

February 27 , 2005

## **Macey Noyes Associates Career Toolkit**

Growth Development Plan  
Performance Based Compensation

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- >Philosophy
- >Approach
- >Meritocracy
- >Macey Noyes People
- >Competency Model
- >Goals
- >GDP Process
- >Calibration/Measurement

[DAVID THIS NEEDS TO COME FROM MACEY NOYES CORE VALUES...MISSION STATEMENT]

Macey Noyes Associates small, value driven company

Creative excellence

Contribution and value of the individual employee

[PLACEHOLDER: Need input on core corporate values and philosophy around people being vital resource. Sustainable competitive advantage. People heart of success. Pride. Attract, develop, retain teams.]

[PLACEHOLDER: Meritocracy. Fair, fact-based, actionable feedback.]

Everyone gets on-going feedback

Reward decisions are fair and based on data collected by many sources

Everyone has specific measurable, or observable goals for the year

- > Simple and straight forward
- > Rooted in meritocracy
- > Consistent across all MNA locations
- > Focused on development, goals, and dialogue not compliance or paperwork
- > Reinforce the broad organizational strategic goals and aligned with individuals goals

>Feedback is limited

- 360 Process should not selected by individual (favoritism, friends, etc.)
- Feedback should be provided at debriefing at end of every project
- Feedback should be by all team participants across all capabilities that influenced deliverable
- Feedback should be quick and easy to provide (see solution)

>Most GDP process are half hearted and not tied to immediate compensation adjustment

- Compensation adjustment should be timed and aggressive to annual/bi-annual review date
  - Larger increases so adjustment should occur annually
- Manager/Employee meeting goes over feedback from that period
  - Employee does self-assessment to review with manager
  - Manager gets report of all feedback with comments (if applicable)
- GDP meetings should be prioritized and not rescheduled
  - Challenge around client needs vs. employee contribution recognition
    - Schedule changes minimize employee perception of value
- Process should not be an administrative burden
  - Set expectation for manager requirement of no more than :15 min per employee.
  - Narrative should be brief

## Competency

- Personal attributes
- Developing, Orchestrating, Influencing, Thinking

## Knowledge

- Information or expertise in specific content

## Value Traits

- Personal characteristics
  - Employee centric values
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Incorporating developing, orchestrating, influencing and thinking into the three corporate wide values.

### Learning

- Leans quickly when facing new problems, a relentless and versatile learner; open to change; analyses both success and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenges of unfamiliar tasks; quickly grasps the essence and underlying structure of anything

### Job Knowledge

- Possess a clear understanding of purpose and responsibilities in position. Remains up to date on changes/trends in the industry.
- Demonstrates technical knowledge related to the job
- Trailblazer
- Best of breed

### Commitment to Quality

- Is dedicated to providing the highest quality products and services which exceed the needs and requirements of internal and external clients; is committed to continuous improvement.

Incorporating developing, orchestrating, influencing and thinking into the three corporate wide values.

### Creativity

- Generates and develops many new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as a trailblazer and added value in brain storming settings.

### Job Knowledge

- Is effective in a variety of formal presentation settings; one on one; small and large groups, with peers, direct reports; and supervisors. Is effective in both cool data and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working. Has strong written and verbal communications skills.

### Process Management

- Good at finding the process necessary to get things done and the time impact on resources; prioritizes and focuses on what is important; knows how to organize people and activates; understands how to separate/combine tasks into efficient workflow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't. Simplifies complex process; gets more from fewer resources; knows/confirming to establish policies and procedures; can manage projects at or below targeted budget.

Incorporating developing, orchestrating, influencing and thinking into the three corporate wide values.

### Respect, Integrity and Ethics

- Demonstrates professional and personal integrity. Treats others with respect. Practice what he/she preaches. Acts inline with core value

### Peer Relationships

- Can quickly find common ground and solve problems for the good of all; can represent his/her own interest and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration, can be candid with peers.

### Client Focus

- Is dedicated to meeting the expectations and requirement of internal and external clients; gets first hand client information and uses it for improvement in products and services; client centric; establishes and maintains effective relationships with client and gains their trust and respect.

