



# Survival Guide for Odudes.

*You'll have the freedom to be awesome.  
But this autonomy comes with a huge responsibility:  
we expect you to transform our company.*

*Note: This is a corporate guide, a direction for each Odoo company to follow.  
But some rules might differ from one company to another.*

*April 2017*

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# Welcome Aboard

Finally, you got a new job. You probably think it's great; no more painful interviews, no more psychological tests from HR people, no more boring companies to visit...

Actually, your ~~pain~~ challenges only start now :)

Working at Odoo is not easy; we are not perfect. We evolve so fast that we often break things, we challenge the status quo, and everyone has to bear real responsibilities.

But Odoo can be the best working experience you'll ever have.

People here do not wear suits<sup>1</sup>, they value intelligence over hierarchy, they are free to be themselves, they argue against each others on everything because they care. They transform our company, and our company transforms a market!

So, it's not easy, but it's fun. And you will evolve much faster than in any other company. Whether it's for a sales, consultant or developers job, after one year working at Odoo, you will have the experience of someone having 5 years in others companies.

We wrote this book to help you get up and running. We hope it will guide you through your career at Odoo, and help you find your path to evolve faster; personally and professionally.

At first, you'll need to adapt to this environment. But we hope that our openness will make you feel like home very quickly.

Welcome on board.

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<sup>1</sup> You might find a few suits in the sales departments though. (You don't sign a contract with a customer wearing a Tshirt and flipflops, right?)



# 01.

## Getting Started

*“I’ll share my screen with you and I’ll show you my thing.” - CVI talking with a customer*

# YOUR FIRST DAYS

So, you just arrived at Odoo with a clean suit and you notice people wearing shorts and t-shirts.<sup>2</sup> *Welcome to Odoo!*

Your manager will give you a presentation and take you for a quick tour of the company (you'll meet our Grumpy, Doc, Sleepy, Dopey, etc.) You'll get your objectives for the next 4 weeks. This usually includes exercises on our software application, access to the [Odoo E-learning](#) platform, preparing product demos, learning to use our internal tools, ... and above all, shadowing how an experienced coworker conducts his work.

At the end of each week, you'll take a test or a peer code review. We want to make sure you're cooked medium before throwing you in the Odoo's den.

Your first challenge will be to learn quickly; learn the product, know your colleagues, how the company runs, etc.

The key to succeed in this mission is to ask! Ask for help, don't be afraid, the more you ask, the faster you will evolve (and soon the student will surpass the master).

Be curious. Try things. Ask for help... and the Force you will have.



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<sup>2</sup> In the summer only, or the whole year in San Francisco. In India they don't wear shorts even though it's very hot.

# OUR CULTURE & VALUES

Two documents will help you understand how we think and act:

1. [The Odoo Culture](#)
2. [How we train managers](#)

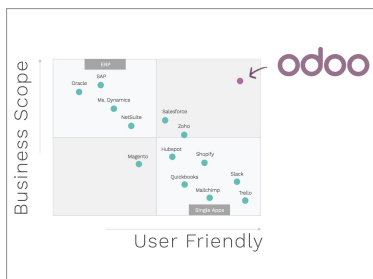
## Open Source

Odoo strives to be one of the **top Open Source contributors** worldwide. We think that knowledge should be free, making code available to the mass is awesome, and working with communities is instructive.

**To transform a market, we need millions of users.** And the fastest way to reach this goal is to have a free product and a huge community who spreads the word.

Open Source is a great development model (and marketing tool), but it's not a business model. So, when we have to do a trade-off between business decisions and open source contributions, we always try to **be fair and keep a good balance** between both.

## What drives our decisions?



### BUILD FOR THE LONG TERM

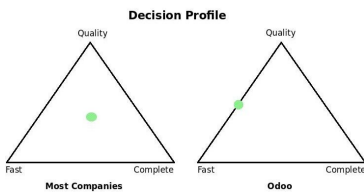
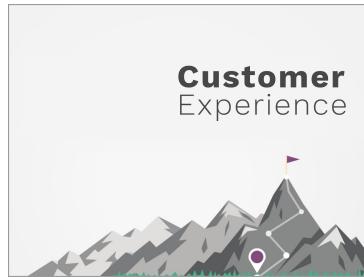
We try to invest time on things we can capitalize on for the long term.

We sometimes sacrifice short term needs to the profit of the long term big picture.

## Focus on Users

We focus on continuously improving the user experience.

The user drives most of our decisions. (not the buyers, the shareholders, the willingness to get leads or anything else)



## EXECUTE FASTER

By doing less. We focus on what matters. We are able to say 'no' to things others companies would have done.



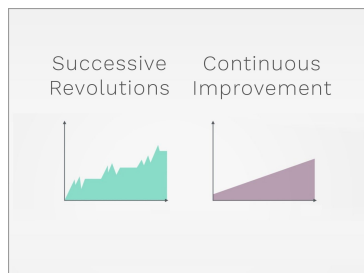
## OUR STRENGTH IS OUR PEOPLE

Quality people = Quality working environment.

## IT'S OK TO FAIL

The best way to learn is to try. We want to be disruptive and we are ok failing.

Managers try not to blame with failure, but help recover from mistakes.



Like software,  
organisations should be

**frequently  
refactored.**

## **KEEP THINGS SIMPLE**

As we grow, there is a dark force that pulls us towards more complexity, more process, less autonomy... Fight it!

Odoo's real strength is **our people**! Odoo is full of smart people with whom you will learn quickly thanks to a friendly and open environment.

