



# Employee Handbook

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Devsu Policies & Guidelines



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# Introduction

Welcome to Devsu!

Only a handful of candidates get to reach this page, so congratulations!

This handbook is a living document that is constantly changing and evolving as our business does so. It is our central repository of how we run Devsu.

This document should be your main point of reference. If you have any questions, always refer to this document first. If you can't find the answer to your question, reach out to your direct supervisor or the People Operations team.

## Company

### About

Devsu was born with the web 2.0 and mobile revolutions. It was founded in 2011 by Felipe Cornejo and Cesar Salazar. While building software and working with technology teams in the U.S and Latin America, they saw opportunities to improve the software delivery process and the quality of the solutions delivered by the teams located in South America.

They founded Devsu to level up the quality of digital products developed in South America with those created in Silicon Valley. They believe South America had the talent but lacked the right approach and environment to build world-class software products. Time proved them right. Today, Devsu has employees across North and South America. Our teams have built solutions with the same or better quality than those produced by companies in Silicon Valley.

You can find out more about Cesar and Felipe in his bio links. Go ahead, update your profile and connect with them on LinkedIn!

[Felipe's Bio](#)

[Cesar's Bio](#)

### Vision

To be a leading technology company that continuously improves and innovates, with global impact and brand recognition.

# Mission

Devsu's mission is to generate value for our clients through highly motivated collaborators and efficient engineering teams, software development methodologies, and reliable digital products.

## Overall Objectives

Every year we set specific objectives and key results - those are detailed in the following pages. However, we have some everlasting goals and guiding principles::

- Develop highly efficient software development processes.
- Generate highly skilled and reliable engineering teams.
- Produce high-quality digital products.
- Raise the standards of quality in software development.
- Create wealth and fairly distribute it among partners, collaborators, and the community.
- Create a work environment that enables motivation, cooperation, and productivity.

You can see our current objectives and key results [here](#)

## Values - What We Stand For

- Integrity
- Teamwork
- Assertiveness and Respect
- Responsibility and Discipline
- Professionalism and Commitment
- Humility
- Continuous Improvement

### Integrity

*Honesty and transparency.*

We keep our word. When we commit and agree on something, we get it done. We're honest with ourselves, our clients, and our teammates. We speak what we truly think and not what other people want to hear. We say NO when necessary.

### Teamwork

*Collaboration, knowledge sharing, and seeking personal and professional growth of your peers.*

We rather give credit to someone else than demand it on ourselves. We are ready to help our clients and teammates. We share our time and knowledge. We comment to each

other when things go right, also when there are potential problems and when things go wrong. We speak before problems appear so we can take action.

## Assertiveness and Respect

*We can disagree but never disrespect each other.*

Assertiveness is the quality of being self-assured and confident without being aggressive. It's a learnable skill and mode of communication. We communicate with others in a direct, respectful manner.

## Responsibility and Discipline

*Early is on time, on time is late, and late is unacceptable.*

We are committed to efficiency. We are always looking for ways to improve our work. We use our time with responsibility. We don't waste it. When it is time to work, we are focused and committed, and when it's personal time, we respect that. Time is our most important resource. Therefore, we respect our client's and teammates' time.

## Professionalism and Commitment

*We are allowed to disagree while a decision is being made, but once a decision has been made, everybody must commit to it.*

We know what we can do and what our limitations are. This is why we exploit our virtues and look for tools to minimize our limitations. We know when to ask for help, and we do it early.

We aspire to be the best version of ourselves. We honor our commitments and do whatever we can to provide full productivity, maximum effectiveness, and efficiency in our daily duties.

## Humility

*Humility is not thinking less of yourself; it's thinking of yourself less.*

We do not have arrogant or derogatory behavior towards others just because we have more experience or skills.

We understand that there will always be people with more knowledge and experience than ourselves. This is one reason we stay humble and search for more with all the knowledge and skills we have.

## Continuous Improvement

*Continuous Improvement and the Pursuit of Excellence*

We relentlessly pursue continuous improvement and excellence not only in projects, products,

processes, and services but in our professional and personal development. We are lifelong learners. We never stop studying, training, and acquiring new skills. We foster a culture based on discipline and continuous improvement.

## Culture

At Devsu, we promote a culture of autonomy, ownership, and accountability. As you will tell, many ideas, principles, and concepts outlined in this document come from an engineering environment. However, we believe that these concepts are universal and can be applied to all business areas, not just engineering or software delivery.

### Work Principles

#### Freedom, with responsibility

We don't believe that people should be tied to a rigid schedule or unnecessary rules, but we think that freedom comes along and is complemented with responsibility.

#### Balance

We encourage our team to work hard during business hours and dedicate good quality time to their friends and family, and grow in every personal aspect of their life.

#### Plain Structure

We prefer collaboration and communication over hierarchies. We believe that every person is important, just for being a human being, not because of their job title.

#### Continuous Learning

We believe that to achieve outstanding results; we need to keep pushing ourselves. We look for and come up with innovative ways to keep learning as individuals and as an organization.

#### Quality Oriented

We care about quality; quality is our top priority. We believe that the small details are essential to produce excellent solutions. In Devsu's culture, quality is everyone's responsibility.

#### Agile and Lean

We're agile and lean by empowering the team, avoiding unneeded documentation, eliminating bureaucracy, focusing on collaboration, and delivering value as fast as possible. We are always looking to remove bottlenecks.



## Collaboration and Communication Focused

We empower our team members to keep direct communication among all collaborators, internal and external, no matter their role, with our only goal being to create value in our projects.

