



THE INSTITUTE FOR CHILD WELFARE INNOVATION

EMPLOYEE HUMAN RESOURCES HANDBOOK

WELCOME KIT



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When starting the process to write this book, we were inspired by many other handbooks out there such as Valve Software's, Zaarly's and Patagonia's. Thanks to you three and many others for your trailblazing!

www.forchildwelfare.org



welcome

We at the Institute for Child Welfare Innovation are a team of forward thinking, barrier bashing, cultural innovators. We aspire to offer a work environment that fosters creativity, collaboration, transparency, and success.

The Institute believes in diversity at all levels and celebrates differences in individual talents and work styles. We strive to empower our team members in a way that allows them to thrive intellectually and spiritually. We hope to always nurture and support our employees' needs in order to see wholeness and happiness replicated in our community.

We believe all children and families deserve every opportunity to succeed as a holistic unit. Families are first, always.

Welcome to our team of innovators!

Our mission is incomplete without you.

Ian Forber-Pratt
Executive Director



how to use this book

We designed this document with you in mind. Let's be honest, HR handbooks usually gather dust on our desks until we need them. Our hope is that you are entering a user friendly, easily interpreted process that gives you access to our organization's policies and procedures.

This Welcome Kit, is a table of contents that guides you through our policies and procedures at your own pace. You will find that this document links you directly to each policy in our Employee Handbook - just click and you are there.

We hope the Welcome Kit is light, brief, and uplifting. An HR handbook uplifting? Yup! We are even hoping for a few 'lol's in the process.

We see every team member, volunteer, client or interactor with the Institute to have equal value and can't wait for you to get to know our organization better.

Here we go...

www.forchildwelfare.org

things that matter

The Institute for Child Welfare Innovation cares deeply about others being valued, served, and lifted up. We won't compromise on these priorities.

OUR VISION: A child welfare system that is kind, efficient, collaborative, evidence-based, and centered on children & family well-being.

OUR MISSION: To support child serving agencies in scaling proven solutions, working together, and bridging gaps in policy and practice.

OUR VALUES: In everything we do, we are guided by these ideas:

- Family first, always.
- Change is possible
- Transparency is respectful
- Efficiency is imperative
- Integrity is our North Star
- Working together is paramount
- Kindness is the common denominator



We have very few make-or-break-its at the Institute;
full buy-in to the mission is one of them.
Are you in?

communication



communication

FACT: 9 out of 10 internal conflicts arise within companies due to a lack of communication, under-communication or miscommunication. The other 1 out of 10 is usually attributable to a misinterpretation of the term “social media expert” (which, honestly, may never be resolved).

Given the importance of great communication and its rampant level of abuse, we’ve assembled this simple guide. We hope it will be helpful in your day to day work.

The following styles and formats for communication are listed in the order in which they should be employed when dealing with co-workers.

1. In-person, face-to-face communication. Maybe this sounds ridiculous, but if it were possible to restrict all communication to this channel the world would almost certainly be a happier place.

2. A phone/video call. If you just can’t be in the same room and it can’t wait. Video slightly outweighs phone in most cases, but given that even today the internet hates good video quality, they can basically be assumed to be a tie after you account for dropped connections and calls. Both tone and intent suffer when using these channels compared to the first.

A quick note in a messaging app to get some quick information or to request some version of number one or number two above.

Also, this format has proven hugely effective for creating one of the most impressive burgeoning collections of memes ever assembled by one team. This channel is devastatingly terrible for presenting any sort of depth or emotion to a conversation. If it can be read wrong, it will be read wrong.

An email to recap a conversation, prepare for an upcoming face-to-face or phone call, or a broadcast of information that needs to be shared with more people than can comfortably fit in a conference room. Needless to say, you must assume the most negative tone possible when utilizing this form of communication.

The more you care about an issue, the more important it is to make number one or two the starting place for communication.

* Thanks to <https://www.zaarly.com/handbook>

rules of work



rules of work

We've been trying to figure out exactly what they are since we started... but we've struggled because we didn't want to offer rigid rules of engagement.

That said, one of the things we've learned is that, in a vacuum, policies, dogmas, and rules occasionally seem to invent themselves. In order to combat this "birth of imaginary policies" we've found it helpful to specifically articulate some areas at the Institute where we explicitly protect ourselves from the spontaneous eruption of rules.

