



Employee Handbook

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THE MOUSEPAW MEDIA PHILOSOPHY

MousePaw Media exists first and foremost to enable and further education. This dedication drives our games, our open source development work, and our internship programs. Everything about our business is subject to this goal.

We stand by our code of ethics, and require that all employees do the same.

CODE OF ETHICS

MousePaw Media is dedicated to encouraging learning and creativity in people of all ages, especially children. Our ethical principles are intended to guide our actions and decisions towards this goal.

While commercial and financial success is desirable, it is not to be pursued to the detriment of the company's ethics. The company should place **PEOPLE OVER PROFIT**, seeking the well-being of its customers and employees first and foremost.

There is never a reason to cut corners, and "good enough" is never good enough. Employees and managers should be diligent in pursuit of **QUALITY**, taking the extra time and effort to create a polished, high quality product worthy of our customers.

Mistakes are a natural part of growth. Each individual in the company should be **HONEST** about and **WILLING TO LEARN** from these mistakes. There is never a good reason to excuse and cover up mistakes. Each individual should also continually seek to expand his or her abilities and knowledge in their relevant field(s).

Good **COMMUNICATION** is vital to a team's success, and the company should make every effort to foster and promote natural and healthy communication between employees, managers, and as appropriate, customers. Managers should be diligent in ensuring that company policies do not inhibit collaboration nor the reasonable free and open exchange of ideas within the company.

Employees and representatives of the company should exhibit **RESPECT** and **WISDOM** in their words and deeds, being mindful and sensitive to others viewpoints, ideas, and opinions, and taking into consideration the possible repercussions of their words and actions.

HONESTY and FAIRNESS should be present in all of the company's policies and actions, never deliberately misleading, manipulative, or discriminatory. It should seek outcomes that are just and evenhanded for all parties involved.

Each individual in the company should take RESPONSIBILITY for his or her words, actions, and work, and the company should take responsibility for its representatives.

OPEN SOURCE

MousePaw Media is an open source software company and supporters of the Open Source Initiative. Our entire development stack is composed of free and open source [FOSS] software, and nearly all of our projects are released under open source licenses.

As a rule, we do not use proprietary (closed-source) software when avoidable. Employees may choose to use some part- or full-proprietary software (e.g. Vivaldi, FreeOffice), but our own standardized software is fully FOSS.

The FOSS community is actually fractured along a very old ethical division between the Free Software Foundation (founded by Richard M. Stallman) and the Open Source Initiative (founded by Eric S. Raymond). While we do not wish to minimize the contributions either organization has made to the FOSS community, we find it necessary to place ourselves squarely in the camp of the Open Source Initiative. (For more information, read the book "The Cathedral and the Bazaar," which is freely available from the author online).

We believe in the four software freedoms:

- The freedom to use the software
- The freedom to study the software.
- The freedom to share the software.
- The freedom to improve the software.

We believe that these four freedoms must be upheld and enabled in every possible capacity. However, we recognize that situations can arise where enabling these software freedoms can jeopardize the core operations of a company. In these situations, portions of the source code may need to be closed source.

We believe in a fifth software freedom: **The freedom to permissively share one's own work.** The GPL prevents this freedom by forcing any code that is compiled with or linked to GPL code to be under the same license, thereby suppressing the use of permissive open source licenses. We believe this “viral” aspect of the GPL is deeply destructive to the larger community. Because of this, we do not advocate the use of the GPL for any purpose.

MousePaw Media temporarily licenses some of our code under the GPL as part of our “dual-licensing” structure. However, we plan to relicense this code in the future under an original license, the Software Freedom Propagation License [SFPL], which we'll be writing later. This new license will require that any code compiled with or linked to SFPL code must be licensed under *any OSI-approved license*. This allows us to support the propagation of FOSS, and recreate all of the protections inherent to the GPL, without violating the “fifth freedom”.

Our current Software Licensing Standards can be found at:

<https://standards.mousepawmedia.com/licensing.html#software-licenses>

CREATIVE COMMONS AND COPYRIGHTS

While much of our original intellectual property, including *Operation SpyRat*, is copyrighted, we also advocate and support the Creative Commons. The Creative Commons licenses explicitly allow free use of the content, with particular limitations depending on the exact license.

Because we rely heavily on Creative Commons content, we also look for opportunities to put some of our work into that space.

Our current Content Licensing Standards can be found at:

<https://standards.mousepawmedia.com/licensing.html#content-licenses>

MISCELLANEOUS

We **publicly support** the following causes and organizations:

- Open Source Initiative
- Creative Commons
- Internet Archive
- Net neutrality
- Internet privacy
- Copyright, insofar as it supports the rights of the creator.

We **do NOT support** the following:

- Digital Rights Management [DRM]
- Digital Millennium Copyright Act
- Piracy, in any form.

EMPLOYEE CARE AND OPPORTUNITY

Instead of a Human Resources [HR] department, we have an **Employee Care and Opportunity [ECO]** department. This department provides employee resources, handles time reports and other administrative functions, oversees hiring, and resolves personnel issues.

All ECO forms can be accessed at mousepawmedia.net/eco. Completed forms should be sent to eco@mousepawmedia.com, which is monitored by the administrative staff.

If a form cannot be printed, filled out, and scanned, the Linux application **Xournal** can be used instead. The signature must still be done by hand; either by graphics tablet or touchscreen.

PERSONAL INFORMATION

The following information must be retained on file and kept up to date by the company, for every employee current and former, excepting terminated employees (see *Administration: Employment Status*). Most of this information is needed for legal reasons, and to ensure the company is able to comply with the terms of the employment contract.

- Full legal name,
- Date of birth,
- Mailing address,
- Telephone number(s),
- Personal email address,
- Freenode IRC username(s) (if any),
- GitHub/GitLab/Bitbucket usernames (if any). Providing these is optional.
- Two highest two college/university degrees achieved or pending.

Any changes or corrections to this information are the responsibility of the employee, current or former, and should be reported to the company via the **Information Update** form as soon as possible.

TIME AND LEAVE POLICIES

MINIMUM TIME COMMITMENT

Your mandatory minimum time commitment is outlined in your contract. In general, Interns are required to log a minimum of six hours per week.

If you have a contractual time commitment, be aware that it is strictly enforced. If you foresee any difficulty with keeping this commitment, immediately contact your supervisor for help. MousePaw Media has been running the internship program since 2014, and in that time, all of our graduates were able to meet their time requirements amidst considerable school, work, and life commitments; as such, we are prepared to help you restructure your schedule and time management habits to balance and keep your obligations.

TIME LOGGING

All time spent working at the company **must be reported** using eHour on our DevNet server (ehour.mousepawmedia.net). We have very strict policies regarding time reporting.

For all our policies, the time zone is U.S. Pacific.

1. The new work day begins at 0600 (6 AM) – any hours logged prior to that apply to the previous day. The new work week begins every Monday.
2. Hours for a given day **must** be reported before 1000 (10 AM) the next day. This facilitates logging overnight work hours, as the server shuts down at 2200 (10 PM) every night.
3. Each day's logs must contain a description containing the **object codes** for the work completed that day. These may be:
 1. Phabricator Maniphest Task IDs
 2. Phabricator Differential Revision IDs
 3. Phabricator Pholio Mock IDs
 4. Phabricator Ponder Question IDs
 5. Repository commit numbers
 6. Phabricator Phriction (wiki) page links
 7. Phabricator Calendar Event IDs
4. Appropriate proof must be provided for extended periods of "research". This may take the form of a Ponder Question, wiki page edits, or actual resultant work.

5. If you are unable to log your time by the deadline, or have technical difficulties with eHour, please contact eco@mousepawmedia.com for help.

WEEKLY CHECK-INS

Every week on a pre-established day, you **must** send an email to eco@mousepawmedia.com, describing what you did over the past week, and what you plan to do over the next week. This email must arrive no later than 1900 (7 PM) on your chosen day. This check-in email constitutes a major part of your job attendance, and aids supervisors in tracking what's going on within a team.

TIME-OFF ALLOTMENT

Time-off allotments are officially measured in **hours**, and are used to cover the hours you are short for within a particular week.

Your time allotments are based on your Seniority in the company. Time-off allotment policies are described in terms of **weeks**, and calculated with regard to your weekly time requirement. For example, if you are scheduled to work 6 hours a week, and have 1 ½ weeks of vacation time, you have 9 hours of vacation time.

Your time-off allotment resets every quarter. All unused allotted time from the previous quarter rolls over to the next quarter. However, accumulation stops at 4 weeks for vacation and sick time, and 1 week for wellness time.

We have three *kinds* of time-off:

Vacation Time can be used via an approved Leave of Absence, for any purpose.

Sick Time can be used for medical leave relating to yourself or an immediate family member, or any emergency situation. You may use this without prior permission, although you should notify your supervisor in writing (email) as soon as you are aware that you will need to use Sick Time. You **will** need to file a **Leave of Absence** after the fact, unless you optionally filed it in advance, to use your Sick Time.

Because Sick Time is for medical and emergency leave, you should not use it for any other purpose. (We provide Vacation and Wellness Time for those other situations.) Misusing Sick Time is dishonest, and may be grounds for disciplinary action, up to and including firing.

At your supervisor's discretion, you may be required to provide a doctor's note; if a note is provided, up to three days prior to the date of the note can be credited to Sick Time.

Wellness Time can be used without prior permission, for any reason, no questions asked. This was adopted for all those situations where employees may be tempted to misuse Sick Time. You merely must give 12 hours of written notice (an email to a supervisor) to use Wellness Time. No Leave of Absence or other paperwork is required of the employee using Wellness Time, either before or after.