In terms of working environment, we value:

- **Autonomy:** we expect you to be autonomous and take initiative, we give more flexibility to think and we accept when people don't agree with management initiatives
- **Evolution:** learn fast and improve your skills
- **Adaptability:** as Odoo grows a lot, people have to constantly adapt to this evolving environment (some changes are painful but it's a direct result of growing fast)

As a result of this extreme autonomy, you might see weird scenes between people at Odoo; people who shout at each other because they disagree on a solution, people who challenge what managers ask, etc. It's the result of having people who care about what they or the company do.

These three values are usually translated in good team spirits where people discuss and improve together.

We think it's great, people here have the freedom to be themselves.

# WHO IS YOUR MANAGER?

We like **relatively flat hierarchies**; the best way to allow everyone to get an impact on the company is to shorten the path to the decision makers.

Traditional management practices recommend maximum 7 direct reports for each manager. We do the opposite. To limit layers of management, we usually avoid to create a management position if there are less than minimum 7 direct reports.

We promote people who are **leaders**, before being ‘experienced directors’ for management positions:

- Their goal is to mentor and help everyone to evolve, more than deciding and controlling
- They have been promoted manager because they were excellent in the job, not only because they are experienced managers, or shout louder :)

When teams get bigger, we sometimes define coaches instead of adding a management layer. The coach helps the manager in some tasks (code review, train new employees, etc.) but are not necessarily responsible for appraisals, recruitment, or reporting to the upper layer of leadership.

**Our managers are very open.** If you don’t agree with what they do, don’t be afraid to argue with them, to propose improvements, or provide constructive criticism.<sup>3</sup> Managers don’t judge people because of their ideas. We can’t always agree on everything, so we developed an “agree to disagree” mindset. (at least, everybody agrees on this :) )

To learn more about management, you can read [how we train managers at Odo](#).

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<sup>3</sup> Or even non constructive criticism; if something frustrates you, it’s better to talk about it rather than internalize it. Relax, you won’t get fired for having different ideas!

# WHAT DO WE EXPECT FROM YOU?

## Learn & Evolve

We want you to learn and evolve fast!

We will never fire someone because they did a mistake, but we might let someone go if he doesn't evolve, or if he does not help the company evolve. To learn quickly, feel free to try and test new things, to express your opinion, and to ask help from your colleagues.

**It's ok to fail. It's ok to ask stupid questions.** We will not blame you for that.



**Example:** new sales people need months to be comfortable with the product. But we ask them to call customers after a few days, even if they are not ready.

→ as a result, they might lose a deal or misinform the customer, but they will learn by talking to prospects and getting feedback from the market. Their coach / managers are there to help them fix mistakes they might do, not to blame them.

## Be flexible and responsible

At Odoo, **we are all in the same boat**. We are all responsible to make the company move forward, and fix things when shit happens.

If you find a bug in the software, detect a process that is not efficient, or get a complaint from a customer, you have to “own” it. Take the responsibility to solve the issue<sup>4</sup>, the product or our internal process, even if it’s not your job. Whoever finds an issue should own it and ensure it get treated and solved correctly. (e.g. by reporting it and doing the follow up).

We expect everyone to take responsibility to improve our product, services or company and avoid the “this is not my job” attitude.

## Be Open

Odoo is a dynamic company; be open to the change, open to try new things, and transparent when you communicate with colleagues or customers.

## Be Positive

The quality of our working environment depends on everyone’s behaviour.

**Always approach things in a positive and optimistic way** and avoid criticising others team members, or customers.

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<sup>4</sup> If you can not solve it yourself, report the issue and do the follow up to be sure it gets solved.

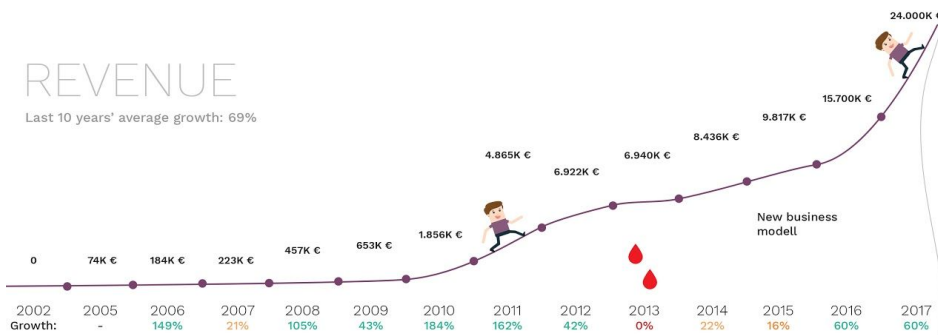
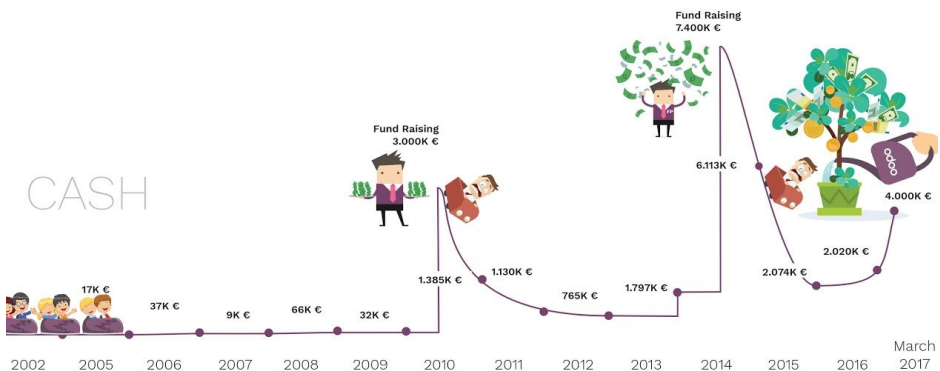
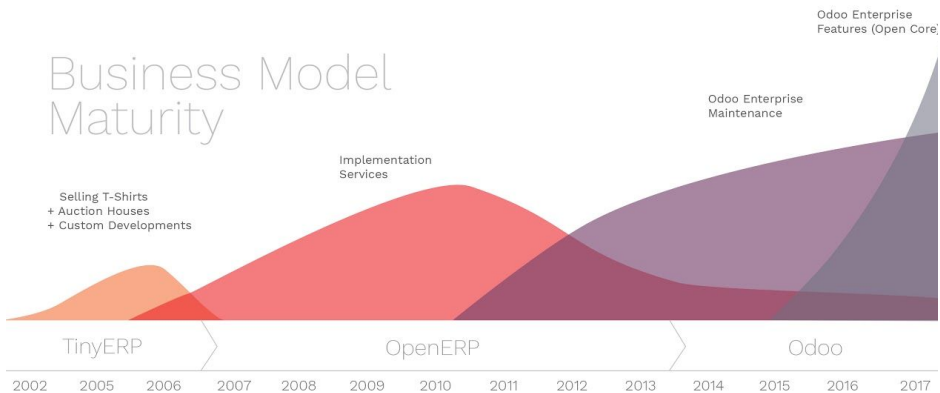


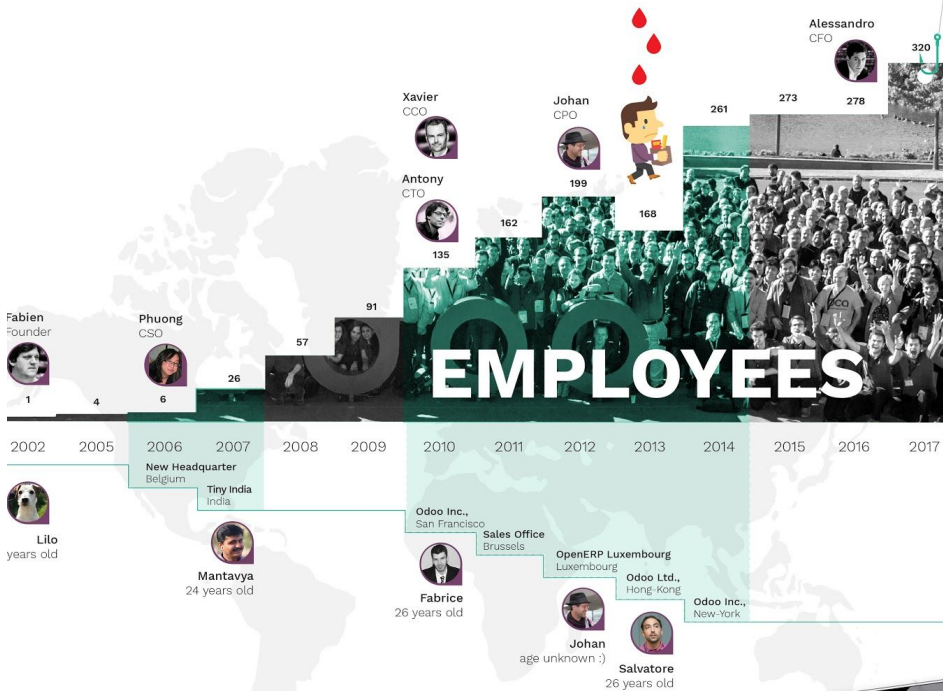
# 02.

## The Company

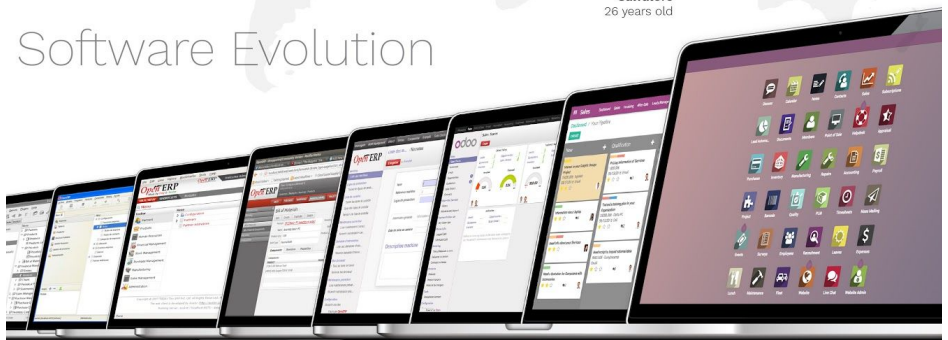
*"I just have a quick question for you. How would you pronounce your name? Odo or Odou ?" - Website visitor on the Live Chat*

# Odoo - the story





## Software Evolution



2002	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
TinyERP 1	TinyERP 3	TinyERP 4	TinyERP 4.2	OpenERP 5	OpenERP 6	OpenERP 6.1	OpenERP 7	Odoo 8	Odoo 9	Odoo 10			

# FACTS

*This is our moment of glory (yeah! let us be pretentious for 1 page)*

We are proud to have **generated more than 10,000 jobs**. The estimated breakdown: **300 Odoo employees**, 5000 employees at 700 partners, ~5000 full time equivalent people working on Odoo Community.

Thousands of companies grow their business with Odoo, with **2,000,000 users**. Let it be said, we saved them from a boring life of using traditional ERPs.

We deploy massively in **developing countries**. Mostly with Odoo community. Amongst the top player, we are the only one that are so cost efficient that we can afford a price that fits these markets<sup>5</sup>.

So far, 13m€ have been invested to develop Odoo Community and made it as the **most advanced open source management software** (in nearly all business areas: accounting, inventory, mrp, pos, project management, CRM, ...).

Odoo is used to teach in **nearly 500 universities**, because it's free and simple. On average, 8,400 students create a free Odoo Online DB per year.

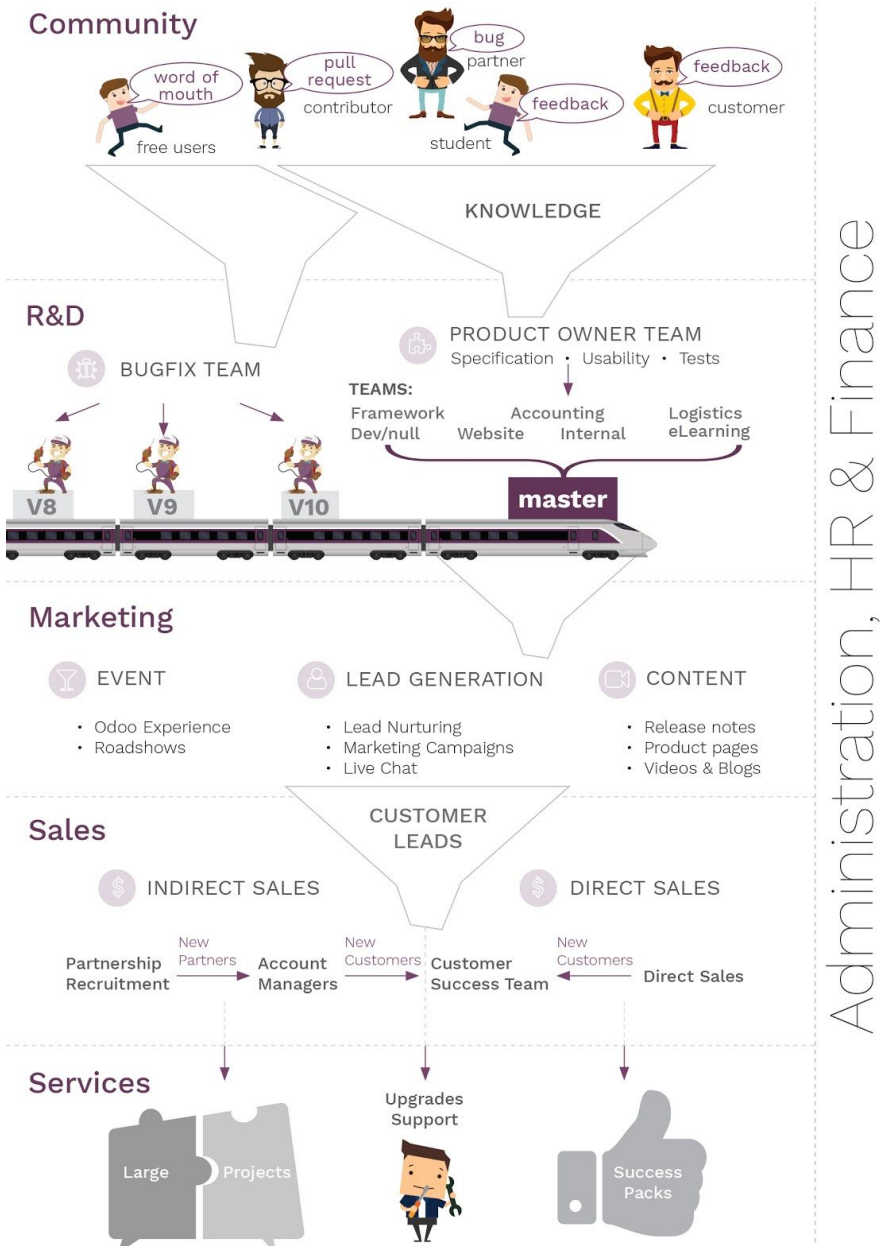
With traditional ERPs, an implementation costs on average 40k€ for a SME. With Odoo, it's now around 4k€ (services included). We proved **we can transform a market**, but at a small scale for now.

And it's only the beginning...

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<sup>5</sup> \$8 /user/month for all apps

# ORGANIZATION



# 03.

## Our Offices

*"What? Are we really buying a new farm? Com'on, it's like if Steve Jobs would have bought all garages of a street because he started in his garage." -- MVE*



# GRAND-ROSIÈRE, BELGIUM (GR)



THE farm! Our head quarter is lost in the countryside of Belgium, where geeks work in the fridge, the monastery, or in Moulinsart. The main departments in the farm are: R&D, Services, HR, Marketing, Admin and Finance. (everything but Sales)

In the summertime BBQ parties are thrown in the courtyard. In wintertime, Mama Christine spoils you with her home-made soup, twice a week. As it's in the middle of nowhere, learn to use the Lunch app quickly, or you'll just starve while watching others eat pizza.



Don't be surprised if you hear a dog barking all day long to screw up your calls or meetings, meet Lilo!





The original place is populated by developers, be ready to not understand all the jokes... if you don't get it, just laugh, you'll look nice :)





## A large group of approximately 30 people, likely students and staff, are posing for a group photo in front of a building entrance. Many of the individuals are wearing costumes and masks, including a large brown bear mascot, a person in a white suit with a green mask, and various other colorful outfits. The group is arranged in several rows, with some people kneeling or crouching in the front. The building behind them has a large glass door with the number '5' above it. The ground is paved with cobblestones and has some fallen leaves.

A monthly drink is organized every first Thursday of the month, after work. On the menu: beers and beers... You're in Belgium, what do you expect? Sometimes, those drinks end up at the Shitty Bar (yes, that's the sweet nickname the sales gave to the local bar) where you'll drink... more beers!

The Ping Pong table is taken over by colleagues every day during lunch time and after a good day of productive work. Don't laugh at them, as Ping Pong is a very serious challenge!

And free fruit is around too. Take it when you see it!



# GANDHINAGAR, INDIA



Odoo India office, officially called TinyERP (Fabien's first love for a company name) is located in Gujarat's one of the IT hub called InfoCity. Believe it or not, Odoo India is the only office in the campus where there's no dress code, 5 days/week, and that's great!



The office is an open space with more than 120 Odudes working and laughing all together. This is the only place in the world surrounded by one thousand plus Odoo developers within radius of 500km (a lot of unofficial developers are in Gujarat, because Odoo India started a trend there).



# SAN FRANCISCO, UNITED STATES (SF)



The San Francisco office, is a perfect blend of cultures. They manage North and South America with employees from over 10 different nationalities. Imagine the lunches: a great mix of guacamole, fries, tacos and belgian chocolate!



If Odoo is the rising underdog in the rest of the world, it couldn't be truer in the Silicon Valley. Their hard mission is to make a name for themselves while being

directly across the street from SAP and Salesforce. But David is quickly beating Goliath one money-cat<sup>6</sup> pawshake at a time. Soon, the day will come and we'll be proud to say "Mission Accomplished"!

When these hipsters are not socializing in lunch mixers, Tuesdays dinners, or monthly happy hours, they never have a hard time finding a partner to play pool in their double tap keg game room - and this is a serious game, man!



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<sup>6</sup> The Japanese beckoning cat that brings you good luck

# NEW YORK, UNITED STATES (NY)



Imagine a huge office of 250 m<sup>2</sup> on Wall Street full of... just 3 guys. A “small” strategic mistake that turns out to be a unique experience for these direct sales, and a great team for Odoo.

There, working in NY's Financial District, are 3 best friends, with three favorite things in common: comradery, adult sodas and Odoo!

If they're not chasing leads, or reeling in new deals, then it's likely they're either exploring the depths of the Odoo platform while eating cheap Mexican food, or meandering the streets of Brooklyn looking for a place to enjoy, well, more adult sodas!

While this office may not have free fruit lying around, they do make the couches in their apartments available for their colleagues to crash on should they ever want to visit NY or Brooklyn :)

Just be prepared for a lot of Odoo talk and beer...

# HONG KONG



Our APAC office is located on Hong Kong Island - in the dynamic (and a bit hipster) neighborhood of Sheung Wan. They work hard to shout louder than our competitors and make sure that everyone in Asia Pacific knows who we are.

On Friday nights, they love to drink beers and more beers (they tried to fit in by drinking green tea but what's bred in the bone comes out in the flesh). Every quarter, a team building event is organized: buffet dinners, game rooms, parties to celebrate the growth, expansion and success of the HK office!

The addiction? Beating every single colleague at squash! This is serious man, there are some badasses on the team. Don't get hurt!

And free fruit is around too. - Need to stay in shape for squash!



# LUXEMBOURG



Yes, one of the smallest countries in Europe got its own office too! We love the idea of having offices lost in the middle of the countryside, you know. Fairly similar to our Grand-Rosière office, our Luxembourg team is neatly tucked away in a bucolic environment.

A fully renovated farm, sitting right next to a biking trail. Equipped with a shower, kitchen and lot's of parking space our team is enjoying the almost monastic calm.

They greatly enjoy working with our customers whilst collaborating remotely with the Service consultants colleagues in Belgium. The Luxembourgish are also working hard to convince the Belgians to come over to Garnich on a regular basis to share mutual experience (or a couple of local beers, it's a better bait).

Regularly eating out with the team in the nearby restaurants (Indian, Portuguese, Italian, Luxembourgish,...), don't hesitate to join the 4 guys so they can also organize team sports/social events. But if you prone solitude, feel free to do some hiking (during the summer) or cross-country skiing.

And more free fruit at your disposal :-)



# 04.

## Our Tools

*“When you are the last one to go out, and lock the door... make sure you are THE LAST one! Had to jump from a window last night to get out >\_<”*  
*-- NFL, mail to All Belgium.*

The main tool we use is Odoo itself. We manage everything in Odoo; sales, HR, marketing activities, project management, even the process to order a sandwich for your lunch.

