



# THE EMPLOYEE HANDBOOK

*A User's Guide to a Job at Imagine*



## ABOUT THIS HANDBOOK

This handbook is to help you prepare for and become a part of our team. It is meant to give you some background on how things work here and our policies and procedures. We hope that after reading it, you will better understand what we do, why we do it, where we're heading and how you can help us get there. As you'll see, some of our policies are pretty different from those of other agencies and companies. That's intentional. They're different because they are guided by three distinct philosophies that are central to how we run our business:

- Our pace is driven by the nature of our business, and the drive to make us better as individuals, to make us better as a company.
- We have a primary responsibility to create a dynamic work environment that provides support, direction and motivation to make great things happen in business and our community.
- We should treat each other as "adults that we trust."

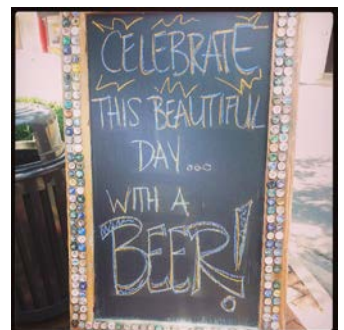
We trust you. We believe in you. And you should trust and believe in us that we will do everything in our power to ensure that your time at Imagine is fun and full of learning and reward, and that if you ever leave, you'll look back and say, "That was one hell of a trip."

Thanks for being part of the journey, and for the magic that we are about to make together.



Patrick King

Founder + CEO, Imagine



## OUR BIG 3

There are some basic tenets that we should follow to ensure that we consistently create value for our clients, our employees, and our community of partners and friends. These corporate goals serve us well regardless of where we are on the journey, and regardless of who is involved.

1. Each client gets a sense of relief from working with us.
2. We always meet our commitments.
3. Our priorities are to make a profit, do effective work, build a strong culture, and enjoy our time here.

## OUR TEAM

We always have, and always will welcome differences of background and perspective, believing that diversity is central to creating communications that work and an organization that is truly a great place to work. With that said, we are also in search of some common attributes, behaviors that are essential to our ability to succeed. True team members tend to bring the following:

- An unquenchable thirst and curiosity to learn
- A constant intellectual and creative urgency to make what we do of greater value to our clients
- A willingness to take on fears and take actions that will help our cause
- An unwavering accountability for roles, responsibilities and commitments
- An attitude of selflessness toward the team, acting on every opportunity to help us all move ahead

We believe that there exists an unwritten contract between us - unwritten because it is founded on trust. The simple idea is that we trust you to do your job, to meet the expectations of your internal and external customers. We believe that you should trust us to provide you with the direction, tools and feedback necessary for you to meet those expectations and to do so happily. More specifically, we owe you:

- Clarity of expectations (a job mission)
- The real-time knowledge of where you stand against those expectations (formal reviews and regular feedback)
- The support, guidance, resources and training to meet or exceed those expectations
- The candid and constructive feedback you require when you are not meeting expectations
- The encouragement, direction and latitude that will help you stretch and grow

In return, you give us your commitment and your willingness to be a part of the team and its philosophies, priorities and policies, as well as reach for help when things get out of hand.

Some of what follows is simply standard “where to find things”. But you’ll also see some non-standard stuff: unconventional perks, no dress code, flexible time off, etc. Those policies are reflective of our trust of you and recognition that the old management model of “command and control” is obsolete and should be replaced with “trust and belief”. As an evolving organization, these policies will necessarily evolve, hopefully to provide more enjoyment and opportunity for us all.

## **GENERAL STUFF**

### **The Building**

9415 West Street is open Monday – Friday 9am to 5pm. Employees are welcome to come in prior to that or stay later – so long as they have been issued keys (a privilege that comes in time). That being said, the team is often here early, late and all times in-between. Patrick is always available via text and in our company Facebook chat, which includes evenings, weekends, and holidays.

### **Cleaning Services**

Responsibility for keeping the conference room and the kitchen area clean remains with each of us and not a cleaning service. The cleaning service does the general cleaning but your dishes are your responsibility. Please do not make us assign this out. Let’s be adults and pick up after ourselves.

### **Confidentiality**

Our clients entrust us with a great deal of sensitive, often proprietary information. We are legally and ethically bound to protect the confidentiality of this information. And it just makes good business sense not to give away details of marketing plans, new products, new campaigns, new business efforts, and similar initiatives, or any other confidential information or trade secrets belonging to the agency. As an employee, you’re bound to the same non-disclosure agreements that the company holds. Please be mindful of this when handling sensitive documents or discussing agency business in public places. It is also important to be discreet even when you’re in your work area. You never know if a visitor or client is nearby.