Your Wellness Time is also *protected*; you cannot be compelled to use it to cover a Leave of Absence! However, if you do not have sufficient Vacation Time (including borrowing, see below), and do not choose to use your Wellness Time towards your Leave of Absence, it may be amended or rejected.

Supervisors may extend your time-off allotment in one of three ways:

1. If your Standing is Excellent, your supervisor may approve your *borrowing* Vacation or Sick Time from the next quarter. This borrowing will be recorded, and the time will be subtracted from the next quarter's Vacation Time allotment.
2. If you have already borrowed all your Vacation Time from the next quarter, and your Standing is Excellent, your Department Lead may extend your Vacation allotment for the current quarter, in writing. The same rule applies separately to Sick Time. This additional allotment cannot be rolled over to the next quarter, under any circumstances.
3. A supervisor may, in writing, extend either Vacation or Sick time allotments for emergency situations, at their discretion. This additional allotment cannot be rolled over to the next quarter, under any circumstances.

USING YOUR TIME/LEAVE OF ABSENCE

If you'll be away from your work for a week or more, **or** if you are under contract and plan to put in less than your weekly hour commitment for the week, you must do one of three things:

Option 1: Inform your supervisor via email of your intent to use **Wellness Time**, at least 12 hours in advance. However many hours you are short for the week will be covered by your Wellness Time. You are responsible not to go over your allotment.

Option 2: Inform your supervisor via email of your intent to use **Sick Time** as soon as you become aware of the need. You will need to file a **Leave of Absence** after the fact, although you may choose to file this in advance if you wish. If you do not have enough Sick Time to cover the absence, your Vacation Time may be used, at your supervisor's discretion.

Option 3: Use your **Vacation Time**. You must file a **Leave of Absence Request** form in advance, and have it approved before your time off begins. Formal supervisor approval of the Leave of Absence Request is required before taking the leave in question!

When filling out the Leave of Absence, you should indicate what type of leave you are taking, and when you plan to return. You may also choose to use Sick Time (as appropriate) and Wellness Time, by indicating the number of hours to use from each on your Leave of Absence Request.

If your supervisor chooses to extend your Time-Off Allotment, they must do so on the request. Please note the Start Date, Return Date, Absence Duration, and Time-Off Allotment Use marked by your supervisor on the final form.

DISCIPLINARY WARNINGS AND ACTIONS

Violation of any company policies may result in disciplinary action, up to and including termination of employment/internship, and legal action if deemed necessary. This is at the ultimate discretion of management.

Any time a warning is issued or disciplinary action is taken, the employee will receive a written **Disciplinary Warning Notice**, describing the issue, the consequences, the plan for improvement (if relevant), and consequences of further infractions. This may be preceded or accompanied by a face-to-face meeting between the employee and management, at management's sole discretion.

Disciplinary Warning Notices are considered both *final* and *non-negotiable*. If you do not agree with any part of a Disciplinary Warning Notice you received, including the consequences thereof, you may be given an opportunity to discuss your concerns with management; however, you should understand that *this is not your right*.

Disciplinary action is at the discretion of management, and may include (but is not limited to) probation, unpaid leave, loss of privileges, docking hours or compensation, or even termination.

FORMAL GRIEVANCES

If you are experiencing a conflict with one or more co-workers, and it cannot be resolved informally, you may file a **Formal Grievance** within 15 days of the incident. This will facilitate resolution of the conflict by management.

In any situation, the goal of a Formal Grievance is to find a resolution to a conflict in the most peaceful and effective manner possible.

RESIGNATION

If you intend to resign entirely from your role with the company, you will need to fill out a **Resignation Request**.

If you are under an Intern or Staff Contract, bear in mind that under the terms of your contract, a resignation for any reason other than unforeseeable and unavoidable life circumstances may (and

usually is) counted as a *termination* (firing), instead of a resignation. Such a resignation cannot be rescinded, and the resigning employee permanently forfeits all benefits of employment.

CONFLICTS AND ACCOUNTABILITY

We strive to maintain constructive, professional, friendly communication between employees at all times – *in that order*. To that aim, our Code of Ethics, Community Rules, and company policies are strictly enforced.

Most of this is pretty self-explanatory, but because our communication style tends to be friendly and somewhat relaxed, it can be easy to overlook one aspect: **we are working in a professional environment** wherein, while we may generally be *friends*, we are not necessarily *peers*. Rank and management authority should be a factor in how we disagree and debate. Everyone is entitled to basic respect and civility, but superiors should be treated with additional respect; at our company, rank and authority are earned, never given.

Employees are always welcome to bring up matters they are concerned about. When doing so regarding a superior, it is helpful and important to remember that everyone is accountable to someone.

- Interns are accountable first to their internship supervisors, second to their other supervisors, and third to direct co-workers with higher rank.
- Journeymen (see “Seniority and Roles”) are mutually accountable to one another and to their superiors. The same is true of Seniors.
- Managers are specially accountable to one another. Leads and Assistant Leads have special authority to directly confront problems regarding each other, regardless of seniority and role. Second Assistant Leads, although they are in training, have similar authority to voice concerns.

In short, while you may voice concerns, you may not be responsible for holding the individual accountable. You can generally trust that person’s peers and superiors to handle accountability. (If you feel the issue is serious enough, you may choose to file a Formal Grievance.)

Managers have unique authority to address problems. It’s one of their primary roles. As a rule, **managers are encouraged to address a problem at the same scope it occurred**. For example, if an employee were disrespectful to a Lead in a private email, that should be addressed in private.

However, if the employee were disrespectful to the Lead during a meeting, they should be confronted during the meeting. With that said, **a manager always has the right to involve other managers**, at their sole discretion.

DRUG AND SUBSTANCE POLICIES

MousePaw Media is a drug-free workplace. As such, we prohibit the use of non-prescribed drugs or alcohol during work hours. If the employee comes to work under the influence of drugs or alcohol or uses drugs or alcohol during work time, the employee will be disciplined in accordance to the policy, up to and including termination.

Additionally, we strictly prohibit any and all smoking or any form of tobacco use during or within one hour prior to any work session or company-sponsored event which the individual is attending in person. This policy is intended to protect employees who are sensitive to these substances.

EQUALITY POLICIES

We have a zero tolerance policy for harassment in any form, including bullying, hazing, and discriminatory behavior. Everyone is entitled to the same basic and professional respect, regardless of gender, nationality, disability, religion, heritage, lifestyle, health, or beliefs.

Employees are **absolutely required** to report in writing any harassment they experience or observe to management. The issue **will** be investigated by management and appropriately dealt with.

By this same token, we do not tolerate anyone demanding special privileges, excepting reasonable accommodations. Equality means exactly that: *equality*. Everyone is held to the same standards of conduct and behavior.

We aim to comply with all Equal Employment Opportunity laws, policies, and regulations. If you need special accommodations for any reason, please contact **eco@mousepawmedia.com**.

EMPLOYMENT

ACCESS GROUPS

The MousePaw Media team is actually composed of three distinct **Access Groups**, each which is further subdivided. These are most distinctly seen on Phabricator and the company IRC channel.

- Contributor
- Trusted
 - Trusted Contributor
 - Informal Intern
 - Alumni
- Employee
 - Intern
 - Staff
 - Manager

On Phabricator, these access groups are designated by Projects; access controls are handled primarily by Spaces: Global, Trusted, Staff, and Management. What belongs in each Space is managed on Phabricator; we will not explore this here.

Contributor is the lowest access level, consisting of *unverified* volunteers. This is the default access group into which any new Phabricator and IRC account are placed.

- Can access **public** DevNet resources.
- Can access **Global Space** on Phabricator.
- Can talk in IRC channels.

Trusted is the second access level, consisting of *Trust Verified* volunteers. (See *Access Groups: Trust Verification*). It is composed of three subgroups:

- **Trusted Contributors** are contributors who have passed Trust Verification.
- **Informal Interns** are contributors who are enrolled in our Informal Internship program (see *Informal Internship*).
- **Alumni** are former employees; they are moved to this Access Group to eliminate policy requirements that would be unnecessary burdens upon them.

In most cases, Trusted individuals are granted community authority similar to regular employees, but lack the legal status and some advanced privileges.

Privileges at this level are:

- **Half-Op/Voice** on IRC (the “blue badge” on Hexchat).
- Can access **Trusted Space** on Phabricator.
- Permitted to access company Jitsi and Discord rooms.
- May have access granted to additional DevNet tools, as needed.
- For collaborative purposes, are considered on near-equal footing with staff.
- May be included on Team page on company website (as volunteer).

It is important to distinguish a few things that Trusted individuals *cannot* do:

- They cannot serve on Standards Board meetings.
- They cannot hold Roles under any circumstances.
- They are not granted official company logins (PawID) or email accounts.

Employee is the third access level, consisting only of current legal employees of MousePaw Media. The subgroups here correspond to the employee’s official Seniority and Roles.

Privileges at this level are:

- Official company email account and login (PawID).
- Permitted to access all resources on DevNet, via PawID.
- Can access **Staff Space** on Phabricator.
- **System-Op** on IRC.
- Employees are all considered effective community moderators.

TRUST VERIFICATION

There is presently no single formal method for Trust Verification. The basic principle is that Management is reasonably confident that the individual respects the community rules, will be a contributing member of the project, and would thereby benefit from the additional privileges.

Here are a few ways one can potentially earn Trust Verification:

- The individual’s trustworthiness is also known to a member of management,
- The individual demonstrates their trustworthiness as a Contributor,
- The individual has demonstrated their trustworthiness through participation in another healthy open source community.

