



# **EMPLOYEE HANDBOOK**

...did we just become best friends?

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## INTRODUCTION

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### **Welcome to Our Company!**

We are Dash. We like to hustle. We like getting shit done. We also like having a lot of, sometimes too much, fun. Good news - as one of our first hires, you're going to heavily influence the culture of our company, and we think that's awesome! Thanks for joining the crew and welcome to #teamdash!

### **Background / History**

Jeff and Gennady met at Rutgers University back in 2008 while living on the same floor of a dorm. Both were working on separate small businesses of their own. Jeff started a web development company called Envious, that built website for an array of large, medium, and startup businesses. Gennady was importing defensive equipment for local police departments from overseas. Long story short... they ended up living in a house with sixteen other guys senior year... yep... one-six, sixteen. It was managing the chaos of that house that they realized they were not only good friends but also a good team. Jeff left a ton of credit cards behind at Rutgers bars. Gennady hated waiting for the waiter after finishing meals. Both ended up in NYC after graduating. They were out to brunch on New Years Day 2011, after an eventful night, when they conceptualized the idea for Dash.

Soon after they decided to file a patent for the technology, and began building the first version of the app. After being accepted into a mobile accelerator program (Prolific, those guys ROCK), they both quit their full time jobs and devoted all of their energy to building Dash. Lots of ramen noodles and twenty hour work days later, they had something. They created a mobile app that was launched in various NYC restaurants, assembled a killer team of advisors and consultants, and they raised their first round of venture capital to continue building the company. The two have a vision to make everyone's time out with friends more enjoyable, whether it be picking the best place to go, helping to get there, or paying on the way out.

### **Handbook Purpose**

While this book is not intended to be a book of rules and regulations, it does include some important guidelines to follow. As Dash continues to grow, we hope that these principles will serve each new person joining our ranks. This book will not answer every question you may have, nor would we want it to restrict the normal question and answer interchange among us. We just want to help you get a feel for who we are and what we are all about. This book was written by people who've been where you are now, and who want to make your first few months here as easy as possible. Your success is our success. Ja feel?

## LETS GET THIS PARTY STARTED

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### **Before You Get Here**

Paperwork - Expect an email from our HR team with some paperwork to be locked and loaded before your first day. It's all the standard stuff, and a quick turnaround would be greatly appreciated to help expedite your on-boarding!

**Social Media** - Make sure to update your social networks with your new role at Dash. Many of our employees have come through our online exposure and through the existing network of awesome people at Dash.

- Facebook - <https://www.facebook.com/paywithdash>
- LinkedIn - <https://www.linkedin.com/company/3092210>
- AngelList - [angel.co/pay-with-dash](http://angel.co/pay-with-dash)
- Twitter - <https://twitter.com/paywithdash>

### **Your First Day**

Everyone that has ever started a new job has felt some pre first-day nerves. We want to make your first day as stress-free as possible. Here's a rough outline of what you can expect when you enter the Dash doors for the first time:

Morning - Your team lead will guide you through a meet and greet with the rest of the Dash team. After some small talk, you'll be left to your own devices (literally) to get your workstation set-up.

Afternoon - Off to lunch with a few members of your team to a local Dash spot! Lunch beer encouraged.

Post-Lunch - You will spend the rest of your afternoon one on one with your team lead. The goal is to get you comfortable with what your day to day routine will be, and to give you the low down on as much Dash related material as possible. You should come out of this session feeling ultra comfortable with what lies ahead!

### **Doin' Hoodrat things, with my Hoodrat Friends**

Welcome to our hood. Below are a few of our favorite spots to eat/drink...

- ★ **Whole Foods \$\$** - Grocery  
250 7th Avenue, New York, NY 10001  
<http://www.wholefoodsmarket.com/stores/chelsea>  
-A place with natural "whole food" but it's really expensive. Also known as "whole paycheck".
- ★ **Sweetgreen \$\$** - Salads & Such  
1164 Broadway (btwn 27th & 28th)  
<http://sweetgreen.com/>  
-The basic bitch's bff. (But really just a kick ass salad.)
- ★ **Chipotle \$** - Mexican Grill  
283 7th Ave (btwn 26th & 27th)  
[www.ifyouhavetoaskyouwillneverknow.com](http://www.ifyouhavetoaskyouwillneverknow.com)  
- A heavenly food experience involving burritos, tacos, quesadillas, burrito bowls, etc...  
Can ease stress of bad days, yet also leave bystanders betting on your delivery date.  
But that is alright. Because Chipotle, you are worth it.