A few examples...

- We live, move, and breath on trust - rules kick in only if you breach it.
- Your family comes first, period. We care less about schedule and more about quality.

- You may speak to, call, email or have a meeting with anyone - even if it's your first day, even if you don't know their name.

For some people they need to be in the thick of conversations, standing in front of a whiteboard, or huddled up around a computer screen with another person. For others, it means being plugged into their computer with their headphones on banging out to some Skrillex or, in the case of a few, to the melodic charms of Celine Dion. Sometimes it means that a busy coffee shop or a pajama-wearing work-from-home day is where the magic happens. Whatever it is, it's cool.

The consequence of this non-policy policy is that your work must speak for itself. If you are not performing, we reserve the right to readdress this.

* Thanks to <https://www.zaarly.com/handbook>

our workspace



our workspace

We live on the 5th floor of a dynamic and active office right in the center of the St Louis area.

We love it here in our small office with lots of laughter, light and care.

It is a place where great work happens and a place that can prevent you from doing great work all at the same time. Use it as if it is an extension of your house. It is truly yours! It's a place we hope you can feel comfortable but also feel impelled to take responsibility for your presence and your usage. Treat it like your own, because it is your own.

As much as anything, our office is a social space for our team to spend time together, eat

together, have small and large group conversations and inspire each other.

Our office exists to help us move fast and be happier. It's a place where whiteboards get used and disagreements end in clear decisions or at least a harmonious agree-to-disagree with clear action attached.

It's a place to witness the incredible power of an idea moving from a twinkle in your eye to reality right in the span of a day.

It's a powerful reminder that we serve children and families. We change lives.

Work happens anywhere, collaboration happens here, in the office we call home.

* Thanks to <https://www.zaarly.com/handbook>

day 1

If you are reading this, you have made it on board! Congratulations!

The pleasure is ours to have you with us. On this page you will access and complete the paperwork portion of your onboarding process. Although this portion is super mundane, it is also super important.

Thank you for taking the time to complete the packet. Click the link below to get started.

[Boring paperwork link*](#)

*in the non-public version, the above link takes the person directly to the full HR back-end document which is also in conversational language but also legally robust



governing principles

We will always strive to celebrate & accommodate differences in humanity. We are an Equal Opportunity Employer. Our vision, mission, and core values govern our operations and culture.



These links in this and the proceeding boxes lead you into the next layer of information - proceed into the abyss...

[Section 1 - Governing Principles of Employment](#)

[1-1. Mission Statement](#)

[1-2. Vision Statement](#)

[1-3. Core Values](#)

[1-4. Equal Employment Opportunity](#)

[1-5 Employee Classifications](#)

*in the non-public version, the above are working links that take the person directly to the full HR back-end document. This document is also in conversational language but also legally robust

operational procedures

Operational policies keep you informed and hold the Institute accountable. Let's be honest, most policy language is dense and sometimes difficult to quickly internalize. These links will take you to simple explanations inside of our handbook. This body of language basically says, we hired you because we found you to be brilliant, we pay you because you work, and we keep up with important documents for you.

[Section 2- Operational Policy](#)

[2-1. Your Employment Records](#)

[2-2. Working Hours and Schedule](#)

[2-3. Timekeeping Procedures](#)

[2-4. Overtime](#)

[2-5. Safe Harbor Policy for Exempt Employees](#)

[2-6. Your Paycheck](#)

[2-7. Direct Deposit](#)

[2-8. Performance Reviews & Supervision](#)

[2-9. Document Storage and Record Retention](#)

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benefits at 10,000 ft

You work hard. Therefore, you deserve to be taken care of. These links explain how we at the Institute strive to care for you. Again, click the links below to view an explanation of benefits and time off.

[Section 3 - Benefits](#)

[3-1. Benefits Overview](#)

[3-2. Paid Holidays](#)

[3-3. Paid Time Off](#)

[3-4. Workers' Compensation](#)

[3-5. Insurance Programs](#)

[3-6. Disability Benefits](#)

[3-7. Salary Continuation](#)

[3-8. Employee Assistance Program](#)

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leave of absence

Family and health come first, always. These links lead you to an explanation of how we strive to allow for proper self care and healing time. We also honor our military members with Military Leave. These sections are heavy hitters in the lengthy language department. We are here to help you understand. Please know, we usually need 30 days notice to work through red tape on our end of leave requests. We strive to help you live your best life.