<p><b><u>The Product</u></b></p> <p>E-learning platform (use the free coupon)</p> <p>Online docs</p> <p>Ask the support</p> <p>Try versions and dev branches</p> <p>Send feedback to improve Odoo</p>	<p><b><u>Internal processes</u></b></p> <p>R&amp;D processes</p> <p>Understand the business</p> <p>Belgium Specific Documents: Leave Process</p>	<p><b><u>Community Channels</u></b></p> <p>Mailing Lists</p> <p>Forum</p>
<p><b><u>Legal</u></b></p> <p>Templates of Enterprise contracts</p> <p>Branding</p>	<p><b><u>People</u></b></p> <p>You can access the Employee app in our internal Odoo.</p>	<p><b><u>For everyday</u></b></p> <p>Odoo, of course</p> <p>Pads for collaborative notes</p> <p>Google Drive</p>

# 05.

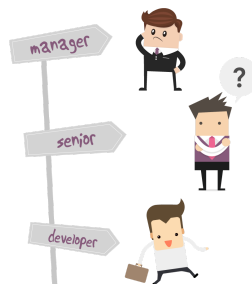
## Career Path

*“Let me remind you that you’re talking to a human being!” - CDM talking to a client*

# YOU DESERVE YOUR OWN PATH

A typical career path, in a well known consulting firm, looks like that:

1. Associate,
2. Consultant,
3. Senior Consultant,
4. Project Leader,
5. Principal,
6. Partner.



Each of these positions takes between 3 and 7 years. People evolve from service roles (consultants), to management roles (project leader), to sales roles (principal), to internal politics champions (partner).

## At Odoo, **we avoid predefined career paths, and offer everyone their own evolution path.**

It's not because someone is a great developer that they will be good at managing people, or that they will even enjoy it.

Some people aspire to become managers, others to become experts without managing people, some want to evolve horizontally across departments, others want to discover new cultures by working in different countries,... **We think everyone should have their own way to evolve.**

The salary and responsibilities you will get at Odoo does not depend on your position in the hierarchy, but more on your experience, competencies and the impact you have on the company.

Example: a developer or a consultant can have a higher salary than a manager, and vice-versa.

# THE TOOLS TO HELP YOU EVOLVE

Instead of a pre-defined career path, we have a **set of tools to help you evolve the way you want**. It's up to you to use these tools to build your career path.

What you will learn and how you will evolve at Odoo will largely depend on what you make out of your opportunity here<sup>7</sup>. **Our work environment favors that you take ownership and act as an *intrapreneur* towards your responsibilities.**

## Appraisals

The appraisals are essentials to ensure everyone evolves in their own direction. This is where we define the action plan to make you become a manager, a better expert, or anything you want for your career.

Appraisals are organized once a year. However, **feel free to request a one on one discussion with your manager at any time**, if you need it. See our [sample appraisal form](#).

## Coaches / Goroos

Large department (R&D, PS, Sales) have a coaching program where experienced team members get a responsibility to coach new employees, organize training sessions, do code reviews, brainstorm on strategic issues, etc. Coaching people is a good way to evolve into management positions.

Coaches should be used by managers when the team grow to delegate responsibilities to their key team members, without creating an extra layer of management.

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<sup>7</sup> And, as we grow fast, there are more opportunities here than in traditional companies. Think about it this way; we are 320 people today, at 40% growth, it means 1200 people in 4 years! We will need a lot of smart people to handle this transition and you're part of it!

Responsibilities such as appraisals, recruitment and firing someone remains to the manager, not the coach.

## Exchange Program

In traditional companies, managers usually try to retain the best people in their team. At Odoo, we do the opposite; when someone is good, we train managers to not retain them, in favor of their own personal development.

The exchange program allows employees to apply to a similar position in a subsidiary of Odoo, in another country. We think that **learning overseas is a great way to acquire new experiences**. Check [Annex C](#) for more information.

## Inter-Department Moves

Similar to the exchange program, we also promote moves from one department to another. Personal development is more important than retention in a team.

If someone wants to go to another department, the manager of the new department will do a regular interview to be sure he fits for the job.

## Training Sessions

We invest a lot in trainings, whether is internal or external trainings. We think everyone at Odoo should have **at least 10 days**<sup>8</sup> of trainings per year.

## Books

Reading good books<sup>9</sup> is a great way to learn and evolve faster. So, we encourage everyone to do it. Our policy: **You can buy any book**<sup>10</sup>, and Odoo pays the bill.

Send an email to the office manager to get a book, or buy it yourself and fill an expense to be reimbursed. Once you have finished reading it, bring it back to

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<sup>8</sup> Could be permanent training, full days of training, etc.

<sup>9</sup> See [Annex A](#) for our recommendation of good books.

<sup>10</sup> Related to your job position, a future job position you'd like to reach or personal developments. But not novels. And of course, to read outside the working hours :)

the Odoo library for the others. It's ok to write notes or underline sentences in books. We like used books too! :)

## Extra Projects

In addition to these, we have some transversal projects that you can join to learn others disciplines.

The main one is the **annual Odoo Experience**, in Belgium, that involves a lot of people: conferences, event organization, customer relation, marketing, video content, entertainment with the Odoo Band gig, Belgian beers, etc.

Every department has its own projects (webinars, content writing, ...), contact a department manager if you are interested in participating to something.



The Odoo Band, performing at Odoo Experience.

## Reverse Day (Vis ma vie)

Once a year, we do a reverse day; everyone switch their role with someone else of another department, for one day. As an example, a business analyst might switch with a salesperson; doing sales calls, demos, etc.

We initially launched the reverse day as a team building event, but it happened to be very instructive for everyone; from this huge chaos, great ideas emerge.

## Internal Promotion First

When we open key positions, we always give the priority to internal recruitments. It helps preserving the culture of the company and offer more opportunities to our employees.

## Job Titles

We value people based on what they contribute to the company, not their job position.<sup>11</sup> To reduce the impact of status symbol, and avoid defining a scale in people's job (junior, senior, head of, ...), **our policy is to let everyone choose his own job title.**

Just get the job title that serves your own purpose, the one you want to have on your business card. We are sure you will do a better job than us into choosing your title.

