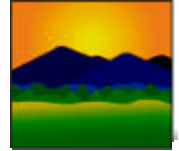




50 Washington Street  
Norwalk, CT 06854  
203-750-5800  
www.ercdataplus.com



## Professional Service Firms Upward Review

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Upward Review provides comprehensive support for large-scale associate-to partner, and partner-to-partner feedback programs. Upward Review allows partners and associates to share information about the partner's behaviors in performing key managerial functions: case/transaction management, building professional relationships, and professional growth and development.

Upward Review measures competencies, values or behaviors critical to success in the law firm environment. Associates (or partners in the partner-to-partner model) fill out a survey for each partner with whom they have had a *substantial* working relationship. Partners complete the same survey as a self-assessment. The data is processed and delivered to the partner in a clear, easy to read and understand format. A key component is the table that reveals agreements/gaps in perception between the raters and the person rated.

Upward Review offers the information needed to develop a partner's competency in the assessed dimensions. It also offers the firm the opportunity to assist partners in developing behaviors that contribute to improved associate management. Improvements in these areas contribute to improved associate morale, productivity, skills, efficiency and effectiveness. Upward Review increases the effectiveness of partners in their mentoring, coaching, development, and management roles. The Return on Investment is calculable and significant. If, for example, an associate is responsible for 1800 hours of billable time, and his/her productivity in key areas such as case/transaction management, building professional relationships, or professional growth and development can be improved by just 5%, the return is significant.

Data collection is simple: participants (partners and associates) enter ratings *via* the Internet using a feedback instrument designed and validated by Maryann Hedaa, a Practice Group Leader of Hildebrandt International's Professional Development Group. It is simple to use, all electronic, with assured data accuracy, anonymity, and confidentiality.

### FEATURES AND BENEFITS:

- Easy to implement. No software to buy and all processing is done by ERC Dataplus
- Each participant receives only one integrated invitation with the information needed to do all their ratings
- Real-time tracking of surveys in progress
- Clear and easy-to-read feedback reports that balance numerical and graphical information.
- Group reports for organizational analysis (resource allocation, diversity, planning)
- Reports and features customizable to meet your organization's needs
- Confidential process

### PROGRAM MANAGER BENEFITS

- Outsourced administration, with immediate access to real-time status reports
- Automated reminders to drive high response rate
- Clear concise feedback