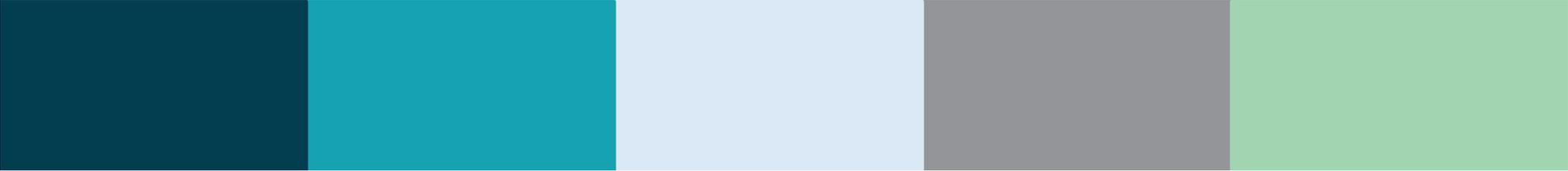




ELEVATED'S HANDBOOK:
A Guide to Figuring Out the Kinks

Elevated



How to use this book

This book isn't really about fringe benefits (although maybe a few will pop up) or how to fill out an expense report. Instead, it's intention is to help you transition into the company as fast as possible. We are a unique little company and we hope that by providing you with the basics, you can learn to find your way!

The only thing we ask is, if there is something missing from this book that would have been helpful to you during your first few weeks, make sure you suggest it so it can be addressed right away (and added to this book).



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Let's Begin With Why

We do this because...

HR Doesn't Have to Suck. Instead we re-imagine what HR can and should be.



What do we value most?



What do we value most?

- The ability to "WOW" our clients daily!
- That we are Partners, not Outsourcers!
- That we are allowed to be offside!
- We take ownership of what we do, whether we succeed or fail!



The Only Rule You Need to Know

When we tell people what our handbook is, we say we only have one rule. And it's true - every decision you make, every step you take, every benefit you want, must be centered around one rule:

DON'T BE AN ASSHOLE

So what does this look like?

Workplace Respect: Yes, being offside is one of our core values, but so is WOW, partnership and ownership. That means we are open and honest, yet considerate of how our actions impact each other. We work together and encourage each other to do what we do best every day. We have fun doing it (you'll notice we tease each other often), but we respect each person's boundaries. Don't be an asshole and cross that line.

On the flipside, if you feel that someone else has gone too far and offended you, call them out on it. Have a conversation about it. If they continue, don't be afraid to speak up to someone else who is committed to helping you. We can't help you if you keep it yourself.



The Only Rule You Need to Know

Confidentiality: What we discuss at work, our issues, our challenges, our projects, our clients, our products - that's for us and us only. Don't be an asshole by telling people stuff about us that don't work with us.

Gossip: If you are having an issue with someone at work, and you don't have the balls to tell them what's getting in your way of fully engaging with them and you tell everyone else but the person involved, you're being an asshole. It's not going to be tolerated.

Hours of Work: You are paid to do a job. We don't necessarily believe that your job needs to be done between 8 and 5, or Monday to Friday. If it helps you plan though, those are our core business hours. That being said, you need to be accessible by phone or email, you need to get your projects done on time and you need to deliver results. The long story short is, we don't care when you work, but if we can't get a hold of you because you've decided you're working from 10 pm to 2 am and don't tell anyone, you're being an asshole. As well, if you're consistently working way more hours just to keep up, there's a bigger problem. Not figuring out a way to decrease huge amounts of overtime is being an asshole.



The Only Rule You Need to Know

Working Remotely: We find some of our most productive times have been while working alongside each other in office, but we also believe work is something you do, not somewhere you go. So really, you can work from anywhere as long as there is internet connection, phone reception and of course, you get shit done.

That being said, there may be times when you need to physically be in the office (our monthly team meetings, for example). We trust you to decide how frequently you work out of the office and to choose an appropriate working environment. It's always recommended that you let the team know to keep them in the loop. If you claim to be working remotely but are MIA or happen to choose a location with no Wi-Fi, you can probably guess – you're being an asshole. And if you are, we'll probably revisit how flexible we are.



The Only Rule You Need to Know

Vacation / Personal / Sick Time: You may have had vacation and personal days outlined in your employment agreement, but truth is, you're not limited to that amount of time. If you are a full-time, permanent team member, you can literally take as much as you like or as little as you want and still get paid (technically in your first 5 years you have to take a minimum of 10 days, and a minimum of 15 days after 5 years which includes the time off we give you at Christmas). That being said, if you choose to go on 4, 3 week vacations a year, or take a ton of sick or personal time that contributes to projects not getting done on time - you're being an asshole. We are rewarded (bonuses, trips, conferences) as a team. Planning around your time away, or figuring out how to take a vacation while still hitting deadlines is key.