- ★ **Slattery's Midtown Pub \$\$** - Dash/Irish Pub  
8 East 36th Street #3, (btwn 5th & Madison)  
<http://slatterysmidtownpub.com/>  
- Nachos Grande & Goose Island.
- ★ **Melt Shop \$** - Grilled Cheese Shop  
55 W 26th St (at 6th Ave)  
<https://www.meltshop.com/>  
- Just trust me on this one.
- ★ **Eataly \$\$** - Italian/Grocery  
200 5th Ave (btwn 23rd & 24th)  
<http://www.eataly.com/nyc/>  
- Oh you fancy, huh?
- ★ **Gustorganics \$** - Dash/Vegetarian Delight  
519 Avenue of the Americas (at 14th St)  
<http://gustorganics.com/>  
- For when you're craving "trendy & expensive things" like kale & quinoa drizzled w/ truffle oil.
- ★ **Shake Shack \$** - Burgers & Fries son  
E 23rd St & Madison Ave  
<https://www.shakeshack.com/home>  
- Arguably the best hamburger joint in NYC, and your hangover's dream come true.
- ★ **Tres Carnes \$** - Tex Mex  
688 6th Ave (btwn 21st & 22nd)  
<http://trescarnes.com/>  
- Think Chipotle meets Texas BBQ (see Chipotle.)

## SETTLING IN

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### Teams, Hours, and Office Environment

#### Teams

At Dash, we like to consider ourselves one big team, but the groups listed below will help you differentiate projects grouped by core focuses. Although people at Dash don't necessarily have fixed job descriptions or limitations on the scope of their responsibility, they can and often do have clarity around the definition of their "job" on any given day, which molds to fit the needs and goals of the entire group. The description changes as requirements change, but the temporary structure provides a shared understanding of what to expect from each other.

- **Product** - The product team turns dreams into reality (usually). Code, code, and more code, and sometimes even fireworks. We've been a product driven company since day one, and strongly believe that our greatest asset is a kick ass product offering. It's in our DNA to treat the code we ship with the utmost level of attention. We are what we deliver to the AppStore.
- **Sales** - The sales team's primary function is to expand the Dash platform. If we don't have an amazing group of merchants accepting Dash, then we're unable to provide the

value we promise to our loyal users. The sales team is pounding phones and hitting the streets all day every day in an effort to help Dash takeover new cities and build a truly unbelievable network of Dashstablishments™.

- **Operations** - The Ops team consists of a handful of smaller groups that keep things running smoothly at Dash. The implementation team helps get our new venues set-up on the platform, our account management team helps support existing merchants, the support team helps keep everyone interacting with Dash as happy as possible, and our fraud mitigation team helps catch and eliminate any payment related losses. This team is truly the oil that keeps the Dash machine running smoothly.
- **Marketing** - One of the greatest misconceptions is that if you build it, they will come. Our marketing team is responsible for educating new people about Dash. This typically consists of a multitude of digital and on-premise strategies, press releases, and events. You can often hear them blabbing about Mixpanel, KPI's and cohort data. #paywithdash #cantstopwontstop
- **Management** - The management and executive team has one function - give each of the previous mentioned groups the resources they need to thrive. By having the right resources and flexibility to act independently, we're able to accomplish an incredible amount of growth in a very short period of time.

### **Team Leads**

Every team has a lead. A lead serves the team by acting as a clearinghouse of information. They're keeping the goals of each project at Dash in mind so that team members can use them as a resource to check decisions against. You should feel confident discussing a wide range of topics with your lead. They are here to help you with everything from project ideas & concerns to workplace affairs & involvement. Think of them as a combination between your high school guidance counselor, a Microsoft Encarta CD from 1996, and Keanu Reeves in the first Matrix.

### **Hours**

The Dash team works from 10am through 6:30pm, but you will often find your co-workers showing up early or leaving later. That's because we're all on a mission to succeed as a team, which means that the hours we work are way less important than making sure that we're being supportive to our projects and co-workers. No need to rush in, no need to rush out. L train down? Doctors appointment? Cronut craving? Just inform your Team Lead & no problem here. Unless you show up pastry-less (seriously though). It's almost as if Peter Parker shot his magical spidey web all over Manhattan, rounded up the few understanding New Yorkers, & handed them all a Dash hoodie.

### **WHYPHY**

/ˈwɪ fi/ (Wi-Fi)

verb

the act of working hard? yes. playing hard? yes.

The thing we work hardest at is hiring good people, so we want them to stick around and have a good balance between work and family and the rest of the important stuff in life. Our unlimited PTO policy, yes - unlimited, gives our employees that freedom. Vacations provide a benefit to both the company and the employee. Enjoy yourself! That tan's not going to base itself. As long as your team lead approves your time out of office, you're free to take as much as you need.

