

FOUNDATIONAL POLICIES AND PROCESSES LIST

**GUIDE TO ORGANIZATIONAL POLICY DEVELOPMENT:
A PEOPLE-CENTERED APPROACH TO HUMAN CAPITAL POLICIES**

A collection of office supplies including a spiral-bound notebook, several pushpins in various colors (red, yellow, white, green), paper clips, and several colored pencils (blue, yellow, red, green) are scattered on a dark, textured surface. A small wooden block is visible in the bottom right corner.

edfuel

TALENT AS A CATALYST FOR CHANGE

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What policies and processes does my organization need?

Whether they are written down or not, your organization likely has a set of rules it follows in certain circumstances. Taking the time to codify this information will support you to ensure that these rules are applied consistently and equitably, and possibly to identify additional circumstances where you need to develop a common set of practices.

This document contains two specific sections: Section 1 is a policy section to help you to develop the rules that will guide your work with your employee population over the course of the year, and Section 2 is a talent process section to help you codify the concrete steps that apply to specific events or moments in time. **Both sections include considerations to support you in creating a more Diverse, Equitable, Inclusive, and Antiracist work environment for your employees.**

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Section 1: Policies

OVERVIEW

As an organization, it is important to document certain critical information for your employees. Your policies shape how your employees are treated in various situations that may arise during their tenure with you, and as such, have the potential to significantly impact their experience at your organization. Thoughtful, well-designed policies can increase employee well-being and satisfaction, and their absence can have the opposite impact.

Compiling your policies in an employee handbook or policy manual helps provide a valuable communications resource, accessible to all. This tool serves as a guide for staff and for managers, and it has the ability to protect employees and the employer.

We have compiled the most important sets of information we believe every organization should communicate in writing to their employees. This resource is not intended to prescribe what each of your policies should entail, but rather, to help you ensure that you have thoughtfully considered each of the policies you need to codify. **By design, this list is incomplete, as we know that every organization also needs policies specific to their unique workplace and culture.**

In addition, there are local, state, and federal laws that apply to some organizations, but not all. **We strongly recommend having legal counsel review individual policies as you write/revise them, as well as that counsel reviews your handbook/manual as a whole to ensure you haven't missed anything you need to include for legal reasons.**

We have also included some considerations below to ensure that your policies help you to create a Diverse, Equitable, Inclusive, and Antiracist workplace. Again, this list is not intended to be all-inclusive. We also recognize that scarce organizational resources - especially in schools, school systems, and nonprofits - may be a constraining factor in your ability to respond to each and every one of these considerations at this time. For example, your facilities may dictate the type of lactation space you are able to provide a nursing parent returning to work - and it may not be the space you wish you could provide. Nonetheless, our hope is that these considerations can help serve as a guiding light for what your organization may be able to work toward over time.

Many of the policies and practices listed below also require careful training for the people who need to implement them. This includes anyone who manages others, anyone who may have access to confidential information or need to execute a confidential process, and/or anyone who needs to closely adhere to legal obligations.

CATEGORY	POLICIES MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Workday or Work Year Expectations	<ul style="list-style-type: none"> Any expectations regarding specific work hours, including differences in expectations for different types of employees (e.g. teacher hours may differ from nighttime custodians) If appropriate, exceptions to the working hours (e.g. overtime) Any expectations for the times of year employees or expected to work, including differences in expectations for different types of employees (e.g. principals may work year-round and others may not) Any expectations regarding clocking in and clocking out How to request accommodations and the process for reviewing and approving them¹ 	<ul style="list-style-type: none"> Are there accommodations you can offer proactively (e.g. flexible working hours, closed-captioning for Zoom meetings) and/or anticipate? Are you supporting employees to work sustainable hours? If staff are ever asked to work outside of normal business hours, such as for back-to-school night, how can you ensure you support their need to fulfill other responsibilities during those hours (e.g. by providing or covering the cost of childcare)?
Holidays and Days Off	<ul style="list-style-type: none"> Holidays Paid Time Off, which may include: <ul style="list-style-type: none"> Vacation Sick Leave (mental and physical) Disability Leave Personal Leave Bereavement Leave Family and Medical Leave Parental Leave Caregiving Leave Jury Duty Military Leave Emergency Leave Sabbatical Unpaid Time Off, which may also include all of the above <p>Note: The types of leave you offer may necessitate additional specifications, such as timelines for requesting/approving leave.</p>	<ul style="list-style-type: none"> Does your organization recognize holidays that honor diverse peoples and leaders, such as: <ul style="list-style-type: none"> Martin Luther King, Jr. Day Cesar Chavez Day Indigenous Peoples' Day Juneteenth Veterans' Day Do you have a process and criteria for revisiting holidays annually, to ensure these days align with your mission and values? Does your organization ensure that members of various religious groups have time off, as necessary, to celebrate important holidays within their faith traditions, and that they are not penalized in any way for taking that time? (e.g. an important meeting or deadline is not scheduled for one of these days) Does your organization allow employees time off to vote? Does your parental leave policy account for various types of families, including: <ul style="list-style-type: none"> Adoptive and/or foster parents Single parents Same-sex couples Does your family leave/caregiving policy account for extended family and "chosen family"? Data shows LGBTQ individuals and people with disabilities are more likely to request time off to care for a "chosen family" member.² For employees who have to take an extended leave for any reason, do you have policies in place to help them transition successfully back into the workplace, such as lactation breaks for nursing parents?

