



## **Implementing Employee Performance Development: A Case Study**

**Industry: Chamber of Commerce – Non-Profit**

### **Company Profile**

- Services over 800 member businesses and members
- Responsible for supporting and administering five programs for the Clermont County Foundation
- Decisions made by CEO and 18 member Board of Directors
- 10 employees

### **History and Problem**

The Chamber is a voluntary association of businesses, professionals, and individuals working together to enhance its community. Its goal is to make the county a desirable place to live and work. With approximately 800 businesses, professionals, and individuals comprising its membership, the Chamber is led by an 18 member Board of Directors.

Over the years, this Chamber has grown to play a major leadership role in the economic development of the county and its surrounding communities. In 2002, the Chamber was awarded Chamber of the Year at the National Association of Membership Development (NAMD).

For several years the Chamber was focused on growth of membership, fundraising, better organizing and running meetings and events, and better utilization of volunteer staff. As a result, the Chamber had not performed staff performance reviews on a consistent basis for over five years. The review system was paper-based with no formalized follow up in place or opportunities for personal development. There was also no connection of the Chamber's annual goals (Key Result Areas) to the work performed by staff.

### **The following goals were outlined at the start of the project:**

- Implement a semi-annual, consistent, standardized performance management process
- Move to a competency-based performance review system
- Connect Chamber core values to competencies to be applied consistently to each role
- Identify Key Result Areas and to which roles they applied
- Enable a structure for review of results and discussion of next steps
- Formalize individual development planning
- Offer online learning opportunities for staff

### **The following assumptions and guidelines were established prior to performing the talent audit:**

- Assessments designed to appropriately develop associates for future success
- First round of assessment represented a benchmark to be used for future adjustment of



competencies for each role

- Must be viewed by associates as an opportunity, not a threat
- Sense of urgency to communicate results is critical
- Initiative directly supports the Chamber's Mission and Vision

## **Solution**

The scope of work included:

- Evaluating existing job descriptions and choosing the correct job profiles
- Selecting competencies that reflected the core values of the Chamber
- Assessing all staff and the CEO
- Meeting with associates prior to the assessment to clearly communicate the purpose of the assessments
- Providing reports to managers for discussion of results and decisions on next steps
- Assisting with the creation of development plans based on the results.
- Managing the process on a consistent, ongoing basis

All of this was done using Talent Snapshot's® solution, which includes a competency management framework and predictive job profiles, along with the reports, workflow, online templates and online learning and coaching recommendations.

## **Result**

The view of all associates was fact-based, with validated data versus the subjectivity of typical performance reviews. Talent Snapshot® removed the practice of making decisions based on perception and preference.

- Each associate had a development plan.
- Associates felt valued by the company. They appreciated seeing validated data confirming their strengths as well as areas for improvement.
- Development plans enabled managers to conduct effective reviews and accountability discussions with each individual.
- The Chamber's Key Result areas were aligned with employee goals.
- The Chamber as a whole now understands strengths and areas of improvement.