ACADEMIC INTERNSHIPS

If an employee wishes to gain college credit as compensation for part or all of their internship (see *Compensation*), they must first complete and submit an **Academic Internship Request**. This must be submitted to the employee's Internship Supervisor and all concerned parties at the employee's academic institution.

The Academic Internship Request must be signed by...

- The Student/Employee who wishes to gain college credit,
- The Company Internship Supervisor,
- The Academic Adviser/Internship Faculty Adviser to the student/employee,
- The Internship Coordinator at the academic institution.

Where requested, each party should include their phone number and/or email address, for the reference of the other signing parties. A copy of the final, fully signed Academic Internship Request should be given to each of the signing parties.

The terms of the Academic Internship are laid out in their entirety on the Academic Internship Request, and are replicated below for reference.

By signing this form, you, the employee, confirm that you understand and agree to the following terms of the academic internship.

During the approved time period, you will be compensated solely in academic credit at your institution of enrollment. You must comply with both institutional and company policies regarding your academic internship; in situations where policies conflict, your company internship supervisor should be consulted. Once this form has been signed by all parties, no other compensation, including equity, will be provided to you by the company for any work completed between the Start Date and End Date indicated on this form; this cannot be canceled or retroactively amended.

Failure to complete learning goals, comply with policies, or otherwise fulfill the requirements of the academic internship WILL result in a failing grade. Neither your institution nor MousePaw Media are obligated to award a passing grade, nor an opportunity to repeat the Academic Internship.

INFORMAL INTERNSHIPS

When an outside contributor wishes to gain experience, but is unable or not yet ready to formally apply for the internship program, they may request to become an **Informal Intern**.

There are a few differences for Informal Interns, versus Staff Interns:

- They gain **NO** equity or college credit for their hours.
- They are **NOT** assigned an employee ID, PawID, or MousePaw Media email; they remain in the Trusted access group.
- They may **NOT** serve in any Role.
- They may **NOT** sit on the Standards Board.

However, Informal Interns *do* receive the following:

- Access to the same training materials as Staff Interns.
- A login to eHour, for reporting time.
- A formal Letter of Recommendation upon internship completion.

While Informal Interns are not employees, if they apply for and are hired by the company later, all time logged and work completed during the informal internship *will* be credited in terms of seniority. However, the company is not required to award them equity or college credit for this pre-hire time.

COMPENSATION

TYPES OF COMPENSATION

All employee work at MousePaw Media is *compensated* in one of two forms: **equity** and **college credit**.

Equity compensation is better known as “payment in shares.” Each employee works at an established rate-per-hour, but instead of receiving direct payment for their time, that amount is considered their **investment** in the company. When the company establishes, the employee will be granted financial shares entitling them to a percentage of the company’s net profits. This percentage is equivalent to the employee’s investment over the grand total of all investments in the company.

For example, if an employee works 240 hours at the rate of \$10/hour, they have earned \$2,400 in compensation. This amount is considered the employee’s investment in the company. Let’s imagine that when the company establishes, the total of *all* investments in the company is \$1M. \$2,400 over \$1M is 0.24%, meaning the employee is entitled to that percentage of the net profits for the life of the company.

College credit compensation works via formal internship agreements between MousePaw Media and an educational institution of which the employee is a student. Within this agreement, a **set number of hours** is to be performed by the employee and reported to the institution. Additional policies and requirements may be established by the educational institution.

For example, Whitworth University internships require 120 hours, with a minimum of 12 hours a week. The student cannot count training time towards these hours, and must be performing tasks which vary from their previous duties at the company.

MIXING COMPENSATION TYPES

Each hour worked can only be compensated in **one** manner. However, as we believe that *all* work should be compensated, it is common to be compensated partially in equity and partially in college credit.

For example, since Whitworth University does not permit a student to receive college credit for training time during an internship, this inevitable part of the job is compensated by us in equity.

To ensure accuracy of records, **the employee is required to record which time counts towards college internships**. This must be recorded in the daily descriptions for their official company time logs on eHour.

SENIORITY AND ROLES

At MousePaw Media, we draw a distinction between seniority – an employee’s experience level, and therefore their level of compensation – and roles, including leadership roles.

SENIORITY RANK

Seniority Rank establishes the level of experience of an employee, and defines the corresponding privileges and compensation. All departments follow the same basic seniority structure, although the criteria for promotion varies from one department to the next.

There are five ranks of seniority, although each department has unique titles for each level:

1. Intern I
2. Intern II
3. Journeyman I
4. Journeyman II
5. Senior

“Journeyman” is a traditional term which refers to a skilled worker who has completed an apprenticeship (or in our case, an internship), and is in the process of working towards a level of mastery. This is a very common term across multiple disciplines and industries, and while uniquely applied here, is the best descriptor for that rank.

Progression through these Seniority ranks are **strictly enforced**. Regardless of an individual’s skills and experience, they must start at Intern I and progress through to Senior through the processes and policies described herein.

Promotion through Seniority ranks is **non-competitive**, and is always initiated by the employee in question. Each promotion request is considered on an individual basis, without regard to the other promotion candidates. We have a few rules in place, to keep this system running smoothly:

- If an individual is qualified for Seniority promotion, it *will* be granted.
- Promotion to Journeyman II or Senior only occurs during January or July.

- If the budget does not permit all required compensation increases, the promotion itself will still be granted regardless. Compensation increases will be granted first-come-first-served as the budget allows until all required increases have been fulfilled.
- The condition of the employee compensation budget is strictly confidential during the months of December-January and June-July.

NOTE: At this time, we are still on a compensation-by-equity system. The above rules relating to compensation have been put in place as a formality, but are unlikely to be needed until we switch to a traditional compensation system later.

INTERNS

Generally, the only way into MousePaw Media is via the internship program. This ensures that all employees possess the same basic knowledge and skills before taking on certain roles. Even if someone wishes to enter in as a regular employee, they will be required to complete all the same training as an intern.

The internship is divided into two distinct “stages,” each being 120 hours. An internship checklist is provided, detailing all goals and requirements that must be met before promotion to Intern II and Journeyman I (internship graduation). All checklist items for Intern I must be completed before promotion to Intern II.

At the outset, each intern is assigned an **internship supervisor**, who oversees training, ensures the proper completion of assignments and goals, and ultimately verifies and approves advancement to Intern II and Journeyman I.

Individuals at the Intern I level must meet regularly in one-on-one sessions with their internship supervisor, either in person or via video chat.

- During the first month, meetings are weekly.
- After the first month, but prior to Intern II, meetings are a *minimum* of every other week. An internship supervisor may decide that meetings should continue to be weekly.

Obviously, one can take more or less than 120 hours to finish the Intern I checklist, but a minimum of 120 hours are *required* to leave this stage. They can, obviously, complete some items on the second checklist, but if too much is done out of order, it would indicate a serious problem with time and task management.

Intern I encompasses the first half of the internship. Only basic employee privileges are granted:

- Base Salary: Equity at \$10/hour.
- Time Allotments:
 - Vacation: 1 week per quarter
 - Sick: 1 week per quarter
 - Wellness: $\frac{1}{3}$ week per quarter
- Access to full staff network.
- Standard self-autonomy over assignments. (Still accountable to leads).

Intern II encompasses the second half of the internship. Upon reaching this stage, the employee gains the following privileges:

- Base Salary: Equity at \$10/hour. (Same as Intern I)
- Time Allotments:
 - Vacation: 1 $\frac{1}{2}$ weeks per quarter
 - Sick: 1 week per quarter
 - Wellness: $\frac{1}{3}$ week per quarter
- No longer required to meet weekly/bi-weekly with internship supervisor.
- Can serve on the Standards Board.
- Under certain circumstances...
 - May gain Repository Master privileges.
 - May be considered for Project Manager role.
 - May be considered for Second Assistant Lead role.

We provide the opportunity to individuals at the Intern II level to have leadership roles, as part of their internship experience. However, additional discernment is called for to ensure that the individual is prepared for the responsibility involved. In general, qualified and interested individuals at higher ranks of seniority are considered for leadership roles first, although this isn't always the case.

The official title for this stage depends on your department:

- Junior Developer (I/II)
- Apprentice Content Developer (I/II)
- Apprentice Designer (I/II)

Under certain circumstances, the “Junior” or “Apprentice” part of the title may be omitted out of respect for existing experience.

JOURNEYMAN

After graduation from the internship program, one is considered a Journeyman. This is also divided into two distinct “stages” - Journeyman I and Journeyman II.

Journeyman I gains the following privileges:

- Base Salary: Equity at \$12/hour.
- Eligible for Staff Contracts.
- Time Allotments:
 - Vacation: 2 weeks per quarter
 - Sick: 1 week per quarter
 - Wellness: ½ week per quarter
- May gain Repository Master privileges.
- May be considered for Project Manager role.
- May be considered for Second Assistant Lead role.
- Under certain circumstances:
 - May be considered for Assistant Lead role.
 - May serve as Internship Supervisor.

Journeyman II gains the following privileges:

- Base Salary: Equity at \$13/hour.
- Eligible for Staff Contracts. (Same as Journeyman I)
- Time Allotments: (Same as Journeyman I)
 - Vacation: 2 weeks per quarter
 - Sick: 1 week per quarter
 - Wellness: ½ week per quarter
- May serve as Internship Supervisor.
- May be considered for Assistant Lead role.

A single Journeyman checklist outlines all the criteria that must be met before graduation to the next stage, Senior. A certain number of criteria must be met before graduation to Journeyman II. This number varies from one department to the next, and is outlined on the checklist.

