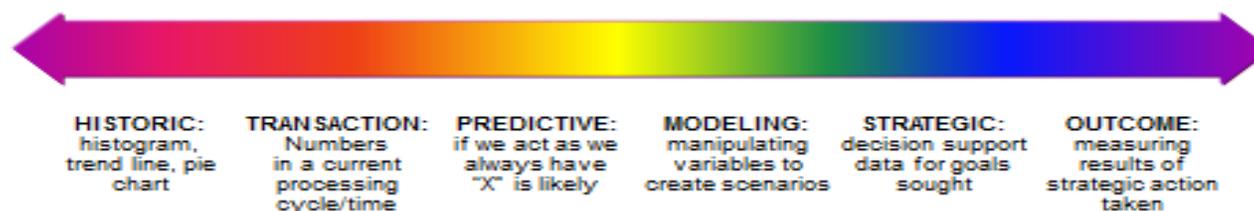

Tool Kit:

Measuring the Impact of Disruptive Conduct

Understanding and mastering increasingly useful metrics is critical to effective leadership. Each type of measurement has potential to answer important organizational questions. Metrics can be as simple as a single point of data, for example, the complaint rates for your unit or organization, but when you have that data, what do you really know? You could qualify the data by determining how many cases or formal complaints were processed and recorded in your information system. Processing and recording are transactions; still what do you know? It is common to not segment or integrate causal data in the case management scenario and often to fail to take effective action to change the data in a positive way. When a client asks about their own departmental or divisional complaint or case management, response offices can give them the data as experienced this year and sometimes across the past 3-5 years as an average and call it predictive. In other words, if unit leaders do not examine and act on the data further, they can expect the same complaint experience today and in the future. Let's say, though, that you suggest these leaders look at the data further by segmenting it to further understand causes of complaints.



Is the case experience incidental, escalating or extreme? Well, we don't know until we segment information in order to know where the complaints are occurring, the nature of concerns, whether these concerns are new or recurring complaints and the nature and seriousness of the issues [see the Disruptive Conduct Continuum]. The real leader will seek to understand segmented data in an effort to increase desired retention and increase remediation of negative performance or conduct. Performance and conduct are defined differently, performance being productivity created by applied competencies and conduct being behavioral contribution whether positive or negative. To understand the importance of segmentation further, consider the following possibilities when examining metrics regarding disruptive conduct:

- Appointment type and policies affecting those involved in the case – staff, administration, faculty, researchers ...
- Nature of the case(s) [physical, verbal...] and degree of threat – over or under the limits of the law
- Personal and financial cost of disruption, cost of case management, and impact on mission
- Loss of productivity or critical competencies and bench strength

After studying segmented case data, the leader understands some of the issues surrounding disruptive conduct as it impacts the individual, the work group, and potentially at the organizational level. However, until leaders examine the causes and remedies for disruptive conduct, solutions will remain unclear. Leadership, from middle management to top executives will be aided by understanding a broad array of data or business intelligence in order to consider appropriate alternatives and set in motion strategies or goals that will result in the desired performance culture. When developing policies, reporting, response and intervention strategies one might research data in the categories of human capital, employee relations, integrated reporting of incidents, wellness and culture.

Metrics May Indicate Drivers of Function and Dysfunction in the Organization				
Human Capital	Employee Relations	Integrated Reporting	Healthy Campus	Culture and Conduct

Costs to hire	Informal complaints	Institutional Diversity	Fitness program Participation and experience	Communication of values, standards and expectations
Productivity	Formal grievances	Ombudsperson	Employee Assistance utilization rates	Modelling expected conduct
Presence/absence	Case analysis	Departmental documentation	Medical insurance claim utilization	Building skills in performance and conduct
Sick leave usage	Case resolution rate	Faculty Affairs	Bio-metric data	- giving feedback - coaching - conflict resolution
FMLA usage	Case type Experienced	Human resources	Pharmaceutical experience	Employee engagement surveys and remedies
Transfer requests	Disciplinary actions	Risk management		
Turnover rates and segmentation	Discipline based - suspension - demotions - separations	Legal settlement amounts		
Exit interviews				

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- Metrics & Measurements²
 - Turnover stats
 - Transfer requests
 - Absences trending
 - FMLA events
 - EAP utilization rates
 - Complaints in general
 - Employee engagement surveys
 - Costs to hire
 - Medical insurance claim utilization
 - Bio-metric data
 - Pharmaceutical experience
 - Productivity rates
 - Exit interviews
 - Human resources documentation
 - Departmental documentation

Four Keys: purpose, best practices, examples, resources, structures, standards et al that serve the needs of Colloquium participants

Policy: Definition, standards of conduct, promulgation, educational, socialization

Process: Procedures, supporting structure, target and by-stander saf support

Response: Dealing with resistance, retaliation

Reporting: integration, analysis, executive summary, review and action planning

NOTES: