

## Employee Engagement Scorecard

| Indicator  | Desired Trend | Current Trend | Baseline  | Q1 2013 | Q2 2013 | Q3 2013 | Q4 2013 | 2013 Q Average | Q1 2014 | Q2 2014 | Q3 2014 | Q4 2014 | 2014 Q Average |
|--|---------------|---------------|-----------|---------|---------|---------|---------|----------------|---------|---------|---------|---------|----------------|
| <b>Integrity</b>   |               |               |           |         |         |         |         |                |         |         |         |         |                |
| Attendance (PTO-U) (PG)  | ↓             | ↓             | 11,793.00 | 11,878  | 11,714  | 11,981  | 11,267  | 11,793         | 11,284  | 11,433  | 11,457  | 11,770  | 11,436         |
| Turnover rate for < 1yr of service (PG)                                  | ↓             | ↑             | 1.43%     | 1.04%   | 0.90%   | 0.7%    | 0.70%   | 0.82%          | 1.30%   | 1.1%    | 0.88%   | 1.16%   | 1.12%          |
| Turnover rate for introductory period (60 days) (PG)                     | ↓             | ↓             | 0.6%      | 0.66%   | 0.60%   | 0.12%   | 0.20%   | 0.60%          | 0.00%   | 0.00%   | 0.09%   | 0.16%   | 0.03%          |
| <b>Commitment</b>  |               |               |           |         |         |         |         |                |         |         |         |         |                |
| How well staff work together for care of patients (PG)                   | ↑             | ↑             | 87.00%    | 86.30%  | 89.40%  | 87.60%  | 88.30%  | 87.90%         | 87.80%  | 88.30%  | 88.60%  | 89.27%  |                |
| Turnover Rate-Hospital Wide-Involuntary Only (PG)                        | ↓             | ↑             | 4.84%     | 3.60%   | 3.67%   | 3.01%   | 3.79%   | 3.24%          | 5.00%   | 4.12%   | 4.04%   | 4.16%   | 4.24%          |
| Community Service Hours (PG)   | ↑             | ↑             | 4,209     | 11,211  |         |         |         |                |         | 24,664  |         |         |                |
| Percentage of employees who contribute to United Way (PG)                | ↑             | ↑             | 26.00%    |         |         | 71.00%  |         |                |         |         | 26.00%  |         |                |
| <b>Accountability</b>  |               |               |           |         |         |         |         |                |         |         |         |         |                |
| Overall professional Appearance (PG)                                     | ↑             | ↑             | 89.00%    | 88.40%  | 89.30%  | 88.20%  | 90.30%  | 89.05%         | 88.40%  | 88.60%  | 89.30%  | 89.77%  |                |
| Employee Rewarding by Managers (SM) * -                                  | ↑             | ↓             | 43.20%    | 41.00%  | 43.00%  | 42.50%  | 46.0    | 43.50%         | 33.00%  | 38.4%   | 39.30%  | 46.0    | 42.50%         |
| Number of Survey Respondents (SM) * -                                    | ↑             | ↓             | 271       | 377     | 362     | 368     | 460     | 348            | 408     | 250     | 291     | 460     | 317            |
| Active in decision making for my department (SM) * -                     | ↑             | ↓             | 51.00%    | 54.00%  | 53.00%  | 46.20%  | 76.0    | 51.74%         | 46.13%  | 46.00%  | 51.80%  | 76.0    | 48.48%         |
| Comfortable discussing/reporting safety issues in my department (SM) * - | ↑             | ↓             | 84.00%    | 89.00%  | 88.00%  | 88.00%  | 76.0    | 88.45%         | 79.00%  | 79.20%  | 82.4%   | 76.0    | 85.80%         |
| <b>Respect</b>   |               |               |           |         |         |         |         |                |         |         |         |         |                |
| Courtesy and Respect (PG)  | ↑             | ↑             | 87.00%    | 87.00%  | 88.00%  | 87.50%  | 84.52%  | 88.70%         | 88.45%  | 82%     | 84.2%   |         | 84.88%         |
| Reward and Recognition (SM) * -  | ↑             | ↑             | 81.00%    | 87.00%  | 89.00%  | 81.17%  | 76.0    | 85.71%         | 83.30%  | 82.8%   | 81.8%   | 76.0    | 86.4%          |
| Manager responds timely and constructively to my concerns (SM) * -       | ↑             | ↓             | 64.00%    | 65.00%  | 64.00%  | 68.83%  | 76.0    | 66.27%         | 52.12%  | 58%     | 65%     | 76.0    | 58.34%         |
| <b>Excellence</b>  |               |               |           |         |         |         |         |                |         |         |         |         |                |
| Overall Rating (CHAPS) (PG)  | ↑             | ↓             | 58.00%    | 54.40%  | 62.00%  | 58.70%  | 57.00%  | 57.71%         | 55.60%  | 53%     | 50.1%   |         | 54.23%         |
| Proud to work at CHMC (SM) * -   | ↑             | ↓             | 53.00%    | 58.00%  | 58.00%  | 61.00%  | 76.0    | 59.00%         | 34.12%  | 45.2%   | 51.8%   | 76.0    | 43.74%         |
| Communication/Department Meetings (SM) * -                               | ↑             | ↓             | 51.00%    | 52.00%  | 43.00%  | 54.72%  | 76.0    | 55.91%         | 47.30%  | 52.4%   | 75.2%   | 76.0    | 58.27%         |
| Initial On Boarding of employees (SM/RT)                                 | ↑             |               | 4.43      | 4.31    | 4.63    | 4.63    | 4.34    | 4.43           | 4.33    | 4.11    | 4.33    | 4.43    | 4.33           |

