Creativity and innovation		X	<ul style="list-style-type: none"> • Ability to create new programs and activities • Ability to take a different direction in looking at issues 	
Quality of work	X		<ul style="list-style-type: none"> • Ability to accomplish tasks with a minimum of errors • Ability to produce written documents that are logical, accurate, and comprehensive • Ability to evaluate options and make recommendations on a plan of action 	
Communication	X		<ul style="list-style-type: none"> • Ability to convey ideas to others in writing, and other communication channels • Ability to receive ideas from others without being judgmental or defensive 	

Interpersonal skills	X		<ul style="list-style-type: none"> • Ability to interact with others in a positive and beneficial way • Ability to put aside differences in order to work effectively with others • Ability to let go of ideas when shown those ideas are incorrect or not what they seem 	
Judgment	X		<ul style="list-style-type: none"> • Ability to evaluate situations • Ability to take all viewpoints into consideration when making decisions 	
Cooperation and teamwork	X		<ul style="list-style-type: none"> • Ability to work with others • Ability to accept constructive criticism and make changes when appropriate • Ability to accept the ideas of others even when there is disagreement • Ability to make compromises • Ability to interface with the Board and Audit Committee 	
Customer interface	X		<ul style="list-style-type: none"> • Ability to work effectively with patrons • Ability to positively interact with all individuals even if there is a disagreement about issues • Ability to be available to patrons at all times during a work shift 	
Timeliness	X		<ul style="list-style-type: none"> • Ability to arrive at meetings on time • Ability to arrive at work on time 	
Ethics	X		<ul style="list-style-type: none"> • Ability to make appropriate decisions when faced with conflicting viewpoints • Ability to conduct oneself according to the principles of the cafe 	
Safety/security	X		<ul style="list-style-type: none"> • Ability to conduct business in a safe and secure environment • Ability to create a safe and secure business environment for customers 	

Request that each employee produce a weekly report that includes:

1. A list of the accomplishments of the various tasks performed
2. An estimate on the number of hours each task required.
3. Any challenges faced in the accomplishment of the tasks
4. Significant interactions with others in the accomplishment of a task
5. Recommendations, if any, about particular tasks or other issues that should be addressed by the Board

In addition, request that each employee write up a summary of how she met her job tasks over the past year, a record of time spent on tasks, and what goals/objectives they see for next year.

As a tool for discussion with each employee:

Employee Conversation and Planning Map

1. Looking Inward

- a. Work interests: Thinking about your responsibilities, list the 3 – 5 tasks you most prefer to do:
 - i. My top 2 strengths
 - ii. My 1-2 areas for growth and development

2. Looking Outward

- a. Trends:
 - i. What is coming up in my area that might influence my development and future contributions?
 - ii. How can I contribute?

3. Looking Forward

- a. Questions I would like to ask my manager:
 - i. *Examples:*
 - ii. What do *you* consider to be my top strengths
 - iii. What would be the highest payoff area for growth/development?
- b. Other Questions:
 - i. I'd like to formally meet with my manager ____ times per year.
- c. Ideas for job enrichment or other interests: possible development options and ideas I have thought of: