

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	8,457	7,770	9,486
Turnover rate for < 1yr 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%	0.12%	0.05%	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%	86.30%	89.40%	87.60%	88.30%	87.93%	87.90%	90.30%	89.60%		89.27%
Turnover Rate-Hospital Wide-Voluntary Only (HR)	↓	↑	4.44%	3.68%	3.43%	3.01%	3.79%	3.54%	3.03%	4.12%	4.04%	4.56%	4.34%
Community Service Hours (PR)	↑	↑	6,399	19,210					24,684				
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 Rounding by Managers (SM) * -	↑	↓	63.00%	61.00%	67.00%	62.58%	N-D	63.53%	53.06%	58.4%	70.30%	N-D	62.59%
Number of Survey Respondents (SM) *	↑	↓	271	372	342	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%	79.30%	82.6%	N-D	80.30%
Respect													
Courtesy and Respect (PG)	↑	↑	87.00%	87.00%	88.00%	87.51%	84.52%	86.76%	88.40%	82%	84.2%		84.88%
Reward and Recognition (SM) * -	↑	↑	31.00%	37.00%	39.00%	35.17%	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	58.34%
Excellence													
Overall Rating HDMPS (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/ET)	↑		4.43	4.31	4.63	4.68	4.34	4.64	4.35	4.12	4.33	4.43	4.35

HR - Human Resources

GHQ/ET - General Hospital Orientation

Evaluation Tool (Range 1-5)

PG - Press Ganey

PR - Performance Reviews

SM - Survey Monkey

Employee Scorecard Template

D Keegan



Employee Scorecard Template:

Balanced Scorecard Step-by-Step Paul R. Niven, 2002-10-01 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.

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 will 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 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.

Strategic Planning for Distributors Thomas O'Connor, 2010 *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

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

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

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

Integrated Performance Management Kurt Verweire,Lutgart Berghe,2004-12-23 Linking various disciplines and management functions Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully The authors do not isolate a single strategy to manage performance Instead

the book focuses on a range of strategies providing the reader with an introduction to each one. The concepts under analysis were developed through intense dialogue with business managers. While maintaining academic rigour, *Integrated Performance Management* presents ideas that students will find relevant outside of the classroom. Postgraduate and MBA students in a range of areas including strategy, accounting, finance, operations management, marketing, leadership and human resource management will find this book useful.

Managing Quality in Architecture Charles Nelson, 2007-06-07. This handbook addresses the question of how best to manage quality in architecture for the mutual benefit of design practices and their clients. Based on research from the last two decades, it explores the general principles, tools and techniques that can be adapted to the unique culture of any design practice. The book addresses all aspects of quality in creating the built environment with international contributions representing some of the best thinking that exists in design practice management. It is aimed at the entire design team: those who have a role in design inputs, design processes and design execution, including project managers, contractors, suppliers and clients. An accompanying website also provides commentary and updates on the text. Topics are linked to relevant sections of the current quality standard and the standard is interpreted as to its application to design practice. Practices interested in establishing an ISO 9001 compliant quality system will find all the tools they need. The interpretation of quality is comprehensive. The focus is completely practical rather than theoretical, affording readers a concise picture of how the issues of excellence and quality performance flow across every aspect of design practice. This focus provides the vital link that distinguishes truly successful practices from the rest. Here simply is the answer to the forces of commoditization that challenge all designers in today's competitive environment. The text is augmented and supported by chapters from twenty-two authoritative contributors, a foreword authored by Eugene Hopkins and illustrations by graphic artist Michael Lindell. Key case studies are also provided, focusing on Anderson Brul Architects, San Jose, CA; Add Inc, Cambridge, MA; Geyer Pty Ltd, Melbourne, VIC, Australia; Harley Ellis Devereaux, Southfield, MI; RVK Architects, San Antonio, TX.

The WorldatWork Handbook of Total Rewards WorldatWork, 2021-01-21. 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 tomorrow. *The WorldatWork Handbook of Total Rewards* is the definitive authority on compensation and rewards from the leading global nonprofit organizations for professionals who are engaged in the critically important practice of total rewards. This book is a go-to resource for all business professionals and leaders who reward and create productive, committed and inspired workforces worldwide. Readers will learn the basics of rewards along with a deep dive and high-level view of how rewards programs enable organizations to

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Ahamed,2014-07-25 A collection of over 80 commonly occurring business templates and forms that covers a wide range of topics including project management human resource management resumes and interviews lean and six sigma meetings and workshops general management and procurement **The Values-Driven Organization** Richard Barrett,2017-06-26 Values driven organizations are the most successful organizations on the planet This book explains that understanding employees needs what people value is the key to creating a high performing organization When you support employees in satisfying their needs they respond with high levels of engagement and willingly commit their energies to the organization bringing passion and creativity to their work This new edition of The Values Driven Organization provides an updated set of tools to assess corporate culture new case studies on cultural transformation and additional materials on sustainability measuring cultural health at work and the specific needs of the millennial generation The Values Driven Organization is essential reading for students researchers and practitioners of organizational change leadership HRM and business ethics **Social Entrepreneurship** Thomas S. Lyons,2012-11-27 Tackling one of the hottest topics in business today experts share practical insights about how to finance market manage and assess a social entrepreneurship venture to create a new organization that can do well and do good Social entrepreneurship is the practice of using the mindset tools techniques and processes of entrepreneurship to confront pressing social issues an intriguing concept that American business is just beginning to understand Social Entrepreneurship How Businesses Can Transform Society brings together a group of expert contributors who offer the very latest thinking about the tremendous potential of this rapidly growing field Unlike other books on the subject that tend to be merely descriptive and or inspirational this set comprises three hands on how to volumes that dig deeply into the major factors that impact social entrepreneurship Each volume addresses one of three important aspects of setting up and running a successful enterprise legal organizational structure marketing and performance measurement and management The author examines root concepts in detail and spotlights opportunities challenges and the considerations

involved in implementation Practitioners will especially appreciate the set s practical insights and the contributors efforts to link theory to practice in a way that facilitates effective action

Key Performance Indicators For Dummies Bernard Marr, 2015-03-16 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

Performance Management Success Anthony L. Barth, Wiaan de Beer, 2017-10-24 This book provides managers leaders and practitioners with a dynamic framework that links several variables associated with performance management which can be applied across organizations and industries worldwide Based on empirical evidence and experiences this book provides a critical understanding of the interrelationship of organizational culture with performance management process PMP planning and implementation The elements of the framework are approached from a macro level view and are balanced with conciseness and realism based on applied success studies making this book a valuable educational training and development resource tool for leaders and managers at all levels The topic of performance in organizations is like the weather everyone likes to talk about it but few understand what is truly happening or understand why Individuals and organizations are no different when it comes to performance regardless of performance level of focus individual team unit or organization wide Teams and organizations often miss opportunities to not only improve performance but also leverage and sustain high performance Organizational performance organizational culture and organizational success are interrelated and should reinforce one another This can be achieved through an effective performance management process PMP that lives functions and thrives at multiple levels within institutions This book will help organizations and institutions achieve performance management success by identifying comment elements along with some patterned variation that are applicable to a successful PMP Featuring hands on resource reference tools for immediate use and application this book is useful for leaders

managers scholars students and policy makers in management leadership and organizational culture 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 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 **Achieve Brand Integrity!** Gregg Lederman, 2007

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Table of Contents Employee Scorecard Template

1. Understanding the eBook Employee Scorecard Template
 - The Rise of Digital Reading Employee Scorecard Template
 - Advantages of eBooks Over Traditional Books
2. Identifying Employee Scorecard Template
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Employee Scorecard Template
 - User-Friendly Interface
4. Exploring eBook Recommendations from Employee Scorecard Template
 - Personalized Recommendations

- Employee Scorecard Template User Reviews and Ratings
- Employee Scorecard Template and Bestseller Lists
- 5. Accessing Employee Scorecard Template Free and Paid eBooks
 - Employee Scorecard Template Public Domain eBooks
 - Employee Scorecard Template eBook Subscription Services
 - Employee Scorecard Template Budget-Friendly Options
- 6. Navigating Employee Scorecard Template eBook Formats
 - ePub, PDF, MOBI, and More
 - Employee Scorecard Template Compatibility with Devices
 - Employee Scorecard Template Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Employee Scorecard Template
 - Highlighting and Note-Taking Employee Scorecard Template
 - Interactive Elements Employee Scorecard Template
- 8. Staying Engaged with Employee Scorecard Template
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Employee Scorecard Template
- 9. Balancing eBooks and Physical Books Employee Scorecard Template
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Employee Scorecard Template
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Employee Scorecard Template
 - Setting Reading Goals Employee Scorecard Template
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Employee Scorecard Template
 - Fact-Checking eBook Content of Employee Scorecard Template

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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