Journeymen are accountable to themselves, one another, and (obviously) their supervisors. Progress through the Journeyman checklist is the sole personal responsibility of the individual in

question – they alone decide what order to complete items, the timeline for completion, and the timing for applying for promotion.

A promotion request to Journeyman II or Senior will be objectively reviewed and verified by 2-3 individuals of higher seniority, including the department Lead.

The official title for this stage depends on your department:

- Journeyman Developer (I/II)
- Associate Content Developer (I/II)
- Associate Designer (I/II)

SENIOR

Senior is the highest formal rank of seniority at MousePaw Media.

Before graduating to Senior, an employee must not only complete the entire Journeyman checklist for their department, but also present a “Masterpiece” work demonstrating one’s best skill.

Being a Senior brings the following privileges:

- Base Salary: Equity at \$14/hour.
- Eligible for Staff Contracts. (Same as Journeyman I)
- Time Allotments: (Same as Journeyman I)
 - Vacation: 2 weeks per quarter
 - Sick: 1 week per quarter
 - Wellness: ½ week per quarter
- May be considered for a Lead role.

As the company grows, we’ll have more specific privileges for this level.

ROLES

Roles are formal positions of leadership which do not generally affect seniority or level of compensation. In many ways, Roles are related to *certifications*. After passing training and the accompanying tests, one may move in and out of the role as needed. Therefore, many employees may have a given certification, but only a limited number will be active in the role at one time.

The following roles exist at MousePaw Media:

- Lead
- Assistant Lead
- Second Assistant Lead
- Project Manager
- Repository Master
- Internship Supervisor

SELECTION PROCESS

Qualified employees are ultimately selected for Roles by management staff, while the decision whether to accept or decline rests with the individual in question. An employee may express an interest or willingness to serve in a Role, but the decision is still up to management.

In addition to the established prerequisite qualifications for a Role, an employee's work, conduct, reputation, and personal strengths and weaknesses are taken into account. Beyond this, there is no formal selection process.

MOTIVATION FOR STRUCTURE

Roles are intentionally disconnected from both seniority and compensation. This is intended to accomplish several goals:

- *Career advancement* is not an incentive for taking a role. This helps ensure that employees in leadership positions are there out of a desire to *lead*, rather than to *advance*; the latter motivation can poison effectiveness and ethics.
- An individual can step down from a role without affecting their seniority or compensation, thereby helping prevent *burnout*.
- Individuals with no interest in leadership are not hindered in their career advancement, and they are not forced into leadership roles they will not thrive in.

- The “baton” can be passed on more often; new leaders can step into roles and bring fresh ideas, while still being able to draw from the collective wisdom and support of still-present prior leaders.

CERTIFICATIONS

Most lead roles require special Certification as part of their prerequisites. We have three unique Certifications at MousePaw Media. Each of these can be achieved through completion of a computer-mediated examination, based on the appropriate written documentation training materials.

Leadership Certification covers the following topics:

- Thorough understanding of the company policies set forth in the Employee Handbook,
- Proper use of ECO forms, and
- Leadership communication skills.

Repository Master Certification covers the following topics:

- The MousePaw Media build systems,
- Git,
- Phabricator, Harbormaster, and Jenkins,
- C/C++ compilers and toolchains,
- CMake, Makefiles, and Make.bat
- Python virtual environments, and
- Packaging methods.

Project Manager Certification covers the following topics:

- Quantified Task Management,
- Project management techniques and methodologies, and
- MousePaw Media standards.

Once an employee has a Certification, it lasts for **five years**, after which point they will need to retake the Certification exam. This ensures their knowledge stays reasonably fresh and up-to-date. However, an employee may choose to review training materials and/or retake the Certification exam at any time.

LEAD

A Lead is the final authority in their department, and they have direct input into the management of all other departments.

Responsibilities and privileges include...

- Full authority over department.
- Authority to approve/deny Leave of Absence Requests.
- Authority to issue Disciplinary Warning Notices.
- Authority to approve/deny Internship Resignation Requests.
- Authority to terminate employees.
- Authority to access, create, modify, and delete company user accounts.
- Server administrators.
- Phabricator system administrators.
- eHour administrators...
 - Access reports.
 - Lock/unlock hours.
 - Amend time logs.
 - Administrate system.
- IRC founder OP.
- Repository Master (as needed).
- Access to the company's online accounts.
- Assists with hiring.

Prerequisite qualifications for this role are...

- Must have passed Leadership Certification. (Effective 2018-Q4)
- Must have Repository Master Certification. (Effective 2018-Q4)
- Must have passed Project Manager Certification. (Effective 2018-Q4)
- Must have served as Assistant Lead for at least three months. (Does not apply to owners.)
- Seniority of Senior.

ASSISTANT LEAD

An Assistant Lead is actively involved in running their department and directly assisting their Lead. An Assistant Lead must be at least a Journeyman I. A department usually has as many Assistant Leads as it has teams, but never more.

Responsibilities and privileges include...

- Effective top authority over department (delegated from Lead).
- Authority to approve/deny Leave of Absence Requests.
- Authority to issue Disciplinary Warning Notices.
- Phabricator administrator.
- eHour Manager
 - Access reports.
 - Lock/unlock hours.
 - Amend time logs.
- IRC full OP.
- Repository Master (as needed).
- Access to the company's online accounts.
- Assists with hiring.
- May act as full Lead in the event the Lead is absent.

Prerequisite qualifications for this role are...

- Must have passed Leadership Certification. (Effective 2018-Q4)
- Must have Repository Master Certification. (Effective 2018-Q4)
- Must have passed Project Manager Certification. (Effective 2018-Q4)
- Must have served as Second Assistant Lead for at least three months.
- Seniority of Journeyman I or higher.

SECOND ASSISTANT LEAD

A Second Assistant Lead is in training to become an Assistant Lead Developer. They have a subset of an Assistant Lead's authority, although they will often be involved in management decisions, especially for training purposes.

Responsibilities and privileges include...

- Authority over department (delegated from Assistant Lead).
- Phabricator administrator.
- eHour Reporting Manager
 - Access reports.
- IRC full OP.
- Repository Master (as needed).
- Assists with hiring.
- May act as full Lead in the event the Lead *and* all Assistant Leads are absent.

Prerequisite qualifications for this role are...

- Must have passed Leadership Certification. (Effective 2018-Q4)
- Must have Repository Master Certification. (Effective 2018-Q4)
- Must have passed Project Manager Certification. (Effective 2018-Q4)
- Seniority of Intern II or higher.

PROJECT MANAGER

By default, project management falls to the Lead or Assistant Lead with direct authority over that project. However, in some cases, it is more practical to delegate leadership to another staff member with more experience in a given project.

- Effective top authority on all project-related matters (delegated from Leads).
- Repository Master (as needed).

Prerequisite qualifications for this role are...

- Must have Repository Master Certification. (Effective 2018-Q4)
- Must have passed Project Manager Certification. (Effective 2018-Q4)
- Seniority of Intern II or higher.

REPOSITORY MASTER

A Repository Master is someone with elevated access and control privileges over the repositories and build systems. They are responsible for diagnosing and fixing problems with the version control software [VCS] (such as Git), build systems, mirrors, and continuous integration [CI] systems (such as Jenkins). They are also responsible for ensuring compliance with policies and coding standards. Finally, they help minimize bugs and prevent breakages and substandard code in protected branches (e.g. 'master' and 'stable' and release tags).

Although the majority of programming staff members have proper certification, only a few individuals are granted the Repository Master role at any one time. This ensures that policies are properly enforced, and simplifies the process by which problems are resolved.

Prerequisite qualifications for this role are...

- Must have Repository Master Certification (effective 2018-Q4).
- Must have reached at least Intern II rank.

It is important to note that **not all Leads and Project Managers are Repository Masters**. While all must have certification, some do not actively hold this role.

INTERNSHIP SUPERVISOR

An Internship Supervisor directly oversees and advises one or more Interns. **The MousePaw Media Internship Program relies on Internship Supervisors**; without their efforts, we would often not be able to hire more than one intern at a time. This role is unique in that it *does* generally include a small raise, because of the additional time obligations involved.

An Internship Supervisor is responsible for the following for their assigned Intern(s),

- Meeting with the Intern weekly/bi-weekly, according to Intern I program requirements,
- Assign the Intern to a project sector; occasionally assign tasks. (The Project Manager over the sector should generally assign tasks. On occasion, a Lead may assign a task directly.)
- Overseeing the Intern's completion of the Internship Checklist.
- Ensuring the Intern's compliance with company policy.
- Issuing Disciplinary Warning Notices, as necessary. (Leads may also perform this task.)
- Completing employee reviews for the intern.
- Reviewing and approving/rejecting...
 - Leave of Absence requests, (Leads may also perform this task.)

- Promotion Requests to Intern II or Journeyman I, and
- Academic Internship Requests,

Prerequisite qualifications for this role are...

- Must have passed Leadership Certification. (Effective 2018-Q4)
- Must have Repository Master Certification. (Effective 2018-Q4)
- Seniority of Intern II or higher.
- Be under a Staff Contract with a minimum time commitment of 6 hours/week.

Interns are assigned to Internship Supervisors by a department Lead. For an Internship Supervisor to have a particular Intern assigned to them, the following factors should be considered:

- The Internship Supervisor should have a minimum weekly time commitment of 4 hours/week per assigned Intern.
- The Internship Supervisor must work in the same department as the Intern.
- The Internship Supervisor should generally work on the same team or project as the Intern, although this is not strictly required.
- In general, the Internship Supervisor should not be a classmate, co-worker, or current friend of the Intern outside of MousePaw Media. This is intended to limit conflict of interest.