HR - Human Resources

GenQ17 - General Hospital Orientation Evaluation Tool (Range 1-5)

PG - Press Gagey

PR - Performance Review

SM - Survey Monkey

# Employee Scorecard Examples

**Cambridge Systematics**

## **Employee Scorecard Examples:**

*Wiley CPA Examination Review, Outlines and Study Guides* Patrick R. Delaney, O. Ray Whittington, 2009-06-02 Everything today's CPA candidates need to pass the CPA exam Published annually this comprehensive two volume paperback reviews all four parts of the CPA exam Many of the questions are taken directly from previous CPA exams Volume I contains all study guides and outlines while Volume II contains all problem solutions With 2 700 multiple choice questions and more than 75 simulations these study guides provide all the information candidates need to master in order to pass the computerized Uniform CPA Examination O Ray Whittington PhD CPA CMA CIA Chicago IL is the Ledger Quill Director of the School of Accountancy at DePaul University and vice chair of the Auditing Standards Board of the AICPA His previous positions were the Director of the School of Accountancy at San Diego State University and the Director of Auditing Research for the American Institute of Certified Public Accountants AICPA Patrick R Delaney PhD CPA was the Arthur Andersen LLP Alumni Professor of Accountancy and Department Chair at Northern Illinois University and was author of Audit Sampling An Introduction Fifth Edition 0 471 37590 X *Wiley CPA Exam Review 2008* O. Ray Whittington, Patrick R. Delaney, 2007-12-04 Completely revised for the new computerized CPA Exam Published annually this comprehensive four volume study guide for the Certified Public Accountants CPA Exam arms readers with detailed outlines and study guidelines plus skill building problems and solutions that help them to identify focus and master the specific topics that need the most work Many of the practice questions are taken from previous exams and care is taken to ensure that they cover all the information candidates need to pass the CPA Exam Broken down into four volumes Regulation Auditing and Attestation Financial Accounting and Reporting and Business Environment and Concepts these top CPA Exam review study guides worldwide provide More than 2 700 practice questions Complete information on the new simulation questions A unique modular structure that divides content into self contained study modules AICPA content requirements and three times as many examples as other study guides

**A Guidebook for Performance-based Transportation Planning** Cambridge Systematics, 2000 This is the purpose of this guidebook is to help organizations improve the development implementation and management of their transportation plans and programs By adding an element of performance measurement and monitoring to existing transportation planning processes agencies can obtain better information about the performance of their existing programs and services Performance based planning provides a process and tools to identify and assess alternative programs projects and services with respect to overall transportation plan goals and objectives Ch 1 Overview p 3

