SOUTH COAST RADIOLOGY

Performance management without an HR department

With no HR Manager and no performance management system in place, HR just wasn't a focus for South Coast Radiology (SCR). In fact most of its employees – some with over 20 years' tenure – had never experienced a performance review. But the company's success was catching up with it, and that was all about to change…

With over 230 staff at 13 sites around Australia's Gold Coast, SCR is one of the region's top 15 employers. The company has experienced phenomenal organic growth over the past few years – a fact General Manager Paul Johansen states was a catalyst for change.

"When I first came to SCR, one of the things on the strategic agenda was getting a performance management system in place. SCR was growing fast, there were different standards and expectations across sites, and we needed a framework to ensure consistency when rotating staff between locations.

"We needed a system that would tie all this together, that would work well for our distributed workforce, and that would be really easy for people with limited review experience to use."

Why Cornerstone

In Paul's previous role he'd worked alongside HR to implement Cornerstone Growth Edition across offices in NZ, Australia, the US and India. So after developing a review framework for SCR with psychologist Nicole Taylor, Paul saw a natural fit with Cornerstone.

"I had used paper reviews and customized systems before, so I wasn't keen on going down that path. Cornerstone out of the box was simple, easy to use, very

CORNERSTONE GROWTH EDITION

Industry Healthcare

Region Australia

Live Since 2012

# of Employees 240+

Business Impact Established standards and ensured compliance; improved access to HR data

intuitive and gave our management team the statistics and comparisons we were looking for straight away. We didn't even need to consider alternatives."

Once the decision was made, the project progressed at a fantastic pace: "We turned everything around really quickly; we started the project at the beginning of April, it was up and running by the end of May, and we completed our technical staff reviews by the end of November."

"We couldn't have done everything in that timeframe without Cornerstone."

The Results

Reaction to the new review system at SCR has been largely positive, with people enjoying the opportunity to focus on performance for a change.

"Cornerstone gave us a good excuse to have conversations about performance. Everyone's so busy that prior to Cornerstone issues didn't get dealt with readily. Now everyone gets to set aside a specific time to talk about performance."

Paul has also received positive feedback on the usefulness of of 360 reviews, the lack of paperwork ("Thank God I don't have to write this up!") and the ability to log in and do reviews from any location – even from home.

"People appreciate that Cornerstone lets them take their time with their responses. They don't have to do their review all at once, but can go and have a think, change things, and add to it later."

The Future

SCR is now heading into its second review round, and using Cornerstone's analytics data to compare performance across sites.

"Cornerstone will remain very important as we continue to grow; providing consistency of standards across the company, and giving us easy access to records of the team's growth and development. We're extremely happy with the product – its reliability and ease of access make it a really good fit."

And having taken SCR from no performance reviews to using Cornerstone in less than a year, Paul is perfectly placed to offer advice to other companies in a similar position. His advice to those considering a paper-based review system as a cheaper alternative?

Paul laughs: "The time you will take managing, filing, scanning, emailing, compiling and losing paper based information will greatly outweigh the cost of implementing Cornerstone. I've already recommended it to other companies in New Zealand and Australia; with what you get for the price, it's a no-brainer."