Macorva

How a cutting edge medical device manufacturing company reinvented its employee review program

Overview

Even in fast-paced industries like medical device manufacturing, where the pace of change and innovation can be dizzying, common tools for employee engagement and performance measurement remain a step or two behind.

Yet, measuring performance and retaining a well trained and specialized talent base is essential to continued innovation. To address this challenge, the leadership team at CIRS decided to implement a new employee feedback and review program.

The CIRS team selected the Macorva employee engagement platform for its "democratized" and anonymous model. The results were immediate and remarkable: CIRS employees voluntarily shared their experiences with an average of 19.4 coworkers. As a result, the leadership team now has robust, anonymous feedback and reports that they can use to inform their approach to employee retention.

About CIRS

CIRS is recognized worldwide as a leader in the manufacture of tissue equivalent phantoms for densitometry, calibration, quality control, research and training in medical imaging and radiation therapy. CIRS was founded in 1982 by Dr. Elias Zerhouni. His mission was to create a reference phantom that would enable Computed Tomography Scanners to accurately differentiate benign from malignant lung tumors. His patented "Lung Nodule Reference Simulator" minimized the need for costly and often unnecessary lung thoracotomies. Other products followed including a CT phantom for bone mineral density evaluation and phantoms for evaluating image quality of mammography systems.

Industry:
Medical device manufacturing

Founded:
1982

Headquarters:
Norfolk, Virginia

Website:
cirsinc.com/about/

19.4

Average coworker experiences shared per employee

Extensive adoption of "attributes" indicating better engagement

New avenues for addressing negative scores in more productive ways

Challenges

As a respected leader in medical device manufacturing for more than thirty years, CIRS places a premium on attracting and keeping the top talent in the industry. This is in part because innovating, engineering, and testing new medical devices requires a high level of specialty and training. At CIRS, where autonomy, creativity, and constant innovation are encouraged among employees, the company's leadership pays close attention to employee feedback.

"We brought up the concept of rolling out a new employee review model at one of our recent all-hands meetings," says Mark

Devlin, CEO. "After polling our employee base, we found that 80% of employees were in favor of unlimited peer review."

This data, coupled with a desire at the leadership level to avoid a culture where managers are always looking over the shoulder of their direct reports, led Devlin and his team to seek a system that could gather peer feedback in a structured and anonymous manner. Unfortunately, none of the traditional employee engagement surveys contained simple, efficient 360° feedback, so they needed to look for a new option.

"The Macorva platform gave us the ability to solicit anonymous experiences from our employees—a place where they could comfortably review experiences with coworkers at every level in the organization."

Jennifer Koeppen
HR Manager, CIRS

Solution

Devlin worked closely with Jennifer Koeppen, HR Manager at CIRS, to identify a new engagement and performance tool capable of moving beyond a single perspective to meet employee demand for "unlimited peer review." Soon, Devlin and Koeppen selected Macorva, the only crowdsourced engagement and performance solution on the market.

"The Macorva platform gave us the ability to solicit anonymous experiences from our employees," says Koeppen, "a place where they could comfortably review experiences with coworkers at every level in the organization. In a company like CIRS, where so many individual contributors and teams collaborate with each other on a daily basis, this functionality was essential."

The solution delivered more engaging surveys without the need to overhaul any existing processes, and its "unlimited 360° feedback" solution encouraged more employees to contribute. Koeppen, Devlin, and the rest of the leadership team liked that Macorva surveys took less time to complete and generated individual scores and employee personality profiles for everyone in the company. Transparency was also important, so the ability for employees to see their own scores—as well as the scores of their subordinates—was a hard requirement for Koeppen.

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>
> **Mark Devlin**
> CEO, CIRS

Results

After rolling out the new Macorva platform, Koeppen and her team were impressed with the level of engagement and the volume of feedback data. The average respondent voluntarily submitted 19.4 coworker impressions and made extensive use of the available attributes (for example "friendly," "disorganized," and so on).

"People were very happy with their positive scores and everyone liked that the survey only took a couple of minutes," recalls Devlin. "I like that collecting feedback from a large number of coworkers drowns out individual biases. You are left with quantitative trends that can be discussed in 1:1 meetings with management."

This was an important outcome to both Koeppen and Devlin: the ability to remove subjectivity from the employee performance and review process as much as possible. "Nobody in our organization particularly likes passing negative judgement," adds Koeppen. "The Macorva surveys create a structured feedback process that combines many perspectives into one report."

Because a higher and more complete volume of feedback data is now generated, both employees and the CIRS leadership team feel that this process has been democratized for the better, removing the effects of unconscious bias that plague traditional feedback models.

Finally, the CIRS team is confident that the Macorva platform will contribute to better employee retention, something so important within the medical device manufacturing vertical. Says Devlin, "we can now look to the data to identify our standouts, our at-risk talent, and develop constructive plans to re-engage these employees to make sure they have the resources they need to continue their careers at CIRS."

About Macorva, Inc.

Visit the Macorva website. →

Macorva is an innovative human resources tool that visualizes employee dynamics to improve employee engagement, helping organizations retain top talent, improve workplace culture, and grow their business. The Macorva survey platform is built around unlimited 360° feedback, and is designed to identify specific scenarios that limit engagement before they negatively impact company goals. Companies of all sizes and verticals can leverage Macorva to gather more meaningful and actionable data from its employees, data that empowers all employees and helps leadership manage proactively.

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