- >Active solicitation of feedback
- >Incentives to meet/exceed goals
- >Mindful of outside influences that impact individual's ability to succeed and inefficiencies which negatively impact moral.
- >Manager oversight with reporting
- >Reinforces passionate workforce
- >Provider peer to peer data
- >Real time
- >Privileged based
  - Employee can only see roll-up of scores and not individual evaluations for confidentiality
  - Manager should be able to see reviewer and score
    - Identify personality conflicts
    - Promotes team synergy/building the right team
- >Allows for narrative/comments

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**Solution**

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At Macey Noyes we take a different approach to your career development and growth.

Historically, the review process for most creative organizations is an annual or bi-annual meeting between your manager and you, during which your overall performance is rated and future goals set. The inherent weakness to this kind of process is that both of you naturally focus on the most recent activities in your record and not the cumulative sum of work done since your last review. Also lacking in this type of encounter is the feedback of all the team members that have experienced your daily contributions to the company's growth over your tenure. In essence, it is a very reactionary process that doesn't accurately reflect your individual effort over time and doesn't actively engage either your manager or you in an ongoing conversation. Not a particularly inspirational system for you to use for your own career growth!

Each and every project to which you make a contribution is an opportunity for you and your team members to shine. It should also be an opportunity for all of you to expand each other's knowledge, to promote the best possible end-product for your clients, and to get recognition for outstanding effort. To this end, Macey Noyes is implementing an innovative Project Review System that will enable each team member to assess their own and their colleagues' contributions to each individual project when it is completed. You will be prompted to fill out an online survey via email that will take no more than five minutes of your time. It will be a simple multiple choice format that will also have an optional field for you to add additional comments if you choose.

### Standard GDP Process

Paperwork intensive

360 feedback often

Reactionary

Does not promote actively engaging manager's to on-going dialogue and capture the backup.

Non inspirational

### New Approach

On-going

Lighter administrative burden

Real time feedback after each project

Promotes corrective behavior changes

Fact based data

Allows for performance trends

Feedback from entire team

	Description
<b>Automated Process</b>	<ul style="list-style-type: none"> <li>▪ On job close in Creative Manager                             <ul style="list-style-type: none"> <li>- Automated html email solution triggers email to all team members</li> <li>- Solution has self-assessment and evaluation of entire team</li> </ul> </li> </ul>
<b>Evaluation Criteria</b>	<ul style="list-style-type: none"> <li>▪ Criteria is relevant to capability specific attributes                             <ul style="list-style-type: none"> <li>- Account</li> <li>- Delivery</li> <li>- Creative</li> <li>- Production</li> </ul> </li> </ul>
<b>Predefined Manager Meetings</b>	<ul style="list-style-type: none"> <li>▪ Manager reviews feedback on predefined basis                             <ul style="list-style-type: none"> <li>- Data is fact-based. Score system.</li> <li>- Manager and employee agree to next steps/development</li> </ul> </li> </ul>
<b>Employee Commitment</b>	<ul style="list-style-type: none"> <li>▪ Employee can review feedback in real-time any time.                             <ul style="list-style-type: none"> <li>- Creates passion and incentive to do better.</li> <li>- Performance is known - not ambiguous</li> <li>- Allows for immediate correction, if required</li> <li>- Allows for peer data comparison</li> </ul> </li> </ul>

## Criteria by Job Function

	Description
<b>Account</b>	<ul style="list-style-type: none"> <li>• Setting expectations with client that agency can meet or exceed</li> <li>• Staying within client's and agency's approved budget</li> <li>• Scheduling of appropriate resources for each stage of work</li> <li>• Presentation of error free deliverables to client</li> <li>• Effective and professional communicator within team throughout project</li> </ul>
<b>Creative</b>	<ul style="list-style-type: none"> <li>• Design supports client's brands and target audience</li> <li>• Responding effectively to client's requests for changes</li> <li>• Keeping within client's time constraints and budgeted hours</li> <li>• Ownership and creative supervision of project during every stage</li> <li>• Effective and professional communicator within team throughout project</li> </ul>
<b>Delivery</b>	<ul style="list-style-type: none"> <li>• Proactively working with account to allocate appropriate resources throughout project</li> <li>• Effectively routing materials for appropriate sign-offs to meet deliverables</li> <li>• Scheduling team meetings and writing agendas to keep team focused</li> <li>• Keeping track of client's and agency's approved budget</li> <li>• Effective and professional communicator within team throughout project</li> </ul>
<b>Production (Studio)</b>	<ul style="list-style-type: none"> <li>• Production of error-free deliverables at every stage of project</li> <li>• Effective and technically superior use of appropriate software for each deliverable</li> <li>• Staying on schedule and within budgeted hours</li> <li>• Proactively contribute design and production expertise to improve end product</li> <li>• Effective and professional communicator within team throughout project</li> </ul>
<b>Production Manager</b>	<ul style="list-style-type: none"> <li>• Production specs support client's brands and project needs and approved budget</li> <li>• Updating specs and alerting team to changes promptly</li> <li>• Overseeing and inspecting comps of deliverables at every stage of project</li> <li>• Ownership and supervision of project during every stage</li> <li>• Effective and professional communicator within team throughout project</li> </ul>