### **Office Environment**

Considering we all spend the majority of our weekly hours in the office, we want you to be as comfortable as possible. Don't freak out if the kitchen is fully stocked or the community couch is fit for a king. All these things are here for you to actually use. And don't worry that somebody's going to judge you for taking advantage of it—relax! That's what it's here for! We work hard to make sure that we're spending a lot of time together as a team both in the office and out of the office. We've been caught camping out in the middle of the Poconos and having some very late nights in Brooklyn. Expect plenty of rambunctious team wide happy hours and events.

### **Risks**

Nobody has ever been fired at Dash for making a mistake. We couldn't expect so much of individuals if we also penalized people for errors. Mistakes are opportunities to learn. With a supportive team, mistakes can always be repaired, which allows the team to become stronger as a unit.

Screwing up is a great way to find out that your assumptions and/or execution were wrong. As long as you're making the effort to correct your mistakes, and move forward with a better plan, you're doing it right.

Repeat mistakes are another story. Ignoring your customers or peers before or after a mistake is not the recommended route. Never ignore the evidence. It helps to make predictions and anticipate nasty outcomes. It's hard out there for a pimp, we know. Just as you should know we are always there to lend a helping hand.

### **30 Days & 30 Nights**

So, you've mastered your office commute. You know where the coffee machine is. You're even pretty sure you know what that one guy's name is. You're not freaking out anymore. In fact, you're ready to show up to work this morning, fire up your Macbook, slam that breakfast burrito, and then what?

Being settled in means that you should now have the comfort to provide real value to the organization. We hope at this point that you've come to realize how much importance we put on the people that we call our team. It's up to you to identify opportunities within your division, formulate ideas and plans to help make improvements, and to be a self sufficient executor that is happy being heads down on a project through completion.

Your team lead will reach out often to ensure that things are going smoothly, to provide feedback on performance, and to help you progress both personally and professionally. If you're ever feeling lost at work, your first stop should be a transparent chat with your lead for guidance on what lies ahead. They're there to help.

## TO INFINITY, AND BEYOND

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### **Your First Six Months**

We believe that high-performance people are generally self-improving. Dash aims to provide an opportunity to broaden one's skill set well outside the narrow constraints that careers have at most other companies. You were hired to constantly be looking around for the most valuable work you could be doing. At the end of a project, you may end up well outside what you thought was your core area of expertise.

Your growth ladder here at Dash is tailored to you and operates exactly as fast as you can manage to grow. You're in charge of your track, and you can elicit help with it anytime from those around you. It's crucial that you believe this.

### **Performance Evaluation**

We all need feedback about our performance—in order to improve, and in order to know we're not failing. Outside of these quarterly, formalized reviews, the expectation is that we'll just pull feedback from those around us whenever we need to.

### **Dash is Growing**

Ultimately, we win by keeping the hiring bar very high. At Dash, adding individuals to the organization can influence our success far more than it does at other companies. Because of our close-knit structure, adding a great person can create value across the whole company. Missing out on hiring that great person is likely the most expensive kind of mistake we can make.

Across the board, we value highly collaborative people. People who can deconstruct problems on the fly, and talk to others as they do so, simultaneously being inventive, iterative, creative, talkative, and reactive. These skills, combined with expertise within a narrow discipline create the recipe for an ideal Dash employee. That is, individuals who are both generalists & experts.

## THE BORING STUFF

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### **General Guidelines**

Balancing culture and in office behavior is definitely a bit tricky, especially considering the growth in the company. The intent is always to keep productivity high even though the mood is fun and laid back. That being said, we've hit the point where we really need to ensure that people aren't stepping over the line, specifically while in the office...

### **Unacceptable Office Behavior**

- Any overly sexual or lewd jokes / comments / expressions
- Any overly derogatory jokes / comments / expressions
- Any overly aggressive language
- Referring to any customers, merchants, etc. in a derogatory manner

- Touching / grabbing other employees #handcheck
- Anything that would be generally unacceptable in a public situation
- Insubordination / refusal to accept a job assignment

### **Office Safety**

- Unauthorized possession of weapons on company premises - You packin? Don't.
- Willfully or carelessly damaging or defacing property that belongs to the company or client
- Theft or unauthorized possession/use of company documents and gadgets

### **Complaint Procedure**

Dash subscribes to the Open Door Policy. We want everyone to feel comfortable addressing an issue with their team lead in aims of resolution. If at any time you feel uncomfortable speaking to a team lead about an issue, you should escalate the issue directly to one of the executives. Privacy will be held to the utmost standard. When matters cannot be handled on an informal basis, the following corrective action should be implemented.

### **Corrective Action**

We all make mistakes; let's just not make three of them:

#### Three Strike Policy

(Well, do you want me to be honest or do you want me to tell you this is the first time?)

