

## Client Challenge

A \$30 million research nonprofit organization recently introduced a new performance evaluation system. To support the new system, the client needed clearer guidelines on promotion and career development. Previous attempts to define levels had led to confusion and perceived inequities.

## Our Solution

Keating Advisors established a cross-functional design team to design three career ladders: Staff, Individual Contributor, and Management. The three career ladders were designed to support the organization's long-term business strategies and scorecard goals. The ladders focus on core competencies, including Knowledge, Contribution & Impact, Work Complexity, Communication/Influence, Leadership, Financial Accountability, Relationship Management, and Administrative Skills, as well technical skills.

Keating Advisors also developed and implemented a multi-level base pay structure that provided guidance around appropriate market rates depending on individuals' skills, flexibility, teamwork, and productivity.

Finally, Keating Advisors and Human Resources communicated the business case for change, the transition plan and the new career and pay system.

## Impact

The career levels and pay structure led to improved employee feedback. Management found that the systems improved employee focus on desired behaviors and results.

Keating Advisors successfully transferred knowledge to the client, which enabled management to launch subsequent teams using the mode developed for this initiative. Keating Advisors also worked with senior management to modify their communication style and encourage more open and transparent performance dialogues with employees throughout the organization.



[WWW.KEATINGADVISORS.COM](http://WWW.KEATINGADVISORS.COM)

3643 Van Ness Street NW • Washington, DC 20008 • (202) 302-2099