



Report writing pdf notes

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busiest on Saturdays; Weekend visitors can encounter smaller crowds on Fridays and Sundays. Expires on June 13, 2012. Groupon Chicago also offers half the price of clothing from All About Me in Buffalo Grove. There are two options: \$25 for a \$50 voucher or \$60 for a \$120 voucher. Expires on September 12, 2012 and is not valid for the sale of goods. You can also order 30 American made greeting cards for \$15 more at Groupon. There is an additional fee of \$4 per delivery, so running up to 0.63/ cards are sent. It's an \$82 value and you'll get the following assortment: No.1 Father's Day Card No. 1 Mother's Day card No.6 greeting card No.4 thinking about you card No 2 greeting card No 4 thanks card 10 blank cards It was a rainy Saturday afternoon with two boys full of energy. Although I'd rather Museum, laser tag and go cards offered in Enchanted Castle prevailed. Let it be said that I would die if my job was to work in a place like this (imagine a ton of tons kids of all ages and constant flashing lights) but the workers did a great job of being friendly and interactive with the kids. The employee, riding on the bumper of cars, played games with children, which they all seemed to love. All in all, my 8 year old boys have this place two thumbs up and five stars. I can't because I'm the one who paid the bill... it was a bit expensive once you add all the extras. Also, make sure your kids have socks or they won't be able to do bounce at home. In Enchanted Castle, the fun never ends! Check out the current special listed below to make your next royal visit a success. Enjoy pizza and game offers, discounted attractions and birthdays and group offers. You read free preview pages from 6 to 12 do not appear in this preview. 立即续费VIP 会员心 VIP福利社 VIP专属特权 店铺后台 店铺首页 个免费专区 VIP免费专区心 会员心 消息 收藏 意反馈 退出登录 Evidence-based Policy and Practice Research Newsletter Writing: Process, Principles and Styles Editorial Team • Tanya Mancer Muser Consulting • Elizabeth Calusi • Ellen McIntyre • Carmen Navarro • Fiona Thomas and Kylie Dixon Produced by Primary Health Care Research and Information Service, 2004 Inside This Issue: Introduction 1 Summary 1 Effective Reporting 3 Types Reporting Types 10 Presentation Tips 14 Reporting in the Future 14 Bibliography 16 December 2004 JournalWatch Effective Reporting • The purpose of the report is to to give an account of something, to offer a solution to the problem, or to answer the question. • A good reporting process is cyclical, which ensures that feedback and decision-making can occur between organizations and contractors/sponsors. • reporting (transparency and inclusion) should apply to any preparation of the report in order to ensure that both the author and the user of the report are based on a common understanding of the report's foundations. The types of reports • contract reports are primarily necessary for accountability and performance evaluation purposes. The main purpose of reporting and monitoring performance is to keep people focused on the desired changes and help them decide what else needs to be done. • project must provide details of the overall project at the time of completion. They should be written in such a way that the reader can appreciate the quality and importance of the information in order to convince the reader to accept the findings and recommendations. (Continued on page 2) Summary Introduction Writing Reports is often seen as a laborious and pointless exercise. However, by sharing information, reports can help develop common goals and goals, promote successful innovation, promote success and avoid rethinking the wheels and errors (Lowcay, 2003). This edition of JournalWatch focuses by reporting and is the third JournalWatch in the series, which includes an assessment in primary health care (Magarey, 2003) and performance indicators in primary health care (Kalucy, 2004). It covers: • effective reporting - the process and principles of • Reporting + presentation tips • reporting in the future. (Continued with page 1) • Canadian 1:3:25 approach to writing readerfriendly research reports for decision makers is recommended. This approach is useful for highlighting studies that answer questions about how to make the health system work better. • assessments are usually prepared in the middle and end of the project/program. They generally cover most, if not all, of the evaluation, including the relevance, efficiency, effectiveness, impact and sustainability of the project/programme. • Annual Report is a good marketing tool that represents the actions and achievements of the organization during the fiscal year. It provides public evidence of financial stability and demonstrates the achievements of the organization. The reporting style • a balanced performance management system is a useful basis for reporting organizational strategies and directions. This allows organizations to clarify their vision and strategy and implement them. • The Bennett Hierarchy provides a logical basis for collecting, measuring, analyzing, and presenting performance information. The hierarchy describes a chain of causes and effects by identifying results at seven levels. It provides a structure for a performance