

Employee Engagement Scorecard

Indicator	Desired Trend	Current Trend	Baseline 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	2013 Q Average	Q1 2014	Q2 2014	Q3 2014	Q4 2014	2014 Q Average
Integrity													
Absenteeism (FTO-L) (HR)	↓	↓	11,192.00	11,978	7,754	9,061	8,267	9,765	15,284	6,433	8,657	7,770	9,486
Turnover rate for < 3yr of service (HR)	↓	↑	1.43%	1.06%	0.90%	0.7%	0.78%	0.92%	1.30%	1.1%	0.88%	1.08%	1.12%
Turnover rate for introductory period (90 days) (HR)	↓	↓	.08%	0.06%	0.00%	0.17%	0.01%	0.06%	0.00%	0.06%	0.05%	0.16%	0.03%
Commitment													
How well staff work together for care of patients (PG)	↑	↑	87.00%	86.20%	85.40%	87.60%	88.30%	87.93%	87.90%	90.30%	89.60%		89.27%
Turnover Rate-Hospital Wide-Involuntary Only (HR)	↓	↑	4.84%	3.88%	3.43%	3.01%	3.79%	3.54%	3.03%	4.12%	4.04%	4.56%	4.34%
Community Service Hours (PR)	↑	↑	6,209	19,210					24,884				
Percentage of employees who contribute to United Way (HR)	↑	↑	26.00%			21.00%					26.00%		
Accountability													
Overall professional Appearance (PG)	↑	↑	89.50%	88.60%	89.30%	88.20%	90.10%	89.65%	90.40%	91.60%	90.30%		90.77%
Employee Feedback by Managers (SM) * *	↑	↓	63.00%	61.00%	62.00%	62.58%	N-D	63.52%	53.06%	54.4%	70.30%	N-D	62.58%
Number of Survey Respondents (SM) *	↑	↓	271	372	362	338	N-D	344	408	250	293	N-D	317
Active in decision making for my department (SM) * *	↑	↓	51.00%	56.00%	53.00%	46.23%	N-D	51.74%	46.13%	46.00%	51.90%	N-D	48.68%
Comfortable discussing/reporting safety issues in my department (SM) * *	↑	↓	84.00%	89.00%	88.00%	88.38%	N-D	88.45%	79.09%	79.20%	82.6%	N-D	80.30%
Respect													
Courtesy and Respect (PG)	↑	↑	87.00%	87.00%	88.00%	87.51%	84.52%	86.70%	88.40%	82%	84.2%		84.88%
Reward and Recognition (SM) * *	↑	↑	31.00%	37.00%	38.00%	31.1%	N-D	35.71%	33.30%	40.4%	41.6%	N-D	38.43%
Manager responds timely and constructively to my concerns (SM) * *	↑	↓	64.00%	65.00%	64.00%	69.81%	N-D	66.27%	52.12%	58%	65%	N-D	58.94%
Excellence													
Overall Rating HCNAPS (PG)	↑	↓	58.00%	54.40%	62.00%	56.70%	57.80%	57.73%	55.60%	53%	60.1%		56.23%
Proud to work at ODMC (SM) * *	↑	↓	53.00%	58.00%	58.00%	61.01%	N-D	59.00%	54.13%	45.2%	51.9%	N-D	49.74%
Communication/Department Meetings (SM) * *	↑	↓	51.00%	52.00%	61.00%	54.72%	N-D	55.91%	47.30%	52.4%	75.1%	N-D	58.27%
Initial On Boarding of employees (GHQ/IT)	↑		4.62	4.31	4.63	4.88	4.94	4.84	4.35	4.12	4.33	4.43	4.35

HR - Human Resources
GHQ/IT - General Hospital Orientation
Evaluation Tool (Range 1-5)

PG - Press Ganey
PR - Performance Reviews
SM - Survey Monkey

Employee Scorecard Template

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Employee Scorecard Template:

Balanced Scorecard Paul R. Niven,2011-01-04 This book provides an easy to follow roadmap for successfully implementing the Balanced Scorecard methodology in small and medium sized companies Building on the success of the first edition the Second Edition includes new cases based on the author s experience implementing the balanced scorecard at government and nonprofit agencies It is a must read for any organization interested in achieving breakthrough results