¹ <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/requestreasonableaccommodation.aspx>

² https://haas.berkeley.edu/wp-content/uploads/EFL-Play-2_Parental-leave_v2-1.pdf

CATEGORY	POLICIES MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Benefits and Pay Schedule	<p>Benefits offerings may include:</p> <ul style="list-style-type: none"> • Health Insurance: <ul style="list-style-type: none"> • Medical • Dental • Vision • Life Insurance • Unemployment Insurance • Disability Insurance • Childcare and/or Childcare Support • Retirement and Pension Plans • Savings Accounts/Programs • Education and Training • Educational Assistance Program • Service Awards • Workers' Compensation • Lifestyle benefits, such as: <ul style="list-style-type: none"> • Wellness programs • Financial health resources • Crisis relief • Adoption assistance <p>Additional benefits information to include:</p> <ul style="list-style-type: none"> • When benefits start for new employees and/or their family members • The yearly open enrollment period • Qualifying Life Events (QLEs) and associated timelines for additional adjustments to be made <p>Information to include about pay schedule:</p> <ul style="list-style-type: none"> • Frequency of paychecks and if pay dates are impacted by weekends or holidays • When to expect first and last paycheck • Any employee requirements for pay distribution (e.g. timesheet submission) 	<ul style="list-style-type: none"> • Do your policies encourage preventive care for your employees (e.g. through free access to specific services, time off for appointments, onsite clinics)? • Do your benefits offerings consider Social Determinants of Health (SDOH),³ and seek to ensure good health for all? • Do your benefits offerings address the specific health needs of women (e.g., gynecology, maternal health, reproductive health, cancer screens, domestic violence treatment)? • Do your benefits address the specific health needs of the transgender community? • Do your benefits offerings acknowledge that there are many ways to build a family, and account for care associated with each of these pathways? • Do your benefits offerings address both physical and mental health? • If your organization contributes to individual employees' retirement plans, how do you ensure that you aren't perpetuating inequities? (e.g. Are you able to contribute the same % for all employees, as opposed to matching only what they can afford to contribute?) • If you provide training or educational assistance, do you have systems in place that ensure equitable access to these opportunities?⁴ • Can you offer a payroll card or other accommodation options for unbanked or underbanked employees?⁵