### What We Expect From You

1. **Be aware of your responsibilities.** Ask if you're not. We expect you to be aware of and fully understand the tasks that are assigned to you. If you are not clear, if you need more information, or you don't understand your assignments, let your team or direct supervisor know as soon as possible.
2. **Be productive and do your best.** Keep a list of the tasks you have to work on. One of the goals at Devsu is to create a very productive team. Try to improve on the time you spend accomplishing your goals. We encourage everyone to own and manage their time.
3. **Deliver everything that you commit to and test it.** We expect you to deliver what you commit in your planning session. "Delivering" means that you have completed and tested all of the tasks you were assigned. Plan to complete your tasks sooner, so you can spend some time testing everything and verifying that it's working properly.
4. **Understand that deadlines are important.** We work for demanding clients with different cultures. Therefore, deadlines are critical. That means that if something needs to be delivered by a specific date, you are responsible for making sure that the deadline is achieved.
5. **Is it done? Understand what "done" means from the client's perspective, not yours.** Broadly speaking, "done" means that it works and does everything the client asks the way the client requested, with no missing features and no bugs. If something is missing, let the client know.
6. **Done is better than perfect.** Don't work on features that the client didn't ask you to work on. Work on a scalable architecture, but make sure you are not planning for something that the application probably will never require. If you think there is a gray area, talk about it with your team.
7. **Make it simple, make it work.** As Albert Einstein said: "Make it as simple as possible, but no simpler." That means that it should be as simple as possible, but it should work well.
8. **Communicate soon and often.** If you envision that there will be issues for meeting a deadline, if something is taking more time than expected, if you are stuck on a task or need more information to continue working on a feature, we expect you to take action. Please don't wait until the end. If you cannot progress on a task due to a lack of

information from the client, you are responsible for asking for that information. You are responsible for delivering the results you committed to. If you are not able to do it, we expect you to raise the flag and talk to your manager as soon as possible.

9. **Use your free time wisely.** Be wise on how you spend your time. Remember that you have to deliver results. If you finish your assignments sooner than what was planned, use your time wisely. Research and learn about new topics related to your position.
10. **Be available at crunch time.** It shouldn't happen frequently, but if we have to launch a project, meet a service level agreement, or just fulfill a previous commitment, we expect you to be ready to deliver and work with the team, even if that means occasionally working nights or weekends.
11. **Respect your teammates.** Treat others the way you would like to be treated. Devsu provides equal opportunities for all people, regardless of race, social or economic status, religion, sexual orientation, or any other factor. Respect others, make friends, enjoy your time and make your contribution to maintain a comfortable working environment for everyone.
12. **Provide feedback.** If you see areas that can be improved, provide feedback. If you have ideas on improving, or if you have complaints, please let us know. We believe listening to each other is crucial for making us a better company.
13. **Enjoy your personal time.** Enjoy time with your family and friends after work and over the weekend. If you have accomplished your goals and you're not launching a project, please turn off your laptop, have some rest and enjoy the weekend. At Devsu, we want to avoid working weekends unless it's really necessary. So, be as productive as possible during office hours so that you can enjoy your weekends.

## How To Be Successful At Devsu, In No Particular Order:

1. Show up on time
2. Teach others
3. Don't complain, instead propose solutions
4. Beat deadlines
5. Ask (better) questions
6. Listen carefully
7. Share credit
8. Show gratitude
9. Take good notes
10. Learn how to express your ideas in writing
11. Deliver quality work
12. Be humble
13. Measure and track results

## Distributed Teams & Distributed Contributors

As of 2021, we have fully transitioned to be a remote-first company. Here is some background.

Since its inception, Devsu has been a pretty flexible organization. Remote work has been a feature for the company since day one. However, historically our approach has been of a distributed team, not of distributed individuals. This means that our team has been under the same roof, most of the time, while we work remotely with our clients. Distributed individuals means that each team member will be in their own location while working with other teammates and clients. By 2020 we started transitioning from a distributed team to a distributed individuals approach. Both approaches have benefits and challenges that we should be aware of. That being said, we believe that taking a remote individual approach will make our company more competitive, efficient, and better.

Some of the benefits of transitioning to a setup with distributed individuals are the following.

- **Makers schedule:** Most people in our company are makers, they spend most of their time building software. With this set up they will have fewer office distractions, and the team will become more efficient when it comes to planned meetings.
- **Flexibility:** When it comes to working from home, most people do not necessarily like the fact that they work from their house. What they like is the flexibility it provides, such as not having to commute -this is a big one- and more time for their families, friends, and personal matters.
- **Talent:** A remote team setup will allow Devsu to tap into new markets to find talent and stay competitive. We believe talent can be found and nurtured everywhere, not just in specific locations.
- **Cost Reductions:** As we grow, the company will be able to save costs in office space. Employees will be able to live in cities with lower costs of living. This will create a win-win situation for the company and employees.
- **Productivity:** There is arguably no productivity lost while working from home. A recent study showed that only [1% of productivity was lost](#) when people did work from home. However, every company is different, so we need to continue to monitor productivity to make sure there is no impact on our work standards. Remote work also helps to expose underperformers faster, and management will have even more pressure to fix this type of issue when it arises.

Even though there are many benefits from having a work from home policy, there are also several challenges that we need to be aware of and address them as much as we can.

- **Managers' schedule and quality of meetings:** An essential aspect of a manager's job is communication. Whether we like it or not, meetings are an important part of communications and daily work. It has been well documented that [in-person meetings are more effective](#) than online calls. There is an impact on people's cognitive load

caused by online communications. The same goes for creative teams; collaboration under the same roof is more effective than online collaboration. Product and software development are creative endeavors, and quality communications are key.

- The flow of communications: Communication is a critical aspect for software development teams, but it is also essential for a services business like Devsu. Work from home tends to increase asynchronous communication. Our team members need to master both types of communications. Remote team communication tends to be more mechanical, and informal conversations happen with less frequency, so we need to create spaces and processes that make up for this.
- Professional development: People that work remotely have reported having more challenges with their career and professional development. A lot of professional development opportunities happen in the hallways of the office, impromptu social gatherings, and meetings. These social situations are almost non-existent for remote workers. Distance also decreases healthy competition among teammates. We are creating a professional development process that is suited for a remote workforce.
- Productivity and boundaries between work and personal life: Remote workers have a lot more non-work-related distractions (kids, pets, family, etc.). A lot of times, they find it hard to balance work and their personal life. Also, there can be many cases where they might not have the right set up to work from home—thus impacting their productivity.
- Organizational learning: Learning happens in both formal and informal ways. As a knowledge company, informal learning is a crucial aspect of our continuous improvement process. Remote workers tend to have little chance of overhearing an interesting technical conversation, having a discussion in the hallway, or just making an impromptu comment that sparks a thoughtful discussion. This is why we are more explicit when creating learning opportunities.

## Devsu Leadership

Having a plain structure will always be part of the Devsu's culture, but some structure is always necessary, especially as Devsu grows. This section briefly explains the Devsu leadership structure and organizational chart.

Devsu has two co-founders: César Salazar and Felipe Cornejo, with the same level of authority but with different strengths and functions. Client-facing, Felipe holds the CEO position, and Cesar the CTO position, and internally they both act as Co-CEOs.

By working together, they have created a solid leadership structure where both Co-CEOs are accountable to each other while focusing on their strengths.

César has a strong technical background and a very detailed and process-oriented mindset. He is focused on the company's internal operation, which includes Software Delivery, People

Operations, and Technology.

On the other hand, Felipe also has a technical background with strong financial and technology management skills and focuses on client services and the financial aspects of the operation. He oversees the company's finance, sales, and marketing functions.

Devsu is grateful to have an amazing group of people as part of the leadership team. They have made a lot of contributions to the company's growth and success. You can learn more about them by taking a look at the org chart.

## General Policies & Guidelines

Devsu is a group of companies, specifically Devsu LLC and DevsuSoftware Cia Ltda. that work together and, in practice, act as one organization.

Devsu LLC is our U.S legal entity, and Devsu Software Cia Ltda. is our Ecuador legal entity. For simplicity, we refer to them as Devsu LLC and Devsu Software.

Depending on your location, position and role, you have a contractual relationship with one of these two companies.

This section outlines the general policies and procedures that apply to both organizations.

You can find company-specific policies on the following links:

- [Devsu LLC \(USA\)](#)
- [Devsu Software \(Ecuador\)](#)

Not sure where you belong?

If you are not sure what company you have a relationship with, please refer to your contract or offer letter. If that does not clarify things for you, please contact our People Operations team.

## Schedule

Your schedule will be mainly connected to the client / team you work with. In most cases, our business hours are Monday to Friday from 9:00 am to 6:00 pm Central Time. This means that we work under a scheme of 40 hours per week.

Our workday officially starts no later than 9:30 AM unless the project you are working on has a different schedule. This means that you should be at the office or ready to work on your computer by this time. From there, you are responsible for working 8 hours per day or 40 hours per week.

From this starting point, your schedule is flexible. You can organize your day as you see fit, but be aware of your calendar, stand-ups, team and client meetings, etc. Make sure your team knows your schedule, and if you have to step out during business hours, make sure to

coordinate accordingly, so there are no unnecessary complications due to your absence. Ultimately, our goal is that you manage your time and deliver your tasks on time.

## Time Tracking

We use a time tracking tool, called Hubstaff, to keep tabs on the time we spend working. This tool helps us get the right data for each project we work on and generate reports, such as data for cost centers, billable hours, etc. These reports allow us to make better decisions and improve our operations.

By now, you should have the credentials to log in to this system. If you don't have them yet, check with the IT team. Here is a quick [tutorial](#) on how to use the app.

You should always track your time since we use that information to generate metrics and KPIs for operations, financial, and accounting purposes. Therefore, It is very important to generate accurate data. This also gives ownership of your time. You can take time off during the day or the week based on your needs. Hence, if you don't track your time we assume it is because you took personal time off during that period of time and your time-off balance may be affected at the end of the year.

Make sure to track your time on the right project. For example, the time you spend reading this handbook should be reported under the project: "Devsu - Training". If you are not assigned to a specific project, you should be working on your professional growth, learning something new or doing research, this time must be reported as Training as well.

If you are not sure what project you should be reporting time under check with your direct supervisor or the People Operations team. If you need access to a project, request access to your direct supervisor.

Hubstaff includes the feature of taking screenshots while you are working. As a general rule, we don't use this feature. However, In the event of performance\* or communication issues\*\*, we may turn on the screenshot functionality for an individual or a team. Also, your PM may start to follow up on your time report so we can help you make good use of your time, maintain a healthy project and keep the client happy.

In case you are working on something away from your computer or you forget to turn the timer on, you can report time manually. It will be registered into your Hubstaff report before the end of the week. To report hours manually, go to your profile in our [HR platform](#) and look for the Manual Time Tracking section. Add a new row and complete all fields to submit your request.

*\* Performance issues refer to the case when a client expresses dissatisfaction, the team misses deadlines, a team member's actions negatively affect the team's performance and results, or a team member repeatedly forgets to use the timer or uses it incorrectly (reports to a different project, adds invalid idle time, etc.).*

*\*\* Communication issues refer to the case where a team member does not respond in a*

*timely manner repeatedly, or is unavailable during office hours without prior communication with the team.*

## FAQ about Hubstaff

- Which Hubstaff features are we using?

We use the basic Hubstaff plan, which doesn't include a lot of the features listed on their website. No other features will be used beyond time tracking and screenshot tracking (in case of performance issues).

We cannot control your computer remotely, we are not tracking apps, URLs, GPS location, clicks, or keyboard strokes. Not only our plan doesn't have those features, but also our policy doesn't allow it. We are not using and we will not be using any of these features without your knowledge.

The software will not be used for any other purpose than what is described in this document.

- Why do we use Hubstaff instead of another tool?

A few years ago we did research to find a tool that fits our needs both from a functionality and pricing perspective, and Hubstaff was a good fit. Additionally, we have developed integrations to get the information from the Hubstaff API. Moving to another system would require rework and changes in our internal accounting processes.

- What happens if I don't complete 40 hours?

At Devsu, we focus on outcomes. So, your primary objective should be to complete the tasks and meet the goals that you are assigned in your project. That said, it is important to strike the right balance when it comes to work and your personal life. This goes both ways, we see it as a flag if you are constantly doing over time or if you are constantly missing the 40 per week hours that you are expected to work.

If for some reason some week you didn't work 40 hours, don't sweat it, stuff happens. However, if this becomes a habit, this will be seen as a performance issue on your part. If for some reason your project is not assigning you enough work, be vocal about it, there are always other things you can help with.

- Will I be informed if my PM activates screenshot tracking?

Yes. Your PM will let you know if you are having performance or communication issues, provide the appropriate guidance and notify if screenshots will be activated.

## Dress Code

We don't have or enforce a specific dress code. The only thing that we ask is, when you have a virtual or personal meeting with a client, to wear [business casual](#) attire.

## Life at the Office

Even though we are a remote-first company, our office in Quito, Ecuador continues to be open and available for team members who wish to visit, work on-site or have in-person meetings.

When you are at the office, be aware of your surroundings. Try to not make much noise, especially if someone is on a call or in the conference room. If you are going to listen to music use headphones. When you have a meeting make sure to use the calling booths or the conference rooms.

## Equipment

You have three options:

1. Use your own device
2. Request Devsu to assign you a standard laptop and monitor
3. Apply to the [Hardware Acquisition Program](#)

If you need to request company equipment or apply to the Hardware Acquisition Program please send a request through the “Hardware Acquisition” section of your profile in our [HR platform](#).

With any of these three options, you are required to follow our security procedures and policies.

Some clients require a high-level of security because they manage sensitive information, thus, it is very important to:

- Avoid installing unnecessary or suspicious software
- Have an updated antivirus running
- Never share your credentials
- Avoid opening suspicious attachments

## Security Procedures and Policies

### When using your own device (or one acquired using the Hardware Acquisition Program)

- For some clients that require a high level of security, you will need to have 2 partitions, one for personal use, and another for work.
- On the work partition
  - The OS will have specific configurations, defined by the Devsu IT team along with the client.
  - We will provide licenses of an antivirus, a device management software and a DLP software that must always be installed and running.
  - You will only be able to install approved applications. You can request approval if you want or need to install an application which is not on our safe list. All these policies will be enforced by the device management software.



- You shouldn't store any personal information, as the data might be wiped anytime by request of the client.
- On the personal partition, you can use your laptop as you wish.

### When using a device assigned by Devsu

- You will have just one partition, and the laptop must only be used for work.
- All the security options mentioned in the “work partition” of the previous option apply.

## Second Monitor

Research shows that [using a second monitor will improve productivity](#). This is true in most cases, [except when you have an application](#) that is distracting you from work, such as Netflix, Youtube or Twitter.

Because of this, you are required to use a second monitor for work. Similar to computers, you can use your own, get one through the Hardware Acquisition Program, or ask Devsu to assign one to you.

## Remote Work Guidelines

Slack SLA: Every team member is expected to respond to slack communication in a timely fashion. They should respond to any message within 5 minutes of receiving it, even if it is to say that you're busy with something else or unavailable.

Office space: You should have a working space where there are no distractions for you or your co-workers. This means there is no background noise (hearing or visual) on calls, that you have the necessary equipment to be able to communicate and work, and a reliable internet connection with a speed of at least 10 Mbps for download and 5 Mbps uploads.

On-site availability: You should be ready to be at the office at any time if required. PMs can request team members to work from the office for specific periods or permanently -if you live in a city where we have an office space. This is the manager's decision and even if it is a very uncommon practice you should be ready to do it if/when necessary.

Time zone: You should be located in a time zone with no more than 3 hours difference from our office's time zone. Our offices operate in the U.S Central Standard Time (CST) and Eastern Standard Time (EST).

People that live in cities where Devsu have offices, have the opportunity to choose between working from home or working from the office. If you go to the office at least three days per week you will get assigned a permanent desk and monitor. For the rest of the team that works from home, there will be hot desks available to use on an on-demand basis, a la co-working space.

## Event Approvals

If you want to get sponsored by the company to participate in an event, onsite training, trade show etc. You need to present a budget and business case, within five weeks in advance, to get approval from your manager / direct supervisor.

## Traveling Budget

### Airfare

#### General Team

Total Flight Length (hours)	Airfare Class
<4	Up to Economy
>4	Up to Premium Economy

#### Executive Team (C-Level)

Total Flight Length	Airfare Class
<2	Up to Economy
2-4	Up to Premium Economy
>4	Up to Business

If the price of the airfare ticket exceeds \$1,500.00, approval is required

### Hotel Fare

- Price per night: 0 - \$250.00
- If the price of the hotel exceeds \$250.00, approval is required

### Per diem

Travel Expense	Amount / Per Day
Breakfast	\$15.00
Lunch	\$20.00
Dinner	\$30.00

Public Transportation	\$10.00
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## Car Rental

Car rentals, compact size or similar, are approved when necessary.

## Other Considerations

- Depending on the city, travel budgets may vary.
- If necessary, travel insurance and mobile internet will be included.
- The use of taxi services (uber / lyft) is approved for the executive team.

## Work Certificates

You can request a work certificate in our [HR platform](#). To send the request, go to the Work Certificate Request section in your profile. Click *add new row* and complete all fields. You will be informed via email within the next 3 to 5 days when your certificate is ready to be downloaded.

## Professional Development

Continuous improvement is at the core of our culture. Every team member is responsible for their career and therefore should spend time learning new stuff, practicing their skills and sharing knowledge with others.

Our performance and development process is designed to encourage ongoing feedback, skills development and growth.

## Training & Onboarding

Every person who joins Devsu should go through a training and onboarding process, including reading this documentation.

You will find the training material in our Learning Management System (LMS) at [learn.devsu.us](https://learn.devsu.us).

You will be taking some tests, as part of the training program to ensure that the documentation has been read and understood.

The training and tests vary depending on the role and specific technologies that you will be working with.

You should complete the training process in your first two weeks at Devsu before working on any project. If you don't know your training path, please get in touch with the Training Manager as soon as possible.

The training syllabus is very demanding and requires your complete focus. If you don't finish your training on the assigned time (two weeks), you must finish it over the weekends.

TIP: The sooner you can start, the better.

## Syllabus

There are courses on general topics that all the team needs to complete, for example, "Devsu Culture." After finishing the courses on general topics, you should follow the training based on your role (Developer, QA, PM, etc...) Once you finish the role-specific training, you might be required to complete complementary courses based on a specific domain or the project you will be working on. You might be requested to follow more than one of these courses.

For a complete list of the courses available, please refer to our [LMS](#).

## Reporting improvements or errors

If you have suggestions or find errors, outdated information, or problems in the training material, you should create a google document and share it with the Training Manager. They will review your suggestions. If the change is approved, will update the materials.