Balanced Scorecard Evolution Paul R. Niven,2014-08-04 The best plan is useless without effective execution The future of business has become so unpredictable that your five year plan may be irrelevant next week To succeed in the modern market you must constantly assess your progress and adapt on the fly Agility flexibility continual learning and adaptation are the new rules of business success A differentiating strategy is crucial but it will only lead to competitive advantage if you execute it flawlessly You ll succeed only if you have the right insight for strategic planning and the agility to execute your plan **Balanced Scorecard Evolution A Dynamic Approach to Strategy Execution** provides the latest theory and practice from strategic planning change management and strategy execution to ensure your business is flexible future ready and primed for exceptional execution Author Paul R Niven guides you through the new principles of The Balanced Scorecard and shows you how to apply them to your planning and strategy execution endeavors Read case studies that illustrate the theory and practice of strategic agility and execution Learn how to create the objectives measures targets and strategic initiatives that can make your plan a reality Use the latest change management techniques to boost strategy execution success Gain the knowledge and tools you need to face your challenges head on Motivate your employees to change behaviors toward plan accommodation Making a plan isn t enough You must actually take steps to implement your plan and this requires excellent leadership skills Change can be hard and your organization may be resistant **Balanced Scorecard Evolution A Dynamic Approach to Strategy Execution** provides everything you need to make things happen Balanced

Scorecard Step-by-Step Paul R. Niven,2002-10-15 This book explains how an organization can measure and manage performance with the Balanced Scorecard methodology It provides extensive background on performance management and the Balanced Scorecard and focuses on guiding a team through the step by step development and ongoing implementation of a Balanced Scorecard system Corporations public sector agencies and not for profit organizations have all reaped success from the Balanced Scorecard This book supplies detailed implementation advice that is readily applied to any and all of these organization types Additionally it will benefit organizations at any stage of Balanced Scorecard development Regardless of whether you are just contemplating a Balanced Scorecard require assistance in linking their current Scorecard to management processes or need a review of their past measurement efforts **Balanced Scorecard Step by Step** provides detailed advice and proven solutions Managing and Measuring Employee Performance Elizabeth Houldsworth,Dilum Jirasinghe,2006 As performance management becomes better integrated into businesses attitudes and approaches to it are

evolving Through case studies and detailed practice examples from leading international organizations this text addresses the increasing demand for managers in all sectors to manage and measure staff performance Strategic Planning for Distributors Thomas O'Connor,2010 Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations for 2001 United States. Congress. House. Committee on Appropriations. Subcommittee on the Departments of Labor, Health and Human Services, Education, and Related Agencies,2000 *A Complete and Balanced Service Scorecard* Praveen K. Gupta,Rajesh K. Tyagi,2008-07-01 In the U S service related activities have become dominant aspects of the economy and currently account for well over 50% of our GNP The authors framework eliminates outdated low value techniques originally created for manufacturing firms replacing them with advanced techniques that fully leverage your investments in technology Tyagi and Gupta begin by explaining why conventional balanced scorecard approaches don t work well for service organizations discussing issues ranging from the inherent variability of customers servers and processes the crucial importance of engagement and the unique challenges of service innovation Next they introduce a Service Scorecard framework that encompasses the seven key elements of service organization success Growth Leadership Acceleration Collaboration Innovation Execution and Retention You ll learn how to set clear performance targets at the function and business level benchmark performance against best practices identify improvement opportunities and capture performance data that offers a leading indicator for financials Their proven approach is designed for easy understanding and implementation without the need for expensive consultants Simply put it offers today s most direct path to measuring performance and optimizing business value in any service organization **Departments of Labor, Health and Human Services, Education, and Related Agencies Appropriations for 2001: Department of Education** United States. Congress. House. Committee on Appropriations. Subcommittee on the Departments of Labor, Health and Human Services, Education, and Related Agencies,2000 **Leaders Start to Finish, 2nd Edition** Anne Bruce,Stephanie M. Montanez,2012-03-10 Are you responsible for creating a leadership training program for your organization but don t know where to start Do you already have experience in developing leadership training programs but want to improve the efficacy of your current offering Either way Leaders Start to Finish offers detailed specific insight and instructions on how to develop highly effective leadership training programs that will produce engaged and authentic leaders in your organization Within the framework of providing detailed workable real world suggestions and examples for building or improving your leadership program some of the specific topics covered in Leaders Start to Finish include developing authentic engaged leaders closing the gap on generational leadership utilizing leadership competencies developing strategic and tactical plans planning for smooth efficient succession developing human capital leading with integrity values intuition and stronger ethics building stronger teams managing the talent cycle becoming an influential leader incorporating the three P s purpose passion and performance into your leadership training an overview of current leadership trends With numerous case examples from the