Internship Supervisors should ideally be prepared to continue the appropriate time commitment for a full year (four quarters), to minimize the possibility of an Intern's reassignment to a new Internship Supervisor. This is not a hard-and-fast rule, however, as reassignment may sometimes be unavoidable. In any case, Internship Supervisors should remain mindful of the impact a reassignment may have on an Intern, as well as on the new Internship Supervisor, who may need to dramatically change their schedule or work assignments to accommodate the reassignment.

HIRING

HIRING PROCESS OVERVIEW

All applicants to the Internship Program at MousePaw Media must follow the same process, without exception. In general, the Internship Program is the only formal way into the company. In the case of an exception, the CEO and COO should be consulted as to the appropriate process, as no other formal hiring process exists at this time.

The hiring process is as follows:

1. Application
2. Phone Interview
3. Challenge
4. Final Interview

INTERVIEWERS

The primary interviewer must be a Lead, Assistant Lead, or Second Assistant Lead. They are responsible for overseeing the interview process, ensuring compliance with ECO hiring policies, and assigning additional interviewers.

To participate in the hiring process, an employee must meet the following requirements:

1. Seniority of Intern II or later.
2. Standing of Good or Excellent.
3. Has signed the company Confidentiality Agreement.
4. Is not be a relative, employer, employee, coworker, housemate, or close friend of the candidate, either past or present. (This rule may be waived in regard to the CEO or COO.)

The primary interviewer must select at least one, but no more than three, additional interviewers to assist them in the hiring process. These interviewers must be present at the Final Interview, and will have a vote in the final hiring decision.

GENERAL EVALUATION AND INTERVIEW POLICIES

Interviewers should generally follow the pre-determined Interview outline for the appropriate department and interview. They may make a modified version of this outline prior to the interview. During the interview, they may choose to ask additional questions, or skip questions, at their discretion.

However, questions or statements about the following topics are *strictly forbidden* during interviews:

1. The race, ethnicity, heritage, or gender of the candidate.
2. The economic status of the candidate, except as it relates to their access to the equipment, facilities, and/or services (e.g. internet) necessary to perform their essential job functions.
3. The religious, cultural, or lifestyle identity of the candidate, including sexual orientation, except as applicable directly to (a) work habits, (b) work limitations, or (c) academic habits.
4. Any disabilities or physical limitations of the candidate, except as related to (a) work limitations or (b) necessary accommodations.

Note that an interviewer may find it necessary to approach these topics from a standpoint of evaluating the professional social sensitivity of the candidate, or of objective design and implementation considerations in regard to potential users. Care should be exercised at all times.

The following may **NOT** be used as direct factors in whether to hire a candidate:

1. Any disabilities or physical limitations of the candidate, except as related to their ability to perform essential job functions with reasonable accommodations.
2. The race, ethnicity, heritage, gender, or economic status of the candidate.
3. The religious, cultural, or lifestyle identity of the candidate, except as relates to the candidate's professional social sensitivity and ability to work with a diverse group of people.
4. Misdemeanor criminal convictions.
5. Felony criminal convictions older than five years, wherein the legal sentence has been completed, **EXCEPT** if the felony criminal conviction involves violent crime or crimes against children.

It should be noted that the above cannot be used as direct factors in either the **affirmative** or **negative** fashion; for example, one can neither be hired nor turned down on the basis of their ethnicity.

The following **CAN** be used as direct factors in whether to hire a candidate. This is not an exhaustive list:

1. The candidate's ability to perform essential job functions, with reasonable accommodations if necessary.
2. The candidate's legal ability work in the United States of America and the State of Idaho.
3. The candidate's access to the equipment, facilities, and services (e.g. internet) necessary to perform their essential job functions.
4. The candidate's verbal and written English skills.
5. The candidate's professional social sensitivity and/or ability to work with a diverse group of people.
6. Drug and substance use in the last six months, pursuant solely to our ***Drug and Substance Policies***.
7. Felony criminal convictions (a) which occurred in the last five years, (b) wherein the legal sentence has NOT been completed, and/or (c) involving violent crime or crimes against children.

DISCLOSURE OF REJECTION CAUSE

MousePaw Media is unique in that, in certain circumstances, we may disclose to a candidate the reason they are not hired. This is intended to aid candidates to the internship program in future job searches and interviews. **This is a complementary service, and we are in no way obligated to provide this information.**

If the candidate is rejected for any of the following reasons, the primary interviewer may disclose the reason in writing, at their discretion. They may choose to invite the candidate to reapply at a later date.

1. The candidate did not meet essential qualifications, or provide necessary materials after request (references, work history, etc.).
2. The candidate's technical or artistic knowledge does not meet essential requirements, Further study may be suggested.
3. The candidate's present schedule and/or obligations would likely prevent their success in the internship program.
4. The candidate's stated career goals or stated expectations of the program do not match up with the actual program.

5. There are no open positions in the program; for example, if only one position exists, and another candidate was selected.

APPLICATION PROCESS

Before a candidate may be considered for a spot in the MousePaw Media Internship Program, they must provide the following:

- The completed **MousePaw Media Internship Application**. This must include the following:
 - Their full legal name,
 - A valid phone number where the candidate can be reached,
 - A valid personal email address, preferably a non-institutional email address,
 - A minimum of two non-relation references, with a phone number and/or email for each,
 - Their work history, with up to the four most recent positions held,
 - A YES box on each of the three acknowledgments on the final page, above the signature line,
 - Their legal signature on the final page, on the signature line.
- A **personal résumé/CV** in PDF form.
- A **portfolio**, containing examples of their work in their relevant field; a personal online profile containing clearly marked original work is permissible, (e.g. GitHub, GitLab, Bitbucket, DeviantArt, YouTube),
- An **unofficial transcript** from their current institution, if the candidate is a currently enrolled student,

A **cover letter** is encouraged, but is by no means required.

At this point in the process, the primary interviewer should start a copy of the **Hiring Checklist** for the candidate.

All related resources should be stored in a named folder in the *Hiring* directory on Nextcloud; these resources should be retained, regardless of the outcome of the hiring process. The name of the folder should be *FirstLast*. If the portfolio was sent directly, it should be stored in a ZIP file; portfolios hosted on third-party sites should not be stored. Instead, the portfolio location should be noted on the Hiring Checklist. The application, résumé/CV, unofficial transcript, and cover letter should be printed and retained in the company files. (See *Administration: Filekeeping Conventions*).

Upon receipt of an application, a hiring employee should contact the candidate via email (sent from the internships@mousepawmedia.com email address) or phone (from the company phone number). This contact should communicate one of the following, as appropriate:

- If the application was incomplete, the missing resources should be requested.
- If the application was complete, but the hiring employee believes the basic qualifications are *not* met, the candidate should be politely informed that they were not selected for a position. Be sure to briefly thank them for their time and interest.
- If the application was complete, and the hiring employee believes the basic qualifications are met, a Phone Interview should be scheduled. (See *Hiring: Phone Interview*)

INTERVIEW PROCESS

PHONE INTERVIEW

A Phone Interview should be conducted with the candidate at a pre-scheduled time. At the scheduled time, the candidate should call the main company phone number and connected with the employee assigned to perform the Phone Interview.

At the start of the conversation, before beginning the interview, the interviewer should state the following: **“This interview will be recorded for reference and training purposes. Do you consent to this recording?”** If the candidate states consent, call recording should be started. At this point, the interview may proceed.

NOTE: When using Google Voice, which currently hosts our company phone number, you may start the recording by pressing “4”.

In rare circumstances, the Phone Interview may be conducted in person instead. In that situation, the interview should be recorded using a portable recorder or mobile device. The same consent should be requested as in a Phone Interview.

At the conclusion of the Phone Interview, the interviewer may take one of two actions:

1. Indicate that the candidate has been *accepted to the next phase* of the interview process. At this time, the Challenge may be described, and the Final Interview may be scheduled, at the discretion of the interviewer.

2. Inform the candidate that they will be contacted via email with regard to their status, and the next steps of the interview process, if any.

In the second situation, the interviewer should email the candidate within two business days as to their status in the interview process, and the next steps thereof, if any.

CHALLENGE

The interview process includes a Challenge, which the candidate completes independently. Each department has one or more Challenge(s), designed to demonstrate the candidate's essential abilities in regard to their chosen department.

The candidate should be emailed the PDF which describes the current Challenge(s) for the appropriate department. This PDF and its instructions should not be modified without the approval of the associated Department Lead; however, the date that the Challenge is due may be amended or modified by the interviewer, either in the PDF document itself, or the accompanying email. The due date must be no later than 24 hours before the scheduled final interview.

The candidate must complete the Challenge as described, and email their finished result to internships@mousepawmedia.com by the stated due date. The candidate is responsible for the proper delivery of this email.

Under ordinary circumstances, the sender would be notified immediately if a message delivery fails. The candidate would be responsible to contact the company in another fashion if anything prevents the delivery of the completed Challenge by the due date.

If the completed Challenge is not received by the due date, the application should be rejected, unless extraordinary circumstances beyond the candidate's control can be veritably proven. This is essential: in our experience, if an candidate is unable to meet this expectation, they will not perform the essential duties of the job.

CHALLENGE AND INTERVIEW REVIEW

All employees assigned to interview the candidate during the final interview should review the application materials, the Phone Interview recording, and the complete Challenge. In some cases, a formal Challenge Review form may be provided, in which case it should be completed independently by each interviewer from the relevant department(s).