No training material for my role or area of expertise

If there is no training material for your role or area of expertise, you might be requested to generate the training material as you learn or review the topic yourself.

You will be requested to read a book or enroll in an online course to learn the subject. As you read the book or follow the online course, you have to generate questions, which will be used as training material for the next person who requires such training.

## Who determines what topics to learn

The department head and one or more experts will determine which is the right material to learn, depending on the project(s) you will be working on and what will provide the most value. That said, we are always open to suggestions. We don't want to reinvent the wheel. We will try to find the best material available on the Internet.

## Generating training material

If you need to generate training material, follow these guidelines:

- You should read the book (or take the course) and generate questions for each chapter

or section.

- You should create the questions in a google doc (using your @devsu account).
- A person delegated by the CTO will be in charge of reviewing the document. Ask for the specific person that you should share the document with in the **#training** channel. Share the document with that person.
- Once two or three people have created material for the course, the team will merge, clean up, and review the content and questions to ensure validity.
- The P&T team will upload the approved questions to our LMS, and the material will be available for the next person that needs such training.
- All the content that you create needs to be in English.

## Generating Questions

Always create [closed-ended questions](#) (not open-ended questions) because the system must score the answers automatically.

Make sure you understand the [types of questions](#) that our LMS allows.

We recommend multiple-choice questions, but you can also choose among the following:

- Multiple choice
- True/False
- Matching
- Calculated
- Calculated Multi-choice
- Numerical
- Drag and Drop
- Probably other?

Avoid:

- Essay
- Short Answer: If you use it, use it with care since it might reject valid answers. For example, the system waits for a lowercase response, but the student writes the right solution in uppercase.
- Any other type of questions that cannot be scored automatically by the system.

The questions you create **MUST** be relevant. You should think about the most important statements or the most important idea that the author is communicating.

Provide at least one right answer. You should consider an answer that is always correct. You might want to have multiple correct answers. That's fine as long as you stated in the question. For example, you could say (*Select all that apply*) after your question.

For multiple-choice add wrong answers. You should generate not only the right answer but also wrong answers for each multiple-choice question—ideally, 2 or 3, but at least 1. Document which is the valid answer(s) by formatting them with **bold**.

For Example:

*What is the most recommended type of question?*

**A. Multiple Choice**

B. True/False

C. Essay

D. Short Answer

What if the book I'm reading already has questions?

If the course you follow or the book you read includes questions, it's a good idea to use these questions instead of generating new ones. If that's the case, you should not generate the google document but recommend using those questions. This decision must be approved by the head of the department. In this scenario, the questions will be uploaded directly to the LMS without any additional revisions. If the head of the department determines that the questions are not suitable for being uploaded to the LMS (for example, there are a lot of open-ended questions), you need to create new questions.

## Time Tracking

You should track your time under the "Devsu - Training" project when you follow the training process. If you don't have access to the project, contact the Training Manager as soon as possible.

## Performance Reviews

Devsu Performance Review is an ongoing process and cycle that is comprised of three main aspects:

- Personal NPS ([peer Feedback](#))
- Goal setting (your career development roadmap)
- Real-time feedback

The management team will take into consideration these three areas to evaluate each individual. The outcome of the review will be shared with each team member privately and becomes an input for the compensation review process.

### Peer Feedback (Personal NPS)

Each collaborator at Devsu receives constant feedback through different mechanisms. One of those mechanisms is the individual net promoter score. This is a 360 evaluation process that is done through this [form](#). Every team member is evaluated by their supervisors, peers, and direct reports.

As a valuable team member, you will be given feedback and provide feedback to others. When you are performing an evaluation do your best to provide unbiased and objective feedback.

## Goal setting (career development roadmap)

Every team member will define, along with their manager, a list of 1 to 3 clear and achievable objectives that will help them develop their skills, overall performance, and grow professionally. This will be the basis of your career development roadmap.

These objectives should be accomplished in a time frame of 2 to 12 months, and new objectives should be defined then. Goals will be set and tracked through our [HR Platform](#). The agenda of one on one meetings with your manager / supervisor will include following up on goals. You must document your progress towards goals at least every 2 months.

## Real-Time Feedback

Another way team members receive feedback is through the Real-Time Feedback Process. Everyone can provide positive feedback or constructive feedback to their peers. This is recorded in the Performance section of your profile in our [HR platform](#) and it's taken into account in the performance review process.

Positive feedback can be shared with all the team, whereas constructive feedback is personal.

A note on constructive feedback. This will not necessarily have a negative impact on the performance review. What really matters here is that action was taken and there was a positive change by the person that received the feedback.

Do not limit yourself to formal meetings or surveys to give and receive feedback, ask for it at any time!

## Career Development

We believe individual professional growth is key for Devsu to succeed as a company.

Defining your development goals is your responsibility, and it is part of the company's performance and development cycle. You can count on us to provide the tools and orientation required to grow towards the professional path you choose.

Good time management is a prerequisite for professional development. "Moving up the ladder" is not something that happens overnight, you will have to make wise use of your time to establish and meet individual goals in order to advance your career.

As part of your initial training at Devsu, you should have watched a [video about time management and professional growth](#). We encourage you to keep sharpening your planning and time management skills so you continue to deliver high quality work while building a fulfilling career.

## Roles and responsibilities

The Job Description is a general overview of what is expected from a position or role. Getting to know where you are and what your options are is the first step towards your professional

development journey. Knowing yourself and identifying the type of roles you would like to perform is the next step. You must understand what is expected from your current position, as well as the different roles you would like to explore.

To see job descriptions and typical career paths for the different technical roles at Devsu please follow the link:

[Devsu Career Paths and Roles<sup>1</sup>](#)

No matter your role, we expect you to manage your own career growth, and not rely on a company's specific, formal plan.

### Focus on growth

Our career development philosophy aims to put focus on growth and learning at every step, not on “climbing the ladder” as quickly as possible.

Decisions around your career journey don't need to be permanent. You may want to explore a roadmap towards a managerial role - let's say, Project Manager - and then realize you prefer to stay on a more technical side. In this case, you can either point to a Tech Lead or Senior Developer position. If you have the ability to break down large problems and deliver on technical projects, you may be ready to switch between these roles throughout your career.

