



## A COMPREHENSIVE CASE STUDY

# Aligning Strategy, Driving Engagement and Increasing Effectiveness

## Client Demographics

**Nonprofit HR Practice Area:** Total Rewards & People & Organizational Strategy

**Location:** New York

**Sector:** Nonprofit

**Mission Type:** Community Development

**Staff Size:** 151-250 Full-Time Employees

**Annual Budget:** \$10.1 - \$20 million

## Scenario

The client embarked on a major initiative funded by a foundation to transform its human resource department into a best-in-class people and culture function. Nonprofit HR and another talent management consulting firm were selected as collaborating project consultants to consult with and implement planned HR transformation initiatives. The immediate goals focused on aligning strategy, infrastructure and programs to support employee development and engagement, drive employee performance and advance overall organizational effectiveness. Components integral to these transformation efforts included creating job descriptions as well as building and aligning a new compensation program, learning ecosystem and performance management program.

More specifically, the client sought support in rewriting job descriptions, conducting market analysis of all unique positions, creating a compensation structure, benchmarking staff to the new compensation structure and delivering an Executive Summary and Guide to Compensation Decisions. Additionally, the client needed assistance in developing a performance management program that cultivates, fosters and rewards excellent performance as well as designing a performance management approach that supports consistency in performance and development feedback.

**Project Duration:** 6-8 months

## Project Goals

### **Total Rewards**

Nonprofit HR's Total Rewards practice was retained to define the roles within the organization; build a compensation structure; and guide the organization in understanding how to operationalize the structure and make fact-based salary decisions.

### **People & Organizational Strategy**

Nonprofit HR's People & Organizational Strategy practice was retained to design a performance management program in alignment with the organization's HRIS (Paylocity) performance management module as well as develop and facilitate a virtual training to roll out the program to leadership and people managers.



## Considerations

### Total Rewards

- 1 Ensuring accurate incorporation of New York civil salaries into the compensation structure.
- 2 Rewriting all job descriptions to accurately capture outcomes, competencies, education and experience required.

### People & Organizational Strategy

- 3 Building a performance management program to align with the organization's online performance management module in Paylocity, given there were no prior performance management policies, tools and processes in place.
- 4 Incorporating a qualitative process, which was staff preference, versus the use of forced rankings.

## Solutions

### Total Rewards

Nonprofit HR and the partner organization helped the client draft new job descriptions and lead the organization through the review and approval process. Upon validation of the job description, Nonprofit HR, built the compensation structure and salary bands for each level, benchmarking the staff to the new structure.

Given that the New York civil salaries data was not verifiable, Nonprofit HR was able to share with the client a sample of jobs that were aligned with some relevant New York civil salaries, while maintaining the integrity of the salary structure. Thus, Nonprofit HR helped deliver completed and approved job descriptions, a salary range for each position, a compensation structure with job levels and a Guide to Salary Decision Making.

### People & Organizational Strategy

Nonprofit HR and the partner organization conducted focus group sessions with senior leadership, people managers and an employee advisory group to better understand prior experiences with performance management and solicit input into the program goals and design. The project consultants designed a customized performance feedback program that provides frequent opportunities for feedback (related to performance as well as learning and development) and presented recommendations to the organization's Senior Leadership Team. Lastly, the project consultants facilitated training to introduce the Performance Feedback Program to people managers.

## Looking Ahead: Next Steps

### Total Rewards

To manage staff compensation, salary administration decision making, staff development and career growth.

### People & Organizational Strategy

To provide employees continuous performance feedback and meaningful coaching, learning and development opportunities that inspire them to perform to their best potential.