The Only Rule You Need to Know

Salary Increases: We review compensation annually but that doesn't mean you'll receive a salary increase every year. For salary increases to be given, all of the following need to happen:

- You're killing it at work with your performance;
- We are super profitable as a company; and
- The overall economy is doing well.

That being said, if you think you are being paid too low then say something. We might not agree with you, but don't just sulk about it. That's being an asshole. You're also an asshole if you feel the need to share any compensation information (which is confidential, by the way), including your own.

PS - If you find new clients for us, you will be rewarded with a percentage of sales!



The Only Rule You Need to Know

Bonuses: If you're a full-time, permanent team member, you're eligible to receive a discretionary performance bonus. This is based on the TEAM's performance and achieving our monthly company targets. The more revenue we generate together, the bigger bonus we each receive (cha-ching)!

If given, bonuses will be 5% of your monthly base salary. Remember - it's called a bonus because it's something extra. So if you thought otherwise, you're being an asshole.

Training / Development: We want everyone to constantly grow in their career, but ultimately it is up to you to explore what interests you. That means asking for training opportunities that will help you provide value. If there's something we can't teach you ourselves, we'll have a discussion about how to get that training and who will cover those costs. Don't be an asshole and wait for someone to ask you, because as smart as we are, we're not mind readers.



The Only Rule You Need to Know

Not Asking For Help: If you're working on a project and it's new to you, and you don't check in to make sure you are on the right track, you're being an asshole. If you don't know what to do and sit on something and then you miss a deadline, you're being an asshole. If you're in over your head because you've taken on too many projects, you're being an asshole. Just check your ego at the door and ask for help!

Feedback: If you take feedback as a personal attack on you, you're being an asshole. You will get blunt feedback daily. It's not about you, it's about your performance. Either step up, or step out. Just don't be an asshole about it.

Social Media: Remember, you work for us and what you put out on social media is a reflection of us. Don't be an asshole by tweeting inappropriately, or telling the world you've had a shitty day at work. No, this is not us telling you what to do (if you thought that, you're being an asshole). We like social media. But keep it positive. You are a reflection of us on social media.



The Only Rule You Need to Know

Email: Don't write anything in an email that you wouldn't want published in the Globe and Mail. We have access to your email. If you do something that encourages us to see what's in your email, you're most likely being an asshole.

Health and Safety: Simply put, it is everyone's responsibility to maintain a safe and healthy work environment. We'll make every effort to mitigate any risk that may cause potential injury, but if you notice something that may be unsafe or hazardous, point it out to someone or take initiative to handle the situation. If any of your equipment (such as your desk or computer) may be causing injuries, let us know so we can complete an ergonomic assessment and get you the support you need. Don't be the asshole that spills water on the floor and leaves it for someone else to potentially slip. Don't be the asshole that bitches about having carpal tunnel but continues to use a standard keyboard.

Lastly, should an emergency situation arise, make sure you let Michelle know immediately and contact any necessary authorities.



The Only Rule You Need to Know

Working Alone: Should you feel the need to stay or come into the office outside of the core business hours and you're the only one in the office, send someone a quick note to let them know when you arrive and take off. If you drive to the office, park as close as possible to the building in a well-lit area. We care about your safety and well-being, so letting us know of your whereabouts helps us as well as you. We'd be pretty upset if something were to happen to you...and also, you'd be an asshole for not telling us.

And there is probably one more rule: Michelle can be the biggest asshole of us all. But if you don't call her out on her own bull shit, you're the asshole. If you can't find it within you to help keep her accountable, you're an asshole.



Elevated HR Facts That Matter

We have no debt. That doesn't mean we are swimming in money. We do everything on our own, so that we can keep control of how and when we do it.

We operate in Canada and the US. We do it because we like to travel. We like to create adventure. If you find a client in a new market, you better like going there. We've often fired clients because of how difficult it is to travel to (this is dependent on their package!).

Reimagine HR. It's not about policies, rules or laborious tasks that intrude on the business. HR is creative and strategic - we don't whine about being at the executive table, we are an extension of it by providing fast and easy to implement solutions. We are sounding board, not a dictator.



Elevated HR Facts That Matter

Recruitment. All of you are responsible for helping us to recruit, either internally or externally. You should be constantly meeting people, building your network to build internally or place at one of our clients. We work for awesome clients and they deserve awesome employees.

We are not headhunters, we don't do payroll and no we are not a PEO. We are an extension of our clients. This means if we are asked to recruit for them, we do it under their brand. We might get into payroll because we are asked every day if we do it, but right now our preference is to say no. Finally, we don't want to be a PEO as we really don't like the tax implications, or the idea of employee leasing.

We make employee experiences matter. This is the essence of what we do, so integrate yourself with the clients we work with. You need to make yourself matter in order to make experiences matter to everyone else.



Results Only Work Environment (ROWE)

As mentioned earlier, we are a results only work environment (ROWE). The amount of time you put into the organization does not matter. What you do for the organization does.

