



## Improving leadership skills through Compass<sup>®</sup> powered by ADP<sup>®</sup>

**Anonymous employee feedback, personalized assessments and online coaching help a financial institution to successfully focus on accountability, transparency and change management.**

**The challenge: Find and engage an easy-to-use employee engagement and manager development solution that encourages employee feedback and improved leadership skills.**

GenFed Financial Credit Union opened its doors in 1934, serving the workers of The General Tire & Rubber Company in Akron, Ohio. It expanded from a single-location credit union into a financial institution with branches in Ohio, Indiana and Illinois. Today, the not-for-profit serves more than 24,000 members with banking services including savings, loans and other financial services.

GenFed has approximately 80 employees, including 12 branches of employees and managers, plus a lean corporate staff.

From its earliest days, GenFed stayed focused on its charter to serve its thousands of members. Equally important, the ideas, opinions and suggestions of its employees have always played an active role in the culture of the credit union. Employee engagement and people development continue to be top of mind for GenFed's new chief executive officer, Mike Doran.

"Some of the best feedback I've gotten was from people I've supervised. In fact, some of the best ideas come from your people on the front line," said Doran. Doran stepped in as GenFed CEO after his legendary predecessor, Joyce Jones – who started with GenFed as a bank teller 40 years ago – retired.

When GenFed outsourced to ADP in 2018 for human capital management services, like payroll and time and attendance, the credit union also saw potential in Compass<sup>®</sup> – ADP's assessment-based feedback and development solution. "Employees should be able to share things with their manager, and managers want to know how they are perceived by their direct reports," said GenFed's vice president of human resources, Julia Timbrook. "Compass seemed to offer a unique, easy and anonymous way to make that happen. So, we decided to deploy it."

**The action: GenFed Financial chose Compass<sup>®</sup> powered by ADP<sup>®</sup>.**

Compass<sup>®</sup> powered by ADP – an online employee engagement and leadership development solution – is helping GenFed's managers improve their leadership skills with the help of confidential, anonymous employee feedback, strengthening team success.

### Company Vitals



<b>Name</b>	GenFed Financial Credit Union
<b>Industry</b>	Financial Services
<b>Employees</b>	80
<b>NA Headquarters</b>	Akron, Ohio
<b>Business solution</b>	Compass <sup>®</sup> powered by ADP <sup>®</sup>
<b>Learn more about GenFed Financial:</b>	<a href="http://www.genfed.com">www.genfed.com</a>

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**Mike Doran**  
Chief Executive Officer  
GenFed Financial



Using secure and confidential email communications, Compass enables a leader's direct reports and other stakeholders to provide confidential and anonymous feedback to the leader on his or her leadership behaviors and collaborative habits. After receiving a personalized online assessment report, the leader has access to an automated coaching service with highly focused suggestions for improvement. These suggestions are based upon feedback gathered from team members and are delivered via weekly emails over eight weeks.

Timbrook said, "The ability to measure helps you see what direction you're going in. Compass has effectively measured what we have done internally – we've had a huge focus on accountability, transparency and change management. We had a feeling about what our top behaviors and low behaviors were, but Compass not only confirmed what we think, it also revealed some things we didn't know."

She added, "We used to have a leadership survey, but didn't have anything in place like Compass. The need for 360-degree feedback is necessary today. It had to happen for us. But engagement begins with employee buy-in, which made the 100 percent anonymity of the Compass solution a big selling point for using it. Without employee feedback you don't get to have targeted development for your managers."

A second key point about Compass is getting managers to be open to constructive feedback from their direct reports. "In my own case, some of the employee feedback I personally received really surprised me – but it also helped me to improve," said Timbrook. "I feel Compass is working."

Launching Compass was a nonevent, she added. "At first, I didn't realize how easy it was to get started. It's extremely easy. There is no software to install with Compass and the ADP team holds your hand the entire time. I'm seeing us get better results with the more engagement and coaching we do." For example, the items that people received coaching on most recently were given a **+29 percent higher score** than in the previous survey round.

### **The impact: Anonymous feedback is building employee trust and helping leaders to learn, improve and grow.**

GenFed Financial is seeing measurable results from Compass, as participation rates – which are significantly above average – reflect positive responses from managers to the anonymous feedback they receive from their employees.

Employees are comfortable providing anonymous feedback. Managers are listening and leaders are improving. "The Compass anonymity feature is a huge thing," said Timbrook. "Anonymous feedback helps to build employee trust and engagement, which are so important."

As feedback flows, it opens the door to honest information that managers can act upon. "The coaching managers receive from Compass is useful, no matter if they've been in the organization for years or are brand new," Timbrook added. "For managers, knowing that you will be given coaching to improve, in an anonymous environment, helps to make the tool so successful."

Compass is helping GenFed to become an even more rewarding workplace, as employees clearly recognize their ideas are being listened to. "Taking anonymous feedback from employees and transforming it into focused leadership guidance is very exciting," said Doran. "Everyone here at GenFed is benefiting from Compass," Timbrook concluded.

**Learn more about GenFed Financial Union:**  
[www.genfed.com](http://www.genfed.com)

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**Julia Timbrook**  
Director of Human Resources  
GenFed Financial

### **ADP – Always Designing for People®**

At ADP, designing a better way for people to work using decision-quality data and easy-to-use solutions like Compass, is at the heart of what we do. For GenFed Financial, Compass fosters a more responsive and rewarding work environment for employees and their managers.

#WorkingFor – helping people to be the best they can be.