**Optimizing Strategy For Results** Ron Price, Timothy Mwololo Waema, BSc, PhD., Evans Baiya, 2022-03-15 From foundation to fully optimized Every executive acknowledges the importance of having a business strategy but when it comes to creating and implementing a strategy for their organization the how and what of strategic planning becomes elusive In their manuscript Optimizing Strategy for Results authors Waema Price and Baiya give leaders the tools processes and step by

step instructions to Establish a proven framework for creating a strategy that can be dynamic and responsive Address the importance of creating a culture aligned to create and execute on this strategy Align the diversities of people s talent skills and passions as a key component of leveraging their strengths throughout the strategy continuum Strategy is a process not an event When it is done well strategy includes great preparation over time vigorous debate about what should and should not be a part of the strategy commitment meticulous planning ongoing focus regular review meaningful evaluation and learning Optimizing Strategy for Results will teach readers how to prepare for create and optimize strategy to achieve results

**Internal Marketing** Pervaiz K. Ahmed,Mohammed Rafiq,2013-06-17 A clear sighted introduction to a complex subject Internal Marketing provides the reader with a succinct overview of the most recent thinking and practice The text begins by defining what internal marketing is and how it can work and from this foundation Outlines state of the art thinking and practice Demonstrates how internal marketing can be used to facilitate such diverse strategies as TQM New Product Development and Change Management Highlights the techniques managers need to understand to use IM effectively within their organizations Contains a range of international and up to the minute examples and cases of best practice from companies around the world Throughout the book the emphasis is on understanding the principles that have made internal marketing such a potent force within leading corporations This is combined with a pragmatic assessment of the many challenges involved in making it a reality within an organization

**The Most Powerful Brand On Earth** Chris Boudreaux,Susan F. Emerick,2013-08-22 Brands that thrive and profit from employee and customer empowerment generate significantly greater awareness and revenues while also decreasing the costs of marketing selling and customer service However employees must engage in public real time conversations And most people are not professional communicators Achieving those outcomes requires new skills business processes governance measurement and infrastructure In addition leaders must learn new ways of managing risk while helping employees build and manage external relationships in real time Now in The Most Powerful Brand on Earth social business pioneers Chris Boudreaux and Susan Emerick help you successfully manage all these changes Drawing on their experience leading social media transformations at IBM and other top companies they present frameworks and case studies from key innovators that show how to Leverage the surprising dynamics of online influence Plan execute and manage the development of key relationships Measure outcomes and performance in effective and useful ways Resolve crucial security privacy and regulatory issues that arise when others represent you online Gain crucial support from leaders participants and other stakeholders Empower the people and teams you attract hire and support Navigate cultural and process changes that will make or break your program Preview trends that will shape your social empowerment programs in coming years

**Metrics 2.0** Ruth A. Huwe,2010-04-15 This one stop handbook gives managers who have been charged with creating metric scorecards techniques that will make them truly effective Written for managers who want need to create and use scorecards Metrics 2 0 Creating Scorecards for High

Performance Work Teams and Organizations provides a unique perspective on this vital management tool. Focusing on performance improvement, it describes the intellectual foundation behind scorecards and demonstrates how metrics can be used to enhance feedback, motivation and employee engagement. The book offers a background primer on statistics and research methods, outlining the basics of metrics such as attributes, scope of measures and levels of analysis to help managers understand what should go into the scorecard and why. Key techniques for using scorecards are showcased and step by step guidance on creating metric scorecards for teams, departments and entire organizations is provided, including specialized situations such as customer service measurement or monitoring off site performance. Finally, managers are taught how to analyze results intelligently and translate metrics into effective operational practices. Extensive running examples address both service and manufacturing metrics and each chapter ends with a set of learning objectives. Includes a statistics chapter with an expanded discussion of power analysis and a reprint of Cohen's classic power charts. Offers a conceptualization section in each chapter that provides a vocabulary of metric terms. Presents an expanded discussion of Katz and Kahn's properties of an open system. Provides a description of how generic system theory concepts can be applied to the workplace. An extensive reference section with a step by step summary helps managers put it all together.