Results are measured pretty simply. We are not micromanagers, so you will be responsible for setting and managing your daily priorities. We do a monthly check-in on your quarterly goals. If you consistently keep missing deadlines or do not hit expectations, you probably won't have a job with Elevated any more. It's just that simple.

This doesn't mean you are out on your own and your individual results are the only thing that matters. We do this as a team. So if it doesn't seem like a whole lot is on your plate at the moment, but someone else is stacked - you are expected to offer help. Remember our rewards are only given as a team.



Our Clients

Elevated HR sees no boundaries when it comes to the types of client we serve. We serve both Canada and the US. However, we've learned that time zones can kill us, so we like to be West.

When looking for clients, we like the following:

- ✓ The company has grown quickly (almost too quickly)
- ✓ The owners are between the ages of 25 and 45
- ✓ The leaders are charismatic in approach
- ✓ They are overwhelmed with ideas, unsure of how to start the implementation process
- ✓ They are excited to be in business
- ✓ They understand that people are key to their success
- ✓ They believe and live by their values



Performance Reviews

Performance Reviews can happen every day, every week, every month or every year. If you want your performance reviewed, just ask or book a time in Michelle's calendar.

First, we'll let you know what we like. Second, we'll tell you how you can get better. Finally, we'll tell you how we're willing to help. Do we need a fancy form to do the performance review? No. Simply put, we'll have a conversation to get updates, provide feedback (this is helpful since we're all out of the office so much) and follow up with an email. Our goals are recorded under our profiles on Elevated Portal (you'll learn more about this later) and we report on them monthly.

Trust us - if you don't know how you're doing or where you stand, we're not doing our job. Therefore, in order not to break the only rule of "don't be an asshole," just ask us. Not only will you get the feedback you deserve, you send us an important message: It's obvious we're not doing our job as leaders by communicating how you're doing regularly.



What if I screw up?

First and foremost, you will never be fired for screwing up. Will you have to endure a conversation that is uncomfortable? Most likely.

The biggest thing we need you to do is just own up to the screw up, and develop a plan to not repeat the same mistake again.

Repeating the same mistake and having to have the same conversation is very upsetting for both parties. But if you keep doing the same thing and expect a different result, well, that's just the definition of insanity. Don't do that.



Method to Working Without a Boss

So chances are you will be working with very, very, very minimal supervision. Some of you will even be working in your own city on your own, without an office to report to. It can feel lonely at times. So here's the key:

BE AVAILABLE TO COMMUNICATE

If you're feeling lonely, disconnected or lost - text a colleague, Skype with a colleague, phone a colleague. If you don't do this, you're being an asshole.

Our monthly meetings are meant for all of us to connect and are standardized, but don't wait for those days to chat or get clarification. The less you communicate, the more alone you will feel. The more you communicate, the more part of the team you will feel



What Do WE SUCK AT?

If we were perfect, we probably wouldn't need to write this handbook. Then again, a book can only go so far. That being said, here are some things that we wish we were better at:

Defining job descriptions - We don't really like job descriptions per se. We hired you to follow through on results. Some of you may be recruiting, some may be project based, but when you are asked to help out, just do it. We won't tolerate, "I'm above that or it's not on my job description."

Micromanagement - OK, so this technically should be a good thing, but if you are the type of person that needs someone looking over your shoulder so you stay focused and get your job done, that's not us. If you need really rigorous structure, you should probably just hand in your resignation now. We just don't have the resources and let's be real, the desire to do it.



What Do WE SUCK AT?

Sticking to a plan for longer than a quarter - We technically have an annual plan, but we rarely stick to it. We do like sticking to our quarterly plans, but the reason why we need to meet every month is to readjust it. We are still learning all the time, and we can always be doing this better.

Using software - We have tried it all. From Asana to Ryppl, to a subscription with Bamboo HR and 15five.com. We totally recognize that it takes work to stick to a software program, so we built our own! The Elevated Portal is a multi-functional tool we use as a mini intranet and for project management. We've come a long way with it, but we are constantly thinking of how to make it better!

Sales - most of our sales are referral based and while we have tried to come up with sales strategies, none of us are traditional sales people so our pipeline is never very full. We're working on creating a solid business development plan and following up with potential clients, but all of us are expected to sell in one way or another. Knowing we all have an HR background, this doesn't always work as well as we would like!



Where will you take us?

Alright, so now that you have made it through this book, you have a pretty heavy task in front of you - learning your place in the company.

In the meantime, here are some projects to complete (because there is always way more time to do it now, in the beginning of your employment than later on):

- ✓ Develop a list of questions you still want answered
- ✓ Go to the website of every single client we have and develop 3 questions you want to learn about them
- ✓ Go into Dropbox and try to figure out the filing system
- ✓ Get access to Elevated Portal and get a tutorial from a peer
- ✓ Read the company's goals and your peer's goals and start thinking about what you can contribute
- ✓ Write your first blog
- ✓ Write your bio (check out the website for ideas)

