

The Employee Bill of Rights Details & Guidelines

What does it mean to be a manager? The question can be difficult to unpack. And it’s a challenging question for most tech companies, where engineering and commercially oriented departments tend to go about their business quite differently.

So, we flipped the question. “What does it mean to be managed?” We embarked on a company-wide process to delineate the meaning of management from the perspective of those being managed. The net result: The “Employee Bill of Rights.” 8 rights that define how managers should stay accountable for the progression and development of their team members. These rights, when upheld, help ensure each individual’s engagement and advancement in the Company.

The Employee Bill of Rights

Category	Right	Accountable Manager
Onboarding & Training	A manager will ensure you are properly onboarded and trained for your role.	Manager Name
Internal Processes	A manager will oversee your adherence to team processes and workflows.	Manager Name
Goal Setting	A manager will support the creation of your individual 36Y.	Manager Name
Well-Being	A manager will be mindful of your motivation and well-being.	Manager Name
Learning & Development	A manager will ensure you keep improving your skills and subject matter expertise.	Manager Name
Feedback	A manager will provide feedback on your commitment to company values and on your alignment with your role and responsibilities.	Manager Name

Empowerment	A manager will empower you to take risks, make decisions, and gain autonomy.	Manager Name
Recognition	A manager will ensure that you receive recognition for your contributions.	Manager Name

Purpose of the Bill of Rights

The purpose of the framework can be described from two perspectives:

- 1) For Direct Reports, these are the rights they are granted as employees. When upheld by individual managers, the rights ensure that everyone has the support they need to remain engaged in their roles and develop in their careers.
- 2) For Managers, the Bill of Rights defines accountability for their direct reports; managers are accountable for the administration of each right. The framework also allows for managerial alignment reviews. Everyone in the Company provides feedback to their managers (through EveryMundo’s Feedback & Alignment Program) against these eight rights. This, in effect, provides People Operations with information to support current and future managers through an array of leadership and development programs.

While others are often involved in the administration of a certain right, the manager listed on the Bill of Rights is the accountable party. For example, right # 1, onboarding and training. Several team members are often tasked with contributing to one person’s onboarding; the individual’s manager, however, is accountable for ensuring that the entire training and onboarding process occurs successfully. It’s an illustration of the important distinction between accountability and responsibility.

Bill of Rights Cards

When hired, every employee receives a Bill or Rights card displaying the 8 rights, what each right means in practice, and the accountable manager for each right. The card is

updated as necessary in the event one's manager changes due to inter-departmental transfers, promotions, organizational changes, etc.

New employees are provided with this card during the onboarding process and the Operations team explains the framework in detail during a new hire orientation meeting. New employees have access to these virtual cards through our Confluence page as well as Google Drive where the People Ops team stores cards for all employees.

The Bill of Rights in Practice

Though the rights themselves are direct, we elaborate on the meaning of each in practice. This information is shared with all employees and guides the content of our managerial training programs.

- 1) Onboarding & Training:** A manager will ensure you are properly onboarded and trained for your role.

What does this mean in practice?

- Your manager will be accountable for determining the knowledge that, as a new team member, you need to progressively acquire
- Your manager will ensure the existence of a training plan for you as a new team member
- Your Manager will ensure that other individuals are available to contribute to your training
- A manager will ensure you are meeting and connecting with other employees as needed

- 2) Internal Processes:** A manager will oversee your adherence to team processes and workflows.

What does this mean in practice?

- Your manager will take the time to explain team processes to you and/or direct you to individuals who can help

- Your manager will ensure that documentation of team processes is available to you
- Your manager will address questions about team processes or point you to the right individuals who can assist
- Your manager will address issues around failure to adhere to team processes and workflows

3) Goal Setting: A manager will support the creation of your individual 36Y

What does this mean in practice?

- Your manager will provide guidance on how to write a personal 36Y by applying company-defined processes
- Your manager will help ensure that your individual 36Y goals align with team and company goals and provide feedback
- Your manager will encourage you to include individual development 36Y goals that support your growth and contribution to company goals
- Your manager will follow up and check-in on the progress of your goals

4) Wellbeing: A manager will be mindful of your motivation and well-being.

What does this mean in practice?

- Your manager will take the time to know and understand what motivates you
- Your manager will maintain open communication with you
- Your manager will encourage you to take breaks and time off from work
- Your manager will take the time necessary to check-in on your well-being
- Your manager will bring any concerns about your wellbeing to People Ops' attention

5) Learning & Development: A manager will ensure you keep improving your skills, competencies, & subject matter expertise.

What does this mean in practice?

- Your manager will take time to know and understand your career goals
- Your manager will identify opportunities for your growth within EM
- Your manager will support your learning and help you identify other ways to build skills (e.g., online classes, EM college, exposure to different teams, etc)
- Your manager will share his/her knowledge with you

6) Feedback: A manager will provide feedback on your commitment to company values and on your alignment with your role and responsibilities

What does this mean in practice?

- Your manager will identify key strengths as well as areas of improvement for you
- Your manager will lay out clear expectations based on your role and band
- Your manager will oversee your commitment and alignment with company values
- Your manager will commit to the company's feedback & alignment program to ensure that you are given the tools and resources to grow

7) Empowerment: A manager will empower you to take risks, make decisions, and gain autonomy

What does this mean in practice?

- Your manager will look for opportunities to delegate and give you autonomy
- Your manager will guide you through problems and challenges, asking questions that will prompt you to think about solutions
- Your manager will ask you for your ideas and insights
- Your manager will find ways to help you contribute
- Your manager will help you learn from your mistakes and encourage you to try again

8) Recognition: A manager will ensure that you receive recognition for your contributions

What does this mean in practice?

- Your manager will celebrate your accomplishments
- Your manager will take the time to understand what ways of recognition you prefer
- Your manager will provide timely recognition
- Your manager will promote recognition among you and the team