## HOW IS YOUR SALARY COMPUTED?

The salary and responsibilities you will get at Odoo does not depend on your position in the hierarchy, but more on your experience, competencies and the impact you have on the company. Expert developers or consultants evolve as fast as management roles<sup>12</sup>

Every year, we define a salary grid for every department that defines the average salary for a given position and years of experience. We benchmark this grid with salaries on the market.<sup>13</sup>

The rating of manager, provided through the appraisal, will define if you are above or below the reference in the grid. Based on that, the HR department will compute your salary package, as a company cost.

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<sup>11</sup> Managers are not better than employees, they are just at their service.

<sup>12</sup> An exception is when moving to a different country; we sometimes adapt the salary to the new country, sometimes not; depending on the countries and the duration.

<sup>13</sup> Salary grid and market benchmark are currently implemented in Odoo Inc (U.S.) and Odoo Belgium only.





In Belgium, we have implemented a flexible salary policy; based on a company cost, we let the employee choose how they want to structure their salary & advantages; gross salary, number of holidays per year, company car, oil card, etc. (in progress, not yet implemented)



# 06.

## Work Hard, Play Hard

*"For the vegetarian people we are going to order some chicken brochettes" - In a BBQ invitation in a whole company email*

Working at Odoo is probably harder than working in another company; people quickly have strong responsibilities, they are a lot of things to learn, and the environment continuously changes.

We can work hard, but we need to have fun too. Here are some of the advantages we offer to all employees.

## Unlimited After-Work Party<sup>14</sup>

If you organize a BBQ & Beers at the office, after working hours, Odoo pays the bill. Anyone can organize an activity “at the office”, there is no validation process, just register your expenses. We just ask you to spend with care and common sense.



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<sup>14</sup> In some companies (Belgium, India), people organize drinks or game nights. In others (San Francisco), a member of the team prepares a funny presentations on one of their passions.

## After-Work Sport

If you organize sports with Odoo colleagues, Odoo pays a maximum 12.5€/15\$ per employee if:

- You have at least 6 Odudes participating
- Your event is open to anyone in the company, and you announce it in our internal mailing lists / facebook group.
- Not during office hours.

## Team-Building / events

We have a series of team building and events per year: reverse day, sales & service kick-off, etc.

## Lunch mixers<sup>15</sup>

Once in awhile, Odoo offers a restaurant to all employees, with one condition: you have to eat with random people. We think it's a great way to break groups and help people discover other people or talk to managers they rarely have the opportunity to meet.

## Lan parties / Game nights

Every few months in Belgium (Grand-Rosière), employees take the initiative to organize a game night. In front of video games or board games. In SF they even have a Game room. The idea is to have fun after work, again!

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<sup>15</sup> Currently in SF and India only.

# 07.

## HR Policies

*"When Antony asked me to come to his office (for the Wavestone project), I was afraid he wanted to talk about my butt photo shared via the photobooth during Odoo Experience" - TXX*

# BUYING POLICIES

**Our purchase policy is: use common sense.** We have no approval process, we just expect everyone to spend responsibly. If you don't know if an expense is acceptable or not, ask yourself; **would you spend your own money in this item, at this price, if you need it for yourself.**

If you need to buy something, send an email to the office manager (preferred approach) or you can purchase yourself and submit an expense note to be reimbursed.

Any expense note has to be entered in the system in the Expense app with the scan of the ticket/invoice, an easy way to register an expense is to send an email to: [expense@odoo.com](mailto:expense@odoo.com) with

- Subject: DESCRIPTION - PRICE (you can prefix by the product code, like "MOUSE" to automatically fill the product too.
- Attachment: photo of the note

# DESK & WORK POSITION

If you need something to improve your comfort of work, just buy it and submit an expense (or ask admin to buy it for you). It could be screen enhancer, a footrest, etc. **Just buy responsively, like if it was your own money.**

# WORKING HOURS

Working hours are flexible, but we expect you to do the number of hours defined in your employment contract.

# WORKING FROM HOME

We believe that an employee needs to be **in contact with their peers as much as possible.** It develops ideas, motivation and efficiency. Even though people

can be productive working from home, the group can not. And your contribution to the team is as valuable as your personal job.

Remote working is usually not accepted. Exceptions can be made, either in your employment contract or through a justified request, 3 days in advance, and validated by the manager.

## LEAVES DAYS

Yes, take a break! It's important for your health! When you want to take some days off, add those days in the Leave module.

## SICKNESS DAYS

- **Belgium/Hong Kong:** You need to hand over a medical attest (can be electronic). If you don't have one, you'll have to use a vacation day.
- **United States:** you can use sick time (down to the minute) up to the amount of paid sick time that you have accrued so far. Providing a doctor's note is optional. Sick time can also be used for doctor's appointments as well as if a member of your immediate family (parent, spouse, child, sibling) is sick. If you need to take a sick leave and if you do not have any sick time accrued, your paid vacation days will be used, then unpaid leaves, in that order.

# 08.

## Glossary

*In Star Wars, the only thing I know is C2D2 - AWU*



# JARGON. LINGO. CODE WORDS.

**Gooroos:** name of the team leaders in the R&D department.

**Premature Optimization:** usually prefixed with a “No”, when someone does something complex to fix a problem we don’t have (yet).

**Instance:** a typical french adaptation that doesn’t mean anything in English but the french employees use it to say “database”.