Then, the interviewers should meet before the Final Interview, to finalize the interview questions and their order, and assign them to the different interviewers.

FINAL INTERVIEW

The Final Interview should be scheduled with the candidate at least a week in advance. It must be conducted at an approved location:

- The Well-Read Moose
 - 2048 N. Main St. Coeur d'Alene, ID 83835
 - Café area
 - Best for candidates in Coeur d'Alene, or coming from Moscow or Missoula.
- Barnes & Noble
 - 15310 E. Indiana Ave. Spokane Valley, WA 99216
 - Café area
 - Best for candidates from Spokane or Cheney.
- Whitworth University
 - 300 W. Hawthorne Rd. Spokane, WA 99251
 - Contact Whitworth Career Services to schedule space.
 - Alternative, meet in café in Student Union Building.
 - Best for candidates from Whitworth University.
- Starbucks on Ruby
 - 1310 N. Ruby St. Spokane, WA 99202
 - Best for candidates from Gonzaga University.

All interviewers should be present at least ten minutes prior to the scheduled interview, and should be dressed in business formal apparel. Each should have a printed copy of the interview questions which were decided in advance, a printed copy of their Challenge Review, and a notebook.

For programming and content development interviews, a single laptop containing their completed Challenge and the appropriate editing tools should be present for the candidate to use at appropriate times during the interview. For graphics design and mass communication interviews, a sketchbook, sharpened pencils, and an eraser should be provided.

The interview must begin at the scheduled time, and no sooner. If the candidate is late, this should be noted, although it is NOT an immediate disqualification.

HIRING VERDICT

At the conclusion of the Final Interview, the candidate may be asked to step away until called back, while the interviewers discuss their final decision. Alternatively, the candidate may be dismissed with an assurance of email contact within two business days.

For an candidate to be hired, all interviewers present must **unanimously** agree to hiring. The primary interviewer may override this vote only if they have reason to suspect a violation of ECO policy (see *Hiring: General Evaluation and Interview Policies*.)

If the candidate has not yet been dismissed, the interviewers may decide on a hiring verdict based on answers to additional questions, at which point the candidate may be brought back to the table for further discussion.

If the candidate is dismissed from the interview before being informed of the verdict, they should be informed of the decision via email within two business days of the interview.

POST-HIRING

If the candidate is hired, they should be given a copy of the Internship Contract they are to sign, either before leaving the interview, or via email within two business days. They should be informed upon receipt of the unsigned Internship Contract of the procedures and expectations of signing:

- Each page of the contract should be initialed and dated by the hiree where marked.
- The final page of the contract must be signed and dated by the hiree **in the presence of a notary public**. The contract must be notarized to be valid. (Most banks and credit unions provide free notary service, and many other institutions offer notary services for a small fee.)
- The contract must be scanned and returned via email **within two calendar weeks** of the hiree's receipt of the unsigned contract. The entire signed contract (all pages) should be emailed to internships@mousepawmedia.com.

It is still up to the candidate whether to ultimately accept the position. The individual's hiring should not be announced to the general staff until the candidate has signed and returned the signed Internship Contract.

If the candidate turns down the position, either explicitly or by failing to return the Internship Contract within two calendar weeks of receipt, the hiring process aborts immediately. If the candidate reapplies, they must start the process from the beginning. It is at the discretion of the primary interviewer whether to reconsider the candidate. **MousePaw Media is not obligated to repeat an offer of a position to anyone, regardless of prior hiring decisions.**

ADMINISTRATION

ADMINISTRATIVE CALENDAR

We operate on a **quarterly** calendar:

- **Q1: Jan-Mar.** Begins first Monday in January.
- **Q2: Apr-Jun.** Begins first Monday in April.
- **Q3: Jul-Sep.** Begins first Monday in July.
- **Q4: Oct-Dec.** Begins first Monday in October.

The first week of a quarter is dedicated as an **administrative week**, when all due administrative paperwork is updated and completed.

EMPLOYMENT STATUS

Every quarter, the following forms will be finalized for each active employee in the company:

- Employee Record, containing the employee's current personal information and employment status details.
- Quarterly Time report.

Employment Status consists of several pieces of information, most present on both forms mentioned above:

- Date Hired, also known as *Contract Date* in some older records.
- Date Graduated: either estimated (for post-dates) and actual date of graduation from the internship program.
- Present Contract Start/End: The start and end dates for the current contract, if any.
- Present Hour/Week Commitment: The number of hours per week the employee has committed to under their current contract, if any.
- Seniority (see *Seniority and Roles*)
- Standing (see *Standing*)
- Role(s) (see *Seniority and Roles*)
- Present Equity Rate: The equity rate for the employee, including any contract bonuses.
- Hours to Quarter: The current number of hours logged to the quarter end date.
- Equity to Quarter: The current amount of equity earned to the quarter end date.
- Academic Hours to Quarter: The current number of hours credited towards academic internships.

- Remaining Time-Off Allotments: Balance, credited, borrowed, and new time-off allotments, separated by type (Vacation, Sick, Wellness).

STANDING

Every employee has a Standing.

- Poor: Imminent danger of serious disciplinary action, up to or including termination.
- Moderate: Danger of disciplinary action if current warnings are ignored.
- Good: There may be warnings later if items in Employee Review are not addressed.
- Good*: Same as *Good*, but the employee is still considered to be on Special Review status (see *Employee Reviews: Special Review*).
- Excellent: There are no warnings issued to the individual.

EMPLOYEE REVIEWS

INTERN REVIEWS

Interns (Intern I/Intern II) shall receive two Reviews in the course of their internship:

- The first Review shall occur on the new quarter which occurs closest to their logging 60 hours (halfway through Intern I).
- The second Review shall occur on the new quarter which occurs closest to their logging 180 hours (halfway through Intern II).

Interns shall also use the Employee Review form for their department to complete a Self-Evaluation around the same time as their scheduled Review. Then, the Employee Review and Self-Evaluation will be discussed in a meeting between the intern and his/her internship supervisor.

EMPLOYEE REVIEWS

Employees with a Standing of *Good* or *Excellent* shall receive one Review per year, on the new quarter which occurs closest to their date of hiring. If the Employee has already received a scheduled (not specially-required) Review within the past six months, they shall not be scheduled for Review until the next year.

The following are optional for employees with this Standing:

- Employees may choose to use the Self-Evaluation at any time, but are not normally required to do so. A supervisor may, however, require an employee to complete a Self-Evaluation a maximum of two times within a year.
- Employees do not normally need to meet with a supervisor to discuss their Review. However, either the employee or the supervisor may request such a meeting.
- An employee may request up to one additional Employee Review a year.

SPECIAL REVIEW STATUS

An employee of any Seniority, with a Standing of *Poor*, *Moderate*, or *Good** (contrast *Good*), shall be considered to be on Special Review Status. In this situation, they shall receive an Employee Review every quarter until their Standing improves to *Excellent*. This means that, if an Employee improves from *Moderate* to *Good**, they shall still receive quarterly Reviews until achieving *Excellent*.

In this situation, the following rules apply:

- The employee shall be required to complete a Self-Evaluation around the same time as each Special Review. (These do not count towards limit on required Self-Evaluations for employees of *Good* or *Excellent* standing.)
- The employee shall meet with the supervisor to discuss their Special Review and Self-Evaluation for the current quarter.

FILEKEEPING CONVENTIONS

FORMATTING CONVENTIONS

1. Dates are formatted European-style: *DD MMM YYYY*. For example, *01 Jan 2018*.
2. Employee names are formatted *FIRST M. LAST*. For example, *Jason C. McDonald*.
3. Employee IDs follow the *FMLAST* convention. For example, *jcmcdonald*.
4. Completed forms are saved with the filename convention *employeeid-form-date*. For example, *jcmcdonald-LoA-01Jan18*.
 - a) If a form is waiting on two signatures, append filename with *_partial*.
 - b) If a form is waiting on a single signature, append filename with *_half*.
5. All official documents, including form templates, are formatted using the font “Cabin”. If a monospace font is required (such as on many spreadsheets), “Source Code Pro” is used.

Forms have the following standard abbreviations:

- App: Internship Application
- Del: Deletion Request
- DWN: Disciplinary Warning Notice
- Hiring: Hiring Checklist
- Chk: Internship/Journeyman Checklist
- LoA: Leave of Absence
- Grv: Formal Grievance
- Pro: Promotion Request
- Resig: Resignation Request
- Record: Employee Record
- Term: Internship/Employment Termination

FILE RETENTION

1. Completed forms should be retained in the secure, official *Employee Records* directory on Nextcloud. Access to this directory should be strictly limited to management who have signed the Confidentiality Agreement ([LZ](#) on Phabricator).
2. Hiring forms and files should be retained in the secure, official *Hiring* directory on Nextcloud. Access to this directory should be strictly limited to hiring staff who have signed the Confidentiality Agreement ([LZ](#) on Phabricator).
3. Within the *Employee Records* directory, a dedicated folder should be created for every employee. It should be named according to the employee ID.

4. Forms should be filed under the appropriate employee folder.
5. If multiple files are related to a single form (such as *_half* files) , all related files should be grouped in a dedicated subfolder. The subfolder should be named according to the form naming file conventions.
6. Within the Hiring directory, a dedicated folder should be created for every application. It should be named according to the convention “*FirstMLast*”.
7. In hard copy records, hiring records for hired candidates should be stored in the dedicated employee folder. Hiring records for rejected candidates may be stored in a single folder labeled “Rejected Candidates”.
8. A printed copy of each final form should be retained in hard copy records, maintained at the main office for MousePaw Media, with the following exceptions:
 - a) Deletion Requests do not need to be printed or retained in physical form.
 - b) Employment Status reports older than one year (four quarters) may be destroyed.
 - c) Hiring records for rejected candidates may be destroyed at the hiring manager’s discretion, as long as a minimum of three years (twelve quarters) has elapsed since the latest application date. (Digital copies should be retained indefinitely).
9. Discarded physical records should be securely destroyed.

