



HUMAN RESOURCES

Managing people intelligently and fairly.

A comprehensive reader explaining our core principles in human resource management.

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1. Working together

1.1. Introduction

Collaboration is one of the most important factors in efficiently working towards a better company. In this chapter, we will clarify how we want to treat each other, and how we want to improve the company structures that have been cemented for the better part of a century.

1.2. Improving structures

The structure of responsibility in companies has had the same shape for far too long. We want to change the way companies handle responsibility, so areas of coverage are optimised, and everyone, in every layer of control, knows what is going on in all layers above and below them.

Firstly, we want to change the shape of the flowchart of responsibility. For all locations, we want to make the following change:



In the old structure, as seen on the left, every layer of control has one layer above and one layer below them. This is great to keep track of who reports to who. However, this structure creates several problems. The biggest of which is that, for example, a district manager will not have a lot of insight in what is happening in the layer of the flex-employees. This problem occurs because information is lost every time things are communicated between layers. Coincidentally, if an employee has a problem with their store manager, it may be very difficult for them to communicate these problems to the layer above their managers.

These problems have moved us to shift to a different company structure. Instead of a linear order of control, we have moved to a more interconnected structure. For example, instead of having district managers only communicate with store managers, they also have direct communication with the flex-employees, full-timers, and external workers.

With this system, we hope to open up the conversation between layers of responsibility in order to have greater overview for higher-ups, and better representation for the employees lower down on the scale of responsibility.

1.3. Control of power

An all too common problem in retail is that the district and store managers can feel like they are way more important than the layers below them. We feel the immediate need to negate this problem, as it causes grand caverns to form between layers, decreasing communication and efficiency.

To achieve this, we want to make two changes to the system. Firstly, we want to try and negate this problem by being more selective in the hiring process. By requiring a personality assessment, we can filter out potential hires who lack the necessary communication skills and empathy required for the role. The second way we want to tackle this problem is to host annual performance surveys, where employees can review their store manager's, district manager's, and/or the COO's performance.

1.4. Transparency

By having HR be a transparent organ, we can help secure trust in said system. We aim to achieve this by allowing the complainant access to the notes in their ticket, so that they can follow what is being done about their case. We will also always have a direct link open so that any and every employee can reach out to HR at any time. The HR ticket system will be discussed in far greater detail in chapter 2.3.

2. Solving problems

2.1. Introduction

Human Resources is about problem solving. The stakes are high, and the problems can be incredibly complex. To solve these complex problems, we have created a robust system.

2.2. Protecting colleagues

Most HR tickets are of low consequences for the individuals involved. However, sometimes, a case like sexual misconduct or severe verbal abuse will come through. Unfortunately, this is unavoidable. We can and will however try to make absolutely sure that we handle these cases to the best of our abilities. By doing thorough research, we can most likely verify or debunk a claim. We do this in ways including but not limited to: examining camera footage, and interviewing both parties and colleagues.

Extreme cases like these mentioned before will also have their ticket immediately escalated to the highest priority, meaning that not just HR, but also the COO and CEO will get involved in the case.

If a victim decides to take the case to court, Altum Company™ will provide paid time off that the victim can go to the court and meetings with their attorney and can comfortably take time to take care of themselves, and, when legally possible, will pay for the victim's costs associated with the court case.

2.3. The ticket system

2.3.a. About the system

The ticket system is the backbone of the HR workflow. With the system, employees can quickly and anonymously (or publicly) file a complaint or problem with HR. With the system, employees can also keep track of their ticket by receiving all notes and updates regarding the ticket.

2.3.b. Workflow (personnel)

The workflow for employees is as easy as we could make it. Employees can file a ticket online, or, if they choose, via phone. After this, the employee won't need to do much anymore. They will receive updates about the ticket, and may be invited to an interview with HR to discuss details about the ticket and events.

2.3.c. Workflow (HR)

The backend of the ticket system is built to be intuitive and clear. The HR representative can write updates, upload video, documents, et cetera, and can schedule meetings regarding the case.