*Contemporary Issues in Human Resource Management* Chris Brewster, 2003. The second edition of this title addresses issues facing practitioners of human resource management in a thorough and thoughtful manner.

Operations and Supply Chain Management for MBAs Jack R. Meredith, Scott M. Shafer, 2023-01-05. In the newly revised eighth edition of *Operations and Supply Chain Management for MBAs*, a team of renowned operations professionals delivers a concise and accessible exploration of supply chain management ideal for MBA students with backgrounds in marketing, finance and other disciplines. Conceptual and qualitative content appears alongside more quantitative material to encourage a variety of readers to remain engaged. Supplementary cases and a flexible structure allow instructors to tailor the material to diverse student populations while a renewed focus on sustainability, innovation and design thinking permeate much of this latest edition. *Operations and Supply Chain Management for MBAs* also includes incorporation of sustainability throughout the book, especially in Chapter 5. Considerable material on innovation and design thinking especially in Chapter 3. Thoroughly updated chapter opening examples and cases. A renewed emphasis on supply chain strategy in every chapter. New and contemporary examples integrated into each chapter. Improved and enhanced figures and images. Updated end of chapter questions, exercises and mini cases aligned with the material in each chapter.

Implementing Global Performance Measurement Systems. Includes a CD-ROM Ferdinand Tesoro, Jack Tootson, 2000. Do you have the necessary ingredients to measure performance? Follow the recipe in this easy to use, easy to understand guide focused specifically on performance measurement and create the system your organization needs to measure performance now and in the future. This book is what every human resource development professional has been asking for. A simple user friendly cookbook approach to all the steps involved in measuring

performance Easy access to current relevant and reliable training business and financial information Help with making the fact based data driven training and performance related decisions that all HRD professionals have to make A guide to designing implementing and managing a performance measurement system A set of generic customizable templates tools job aids and techniques included on CD ROM With an ever increasing demand for accountability in training and employee educational programs within organizations businesses must meet stated goals by providing training that is based on stated company goals and objectives This guide not only provides you with a means to measure progress and ongoing performance it also links that measurement to the success of your organization You ll also get the unique global perspective of authors Tesoro and Tootson who offer pointers on how to measure performance in international settings as well as a tool packed CD ROM which contains a return on investment ROI calculator What s the recipe for success This cookbook approach to evaluating and measuring ongoing performance has everything you need There may be other books on performance improvement but this is the only book that will provide you with a step by step process as well as a CD ROM with all the tools and templates you ll need for creating an effective and easy to use system for measuring performance You ll use this book to Make fact based business decisions related to training and performance improvement Plan design implement and manage an effective performance measurement system Set training priorities and goals Compare forecast and actual data Link training metrics with business metrics Increase your credibility and your contributions within your organization

**Managerial Accounting** Michael W. Maher,Clyde P. Stickney,Roman L. Weil,2004 This classic text for MBA programs offers balanced coverage of concepts methods and uses of managerial accounting with an increasingly strong emphasis on management decision making This approach helps focus on concepts and managerial uses of financial information rather than techniques of cost accounting The current edition emphasizes international issues strategic effects of decisions ethics and new management accounting trends Also emphasized are process improvement integration of financial reporting issues for management decision making and application of managerial accounting tools to the emerging service sector government and nonprofits in examples and problem material

*DTE Energy* Jessica N. Brinkman,Elizabeth A. Fastiggi,James A. Lloyd,Michael J. Sadowski,Jake M. Swenson,2003