## Compensation & Benefits

### Compensation

The compensation process is dependent on the company you have a contractual relationship with and your role. Please follow the link that applies to you:

- [Devsu LLC \(USA\)](#)
- [Devsu Software \(Ecuador\)](#)

### Reimbursement

Reimbursements, for different circumstances like training or travel expenses, are done with the previous approval of your direct supervisor. To process a reimbursement request, send an email to [accounting@devsu.com](mailto:accounting@devsu.com) and cc your supervisor.

Reimbursements are processed by the 15th of the next month. Make sure the invoice includes your full name so the reimbursement process can be completed properly.

Invoices and supporting documents must be sent during the same month, or until the 3rd day

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<sup>1</sup> This document is currently under development. We are working on updating all job descriptions and will share them with you soon.



of the following month. Otherwise they will not be reimbursed.

Expenses paid by employees on behalf of Devsu are fully reimbursed in its net amount. This means Devsu will include in the reimbursement any extra costs -banking, platform commission fees, etc.- associated with the transaction. When processing the reimbursement request, the employee must provide the details and supporting documents for these extra costs.

## Time off

You have a number of days that you are entitled to your time off. To know how many days off you are entitled to, please refer to your offer letter, contract, or your profile in our [HR Platform](#).

### Time off request

You can request paid time off after your first 3 months working with Devsu. Please plan ahead and ask for approval with enough time in advance, so your peers, customers and projects get prepared as well.

Time off requests can be approved or denied based on the amount of work or depending on the stage of the projects you are assigned to. Ask with enough time in advance and we will do our best to accommodate your well-deserved time off.

Before requesting time off, make sure to check how many days off are available to you. This information can be found in the [HR Platform](#).

We calculate days off available based on the number of days off you have accrued minus the number of days off you have previously taken. When there are employee performance issues, Devsu reserves the right to deduct, from your days off balance, the hours or days that you have not reported in Hubstaff.

If for some reason you need a few more vacation days, you can always request your manager to approve taking this time in advance and making it up once you come back to work.

To make a formal time-off request please go to the Time-off section of your profile in our [HR platform](#) and take into consideration the following guidelines:

- 1 to 3 weeks of vacation, request approval 1 month in advance.
- 5 days of vacation, request approval 15 days in advance.
- Less than 4 days of vacation, request approval 5-10 days in advance.

### Sick and personal leave

If you need to be absent due to illness or personal matters, please contact and coordinate with your direct supervisor. We will always work with whatever you are going through.

For company-specific procedures follow the link that applies to you:

- [Devsu LLC \(USA\)](#)
- [Devsu Software \(Ecuador\)](#)

## Maternity & Paternity Leave

At Devsu, we understand that a child's birth is probably one of life's most important and complex moments. We are aware that everyone goes through a different process, and circumstances vary. We try to give our team members some space, so they have enough time to get used to their new routines at home and the new family members.

For company-specific procedures follow the link that applies to you:

- [Devsu LLC \(USA\)](#)
- [Devsu Software \(Ecuador\)](#)

Please let the team know in advance that you are expecting. This helps organize things in the project.

## Holidays

The holidays we observe and that you are entitled to time off are project-dependent.

Follow [the link](#), to see which holidays you are entitled to, **based on your current Main Project**.

## Overtime

Our goal is to work 40 hours per week, no more no less. Throughout this time we want to be as focused and efficient as possible. From time to time the project might be in crunch time and we ask people to collaborate in these situations.

If you find yourself having to work extra hours for extended periods of time, something is not right. This is a flag that something should be changed. If this is the case make sure to discuss it with your Project Manager / Supervisor or the People Ops team, so you can find the root cause of the problem and take action.

## Overtime pay

Extra hours are paid only if the Project Manager / Supervisor has previously requested and approved them. If you are working extra hours because there was a lack of planning, estimation, or coordination on your part, this is something you are responsible for, therefore, those are not covered.

For company-specific procedures follow the link that applies to you:

- [Devsu LLC \(USA\)](#)
- [Devsu Software \(Ecuador\)](#)

## Benefits

### Education Bonus

One of our values is continuous improvement, and as such we want to promote a culture where all the team members are continuously learning. This is the reason why all full-time employees and contractors are entitled to a yearly bonus, for education purposes, of up to USD 1,000.

The first year the amount of the bonus will be proportional to the time you have been in the company. For example, if you enter on November 1st, you will work in Devsu 61 days during the first year, thus, the bonus you have available will be  $61 / 365 * 1000$ .

To take advantage of this benefit keep in mind the following guidelines:

- Bonus payments are done through reimbursements.
- Any cost less than US \$100 does not require approval, however it is subject to the following rules:
  - a. The training / resource must be work related.
  - b. The applicant must do proper research and be sure that it is the best option (quality vs cost).
- Any cost over US \$100 must be approved by the Training Manager through the [Talent Management Platform](#). If a training asset (courses, seminars, books, training materials) is taken without approval, Devsu has no obligation to cover it.
- The bonus does not roll over from year to year. The official closing date will be December 31st of each year (top date to request the corresponding reimbursement). In case training certifications are included, the certificates must be presented before requesting the reimbursement
- The bonus is not paid in advance. For example, If the applicant wants to invest in a training asset that costs US \$500, but only has a balance of US \$200, Devsu will only cover US \$200 and the applicant will have to cover the rest. Another alternative is to postpone the investment for the following year in which the bonus will reset to its maximum value (US \$1,000).
- Devsu will not cover courses, master's degrees or any other training assets that have started before joining the company, since they will be considered commitments previously acquired on behalf of the applicant.
- Devsu will cover certification costs, but it doesn't include administrative costs, costs to obtain certificates, legalizations, renewal of certificates, administrative costs of universities, or similar. For example, costs for legalizing your title (diploma) in Ecuador are not covered by this benefit.
- If the applicant has to travel to attend a seminar, course or certification, Devsu can cover the costs, but restrictions and limitations may apply in regards to travel costs and

conditions. In case there are local or virtual options on the same level, Devsu only covers the cost of local or virtual options.