[Section 4 Leaves of Absence](#)

[4-1. Personal Leave](#)

[4-2. Military Leave](#)

[4-3. Family and Medical Leave](#)

[4-4. Jury Duty](#)

[4-5. Bereavement Leave](#)

[4-6. Voting Leave](#)

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general standards of conduct

Be kind, communicate clearly, and honestly. Know that doors are always open! The links in this section provide an overview on what we envision for a safe, productive and ethical environment that you can call your work home. We take our role as a mandated reporter very seriously, and we do not tolerate harassment of any kind in our house.

[Section 5 - General Standards of Conduct and Accommodations](#)

[5-1. Workplace Conduct](#)

[5-2. Open Door Policy & Complaint Reporting Procedure](#)

[5-3. Conflict of Interest and Business Ethics](#)

[5-4. Code of Ethics](#)

[5-5. Training & Development](#)

[5-6. Mandated Reporting](#)

[5-7. Background Checks/Anti-Child Abuse and Neglect](#)

[5-8. Harassment - Zero Tolerance](#)

[5-9. Sexual Harassment](#)

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general standards of conduct cont.

This section continues outlining the safety measures we've put in place for your work home. We then outline all the technology considerations and protections we've put in place so facebook or twitter or LinkedIn or anything else we don't know about yet can be used in positive and safe ways. We end with a few more comments on the rules of the house and about how you can find and access information in real-time.



- [5-10. Drug Free and Alcohol Free Workplace](#)
- [5-11. Workplace Violence](#)
- [5-12. Use of Communications and Computer Systems](#)
- [5-13. Use of Social Media](#)
- [5-14. Publicity/Media Involvement](#)
- [5-15. Use of Facilities, Equipment, and Property- Including Intellectual Property](#)
- [5-16. Confidential Company Information](#)
- [5-17. Punctuality and Attendance](#)
- [5-18. Bulletin Boards](#)
- [5-19. Health and Safety](#)

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general standards of conduct cont.

We end the general standards section with all the “catch-all” important topics we could think of from parking to employee dress to reimbursement. We hope to always learn from one another. Like we said before, we have open doors at the Institute... come on in and let us know how to make this better.

[5-20. Protecting Your Work Environment](#)

[5-21 Smoking/Vaping](#)

[5-22. Lactation Breaks](#)

[5-23. Personal Visits and Telephone Calls](#)

[5-24. Hiring Relatives/Employee Relationships](#)

[5-25. Employee Dress and Personal Appearance](#)

[5-26. Parking](#)

[5-27. Business & Mileage Expense](#)

[Reimbursement](#)

[5-28. References](#)

[5-29. If You Must Leave Us](#)

[5-30. Exit Interviews](#)

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this is just the beginning

The Institute for Child Welfare Innovation strives to be a changing force in the world of child welfare. We promote a culture of inclusion and celebrate individuality and diversity at all levels.

We promote an internal culture of equality and kindness, always approaching all situations with an open and loving heart. Our goal is to serve families while providing you with the support that you need to make sure you can function at the highest level possible in a professional and personal realm. We want you to feel supported and heard at the Institute. Your voice matters, this is why we chose you for our team.

Together, we can have a positive impact on the lives of families and children across the country. We welcome you to our team with open arms. We are thrilled to have you joining us on our innovative journey!



glossary

words to know so you can pretend to be cool like us...