ADDITIONAL COMPANY POLICIES

In addition to the aforementioned policies and regulations, the following policies are enforced at MousePaw Media.

COMMUNICATION

1. All company-related communications should take place via the MousePaw Media Staff Network whenever possible.
2. Every interoffice email should be read, replied to (within reason), and retained.
3. Company email should be checked every day.
4. Phabricator should be checked every work day.
5. Employees should be present in the company IRC room during work hours (as possible). Additionally, employees are encouraged (although not required) to be present in the IRC room whenever practical, to facilitate communication with coworkers and outside contributors.
6. Before you send an email, consider whether the conversation belongs on Phabricator...
 - a) Discussions regarding **Maniphest Tasks** should be in the item's comments.
 - b) Discussions regarding **Calendar Events** should be in the item's comments.
 - c) Discussions regarding **Pholio Mocks** should be in the item's comments.
 - d) Discussions regarding **Differential Revisions** should be in the item's comments.
 - e) Discussions regarding a particular **Diffusion Commit**, but not warranting a Maniphest Task (e.g. bug reports), should be in the item's comments; optionally, you may choose to "Raise a Concern" using that interface.
 - f) **Technical questions** and **open discussions** should be posted to **Ponder**; alternatively, **Slowvote** may be used for polls.
7. Every staff member should have webcam and microphone capability, to facilitate live chat.
8. Video chat should be used whenever possible for long-distance meetings, to promote better communication. Audio-only chat may be used whenever video chat is not available or technically feasible.
9. Video chat meetings should take place on the company Jitsi room, except...
 - a) If Jitsi is not available or reasonably functional, the company Discord room or Google Hangouts may be used.
 - b) If the meeting is in person, this policy does not apply.

SCHEDULING AND TASKS

To ensure clear and coherent time and task management, we enforce the following policies:

1. Official events must be posted on Phabricator Calendar.
2. Employees should Accept or Decline each Calendar Event they are invited to *in advance*.
3. Official tasks and deadlines must be posted on Phabricator Maniphest.
4. “The Rule of Tasks”: If the goal won’t be completed in the next ten minutes, make a task.
5. Task maintenance is the responsibility of the person assigned to the task; if no one is assigned, it is the responsibility of the task creator.
6. Tasks must include:
 - a) The four QTM Measures,
 - b) The present Status (e.g. Pending, In Progress, Completed, Rejected),
 - c) Tags for the department, project, and (if relevant) team.
7. All staff should have regular “office hours”: specific hours they are regularly available each week. These should be listed on one’s Phabricator profile, using the “Office Hours” field, and strictly kept up-to-date.
8. Exceptions to stated office hours (7) should be published to the Phabricator Calendar.

SECURITY

1. At no time should any staff member give out his/her company login credentials, including passwords, under any circumstances.
2. Staff members are responsible to maintain the security of their account and all company accounts to which they have access. This includes...
 - a) Signing out of company-related accounts before allowing another individual access to the computer they were using.
 - b) Storing their password in a secure, private location. In-browser password managers are strongly discouraged; storing the password in plain text in *any* fashion is absolutely forbidden.
 - c) Properly securing other company-related credentials, including SSH private keys and GPG encryption keys.
 - d) Properly securing and restricting access to any and all computers and devices which contain or otherwise provide direct means of accessing confidential company resources, records, and/or accounts. (For example, this would include a laptop which automatically synchronizes files from the company Nextcloud).

3. At **no time** should any staff member ever change their own password. Company passwords are assigned by the IT department, and are stored in secure, encrypted records. If you need a new password, contact the IT department at **hawksnest@mousepawmedia.com**.
4. At no time should any MousePaw Media employee access any part of their account using Microsoft products.
5. Potential, possible, and suspected account security breaches should be reported ***immediately*** to **hawksnest@mousepawmedia.com**. This includes theft of any device regularly used for work – given physical access to a machine, it is possible to for someone to defeat all other local account security measures.
6. Management and the company IT staff may access any MousePaw Media account, without warning and at their discretion, for purposes of security, safety, and maintenance.
7. Any staff member with access to employee and/or hiring records must first sign the Confidentiality Agreement (Phabricator Legalpad L7).

CONFIDENTIALITY AND SOCIAL MEDIA POLICY

1. Company files and intellectual property may *not* be shared outside of the company for any reason, with the exception of open-source and Creative Commons licensed material, without the written permission of the relevant department Lead.
2. Internet postings should not disclose any information that is proprietary to the company or which was disclosed confidentially to the company by any third-party.
3. Any commentary on any aspect of the company's business by an employee should include a clear identification as an employee, and a disclaimer that the employee's views do not necessary reflect the views of the company.
4. Company logos or trademarks should not be included in internet postings on any account not officially maintained by MousePaw Media without written permission of the relevant department Leads.
5. Employees should not present themselves as company representatives if they have not been granted that authority in writing by the company. They should neither claim nor imply they are speaking on the company's behalf.
6. The company reserves the right to request that certain subjects are avoided, and that internet posts and comments relating to the company are withdrawn.
7. The preceding social media policies apply to multi-media, social networking websites, blogs, online communities, chatrooms, and wikis for both professional and personal use.

MISCELLANEOUS

1. Official company documents should comply with the following policies:
 - a) They should be created in LibreOffice and saved in the appropriate OpenDocument Format.
 - b) Copies of the editable OpenDocument Format files should be stored on Nextcloud.
 - c) Read-only copies of the files should be saved in PDF format.
 - d) The font “Cabin” should be used for all documents. “Liberation Mono” or “Source Code Pro” may be used where a monospace font is required.
2. Employees may choose to fill out the form using digital tools, but they *must* sign their name by hand – either using a graphics tablet or by printing, signing, and scanning the document. (The application “Xournal” may be used to digitally fill out and sign a document.)
3. At least one hard copy of any completed form or contract must be printed and retained in company records. A digital copy must also be maintained in the appropriate secure company Nextcloud folder.
4. It is only possible to remove data from Phabricator using special administrative tools. To request data to be deleted from Phabricator, a Deletion Request form must be submitted.

DEPARTMENTAL POLICIES

In addition to the company-wide policies, each department has additional formal policies. These policies are enforced alongside the official company Standards.

CONTENT DEVELOPMENT

1. The following content must be stored, tracked, and maintained on the appropriate Git repositories:
 - a) Official scripts and game draft, which are maintained using Sphinx.
 - b) All text-based game content, including related XML and code files.
 - c) All graphical content which will be packaged as-is with the game content files. This should be in .PNG or .PNG32 format.
2. Changes to repository-tracked text-based content must first be posted to a Differential Revision and appropriately reviewed and approved. Repository Masters are exempt from this rule at their discretion, but are encouraged to follow it when possible.
3. **Every work day**, all repository-tracked content work must be uploaded to an appropriate Differential Revision.
 - a) Reviewers may be omitted from the Differential Revision until you are ready for review.
 - b) Before a Differential Revision is landed, it must meet all of the criteria outlined in Phabricator Paste P1.
 - c) You must link your relevant Maniphest Tasks to your Differential Revision.
 - d) Repository Masters are exempt from this rule at their discretion, but are encouraged to follow it when possible.
4. All documents should be created and maintained using LibreOffice, and saved in the appropriate OpenDocument Format. Copies of these documents should be stored in the appropriate folders on Nextcloud.
5. Any work uploaded to Nextcloud should be placed in your assignment folder, which should be shared with your department. Subfolders may be created within your assignment folder to further organize your work.

DESIGN AND PRODUCTION

1. All design files, including project and resource files, should be stored in the appropriate folders on Nextcloud.
2. Graphics which are ready for review, or needed for reference, should be posted on Phabricator Pholio in lower resolution (no more than 1000px in any direction). Specific upload exceptions may be made by department supervisors.
3. **Every work day**, all design work must be uploaded to Nextcloud.
4. Any work uploaded to Nextcloud should be placed in your assignment folder, which should be shared with your department. Subfolders may be created within your assignment folder to further organize your work.

PROGRAMMING

1. All code must be stored and tracked using the official company Git repositories, which are managed and accessed via Phabricator Diffusion. GitHub is only to be used for mirrors.
2. Changes to code must first be posted to a Differential Revision and appropriately reviewed and approved. Repository Masters are exempt from this rule at their discretion, but are encouraged to follow it when possible.
3. Bug reports and feature requests must be logged and tracked on Phabricator Maniphest.
4. **Every work day**, all coding work must be uploaded to an appropriate Differential Revision.
 - a) Reviewers may be omitted from the Differential Revision until you are ready for review.
 - b) The tags “nobuild” and “notest” may be included in the Differential Revision’s Subscribers field to prevent Jenkins from building and testing the code (respectively) until you’re ready for each.
 - c) A single Differential Revision should cover one basic feature, and/or any number of bug fixes.
 - d) Before a Differential Revision is landed, it must meet all of the criteria outlined in Phabricator Paste P1.
 - e) You must link your relevant Maniphest Tasks to your Differential Revision.
 - f) Repository Masters are exempt from this rule at their discretion, but are encouraged to follow it when possible.
5. Internal documentation should be maintained on the appropriate Phabricator Phriction wiki page(s).
6. External (end-user) documentation should be maintained via Sphinx on the appropriate Git repository.