³ <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>

⁴ <https://seeourtruth-ny.edtrust.org/playbook/>

⁵ <https://www.bamboohr.com/blog/best-way-to-pay-unbanked-employees/>

CATEGORY	POLICIES MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Flexible Work Arrangements (Including Remote Work)	<p>Flexible work arrangements may include:</p> <ul style="list-style-type: none"> Amount of time worked (e.g. part-time vs. full time) When the work is completed (e.g. flexible hours, compressed weeks, results-only) Where the work is completed (e.g. telework) Dress code Rules regarding other employment while in a flexible work arrangement <p>Flexible work arrangements may apply:</p> <ul style="list-style-type: none"> To some/all employees All of the time or only in specific situations (e.g. weather-related or family emergencies) For certain work, but not others (e.g. it may not be ok to discuss confidential data in a public place, some meetings may require in-person attendance) <p>Your policy should also include:</p> <ul style="list-style-type: none"> How these arrangements are approved and reviewed/revisited 	<ul style="list-style-type: none"> Do your policies seek to give as much flexibility as each role allows? Are there clear expectations for how employees who are in flexible work environments/agreements should engage with one another and/or employees who are not in flexible work arrangements? (e.g. are employees expected to be reachable by phone or email at certain times) Does your policy ensure that employees who can and do take advantage of flexible work options are not penalized, formally or informally? (including taxation) Does your policy ensure that employees who do take advantage do not receive unintended benefits (e.g. qualifying for overtime pay based on longer hours)? Have you considered workplace safety for employees who work offsite? How do you ensure employees in flexible work arrangements have access to the appropriate equipment and resources? Do employees in flexible working arrangements have access to the same benefits as other employees? Are managers set up to manage some or all employees in flexible work arrangements?
Anti-Harassment/ Anti-Discrimination	<p>Please check with legal counsel to ensure your policies fulfill all legal obligations and support your ability to stay within the bounds of the law throughout the process.</p> <p>In addition to those requirements, you may also want to enumerate:</p> <ul style="list-style-type: none"> Your company's beliefs about these policies Your organization's commitment to an integrity-based culture,⁶ including supports for employees who see and report wrongdoing⁷ Specific examples of harassment/discrimination (especially sexual harassment) Possible consequences of violating these policies (including filing a false report) How to file a complaint How complaints will be responded to, including what information will be shared with whom and when, and what information is confidential Consensual dating policy 	<ul style="list-style-type: none"> Does your policy support the reporting of harassment or discrimination by ensuring reports can be filed to multiple parties (e.g. reports can be filed to any manager, not just someone on his/her/their team) and/or through anonymous forums (hotlines, etc.)? Does your policy ensure that employees who file, investigate, or share information relative to an anti-harassment or anti-discrimination do not suffer hardships, losses, or penalties? Does your policy protect the confidentiality of all parties involved, as much as possible? Is your investigation process prompt, thorough, and unbiased? If an investigation confirms wrongdoing by an employee, how do you ensure that no future harm is caused, at your organization or elsewhere? Can you provide additional resources to help those who may be victims of harassment or discrimination?⁸ Are you able to provide all employees with anti-bias, anti-discrimination, or anti-harassment training?

⁶ <https://hbr.org/2020/07/how-to-build-a-company-that-actually-values-integrity>

⁷ <https://hbr.org/2021/02/how-to-encourage-employees-to-speak-up-when-they-see-wrongdoing>

⁸ <https://www.equalrights.org/issue/economic-workplace-equality/sexual-harassment/>

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Whistleblowers	<p>Please check with legal counsel to ensure your policies fulfill all legal obligations and support your ability to stay within the bounds of the law throughout the process. In addition to those requirements, you may also want to enumerate:</p> <ul style="list-style-type: none"> • Your organization's commitment to an integrity-based culture,⁹ including supports for employees who see and report wrongdoing¹⁰ • Your organization's definition of a whistleblower • Examples of the types of activities a whistleblower might report • Possible consequences of filing a false report • Protections extended to whistleblowers (including your legal obligations) • How whistleblowers should go about sharing the information they have and what additional steps they should/may need to take 	<ul style="list-style-type: none"> • Do you have clear codes of conduct across all of your policies, such that any potential whistleblowers feel their reports will be taken seriously, if filed? • Does your policy ensure that it is easy for whistleblowers to file a complaint? • Does your policy ensure that whistleblowers do not suffer hardships, losses, or penalties (unless they have participated in wrongdoing as well)? • Does your policy protect the confidentiality of all parties involved, as much as possible? • Is your investigation process clearly defined?
Employee Conduct and Discipline	<ul style="list-style-type: none"> • Examples of unacceptable employee behavior • Where/when these behaviors are unacceptable (e.g. anytime on the premises, even if after working hours) • Possible consequences of violating codes of conduct and discipline • Expectations for drug testing • Grievance process/procedure 	<ul style="list-style-type: none"> • Does your policy make it clear that any form of hate, intolerance, bullying or discrimination is unacceptable? • Have you outlined a progressive discipline policy?¹¹ • How are conduct and discipline factored into other talent and HR processes, such as the ability to get pay increases and promotions?

