



## case study

# A Not-for-Profit's Success Story

## Situation

The association is a non-profit organization that provides assistance to new immigrants. A recent restructure has created some chaos in the organization. Two senior management positions have been eliminated and two programs have been amalgamated, resulting in three staff members being laid off.

## Salopek & Associates Value-Added Solution

The Executive Director has decided to hire the services of Salopek & Associates to assist with organizational redesign/structure, role definition, writing job descriptions and to assist them in rebuilding staff morale. The emphasis will be on engaging staff as the work is being done. Salopek & Associates will hold focus groups with staff in order to gain a perspective on why employees enjoy working for the association and what keeps them employed and excited about coming to work. This information and perspective will be important as Salopek & Associates works with management to update policies, procedures, reward and recognition programs and the performance management system. Salopek & Associates will facilitate the formation of a Workforce Council consisting of staff from the front line as well as management to assist with the development of

the new programs. The Workforce Council will be held accountable for providing input and ensuring that new programs are understood throughout the organization.

## Result

Salopek & Associates assisted with the development of a new organizational structure that created a flatter reporting structure and more accountability for managers. Managers were coached on how to effectively engage staff in decision making and a performance management process was developed that involved input from the front line. Job descriptions were developed that clearly outlined expectations and accountability.