- Devsu will NOT cover investments related to English learning, since the company has a private coach and English learning program. If applicants want to improve their English proficiency, they must enroll in the corresponding classes.
- In order for Devsu to approve the investment in training or a reimbursement, the investment must be made in matters related and pertinent to the applicant's present or future work (if it has been analyzed and agreed upon jointly with the Training Manager).
- To use the benefit, please make sure you will stay in Devsu for at least a year after requesting approval. If you leave the company within 12 months of using this benefit, Devsu will discount the total amount of the certification / course from your last payment.

In the event that the aforementioned guidelines are not followed, Devsu reserves its right to deny reimbursements.

To request a reimbursement, you must follow these steps:

- If the training asset has a cost of over US \$100, make sure to get approval from the Training Manager. The Approval must be requested by the employee on the [Talent Management Platform](#) - in your Profile, go to the Training Bonus section and add the asset you wish to buy in the "Approval Requests" table. Complete the fields that are required and an Approval flow will be automatically triggered.
- The Training Manager will analyze the added value of the investment vs. the cost, and can propose lower cost or higher quality alternatives. The decision to take or not the training asset will be consensuated and you will be notified via email once it is approved.
- For any training asset with a cost below US \$100, you don't need approval.
- After completing a course/certification, go to the "Reimbursements Request" table in your Profile and add a new row with the information requested. Make sure to attach the invoice and a proof of successful completion of the course/certificate before December 31st.

## Employee Referral Bonus

At Devsu we are always looking to bring the best talent to our team. Hiring the right people is our most important job and no one is better placed to recommend potential candidates than our own team members.

A lot of people you know might be a great fit for one of our [open positions](#). We encourage you to think of the best colleagues you have had and invite them to apply. If you refer someone to fill one of these positions you are entitled to a bonus of USD 350. We will make sure your referred candidates have a nice experience and will keep you in the loop about their process.

A few things to keep in mind:

- You must refer the person through our [referrals portal](#)
- To receive the bonus the person must be employed at Devsu for at least 6 months
- To get paid follow the [reimbursement process](#)

## Client Referral Bonus

If you refer a lead that becomes a client of Devsu, you are entitled to a 5% bonus of the first SOW signed with the client.

- Employees are entitled to the bonus once the client has fully paid the SOW.
- This bonus does not apply to team members of the Sales & Marketing team, as they might have their own commission structure.
- To get paid follow the [reimbursement process](#)

## English Courses

As part of our continuous improvement process, Devsu provides weekly English classes and one on one coaching sessions. At the beginning of your engagement with Devsu, we will assess your English skills and we will suggest what courses to attend. Attendance to these courses is completely optional, but we highly recommend taking advantage of this opportunity.

If your English level is not native or Advanced (according to Devu's English Assessment), you may be required to participate in the English Improvement Program and attend classes. This must be included in your professional development plan / goals.

## Hardware Acquisition Program

### What is it about?

The hardware acquisition program allows employees to obtain top-of-line equipment, for their personal use, at a discounted price.

This program is available to full-time employees and contractors.

### How does it work?

- Devsu will coordinate along with you the purchase of a high performance computer and/or monitor.
- You will sign a lease agreement with Devsu, for the equipment to be available for doing your work at Devsu for at least 36 months.
- Devsu will pay 40% of the total price of the equipment. You pay the balance in 12

monthly installments, without any interest.

In other words, the program looks like this. Considering that Devsu pays 40% and the employee 60% of the computer price. If the computer costs \$2000, the employee would pay \$1200, in 12 installments of \$100. Devsu will pay \$800. You get a \$2000 computer for \$1200.

Take a look at the [Calculator and Examples](#) to see how much the equipment will cost you.

## Terms and Conditions

- This program is optional. You are not required to participate.
- The employee should use the laptop for doing work at Devsu for at least 36 months.
- The calculator document describes the limits. If you want a more expensive laptop, it's possible, but you have to pay 100% of the additional cost. This amount will be charged to your next salary payment.
- If the equipment is bought outside your country of residence you are responsible for coordinating the shipping and logistics.
- In accordance with the payment of 60% of the equipment, a monthly discount will be made in corresponding installments in the payment of your monthly remuneration in a 12-month period.
- In the event that you purchase the machine, you follow the [reimbursement process](#) and attach a copy of the equipment invoice or receipt.
- If you leave Devsu before finishing the contract period - 36 months - you will keep the laptop, but Devsu won't pay for the laptop rental (which is for 36 months as well) after you leave, and you are responsible for that payment. For example, if the total cost of the equipment is 2,250, Devsu will pay a total of USD 900 in monthly installments of 25. If you leave the company on month 24, there is going to be a balance of 300 that will be deducted from your last paycheck.
- If there are still outstanding fees to be paid, they will be deducted from your last payment. In the event that your last payment does not cover the amount to be accrued, you must make the pending payment to Devsu.

## How to Apply

You can apply to this program through [our Talent Management platform](#). Go to your profile, navigate to the Hardware Acquisition Request section and enter the requested information. Once approved, People Ops will reach out to you to execute the acquisition.

## Devsu Labs

Devsu Labs are meet up sessions where team members share their knowledge and experience on topics related to technology and software development.

Anyone at Devsu can attend and speak at a Devsu Lab.

Team members that prepare, organize, and speak at a Devsu lab will get a **\$60,00 bonus**, for each lab that takes place.

## Preparing a Devsu Lab

To present a Devsu lab:

- Talk with our Co-CEO, César Salazar or our **Training Manager** for approval on the topic.
- Contact our **Training manager**, to reserve a spot.
- Prepare your slides using the Devsu presentation template. You can find it in Google Drive > **New** > **Google Slides** > **From a Template**.
- The slides should be then approved by our Co-CEO, César Salazar, or a delegated expert, depending on the topic.
- The target audience can be:
  - Engineers, Developers, etc. (from LATAM)
  - Potential clients (from the US), or both.
- Your talk is eligible to be presented to potential clients if your English is fluent and the content is attractive from a marketing perspective.
  - In this case, our **Marketing Manager** will reach out to you to ensure the conference and its contents are also suitable for potential clients.

## Presenting a Lab

- We will use a company Zoom account. (Due to the limitation on the number of participants we have in Meet). We will give you access prior to the meeting.
- The duration of the lab should be between 1 to 2 hours, including questions.
- In general, events will be open to the general public, and we will market the events in our social media. Because of this, **we expect high-quality talks**.
- Usually, **the events will take place on Thursdays at 6 PM**, but you can suggest a different schedule. (needs to be approved).
- It can be presented in Spanish or English. The language you feel more comfortable with.

## Time Tracking

For the speaker

- The time used to prepare and present the Devsu Lab should be reported under the “Devsu - Training” project
- If you don’t have access to this project, request it from the Training Manager or your direct supervisor.

For attendees

- The time used to attend the Devsu Lab should be reported under the “Devsu - Training” project
- If you don’t have access to this project, request it from the Training Manager or your

direct supervisor.

## Devsu Labs Schedule

The sessions schedule is available at:

[https://docs.google.com/spreadsheets/d/1pKJWvqJ7jTDwF516DR3GUM4gJKEgOnb2A1O\\_uCMEh3c/edit#gid=1706242883](https://docs.google.com/spreadsheets/d/1pKJWvqJ7jTDwF516DR3GUM4gJKEgOnb2A1O_uCMEh3c/edit#gid=1706242883)

## PMs Responsibilities

The PMs will be responsible for coordinating with their team to make sure that they sponsor at least two (ideally three) Devsu Labs per year.

The training manager should also sponsor two to three talks. He/she should not work with the internal team but bring two to three high-profile external speakers per year.

# Daily Operations

## Important tools and URLs

- Google Apps:
  - <http://mail.devsu.com> : Our email, powered by Google Apps.
  - <http://calendar.devsu.com> : A shortcut to google calendar.
- <https://hubstaff.com> : Our time tracking system
- <https://password.devsu.us> : Web interface to change your LDAP password.z`
- <https://learn.devsu.us/course/view.php?id=8> : Training
- <https://devsu.slack.com> : Internal communications
- <https://app.hibob.com> : Talent Management platform

We use some other tools, depending on your role, which are described below.

## Setting up my accounts

The IT Support Team will send your @devsu.com email to your personal email.

On your @devsu email you will receive any further information and account information. On that account you should receive an invitation and credentials for:

- LDAP: Which will be used in some systems, including our VPN and LMS (Moodle).
- Hubstaff: Our time tracking system
- Slack: Our communication system

If you haven't received all the mentioned invitations or credentials, please ask the IT Team for



them. Once you receive the invitations, set up the accounts appropriately.

It is very important to create your hubstaff account from the beginning, since you need to log all your hours on that system as soon as you start working.

After you have successfully set up and login to your @devsu.com email account, change your LDAP password in <https://password.devsu.us>.

## Meetings and Communications

To make sure we maintain constant communication among team members and across the organization, we have established some channels:

- One on ones: Project Managers have a bimonthly 1-1 meeting with every team member to follow up on goals, feedback and professional development. These encounters do not replace daily communications and on-going feedback.
- Slack: We have created Slack channels for different purposes. You may have a channel for project related conversations with your teammates. If you want to share a non-work related message, you can do it in the #random channel. You can also communicate with any member of the company using direct messages or starting a huddle (audio conversations). We use the #general channel to share company-wide news and announcements.
- Retrospective meetings: We hold periodic all-hands meetings to make sure we are aligned towards the same objectives, share lessons learned, answer questions and remind every team member that they have a voice.

As long as you are assigned to a project, your main point of contact and communications will be your Project Manager. Even though you may have direct and permanent contact with the client on a daily basis, all of your questions, notifications or requests regarding the assignment must be channeled through the PM in order to address them properly. If you have questions regarding Devsu's talent management policies, you can also reach out to the People Operations team directly.

## Role-specific Policies and Guidelines

### Engineering

#### Important URLs

- <https://devsu.atlassian.net>: JIRA.
- <https://bitbucket.org/devsu/>: GIT Repository for private repositories
- <https://github.com/devsu>: GIT Repository for public repositories

By default, you won't get access to JIRA and Bitbucket, as not everyone will need access to these tools. If you need access to your project, please request it from your Project Manager.

When you get the invitation to Bitbucket, accept it and follow the instructions. If you already have a bitbucket account, you can use it. You don't need to create a new account.

If you need VPN access, follow [these instructions](#). Not everyone needs VPN access since we only use it to access the servers that hosted in our Quito office

### Recommended Books

- Clean Code - Robert C. Martin
- The Clean Coder - Robert C. Martin

## Marketing & Sales

### Comms Policy

Follow this link to review our [Communications and Content Policy Guidelines](#)

### Important URLs

Marketing KPIs

Sales KPIs

### Recommended Books

- Hooked - Nir Eyal
- Growth Hacker Marketing - Ryan Holiday

## Project Management

### Information Handoff & Project KPI Data

Project Manager / Supervisors are responsible for handing off data and information of the projects they are managing. [Follow these guidelines](#) to ensure that the information you are providing is accurate and it's done in a timely manner.

### 5-15 Report

The 5-15 report is a management tool created by [Yvon Chouinard, founder of Patagonia](#). The objective of this tool is to provide visibility on the status of your projects. As a project manager, you are required to submit a report by the end of the week, every Friday.

### Important URLs

- [5-15 Form](#)
- [Project KPIs](#)
- [1-1 meeting form](#)
- [1-1 notes form](#)

## Recommended Books

- Radical Candor - Kim Scott
- High Output Management - Andy Grove
- Accelerate - Nicole Forsgren
- The Unicorn Project - Gene Kim

## People & Talent

### Important URLs

- [5-15 Form](#)
- [1-1 meeting form](#)
- [1-1 notes form](#)
- [1-1 Report](#)
- [Peer NPS form](#)
- [Peer feedback Report](#)
- [eNPS form](#)
- [eNPS Report](#)
- [Exit Interview form](#)
- [Exit Interview report](#)
- [Recruitment platform](#)
- [Referrals Portal](#)

## Recommended Books

- Radical Candor - Kim Scott
- Work Rules!: Insights from Inside Google That Will Transform How You Live and Lead - Laszlo Bock
- What You Do Is Who You Are: How to Create Your Business Culture - Ben Horowitz
- No Rules Rules: Netflix and the Culture of Reinvention - Erin Meyer & Reed Hastings