real world as well as checklists discussion questions practical exercises training tips and more Leaders Start to Finish gives you everything you need to create a professional effective efficient leadership training program whether you re starting from scratch or are interested in improving your current training protocols *Compensation as a Strategic Asset* August J. Aquila, Coral L. Rice, 2017-05-15 Everyone wants to work at a successful firm where the rewards are both financial and professional What makes the top firms successful is not merely superior execution though that s a good place to start what makes them stand out is excellence at hiring and keeping the best and having a smart succession plan in place Partner compensation can be an effective tool in achieving these goals Authors Aquila and Rice show how to use recruiting retention goal setting evaluation and pay for performance practices recommended by the top CPA firm management consultants This is the one guide you need tailored specifically for professional practices to implement the leading methods to align compensation with performance and strategic initiatives You get Analysis of leading views on performance management hiring and retention Specific step by step guidance on how to implement compensation systems that align to goal setting and performance measurement Methods for growing the compensation pie to pay for excellent results *Compensation as a Strategic Asset* shows how to align mission vision values strategy leadership goal setting performance management and compensation to achieve long term success at your firm **Building a New Performance Vision** Thomas J. LaBonte, 2023-05-26 Despite their best efforts many organizations find it difficult to shake the silo mentality that stands in the way of real strides in performance improvement *Building a New Performance Vision* addresses this issue head on by arguing that training human resources organizational development quality information technology and knowledge management professionals should all be playing on the same HPI team Each of these functions spends most of its energy promoting individual agendas and not the organization s business and performance needs The cure for this unhappy state of affairs is the creation of a single unified HPI process and function that brings together these disparate groups under the banner of shared business goals Readers are offered a clear path to accomplish this organizational feat through the use of step by step instructions tools tips and job aids *Performance Management and Budgeting* F Stevens Redburn, Robert J. Shea, Terry F. Buss, David M. Walker, 2015-01-28 This book provides a fresh look at the process by which governments hold themselves accountable to their citizens for performance Unlike the plethora of other books in the field it examines all aspects of the *Performance Management and Budgeting* issue not only from the federal state and local perspectives but also internationally in both developing and developed countries Covering both conceptual and theoretical frameworks in performance management and budget the book analyzes the effectiveness of different approaches Featuring insights from a group of distinguished contributors it ties current performance management approaches into the century old literature on public sector reform and management and presents arguments for and against performance management as well as recommendations on how to improve the enterprise **Achieve Brand Integrity!** Gregg Lederman, 2007 *Value-based*