⁶ <https://hbr.org/2020/07/how-to-build-a-company-that-actually-values-integrity>

⁷ <https://hbr.org/2021/02/how-to-encourage-employees-to-speak-up-when-they-see-wrongdoing>

⁸ <https://www.equalrights.org/issue/economic-workplace-equality/sexual-harassment/>

⁹ <https://hbr.org/2020/07/how-to-build-a-company-that-actually-values-integrity>

¹⁰ <https://hbr.org/2021/02/how-to-encourage-employees-to-speak-up-when-they-see-wrongdoing>

¹¹ <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-use-a-progressive-discipline-system.aspx>

CATEGORY	POLICIES MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
End of Employment: Employee Termination and/or Voluntary Separation	<ul style="list-style-type: none"> • Expectations regarding resignation and job abandonment • Circumstances that could lead to involuntary termination for the employee, including layoffs or reductions in force • An overview of the process that would be followed prior to termination, if/when an employee's performance is not meeting expectations • Associated separation details (e.g. final paycheck, end of benefits) • Circumstances that would prohibit the employee from working at your organization in the future (including any associated timelines) • Expectations regarding future employment outside your organization (e.g. confidentiality) 	<ul style="list-style-type: none"> • Does your policy seek to protect employees from being terminated for any reason that could be seen as biased or unfair?
Social Media Policy	<ul style="list-style-type: none"> • Your organizational definition of social media • Clarification of officially and unofficially representing your organization on social media • Any confidential/sensitive information that should not be shared on social media • Clear expectations regarding employee use of social media during working hours/on company equipment 	<ul style="list-style-type: none"> • Do you know what is legal in your state, and does your policy reflect that (e.g. are you able to terminate an employee based on their conduct off-duty)?¹² • Have you been clear about what you deem as unacceptable use of company or personal social media accounts (e.g. no messages of hate or intolerance)? • Have you made it clear how, if at all, social media presence will be monitored by your organization, and if so, have you ensured that this process does not unfairly advantage or disadvantage any employees? • Does your policy infringe on workers' rights to share information about their experience working at your organization?

¹² <https://www.shrm.org/hr-today/news/hr-magazine/0918/pages/firing-for-online-behavior-.aspx>

Section 2: Processes

OVERVIEW

In addition to the information that all employees need access to, there are other pieces of information we recommend documenting, specifically around standardized talent processes. In some cases, it may not be appropriate to share this information with all employees, nor is all of the information below directly related to current employees. **As such, we do not necessarily recommend including all of the information below in your handbook or policy manual, though it should be housed in a common location that is easily accessible to those who need the information and are expected to use it.** For example, the hiring process and requirements do not need to live in your employee handbook, but hiring managers/committee members should be trained on this information and be able to easily access all of the appropriate written documents.

As in the policy section, we have included some considerations below to help you develop processes that further the creation of a Diverse, Equitable, Inclusive, and Antiracist workplace. These considerations are not all-inclusive, and we do recognize that there may be organizational constraints that impact your ability to respond to each of these considerations at this time.

As a reminder, any process your organization puts in place requires thoughtful training for those who need to implement them. For the purposes of the processes we name below, this would likely include a diverse group of teammates, such as all managers and coaches, hiring managers, and your finance, HR, and talent teams.



Processes That Should Be Documented for Specific Audiences

CATEGORY	A THOROUGH PROCESS MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Hiring Process	<ul style="list-style-type: none"> Your hiring philosophy: what are you trying to achieve with your hires and what are the values that guide your process? (e.g. we are looking for strengths in our candidates and it is our job is to uncover those) How the vacancy is identified/created How the vacancy is publicized How the hiring manager is determined Any other teammates who will participate in the hiring process and clear expectations for their roles Training for the hiring manager and/or hiring committee, including anti-bias training Hiring competencies and aligned rubrics for each stage of the hiring process Clear timelines and communications aligned to each step of the process (both for candidates that are moving forward and those that are not) When applicants can expect to learn about and/or discuss salary for the role Any rules for salary negotiation The supports that you provide to new employees to help them acclimate to their roles (e.g. relocation funding) A system to store and track data A data review after the hiring process/season is complete 	<ul style="list-style-type: none"> Are you marketing the position in forums that are likely to field high-quality, diverse candidates? Have you reviewed the job posting for words/phrases that could bias the applicant pool?¹³ Are the requirements in your posting required to do the job well? (e.g. does a candidate have to have an advanced degree)? Can you share a starting salary range in the posting? What do the questions on your application say about your organization's DEIA practices? (e.g. asking about salary requirements instead of past salary, asking only about criminal history if legally required, asking for pronouns) Can you conduct blind resume/application reviews? Have you included performance tasks in your hiring process? Can they be reviewed blind? For non-local candidates, how can you ensure that they do not incur travel expenses as part of your interview process? Does your interview process provide accommodations for candidates with unique needs (e.g. blind or hearing impaired)? Are there differences in the process for internal vs. external candidates? Are you creating pathways for internal staff to move into different roles over time? How can you collect feedback from applicants regarding their perceptions of your organization during the hiring process?
Compensation-Setting Process	<ul style="list-style-type: none"> A philosophy that details your organizational values and beliefs about compensation (e.g. competitive in the market, equitable pay) A clear and equitable process for determining pay when employees join your organization, as well as adjustments over time Clear talking points/communication pieces that support employee understanding of how pay is calculated Any rules for salary negotiation A system to store and track compensation information A point of contact for questions about compensation 	<ul style="list-style-type: none"> Have you conducted an analysis of your current compensation data to determine if there are any gaps along demographic lines? How do you intend to revisit/review compensation data over time? Does your approach to salary negotiations ensure more equitable pay for all, or does it perpetuate existing inequities?

