

Next, participants are asked how many employees they have working for them who are currently undergoing corrective or disciplinary action.

Between 40 percent and 60 percent of employees identified by their manager as not meeting expectations are not in any performance counseling. Additionally, there is no documentation in their personnel files, and they are not engaged in any due disciplinary process. In short, most health care leaders agree they need to do better in dealing with their low performer issues.

Organizational Assessment

How many employees do you have currently working for you who are in formal corrective/disciplinary action?

	#
Senior Leader	0.13
Physician	0.13
Department Director	1.1
Manager	1.42
Other	0.05
Total	0.66

$(557 \times .66 = 367.62)$