### **Copy Machine/Printer**

We have one. Huzzah. When you finish using a copier or printer, please make sure you leave the copier area clean. Remove all originals from the machine. Return paper clips, pens, and staplers. Replace any special copy paper that you used with the standard copier paper. Neatly stack unused copier paper.

## **Dress Code**

Our best work is done when we're comfortable, so feel free to dress in a style that accomplishes this. Common sense should be the guide, so be sure to cover up the naughty bits. If we're going to a client meeting - or clients are visiting - we always tend to dress up a bit. Feel free to wear business attire any time. Nice jeans are fine, but please: no workout apparel, no Daisy Dukes, no tube tops, no swimwear, and no sweats. We keep a stock of embarrassing t-shirts for people that decide they want to test this rule.

## **E-Mail, Telephone, and Computer Systems Policy**

The use of the network provided by Imagine should be business-related. With that said, we don't mind you doing what you need to on the personal front, as long as it's legal and moral. We aren't big brother, but it's important to remember that by federal law all that you do via email and on our network effectively "belongs" to your employer. So while we do use Grasshopper for our telephone system - and that means using your cell phone for business communication, please be smart about it.

## **Emergency Office Closings**

If the office is to be closed or its opening delayed due to a snowstorm, fire, alien takeover or other emergency, we'll make a decision on closings the previous day. If you live in an area where the trip into work may be treacherous, don't risk it. Simply let us know and get your time in by working from home.

## **Fax Machine**

We got rid of that a long time ago. In the rare case you need to fax something, please see Connie. Or visit the Smithsonian in off-hours.

## **Injuries**

Although advertising and design are not considered a hazardous occupation, accidents can happen. First aid supplies are available in the bathroom for routine cuts and abrasions. If you should be injured while in the performance of work for Imagine, or while traveling on company business, you may be entitled to certain benefits under Worker's Compensation laws. To meet such contingencies, Imagine carries an appropriate insurance policy. For your own protection, we recommend that you take these steps:

- Regardless of the severity of the injury, report it to leadership immediately or, if circumstances prohibit immediate notice, please notify within 24 hours.
- Obtain medical treatment at once. If the injury is of a serious nature, arrangements will be made to transport the injured employee to a medical facility for treatment.
- Once you're able to do so, make immediate notation of the time, the place, and the circumstances of the accident, with names of any witnesses. Complete and timely.
- Documentation is essential in order to expedite claim processing and ensure a safe work place.
- Keep a record of the time lost from work because of your injury.

**Mail**

Incoming mail is distributed each morning by whoever grabs the mail from the “Mail In” tray on the front desk. Place all outgoing mail in the “Mail Out” tray next to it.

**Working Hours**

Upon your hire, we will agree on a schedule that works for us all. Your responsibility is to stick with that schedule and give us at least a two-hour notice if you are unable to come into work. Some people work pretty late; others like to work on Saturdays since it’s quiet. You will be required to be here during any client conference calls or in-person meetings that you are involved with.

**Office Supplies**

Office supplies are stored in the office manager’s office. This is where you can stock up on stationery, pads of lined paper, folders, pens and pencils, paper clips, yellow stickies, staplers, staples, calendars, and the like.

**Personal Phone Calls**

We understand that employees occasionally need to make non-business related telephone calls from the office. Don’t worry about it, unless it’s a ninety-minute call to Mumbai.

**Press Inquiries**

All outside requests for information about Imagine or our clients’ activities should be referred to Patrick King.

**Purchasing**

All purchases of outside goods and services on behalf of the agency or a client must be authorized by Connie prior to the purchase. This is the case whether the purchase is billable to a client or not. The purchase order is a legal and binding contract between a vendor and the agency or client. No individual at Imagine has the authority to agree to or enter into a contractual relationship on behalf of the agency unless in writing and with the express written consent of leadership.

**Security**

It’s everyone’s responsibility to make certain that equipment and supplies are kept in a secure place and locked up if necessary. The last person to leave each evening has the responsibility of locking both doors upon leaving, and turning off the coffee machine and extinguishing any candles or fragrance burners. In case of emergency, dial 911.

Your personal property is your responsibility; the agency’s insurance does not cover stolen personal property of any employee. Please take care to secure your valuables.

## **Time Tracking**

Tracking our time is essential to understanding the profitability of projects and whether we should be billing our clients more or less for certain types of work. You are required to account for all of your time (whether billable or unbillable) in our project management system, and to provide details to the work performed.

## **Weekly Staff Meetings**

Each Monday morning, we get together for 15 minutes to review what's going on, the project list, who's doing what. It's a great way to get focused for the week. Every billable team member is required to attend this meeting.

## **Performance and Salary Reviews**

Our goal is to have every employee understand how well they are performing against expectations each and every day. We don't believe employees should have to wait until a formal sit down with their manager to learn that they are either over or under-performing. That's simply not fair. Accordingly, we aim to provide ongoing and specific feedback in real time.

Positive feedback, constructive feedback, you name it; you deserve to hear what's working and what's not. How can any of us improve if we don't? With that said, we do conduct formal performance reviews twice a year, every six months of employment. Both are designed to specifically assess how well you're doing against your job mission, identify your accomplishments and opportunities for growth and improvement. Much of the measurement of our performance is based on the happiness and satisfaction of our internal and external customers feedback, i.e. input from customers on both individual and collective performance.

# **TIME**

Okay, money is important but time is right up there. We want you to feel like you have enough time to do the other things that make for a full life. Travel to Prague, take the kids to the zoo, learn how to yodel, whatever... we believe that your happiness outside of work correlates with your happiness inside of work. We also realize that you work for us when you aren't at work: you think, you create, you convince your neighbor the marketing director for that Fortune 500 company to hire us... you do all sorts of things. So we've tried to make time less of an issue.

## **"Unlimited PTO"**

The Imagine system for time off with pay called "Unlimited PTO". This policy allows employees to take as much leave as they need. Employees need time to rest and enjoy themselves outside work. Putting a cap on this important time doesn't help our effort to achieve high levels of employee satisfaction and productivity. This policy is based on mutual trust between employer and employee. It gives employees opportunities to work or take time off as they see fit, as long as they keep fulfilling their duties.

This policy applies to full-time employees of the company. We don't limit the amount of PTO employees can take as long as the policy is respected.

This policy doesn't interfere with legally-established leaves like maternity and paternity leave. Employees should use at least the minimum amount as given by law. Our PTO policy applies to vacation time off and does not apply to sick time or any time taken off on short notice.

Employees are obligated to:

- Avoid abusing the policy by taking time off that negatively impacts their job and the company.
- Communicate and collaborate with their team to ensure everyone takes leave without disrupting operations.
- Plan to delegate, postpone or otherwise manage projects that will be affected by their time off.
- Notify their supervisors at least thirty days in advance.

Supervisors may likely reject PTO requests if:

- Other team members with similar or complementary duties have already asked for leave during the same time.
- The time in question is too busy or includes an important deadline for the employee asking for leave.
- An employee appears to abuse the policy. Supervisors have to prove that this is the case, using data from the presenting employees' inadequate deliverables.

Neither list is exhaustive. Both employees and supervisors should use common sense, respect for the team, and adhere to company policies when requesting/approving vacation leave. Effective communication between team members is vital to make this policy work for everyone. The company will review this policy annually and address any issues. Remember, we trust you.

All employees are required to take at least ten days off each year. Mandatory vacation time from Christmas through New Years can go toward this minimum. This will help you avoid exhaustion and ensure you have some time to clear your mind from your work duties.

### **Holidays**

We intentionally give people more time via PTO versus fixed holidays because some people value other holidays versus the standards. So you have the choice.





Our standard paid holidays include:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- The week between Christmas Eve & New Year's Day

The office will be officially closed on these days although some people may need to be at work. A "floating" holiday may be arranged if you feel you need to work on an official Imagine holiday.

### **Sick Leave**

Full-time employees are allowed ten sick days per year. When you're sick, please notify your manager as soon as possible that you are unable to come to work that day. Then get well, so you can return healthy in mind and body. To make sure you're taking care of yourself, we do ask that absences over two days are met with a doctor's note.

### **Bereavement Leave**

Take the time you need.

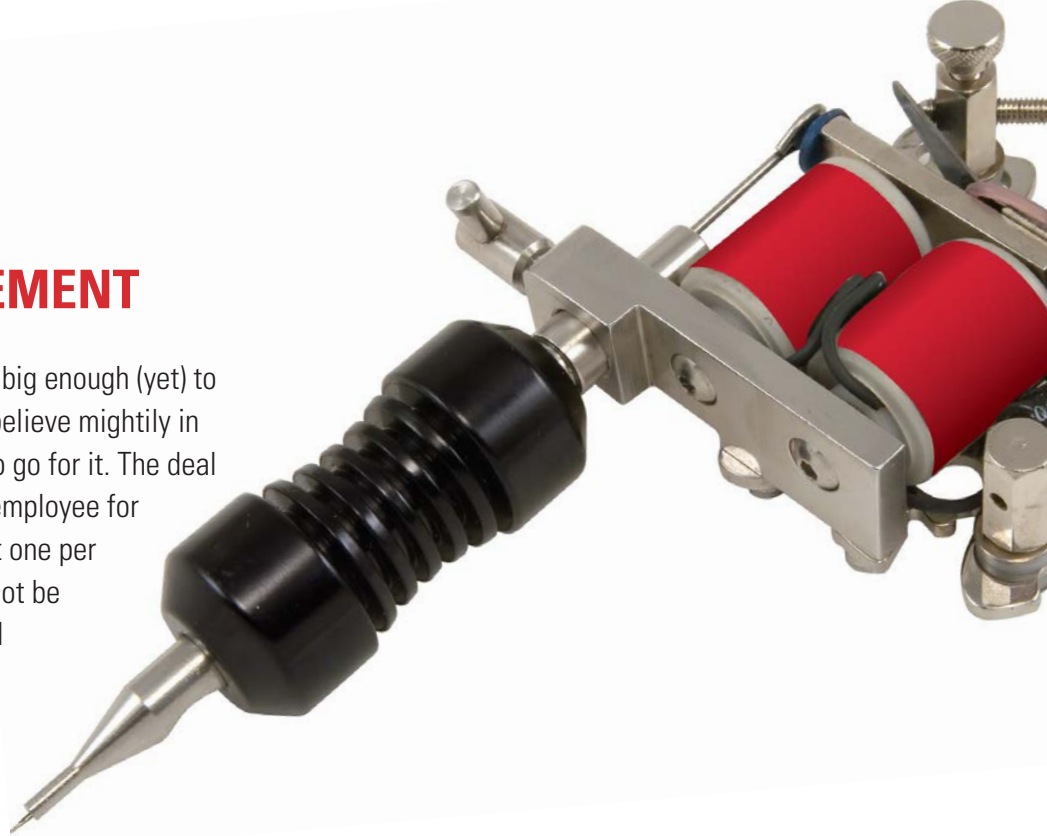
### **Jury Duty**

We encourage you to fulfill your civic obligations as a juror. You will receive your full salary while you're on jury duty, less any compensation you receive as a juror (up to 3 days). Any employee subpoenaed to appear as a witness in a trial not involving the agency or its business may testify, but generally will not receive salary compensation from the agency while in court.



## TATTOO REIMBURSEMENT

Yup. Tattoo reimbursement. We aren't big enough (yet) to afford tuition reimbursement and we believe mightily in the freedom of personal expression, so go for it. The deal is that we will reimburse any current employee for any tattoo(s) up to a cost of \$150, limit one per year. The placement of the tattoo cannot be above the neck or on the hands (not all clients are as progressive as we are). Try to stay away from names of loved ones that may not be loved always.



## COMMUNITY

We all have so much on our plates already that it's easy to forget that our community can always use our help. Getting involved is good for the soul—and a great way to make friends and influence people. We encourage you to make a difference wherever you can.

Time off to serve in a community event is available, but is determined on a case-by-case basis. We also try to keep at least one pro bono project in development at all times, so let us know if there's something your favorite charity may need.

## PROFESSIONAL DEVELOPMENT

The only way to stay sharp in this industry is through non-stop learning, so we allow team members to attend conferences and other educational events as paid working days, pending management approval. However, there are limits - you'll have to foot the bill for the SXSW trip yourself.

## PRO BONO

We try to do as much pro bono work as is practical. It gives us a chance to serve the community and showcase our creative talent. However, the requests can be overwhelming. So that we don't overtax our resources, all requests for pro bono assignments must first be discussed with and approved before any work is done.

# DISCIPLINARY PROCESS

As you expect a paycheck and all of the benefits we offer, we expect that the rules in this handbook will be followed. In the very rare case that they aren't, we need a process for getting things back on track. The following is how we handle those cases.

**Minor Infractions:** these include failing to properly track time, falling below the minimum of 65% billable hours, taking unapproved personal time off, coming in late or a legitimate client or team member complaint.

- 1st Offense: Documented Verbal Warning
- 2nd Offense: An Employee Action Plan, signed by both management and the employee
- 3rd Offense: Dismissal

**Major Infractions:** these include cursing at a client, damaging employee morale, falsifying timekeeping records, assault of any kind, theft or deliberate property damage. These are major because they directly undermine the most important tenet of our culture: *trust*.

- 1st Offense: Dismissal

# NOW IT'S YOUR TURN...

This is a living document and, as such, is open to the feedback of every member of the Imagine family. If there's ever a part of our company you think could be improved, speak up!

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But feel free to share it - *we're pretty awesome.*