



Overview

ChildServe's employee performance management solution was time consuming, difficult to administer, and not meeting the needs of employees.

The organization redesigned all of its processes, including the employee performance management process. emPerform was selected as the employee performance management solution provider.

emPerform allowed ChildServe to reduce the amount of paper used, complete appraisals on-time, and improve the quality of feedback provided to employees.

Solution provided by:



About

Corporate Renaissance Group

Established in 1989, Corporate Renaissance Group (CRG) is a global provider of innovative solutions that drive better business management and performance. With expertise in business management applications, CRG has established itself as a leading provider of solutions that drive operational effectiveness. CRG, a Microsoft Gold Certified partner, is headquartered in Ottawa, Canada, with offices in the United States, South Africa, and India.

For more information about CRG please visit www.crgroup.com.

Corporate Renaissance Group

6 Antares Drive, Phase 1, Suite 200
Ottawa, ON Canada K2E 8A9

t: 613.232.4295
w: www.crgroup.com
e: crg@crgroup.com

Situation

Based in Des Moines, Iowa, ChildServe is a not-for profit organization that provides specialized pediatric health care services to more than 2,000 children. With more than 1,100 employees, spread over several locations, ChildServe partners with families to help children with special health care needs live a great life.

ChildServe ran a paper-based, anniversary style review. It found that evaluating a large number of employees each month was taking a considerable amount of time.

ChildServe noticed that evaluations were frequently running behind schedule and employees were not receiving timely or accurate feedback.

The process was not adequately meeting the needs of the staff:

- It was difficult to administer
- Tracking the progress of the reviews and following up with reminders was extremely time consuming
- Employees, supervisors and human

“With our paper-based appraisals, only 40% were completed on-time...after emPerform, over 90% of the appraisals are completed on time—without HR having to chase employees and supervisors.”

Jay Winger
Director of Staff Relations
ChildServe

resources were frustrated by the time required to finish the appraisals and the late completions

The information contained in the performance reviews could not be used for reporting and analysis. ChildServe realized that it needed to improve its employee performance management system. It wanted a solution that made the process easier to manage, produced quality feedback, and engaged employees and supervisors on a more regular basis.

Solution

ChildServe underwent an organizational transformation; it undertook a Six Sigma process improvement exercise. The Six Sigma process improvements translated to the employee performance review: the process was completely redesigned.

ChildServe took the opportunity to update the appraisal process, the evaluation criteria and the content. The new evaluations included organizational values that were common to all employees. Adding organizational values created a starting point for conversation between staff and management and it allowed employees to align their goals, activities and contributions with common values.

ChildServe also added three competencies to every employee evaluation. As part of their new process, ChildServe revisited the job description associated with each position, and created new evaluation categories that simplified the evaluations and focused



them on meaningful feedback.

A team took almost a year to evaluate the different options for an employee performance management solution. At the end of the solution evaluation process, the team narrowed the choices to two. emPerform was chosen based on its flexibility, value proposition (a complete, non-modularized software solution for a single price), licensing model and out-of-the-box Microsoft Dynamics GP integration.

Benefits

Improved Timeliness

emPerform allowed ChildServe to automate the performance management process; employees and supervisors were automatically kept on track and HR could check on the status of the process. After emPerform, ChildServe's employee performance management process is over 90% on time and HR does not have to chase employees and supervisors to finish the evaluations.

Increased Productivity: Easy to Use

The flexibility of emPerform allowed ChildServe to design, build and automate its performance management solution that was effective and easy to use. emPerform was easy for the entire HR department to administer; additionally, both employees and supervisors found the software logical and intuitive. ChildServe allowed supervisors and their direct reports to use emPerform at their discretion: daily, monthly, quarterly or annually. By

giving supervisors control over the evaluation process—and emPerform—ChildServe experienced increased “buy-in” from staff which contributed to both the timeliness and accuracy of the evaluations.

ChildServe took advantage of the many easy-to-use features included with emPerform that enhanced the experience and deepened relationships:

- Employees and supervisors regularly attached documents and files to bring forward at the face-to-face, formal appraisal meeting
- A 30-day new hire survey was created to solicit feedback from new hires regarding their on-boarding experience
- 360 surveys were completed to gather feedback from multiple sources—inside and outside of ChildServe.

Improved Accuracy and Reporting

During any given month, over 100 evaluations are completed by employees and supervisors: annual appraisals (coinciding with the employee's anniversary date), 90-day new hire evaluations and 30-day new hire surveys. emPerform's ability to track each evaluation through each stage of their workflow has given the HR department the ability to provide real-time progress reports.

emPerform automatically calculates performance scores which has saved time, reduced errors and increased accuracy in reporting.

Reduced Environmental Impact

emPerform enabled ChildServe to build on its commitment to be more environmentally sustainable. Over a thousand employees were completing multiple paper-based evaluations each year. emPerform enabled ChildServe to remove paper from the process, reducing ChildServe's environmental footprint.

“emPerform gave us the flexibility to complete a large number of evaluation programs, like our annual evaluations, 90-day new hire evaluations and our 30-day new hire survey”

Jay Winger
Director of Staff Relations
ChildServe



Partner

www.crgroup.com

www.employee-performance.com