**Master:** could refer to the development branch of Odoo, or Olivier Dony, the gooroo who not only knows every single line of code of Odoo, but most importantly “*why*” this line is there.

**OE:** Odoo Enterprise, Odoo Community Edition (CE), Enterprise Edition (EE)

**Fridge or Moulinsart:** buildings in the HQ farm. Fridge is the one for HR, Admin & Finance and Moulinsart is the building of the PS teams.

# 09.

## Annexes

*"Do you work for Odoo or are you a volunteer?" -  
Website visitor on the Live Chat*

# ANNEX A: RECOMMENDED BOOKS

<p><b>For Everyone</b></p> <p>Style: write well. <a href="#">Here is fp's summary</a></p> <p><a href="#">The non designer Design book</a>: do clean emails, powerpoints, ...</p> <p><a href="#">Getting Things Done</a>: organize your work efficiently</p>	<p><b>Developers / Usability</b></p> <p><a href="#">The elements of user onboarding</a> (PDF)</p> <p><a href="#">Don't make me think</a></p>
<p><b>Marketing</b></p> <p><a href="#">Trust Me, I'm Lying</a>: for Press Relationship</p>	<p><b>Developers</b></p> <p><a href="#">Javascript, the good parts</a></p>
<p><b>Sales</b></p> <p><a href="#">Spin Selling</a></p>	<p><b>Consulting</b></p> <p><a href="#">Accounting made simple</a></p> <p><a href="#">The Toyota Way</a></p>
<p><b>Management</b></p> <p><a href="#">The lean startup</a></p> <p><a href="#">The hard things about hard things</a></p> <p><a href="#">Getting Real</a></p> <p><a href="#">Rework</a></p>	<p><b>Customer Success</b></p> <p><a href="#">Delivering Happiness</a></p>

List to be completed...

To help Odudes getting the habit of reading books, we'd like every department to offer 3 books to every new employee. (delivered to their home, as soon as they accept the contract, even before their first day at work).

## ANNEX B: HOW FAST CAN I BECOME A MANAGER OR...?

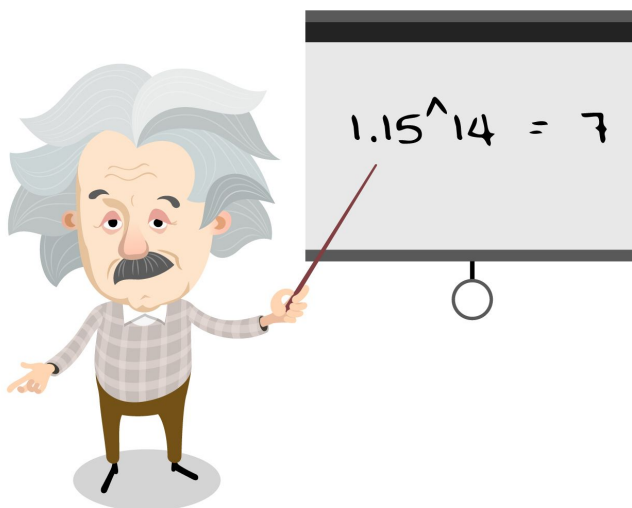
In all companies, the availability of job positions (management, director of a subsidiary, etc) depends on the company's ability to create new positions.

### The mathematics of opportunities

Let's use an example of a traditional company with the following KPIs:

- every manager have 7 subordinates
- the company grow by 15% / year
- a single career path: everyone aspire to be a manager
- every employee churn is replaced by a recruitment of someone of the same level

If you start your career in such a traditional company, it takes on average 14 years to manage a team of 7 people:



So, the ability for a company to fulfill key positions is directly related to the growth of the company, and the number of different career paths (if only 50% of the people aspire to become manager, a new employee will become manager in 7 years).

And Odoo is very good in these two areas.

## **Evolution At Odoo**

At Odoo, the KPIs are the following:

- We expect to grow by minimum 50% within the next four or five years (currently: 60%)
- Nearly 100%<sup>16</sup> of the growth is invested in people: new recruitments or salary increase. So, we expect team size to grow at least 40% / year.
- We create a manager position, if there is minimum 7 people to manage.<sup>17</sup>

With such a level of growth, people gets promoted as managers after 4-5 years on average, or less if not everyone aspire to become a manager.

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<sup>16</sup> Before 2016, a part of the growth was dedicated to become profitable. As of 2017, extra revenues are used to grow our teams, exceptions from the “fond de roulement”, the security cash but those are small. (~5%)

<sup>17</sup> Some companies say that a manager can not manage more than 7 people. Like Google, we apply to opposite strategy to ensure a relatively flat hierarchy; we don't create a management position if there is less than 7 people to manage.

# ANNEX C: EXCHANGE PROGRAM

## The conditions:

- Minimum 2 years in the company, and you have to go for minimum 2 years in the new company (although we can do exceptions)

## Responsibilities:

- The manager of the new department is responsible to decide if you can join his team or not. (with the feedback of your current manager and, often, an interview)
- Your manager organizes the transition of your current work (mostly the timing of your departure)

We commit to give you an answer within a few weeks.

## Financial Conditions:

- The company pays one back-and-forth flight per year to your initial country (or more if required for VISA reasons)
- The company finances the hotel (and a car lease) at your arrival, for maximum one month
- Your new salary will depend on the new company's salary grid: but you preserve your seniority for the salary package as well as leave days.
- Odoo finances the visa, lawyer, vaccines and passport fees
- There is no other relocation fees
- When you come back to your original country, your seniority level is preserved