### **Aggman ,2001 Measuring ROI in Healthcare: Tools and**

**Techniques to Measure the Impact and ROI in Healthcare Improvement Projects and Programs** Jack J. Phillips,Victor Buzachero,Patti Phillips,Zack Phillips,2013-05-17 A proven system for measuring the bottom line value of any proposed healthcare initiative Healthcare costs in the United States are soaring out of control and virtually every forecast predicts no end to this unhealthy trend Until now there has been no way to quantify and prove the value of healthcare projects and programs Measuring ROI in Healthcare is what the industry and the nation itself has been waiting for In this groundbreaking book that is sure to heavily impact the healthcare industry four ROI experts show you how to measure what was previously unmeasurable and place accurate dollar signs on what was formerly impossible to value Whatever healthcare

improvement projects you plan to introduce from systemwide medical procedures technology implementations and systems integration to nurse retention risk management and leadership development Measuring ROI in Healthcare provides the tools you need to prove the worth of your project to decision makers This step by step guide to collecting analyzing and reporting data in a consistent manner explains how to Align your project s intended outcomes with organizational needs Collect and measure project participant feedback Evaluate the application and implementation of projects Measure business impact and connect improvement directly to your efforts Develop monetary values to calculate ROI As budgets shrink and uncertainty grows business leaders are demanding higher levels of accountability than ever before Nowhere is this more apparent than in the healthcare industry Use the proven methods of Measuring ROI in Healthcare to make sure your programs and projects will deliver what they promise and convince any decision maker that the organization s money will be well spent on your efforts PRAISE FOR MEASURING ROI IN HEALTHCARE Measuring ROI in Healthcare should be mandatory reading for all executives of any sector in the healthcare arena providers payers Pharma device companies policymakers and scholars Dr David Lee Scher MD digital health technology consultant Pennsylvania State University College of Medicine Clinical Associate Professor of Medicine There are very few constants in healthcare Two of them the push for greater quality and productivity are comprehensively addressed by the authors And in so doing the direct connection between resource investment time and money and the return on those investments is concisely and profoundly made Ross Mitchell Vice President External and Governmental Affairs Baptist Health System Kudos to the authors for providing a logical systematic project evaluation framework that incorporates both financial and key nonfinancial elements affecting an investment decision Hank Walker Partner Andrade Walker Consulting and former CEO of a large Catholic health system Measuring ROI in Healthcare covers the most important ROI concepts to understand and gives leaders the necessary tools to be successful in that effort Chris D Van Gorder FACHE President and CEO Scripps Health and former Chairman of American College of Healthcare Executives Executives administrators healthcare managers advisors professionals and practitioners alike will find both the book and the ROI Methodology informative resources when planning major healthcare projects Dr Catherine S Amos Doctor of Optometry EyeCare Associates and former President of American Optometric Foundation **Proceedings** Association for Quality and Participation. Spring Conference,1998 **Building Competitiveness and Communities** Jane Nelson,1998 Based on an analysis of 50 multinational companies examines the new leadership challenges faced by these companies and describes the strategies and new forms of partnership used to address them Explores the contributions these companies are making to host countries through core business activities social investment and philanthropy and policy dialogue Proposes a framework for analysis and action based on a set of criteria which characterize companies that are creating both shareholder value added and societal value added **Introducing Operations Management** Scott M. Shafer,Jack R. Meredith,2003 This series introduces the core areas of chemical science covering important concepts in an

easy accessible style Each title contains a number of experiments and demonstrations approached through the process of problem hypothesis experiment and conclusion All the books support the QCA schemes of work and contain definitions of important terms and explanations of key concepts formulae and word equations and the periodic table with explanatory notes This title explores the concepts of elements and compounds *The Federal Lawyer*, 1996 Recruiting, Developing and Retaining Graduate Talent Shirley Jenner, Stephen Taylor, 2000 This briefing identifies and explains the significance of current trends in the graduate labour markets for recruitment selection and retention *The MIS Manager's Guide to Performance Appraisal* Lockwood Lyon, Fred A. Gluckson, 1994 A complete practical sourcebook for appraising and improving the performance of data processing personnel Clear and authoritative this book supplies MIS managers under increasing pressure to cost justify their payrolls with practical guidelines for monitoring evaluating and boosting the daily performance of the programmers analysts and software engineers that report to them

## Unveiling the Power of Verbal Artistry: An Psychological Sojourn through **Employee Scorecard Examples**

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