¹³ <https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/>

CATEGORY	A THOROUGH PROCESS MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Onboarding Process	<ul style="list-style-type: none"> Your overall philosophy relative to onboarding (e.g. the employee is responsible for hitting their 30-60-90 goals, but the manager should provide as much support as needed to ensure success) A clear set of steps and owners for communicating with employees between the date of their hire and their start date A system that ensures benefits can start as soon as possible for new employees (e.g. they complete paperwork online in advance of their start date) Clear logistics and expectations for the employee's first day of work Access to the employee handbook and any other important information the employee will need to succeed in the organization and/or role A system for ensuring employees have access to the appropriate resources (e.g. physical supplies, training, introductions to key team members) needed to succeed Structures to ensure success during the employee's first 90 days of employment with your organization (e.g. 30-60-90 plans, mentorship) A system for measuring the success of the onboarding process, including data analysis 	<ul style="list-style-type: none"> What is standard practice for all new hires, and what is unique to the specific role? What role does DEI and Antiracism training play in your onboarding process? Have you set employees with disabilities up with the proper accommodations and/or to seek them out ongoing? What additional steps do you need to take for new employees who manage others? How do you ensure new employees feel a sense of inclusion/belonging? What about their families/partners? How can new employees give feedback during the onboarding process?

¹⁴ <https://docs.google.com/document/d/1kqLCLoZ69YZh487brSMadqhr6o5exulmvAUdxgo9EI/edit>

CATEGORY	A THOROUGH PROCESS MAY INCLUDE...	DEI AND ANTIRACIST CONSIDERATIONS INCLUDE, BUT ARE NOT LIMITED TO...
Talent Development/ Performance Management Process	<ul style="list-style-type: none"> • A philosophy articulating your organizational beliefs about talent development and performance management (e.g. employees will drive the majority of their own growth as professionals; managers exist to help accelerate it) • An assignment of a manager or coach, who is responsible for professional growth, for each employee • Clear goals and expectations for employee performance • Structures for ongoing observation, reflection, and feedback (e.g. classroom observations and debriefs, one-on-one check-ins) • Formal professional development opportunities (either internal or external) and how those opportunities are accessed • Clear and consistent rules about the type of professional development you pay for or would consider paying for • Opportunities for employees to expand their skills through job-embedded professional development (e.g. 70-20-10 plans, stretch assignments), especially those opportunities which would specifically develop them towards future roles in your organization • Opportunities for employees to reflect on their own growth and development (e.g. 2x2s, 360 reviews) • A place for employees to access information about performance management and evaluation, including any metrics that apply to them and possible outcomes of any performance management processes • A place to store any performance management information that is collected • A system for managing employee performance that does not meet expectations (e.g. Improvement Planning) • A system for reflecting on the impact and effectiveness of your efforts, grounded in data 	<ul style="list-style-type: none"> • How are managers reflecting on bias in their practices on this on an ongoing basis?¹⁴ • If you provide differentiated professional development opportunities to your staff, do you have an equitable process for determining who gets access to what opportunities? • How can employees provide input/feedback on the type of professional development they would like? • How can you offer mentorship opportunities, especially to employees who would benefit from this type of inclusion? • For any assessments of employee performance, are there standardized rubrics/tools? • Does everyone responsible for the evaluation of employee performance participate in Anti-Bias training? • What types of data review can you put in place to ensure all evaluators or performance are assessing accurately and consistently? • In your organization's approach to managing underperformance, do you first seek to understand what factors outside of the workplace may be impacting performance?

¹⁴ <https://docs.google.com/document/d/1kqLCLoZ69YZh487brSMadqhr6o5exulmvAUdxgo9EI/edit>



LEGAL DISCLAIMER

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