Metrics for Improving Results Melvin Schnapper, Steven C. Rollins, 2006-08-15 Featuring a road map that can be applied in almost any organization this book presents a unique value based methodology for developing and using metrics as a management tool to baseline monitor manage and reward performance of business functions at all levels Management for Scientists Robert B. Mellor, 2019-03-19 Management for Scientists explores the core theories and practices in management studies today in a context applicable to those working in the scientific industries Chapters feature a range of real world examples presented by experienced scientists with strategic and economic business expertise *Key Performance Indicators For Dummies* Bernard Marr, 2015-01-22 A complete guide to using KPIs to drive organisational performance Is your business on track to achieve success Key Performance Indicators For Dummies covers the essential KPIs that are useful to all kinds of businesses and includes more than 100 different ways leaders can monitor and drive performance in their organisations This book helps managers understand the crucial KPIs that should be implemented for all different aspects of the organisation including financial performance operational and internal processes sales and marketing customer satisfaction and more Good KPIs should be unique to every business as every business has different objectives To meet this need the book provides tools and templates that leaders can use to develop unique KPIs that best suit their particular organisation or industry Learn to design KPIs that are unique to your business and fit closely to your strategic objectives Determine which KPI questions you should be asking to achieve the right insights for your business Learn the specific KPIs that are appropriate for different business circumstances Turn KPIs into deep insights by mastering related reporting and communications practices KPIs are a crucial part of every manager s toolkit and are essential for helping to monitor the execution of business strategies and measure results Key Performance Indicators For Dummies moves beyond a basic discussion of what KPIs are and why they are needed to provide a complete guide for learning to design and use specific KPIs to drive organisational performance *The Balanced Scorecard* Robert S. Kaplan, David P. Norton, 1996 Here is the book by the recognized architects of the Balanced Scorecard that shows how managers can use this revolutionary tool to mobilize their people to fulfill the company s mission More than just a measurement system the Balanced Scorecard is a management system that can channel the energies abilities and specific knowledge held by people throughout the organization toward achieving long term strategic goals Kaplan and Norton demonstrate how senior executives in industries such as banking oil insurance and retailing are using the Balanced Scorecard both to guide current performance and to target future performance They show how to use measures in four categories financial performance customer knowledge internal business processes and learning and growth to align individual organizational and cross departmental initiatives and to identify entirely new processes for meeting customer and shareholder objectives The authors also reveal how to use the Balanced Scorecard as a robust learning system for testing gaining feedback on and updating the organization s strategy Finally they walk through the steps that managers in any company can use to build their own Balanced Scorecard The

Balanced Scorecard provides the management system for companies to invest in the long term in customers in employees in new product development and in systems rather than managing the bottom line to pump up short term earnings It will change the way you measure and manage your business *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* Paul R. Niven,2003-06-25 Today s constituents and donors are better informed than at any time in history That knowledge leads to a demand of accountability on your part to show results from the financial and human resources with which you ve been entrusted To do that you must demonstrate tangible results and those results are best captured in performance measures from Chapter One Over the past decade the Balanced Scorecard has become one of the business world s leading methodologies for measuring organizational performance and achieving exceptional and sustainable results From small scale organizations to multinational conglomerates the Balanced Scorecard has provided decision makers with a tool to monitor their organizations from four broad yet interrelated perspectives and focus on those measures that are most critical to achieving success And it s not just private sector firms that are benefiting from the power of the Balanced Scorecard Public and nonprofit agencies are also discovering how they can reap the benefits of this proven tool by adapting the Scorecard approach to their own goals and situations *Balanced Scorecard Step by Step for Government and Nonprofit Agencies* shows how you can format the geography of the Balanced Scorecard to fit your nonprofit or public sector enterprise and create a versatile framework for translating big picture organizational strategies into specific operational objectives and measures ready for implementation Providing a solid foundation of Balanced Scorecard knowledge from which to build and then detailing how the approach can be tailored to the unique requirements and realities of organizations for which profit is not a primary imperative this no nonsense guidebook will provide you with the knowledge and confidence you need to Determine needs and list specific objectives for using the Balanced Scorecard in your organization Gain the support of and provide training for team members and stakeholders Develop a functional and focused Balanced Scorecard and maximize its effectiveness Government and nonprofit agencies today face increased pressure to implement effective performance management systems and improve operational efficiency while simultaneously remaining focused on fulfilling their missions *Balanced Scorecard Step by Step for Government and Nonprofit Agencies* shows you how to translate today s leading results based management methodology to these vital sectors and effect a truly transformational change in the way your organization measures manages and accomplishes its goals **The WorldatWork Handbook of Total Rewards** WorldatWork,2021-02-24 Equip yourself to manage motivate compensate and reward everyone in this workplace revolution The future of work is here From the shift to Millennials and Gen Z in the workforce to the advent of the Fourth Industrial Revolution and the Gig Economy the world of work and rewards has significantly changed since the initial *WorldatWork Handbook* was published Human resources and total rewards professionals need tools to equip them to manage a changing workforce This completely revised second edition addresses the challenging and disruptive issues facing employers today and

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