1. Verbal warning with team lead in close door meeting specifically addressing unacceptable behavior and time and day behavior was reported/observed
2. Written warning with team lead, plan to fix detailed behavior, agreement created to adhere to policy and signed by team lead, employee, and CEO
3. Termination

### **Return Of Company Property**

Yeahhh, if you could return all those iPads, that'd be great... Any company property issued to employees, such as computer equipment, iPads, cell phones, keys, login access or company credit cards, must be returned to Dash Management at the time of termination. Employees will be responsible for any lost or damaged items. Don't be that guy.

### **Confidentiality**

It is very uncool for employees to discuss confidential matters related to co-workers, members or clients with anyone. In fact, it's illegal unless required in the course of the employee's work or by court order mandate. We would never want to jeopardize our success by slipping exciting company news to the wrong individual. Let's call them "competitors."

### **Promo Codes**

Speaking of Confidentiality.. Don't go spilling company promo code secrets to your friends! It's against the rules and we'll fire yo ass. There is no such thing as a free lunch people. No doubt refer your #clique to Dash, but everything else is off limits!

BTW - Dash employees are only to use monthly promo codes issuing the allotted \$100 dining credit. Like, duh. Hunnits.

## THE FUN STUFF

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### Sick Perks

- ★ Flexible Hours - As long as you're executing in true Dash fashion, the hours are flexible. No need to be in at the crack of dawn, and no reason to call it quitting time just because it's dark out.
- ★ Monthly Dining Budget - \$100 Dash credit for wining and dining
- ★ Full Time Gym Membership - We don't just like to break a mental sweat.
- ★ Pimped Workstations - It's like Xzibit just showed up at the office and stole your computer for a week.
- ★ Pet Friendly Office - BYOD - bring your own dog. YUP.
- ★ Ubers for Team Leads - Like a Boss.
- ★ WageWorks Tax-Free Transit Program - \$ubway \$urfing
- ★ Casual Dress - Sneakers and Jeans Encouraged
- ★ Late Night Seamless Budget - Nom Nom Nom
- ★ Team T-shirts & Gear - Swagger for DAYS
- ★ Fun Times With Fun Guys - We're looking to create traditions. Whether it be family meals, counter strike Fridays, movie hour, show and tell... help us build the culture!

### C.R.E.A.M.

Dolla dolla bills paid bi-weekly via JustWorks Payroll. You're required to set up direct deposit with us prior to your first day, and we'll be sure those payments are hitting your bank on the 1st and 15th of every month! It's like grandma sent you a fat birthday card 24 times a year. Cha-Chinggg!

### Benefits

After 90 days, all full time employees are eligible for Medical, Dental, and Vision Insurance plans through Dash. We'll get you all hooked up beforehand so you'll be ready to go by day 90.

### Team Events

All work and no play makes Jack a dull boy - in layman's terms, we get turnt. From intramurals to movie nights, we keep the calendar booked with events the whole team can enjoy. Have a favorite activity? Let us know, we try to cover all grounds to keep things interesting. Oh you like happy hours? Check. Paintball tourneys?<sup>1</sup> Check. Team debauchery? CHECK, CHECK, CHECK.

## EPILOGUE

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<sup>1</sup> Never mix the two

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## **We're Glad You're Here**

We can't stress enough how happy we are to have you on #teamdash. It is crucial you remember this, and is the reason why we've reiterated it throughout this entire handbook. The team is everything. Having you on the team is everything. Long live and prosper.

## **What is Dash Not Good At?**

The design of the company has some downsides. We usually think they're worth the cost, but it's worth noting that there are a number of things we wish we were better at:

Helping new people find their way. We wrote this book to help, but as we said above, a book can only go so far.

Disseminating information internally. Our team of brilliant minds use many outlets to rapid-fire their thoughts and ideas. Apologies in advance for the group chats.

Making predictions longer than a few months out. We are a work in progress. We make mistakes, we fix them, we make more, and fix those too. We learn new things everyday, and are constantly reorganizing our plan to attack to reflect our findings. This is what will make Dash successful. Bare with us here, we are doing great things.

We miss out on hiring talented people who prefer to work within a more traditional structure. Again, this comes with the territory and isn't something we should change, but it's worth recognizing as a self-imposed limitation. Smaller in number are we, but larger in mind.

## **Where Will You Take Us?**

The ideas, features, and experiences that you decide to create for customers are the things that will define us. Although the goals in this book are important, it's really your talent & energy that will keep Dash alive. Dash will be a different company a few years from now because you are going to change it for the better. We can't wait to see where you take us.

## **Where Can You Find Us?**

Dash Software, LLC  
152 W 25th Street  
12th floor  
New York, NY 10001