COMMUNITY RULES

ENFORCEMENT

Because MousePaw Media is an active open-source community, we have established public Community Rules. All community members, whether staff, formal volunteer, or outside member, are expected to know and abide by these rules.

The current official version of the Community Rules can always be found at mousepawmedia.com/communityrules. These have also been printed within this document. All users are also required to digitally sign a copy of these rules before they can use Phabricator.

The Community Rules shall be strictly enforced. All staff members have the right to act as community moderators, deferring only to seniority and management.

All disputes by staff about Community Rules must be presented *in writing* to eco@mousepawmedia.com. Leads have the final authority to determine whether the dispute should be addressed; if it is, it will be formally presented to the Standards Board.

COMMUNITY RULES

NOTE: We try to follow the Ubuntu Code of Conduct (<https://www.ubuntu.com/about/about-ubuntu/conduct>). Many of the points below are derived from that document.

By using any part of the MousePaw Media Development Network, including DevNet and the MousePaw Media IRC channels, you agree to abide by our community rules.

RESPECT: Everyone is entitled to basic respect, period. Assume the best, aim to resolve conflict, and treat others the way you want to be treated. Harassment, hate speech, bullying, "flaming" and "trolling" will not be tolerated in any form.

RESPONSIBILITY: Mistakes are a natural part of growth. Each individual in the community should be honest about and willing to learn from from these mistakes.

COMMUNICATION: Don't be shy about sharing ideas, asking questions, or expressing concerns; also, please respect others' right to communicate the same.

QUESTIONS AND ANSWERS: If you don't know something, please ask for help! We are all growing and learning. Meanwhile, please don't answer questions in a rude or flippant manner.

COLLABORATION: We welcome your ideas and collaborative efforts. Please remember that our projects are the culmination of many ideas. Regard the contributions of others with the same value you place on your own.

STEPPING DOWN: Your participation is voluntary. If you decide you don't want to be involved in a project anymore, that is your right. However, please be considerate in how you step down, so as to minimize disruption to the project.

LANGUAGE: We ask that our community members not use crude or foul language (i.e. profanity, racism, etc.). This includes "obfuscation" of such language, such as through substituting symbols for the letters. This rule helps keep our communication friendly, and promotes use of *real* words to express ideas.

CONTENT: We ask that our community members do not post any content which is "NSFW" (not safe/appropriate for work), "mature audiences only," or otherwise stronger than a "PG" rating. This includes material which is violent, sexual, or encouraging illegal activity.

NO LITTERING: Please don't create posts or other content which serves absolutely no purpose to the project. Fun, humor, and occasional off-topic talk is welcome (especially in comments and chat) as long as we're getting the work done, but please don't clutter up the network with useless noise. On Phabricator, use appropriate tools (such as Tokens) for giving generic feedback; use comments for more specific feedback.

NO VANDALISM: Do not attempt to deface, remove, or otherwise destroy your contributions, or the contributions of others. (This does NOT include revision or removal of comments.) If you need something removed, contact an administrator.

NO CRACKING: We have set various security measures and permissions controls in place throughout our network. Do not tamper with these or attempt to break them; doing so is a serious violation, generally resulting in immediate and permanent removal from the community.

NO ADVERTISING: You may not post anything designed solely to promote another website, product, service, or the like. You *MAY* post links and/or information relevant to a conversation. The line between relevance and promotion is highly contextual, and is ultimately up to the discretion of the moderators.

NO SCRAPING: You may not collect bulk information about our staff or community members by any means for any reason.

YOUR ACCOUNT: You are solely responsible for the maintenance and operation of your account in compliance with these rules. If you believe your account has been compromised, contact us at developers@mousepawmedia.com.

MODERATORS: All MousePaw Media staff have the full authority of moderators in all cases. Their decision shall be considered final - modification and reversal of decisions are internal company issues. As such, do not dispute staff decisions publicly. In the event of a conflict between staff and community members, contact an administrator (such as Jason C. McDonald [jcmcdonald] or Anne McDonald [ajmcdonald]) privately.

OUR RIGHTS: The MousePaw Media Development Network is operated and run by MousePaw Media. As such, we as a company retain the exclusive rights of full control over all aspects of the Development Network, including...

- The right to add, modify, and remove any content as we see fit.
- The right to add, modify, and remove features and access to features on the MousePaw Media Development Network as we see fit.
- The right to add, modify, access, deactivate, and/or remove any accounts on the MousePaw Media Development Network.
- The right to revise these rules as we see fit.

STANDARDS GOVERNANCE

STANDARDS

MousePaw Media operates under a carefully curated set of **Standards**. These are *living documents*, meaning they are regularly reviewed and revised to meet the needs of the company.

The current official version of the Standards can always be found at standards.mousepawmedia.com. This is always the version that is enforced.

The following are formal Standards at MousePaw Media:

- Commenting Showing Intent [CSI]
- Live-In Testing [LIT]
- Quantified Task Management [QTM]
- Coding Standards
- Licensing Standards
- Technical Standards

The following standards are pending finalization. Enforcement is at the discretion of the department Leads:

- Content Standards
- GIMA (Graphical Interface for Maximum Accessibility) Design Standards
- Ethical Standards
- Technical Design Standards

The *current proposed draft* of the Standards can be found at mousepawmedia.net/standards. All other standard notes and drafts can be found on Phabricator Phriction, under Standards.

STANDARDS BOARD

The Standards Board is responsible for reviewing, revising, and maintaining all formal written documents of governance. This includes Standards, Community Rules, ECO Policy, Company Policy, and the Employee Handbook.

COMMITTEES

The Standards Board consists of four distinct Committees:

The **Administrative Committee** oversees:

- Community Rules
- Company Policy
- ECO Policy
- Ethical Standards
- Licensing Standards
- Software Standards

The **Programming Committee** oversees:

- Coding Standards
- Commenting Showing Intent [CSI]
- Company Policy: Programming
- Live-In Testing [LIT]
- Quantified Task Management [QTM]
- Software Standards
- Technical Standards

The **Design Committee** oversees:

- Company Policy: Design+Production
- Design Technical Standards
- Graphical Interface for Maximum Accessibility [GIMA]
- Software Standards

The **Content Committee** oversees:

- Company Policy: Content Development
- Content Technical Standards
- Educational Standards

- Software Standards

STANDARDS PUBLICATION

Standards are officially published in three major places:

This **Employee Handbook**, which contains:

- Community Rules (also published online)
- Company Policy
- ECO Policy

The **Standards Documents** (standards.mousepawmedia.com), which are maintained in our rSTD Git repository. These contain all public standards:

- Coding Standards
- Commenting Showing Intent [CSI]
- Licensing Standards
- Live-In Testing [LIT]
- Quantified Task Management [QTM]
- Technical Standards

We use **Phabricator Phriction** for some internal standards, as well as anything pending official publication. We are working on phasing out use of Phriction for official standards publication.

Currently, it contains:

- Content Technical Standards
- Design Technical Standards
- Educational Standards
- Ethical Standards
- Graphical Interface for Maximum Accessibility [GIMA]
- Software Standards

STANDARDS BOARD REGULATIONS

1. The Standards Board Committees are formed at the start of each quarter. Membership criteria and rules are as follows:
 - a) The Administrative Committee consists of all department leads (all levels). Other members must be invited by a lead.

- b) Other Committees consist of the relevant department leads (all levels). Other department staff member with seniority Intern II or higher may volunteer for the committee.
 - c) No more than five members may sit on any one Committee at a time, with the exception of the Administrative Committee.
 - d) Prospective Committee members must attend the first schedule Committee meeting of the quarter, or else be excluded from the Committee for the duration of the quarter. Exceptions may be granted to members of the Administrative Committee.
 - e) After the initial meeting, Committee membership is locked for the duration of the quarter, except if altered by three-quarters majority vote of said Committee.
2. Proposals should be written in advance of the meeting, although expansion or modification thereof, or alternative proposals, may be presented during the meeting or afterwards.
 3. After initial discussion, the final modified Proposal must be put up for a formal vote during the meeting. The possible actions are:
 - a) A Proposal may be **Approved**, at which point a date of action may be set.
 - b) A Proposal may be **Pending**, which will delay the final vote until a specific date later in the quarter.
 - c) A Proposal may be **Postponed**, which will schedule it for re-presentation to the Committee at a specific later date (or specific condition).
 - d) A Proposal may be **Rejected**.
 4. The final modified Proposals, their statuses, and their dates of adoption should be published on Phame within three days after the Committee meeting.
 5. Approved Proposals should be officially published no later than three days after their date of adoption.
 - a) Official publication of the Proposals should be reviewed and approved by the Committee which passed the Proposal.
 - b) Official publications must contain a formal Changelog, detailing all changes and their date.
 6. Only current Committee members may vote on Proposals. Other staff members may submit formal comments to developers@mousepawmedia.com, but the Committee is not obligated to consider those comments.
 7. "Robert's Rules of Order" are recommended for Committee meetings, but are not required.

CHANGELOG

6 June 2018

- Major revisions. Updated entirety.

12 January 2018

- Standards Board: Updated entirety.

03 January 2018

- Communication: Updated 5
- Scheduling and Tasks: Added 7, 8
- Miscellaneous: Updated 2; added 4
- Design and Production: Updated 1, 2

**THIS DOCUMENT IS MAINTAINED BY THE
MOUSEPAW MEDIA STANDARDS BOARD**

**QUESTIONS, CORRECTIONS, AND SUGGESTIONS SHOULD BE SENT TO
ECO@MOUSEPAWMEDIA.COM**