



reviewsnap

PrimeSource and Reviewsnap: Building a Better Performance Review Experience

CHALLENGES

- Diffuse workforce made paper-based performance reviews highly inefficient.
- To find a software solution that would accommodate a wide variation in users' computer skills.

SOLUTION

- Reviewsnap's cloud-based Performance Management Software.

RESULTS

- Reduced managers' review-processing time by 30 to 40%.
- Slashed HR admin time by 50%.
- Raised review completion rate from about 65% to nearly 90%.
- Reduced average review period from four months to 45 to 60 days.

PrimeSource Building Products, Inc. is the world's largest purveyor of fasteners (nails, screws, bolts, etc.). It's also one of North America's biggest distributors of building materials.



Not surprisingly, PrimeSource's operation is truly expansive: 1,200 employees spread across 42 distribution centers that span the United States and Canada, along with its global headquarters in Irving, Texas.

This vast footprint is one of the reasons PrimeSource serves customers so effectively. But having such a diffuse workforce makes it extremely difficult to administer performance reviews efficiently, especially when they're paper-based, as PrimeSource's were until 2010.

According to Roseann Rush, Vice President of HR and Risk at PrimeSource, the company's old paper-based reviews created a number of challenges including:

- **Communication inefficiencies** between managers and employees, who were often in different locations—even different states. The communication breakdowns and delays led to a lengthened review and approval process.
- **Time-consuming repetition**, especially for managers overseeing employees in warehouse roles. Completing the necessary handwritten review forms for these individuals meant entering the same goals on form after form.

- **Processing problems** for the headquarters-based HR department, which had to read, review, correct and disseminate all of the handwritten forms.
- **Monitoring difficulties**, such as checking up on the status of reviews and determining whether new employees were being added into the review process appropriately.

Rush decided it was time for PrimeSource to find a better solution—performance review software that would address the problems and give the entire organization a better experience.

Let the Demos Begin

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Rush began her search by using an online directory of business software and vendors, seeking out solutions that fit certain criteria she required. Among the most important criteria was ease of use, due to the wide variation in computer and software skill levels among PrimeSource’s employees.

Rush quickly set up demos with several providers over a two-day period. She scheduled the demos closely together to immerse herself in the process and to better compare and contrast the various solutions’ features and user experiences.

Several solutions quickly fell out of the running, as they required users to perform a range of complex tasks. But one solution was starkly different: Reviewsnap.

“With some of the products I was completely lost,” says Rush. “I knew that I couldn’t expect our employees and managers to decipher these tools for themselves. Reviewsnap, on the other hand, was incredibly simple. When I demoed the system I thought, my people will completely understand this!”

Rush especially liked Reviewsnap’s logical “flow”—how the reviews moved from skills and competencies to previous goals to new goals to overall ratings to development. Another attractive characteristic was Reviewsnap’s flexibility. For example, it enabled managers to weight various performance criteria differently, and each appraisal could be

reviewed and edited by multiple managers, both of which are relatively common needs for PrimeSource.

Considering all of these advantages and Reviewsnap's highly affordable price point, Rush knew that she had found her company's new performance review system.

Four Years of Results & Added Value

In 2010, PrimeSource implemented Reviewsnap with a trial run among 600 of its white-collar employees. The trial was a resounding success and the company rolled out Reviewsnap to the rest of its employees the following year.

Since implementing Reviewsnap, PrimeSource's results have been striking:

- **The completion rate for reviews is now 89%, up from roughly 65% prior to Reviewsnap.** In fact, this percentage continues to climb, says Rush, as managers and employees increasingly embrace the system companywide. Rush and her staff are now able to easily monitor and track the status of individual reviews thanks to Reviewsnap.
- **Managers have shaved an estimated 30% to 40% off their review-processing time.** Reviewsnap makes composing reviews far more efficient, especially for managers who have subordinates with many of the same skills and goals that must be entered into every review form. Plus, the software improves communication among managers, employees and the HR team, which also helps to speed up and strengthen the administrative process.
- **HR has cut its administration in half.** Rush estimates that her department used to spend close to 120 hours filing, reviewing and faxing reviews. That number is now down to 50 or 60 hours.
- **The company's annual review period has been slashed by more than 50%.** What used to take PrimeSource four months to accomplish now gets done in 45 to 60 days.

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Rush notes that a number of the software's tools have added significant value to the review process—particularly her favorite feature, the journal entry capability. She uses this feature to document significant performance-related notes for employees, as do a growing number of PrimeSource's managers. "If an individual does something well or needs to be alerted to a performance issue, we create a journal entry and it becomes part of that person's permanent record," Rush says. "We no longer misplace performance notes or have issues when we need to support our performance ratings. We simply print out the chronology of the journal and it shows us exactly what we've documented, what we've addressed and what we haven't."

PrimeSource originally intended to use Reviewsnap only for administering its annual performance reviews. However, it now uses the system for 30-, 60- and 90-day reviews for new employees, which helps the company give employees better direction and keep them on track for achieving their goals *well before* they receive their initial annual review. Rush strongly believes this has made a tremendous difference in the company's performance management capabilities.

In addition, PrimeSource also uses Reviewsnap to administer corrective action plans. When poor performers are given one of these plans, managers use Reviewsnap's goals feature to identify specific areas for improvement. Managers and HR staff are then able to closely and easily track how well employees are living up to their plans.

Definitely the Right Solution

Over the past several years, PrimeSource has worked diligently to better engage its entire workforce in the performance review process and to make the timely completion of reviews a companywide priority. Rush credits everyone—from senior management to line managers to employees on the front lines—for embracing the effort and making it a success.

She also credits Reviewsnap for helping to support the organization's strengthened commitment to its reviews process. As PrimeSource's managers have become increasingly engaged with Reviewsnap, they've used the software's flexibility to generate more valuable

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appraisals—for example, by customizing goal weighting for an individual’s particular job responsibilities.

“When managers actually take the initiative to customize reviews, it tells me we *definitely* found the right solution,” says Rush.

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About Reviewsnap: Reviewsnap is a complete, fully automated performance management system that offers user-friendly, reliable and affordable on-demand SaaS (Software as a Service) solutions to help companies align goals for greater results, enhance communication and coaching, increase employee engagement, and save time and money through improved efficiency. Learn more at www.reviewsnap.com.

About PrimeSource Building Products: With 42 distribution centers throughout the US and Canada and more than 1,200 employees, PrimeSource is an international distributor of building materials serving residential, commercial, and industrial new-construction and remodeling markets as a value-added link in the distribution chain. Core products distributed under the Grip-Rite® and Pro-Twist® brands include: Nails, screws, and collated fasteners; tools, compressors and accessories; residential and commercial roofing products; diamond blades and accessories, gypsum accessories, weather protection and covers, adhesives and caulks, contractor bags and poly sheeting, building accessories; rebar and concrete accessories; and fencing and wire. For more information please visit www.primesourcebp.com or call (800) 676-7777.

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