There are however a few special situations to be taken into account, described below.

- When a case has not been updated in two weeks, the case will be automatically escalated to the layer above. This gives the following flowchart of escalation:



- When a case regarding sexual or violent misconduct enters the workflow, the case is automatically assigned to the CHRO and CEO.

3. Safety

3.1. Introduction

Safety is one of the most important aspects of making a working environment better. If you feel safe, it is easier to feel comfortable as well. This is why we take safety incredibly serious.

3.2. Clarification is key

If you do not know what the rules and protocols are, you cannot follow them. This is why we need to clarify all of our rules and protocols to every employee at Altum Company™ and its subsidiaries.

By training every employee, hosting awareness events, and rewarding locations for their efforts toward a safer work environment, we can stimulate a safer and better work environment.

3.3. Training

To be able to work for Altum Company™ or its subsidiaries, every employee has to complete a set of trainings. The trainings for regular employees are:

- Fire safety training
- Basic first aid training
- Security training

For managers, we have two extra trainings:

- ER (Emergency Response) training
- Advanced security training

3.4. In-store safety rules and protocols

3.4.a. Working conditions

- One person can carry a maximum of 25kg, or 15kg if they are below eighteen years of age, and/or the item cannot be lifted in an ergonomic manner.
- The period in between breaks can not exceed three hours, with no exceptions.
- A break cannot be interrupted. All personnel have a right to uninterrupted breaks, with a duration as specified in the Employment Agreement.
- Employees cannot be made to stand still for periods exceeding one hour. Employees should be able to sit or walk in between standing periods.
- It is always possible for employees to drink water, even outside of their breaks.

3.4.b. Hazardous situations

- If the fire alarm is going off and the fire is not easily controllable, employees only have to open and escape through the emergency exit nearest to them. This does not apply to any ER-trained employees, as to enable them to fulfil the duties designated to them in the ER flowchart.
- Employees always have to ask for assistance when dealing with spills or accidental contact with corrosive or otherwise potentially dangerous chemicals.
- Employees shall never stand on or in the shelves to reach something, but are required to always grab a ladder in these situations.

3.5. Distribution safety rules and protocols

3.5.a. Working conditions

- Drivers are required to take a 15 minute break after every 1,5 hours driven.
- Drivers cannot drive in a vehicle of which the cab temperature exceeds 26 degrees Celsius, and this temperature cannot be decreased with reasonable measures.
- Drivers cannot lift packages weighing more than 25 kg, and if the package cannot be lifted ergonomically, 12,5 kg.
- A driver's shift cannot exceed a length of 8 hours.

3.5.b. Hazardous situations

- Drivers have a right to refuse the operation of a vehicle which does not meet the technical requirements.
- If a driver has been in an accident in which they were not inherently at fault while driving for the company, their entire recovery period will not be deducted from their sick days.

3.6. Fulfilment safety rules and protocols

3.6.a. Working conditions

- See lifting regulations in 3.5.a.
- A fulfilment employee cannot operate a device of which the inspection certificate has expired, or the device does not meet technical regulations.
- A fulfilment employee cannot be forced to work in indoor temperatures exceeding 26 degrees Celsius.
- A fulfilment employee's shift may never exceed a length of 8 hours.
- The period between a fulfilment employee's breaks shall never exceed 3 hours.
- An employee's break shall always be completed entirely uninterrupted.

3.6.b. Hazardous situations

- In case of a fire alarm, all employees are required to evacuate the building immediately.
- Workers are required to always follow all safety instructions as found on the machines to be operated.

3.7. Office safety rules and protocols

3.7.a. Working conditions

- An office worker cannot be forced to sit in a desk chair that is not legally ergonomic.
- Office workers cannot work while seated for periods longer than 2 hours.
- Office workers cannot be forced to work in temperatures exceeding 26 degrees Celsius.

3.7.b. Hazardous situations

- In case of a break-in or fire alarm, office employees are obligated to evacuate immediately, no exceptions.