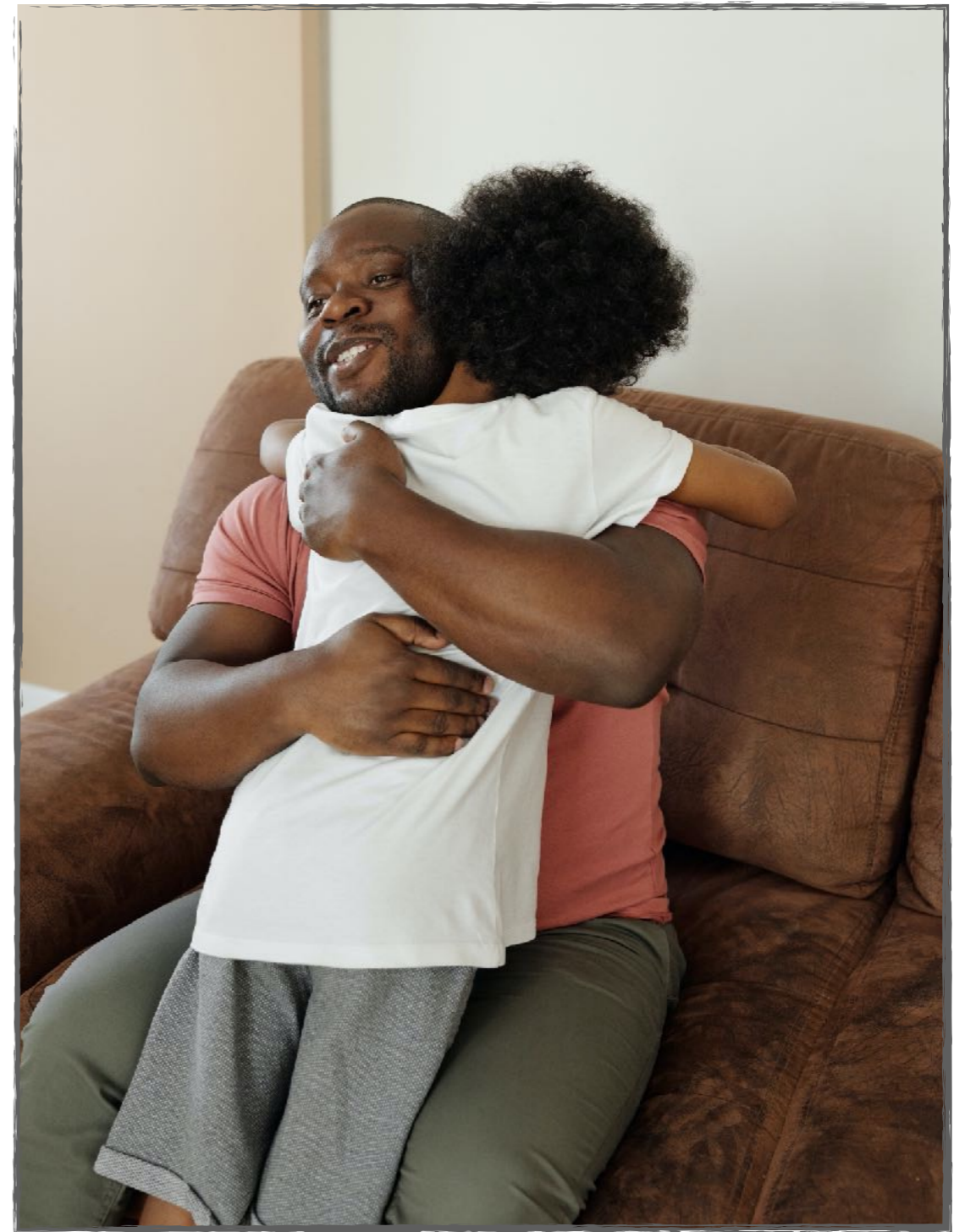
2nd floor: We spun off an organization on the 2nd floor. We foster healthy competition with them; be a team player.

baseball: Our team lives the sport, but our Executive Director doesn't quite understand it; please mock him.

decaffeinated coffee: What? Don't do that.

family: The center and circumference; the glue. Family doesn't have to be biological.

jenga: Our Executive Director loves the game. Honestly, we don't know why. Regardless, we often stop work, play, shout, and then settle back into changing lives... be best.



shared with permission

More stuff that matters

Throughout your time with us, we'll ask that you carefully, lovingly and thoroughly internalize the information in these (any many more) links. Caring for each other is our North Star.

- ▶ [Racial Equity Resource Guide/Definitions](#)
- ▶ [Social Justice Glossary](#)
- ▶ [Unconscious Biases](#)
- ▶ [Implicit Biases Quiz](#)
- ▶ [Inclusivity Checklist](#)
- ▶ [Identity Power and Privilege](#)
- ▶ [Insight to Diversity Policy](#)
- ▶ [Disability Inclusion](#)
- ▶ [LGTBQ Inclusion](#)
- ▶ [More...](#)

the Institute for Child Welfare Innovation