- > Scoring is based upon all feedback in real-time.
- > System can be developed for equal points or customized with higher values to critical attributes
- > Scoring can be rolled up or detailed
  - Graphic representation (percentage)
  - Peer to Peer data
  - Geographic

**INSERT: Comp of Sample Email**

## Timeline & Investment Requirements

### Phase I

Paper survey during trial period (see example)

Development of Filemaker Pro database to capture data

Publish results of Filemaker Pro data to web engine

**\$ Impact: \$ 2499.00**

**+**

**Time Investment: 40 hours**

### Phase II

Email trigger notification from Creative Manager to database engine - SQL Stored procedure or email trigger

Database engine generates customized emails with online survey

Results are captured in database

Database data viewable by served searchable results (privileged based)

**\$ Impact: \$ 10,000**

**+**

**Time Investment: 100 hours**

- > Manager's must be aware of employee's self ability to see performance
  - When score falls below certain level email trigger manager's so proactive conversations can take place
- > Non compliance
  - Email will continually trigger on a weekly basis until submission occurs
  - Exception reporting will alert key manager's when submission ages beyond acceptable range
- > Bucketed feedback vs. narrative
  - Why re-invent the wheel
  - We know the business and personality types
    - Evaluation attributes can be bucketed!
- > Perception that technology makes GDP process insensitive or not “feel good”
  - Paper intensive process does require more of a commitment
    - ROI not inline with organizations strategic goals
      - Staff transitions
  - Technology is only the tool
    - One to one communication needs to happen with fact-based performance data
- > Cost
  - Upfront cost to bring technology to fruition
  - Solution can be manual

## Jessika/Shawn Brainstorming Results

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- > Small, family run business changing to corporate culture
  - Already perception of changing culture
    - New faces
    - Move of office location
    - Multiple office location
    - Spreadsheet managed/numbers driven
- > Technology as big brother and evaluations seeming dehumanized
- > Quarterly updates promote
  - Pat on back
  - Formalized discussion / dialogue
- > Account Manager should complete employee assessment with principle
  - Shaun position that AM review may not be accurate, Account Manager may be disconnected from day to day performance/dependencies, etc.
    - Jessika position that AM SHOULD KNOW details about each project and team members contribution
      - AM need to be proactive managers and engage in routine conversations about performance
  - Evaluated by all creates more accurate representation of performance
    - Microanalysis
    - Impersonal
- > Reward based incentives promote on-going passion workforce especially in tactical teams where career path growth not an incentive
  - Studio/Production/Tactical work
- > Level of happiness not always tied to performance
  - Need formal written process to compliment fact-based data
  - Need processes to go along with new technical analysis so it looks like it is in the employees favor to grade themselves and each other reason behind Quarterly review for empowerment.

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## Performance Criteria by Position

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	Description
Portfolio	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
Results	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
Management	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
Revenue Impact	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>
Relationships	<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>

Description

Portfolio

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Conceptual

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Design

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Results

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Relationship

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Description

Portfolio

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Tactical

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Process

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Relationships

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## Communication

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 Maceys Associates

# Career Toolkit

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# Technical Specifications

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- > Job close in Creative Manager triggers email with all agency resources on job with > (x) hours
  - X = variable assigned in web centric administration screen
- > Solution identifies resources and tags them as
  - Account
  - Creative
  - Delivery
  - Production
  - Studio
- > Complex html generated with all resource on the job with department specific questions
  - All team members and self-ratings
- > Respondents evaluate team members and submits form
  - Exception reporting on un-submitted surveys
- > Database feed information back into Creative Manager
- > Employee can sign in to web page and see year to date survey results
  - YTD
  - Peer data of employees in same department
- > Administrator/Supervisor can see detail feedback