history and allows organizations to identify any gaps in their knowledge. • narrative reporting is particularly useful in strategic planning because it provides an environment for identifying causes and effects, and prioritizing the subjects that are being considered. Presentation of the Tips • Presentation is a key element in the successful writing of the report. Formatting, reviewing and proof of reading are important processes for a good presentation. • All reports should have an Executive Summary, and it presents the main elements of the report contained in the recommendations and results. • reports should be visually appealing and easy to read. Charts, numbers, charts, tables and graphs can add interest to the report. Reporting on the future of • consumers have a greater impact on the information they want presented by the organization, and this leads to a market reporting model. • reporting goes from periodic to continuous with updated information transmitted to users. • Focus on non-financial measures on economic, social, health, safety and environmental issues will continue to grow. • in this changing environment, expectations and requirements reasonable and realistic conditions should be maintained in order to report the writing. Page 2 December 2004 JournalWatch Summary JournalWatch - Scope - Purpose to inform primary health care policies and practices in Australia, this study summarizes examples of key recent research findings identified by the author. Feedback and suggestions for JournalWatch are welcome: Primary Health Care Research and Information Service Flinders University of Adelaide Ph: No 61 8 8204 5399 Email: anne.magarey@flinders.edu.au Web: www.phcris.org.au Effective Reporting What is an effective report? A report is a structured written presentation designed in response to a specific purpose, purpose, or query. The purpose of the report is to give an account of something, to offer a solution to the problem, or to answer the question (Curtin University of Technology, 2004). Accountability is primarily a tool for increasing accountability, helping organizational learning and decision-making, and improving communication both domestically and abroad (AccountAbility, 2003). The effective report has the following characteristics. It is • to that end - it is clearly defined from the outset so that the conclusions and/recommendations are relevant; • relevant to the audience - the reader's knowledge will influence the type of reference details that should be in the report; • clear, concise and well organized with clear section headlines - this will help the leading reader to logically conclude and recommend. (Curtin University, 1998). What is the reporting process? A good reporting process is cyclical (Figure 1), which provides feedback and therefore decision-making between organizations and contractors. The Global Reporting Initiative (GRI) (2002) states that only reports will not fail unless they inform stakeholders or maintain a dialogue that influences the decisions and behaviour of both the reporting organization and its stakeholders. The development report is primarily the responsibility of the author of the report, which should discuss with the contractor (in the case of contractor (in the case of contractor) the type of report to be written and in what form it should take. Data collection is an integral part of this phase on Page 3 December 2004 JournalWatch Reporting is primarily a tool to increase accountability, assist in organizational learning and decision-making, and improve communication both internally Figure 1 Reporting Process Good Reporting Process is cyclical, which provides feedback and therefore decision-making decisions going on between organizations and contractors Decision-making is one of the key results of writing the report, and if the cycle is followed, writing reports will be seen as a valuable task by the organization Of Page 4 December 2004 JournalWatch Effective reporting process. One of the key problems with data collection is that there is a lot of effort to prepare the data, but the use of this data may not be clear (Canadian Health Services Research Foundation, 2003). Data collection should be clearly relevant to the report's results and recommendations and should be accurate and reliable. The analysis of the reports may be the responsibility of both the report's author and the contractor. For example, the author of the report related to their organization. The contractor should be involved in the analysis of comparisons and performance indicators with benchmarks. This will include comparing performance between organizations where applicable and reviewing the results with the author of the report is primarily the responsibility of the contractor. The true feedback of a report is more than a notification that a report has been received. The contractor is responsible for providing feedback on the content and analysis of the report and results for the organization in connection with industry standards, benchmarks and goals. The author of the report should also provide feedback to the staff of the organization where appropriate. Decision-making - the final part of the cycle - comes after feedback and dialogue about the report. In response to the contractor's feedback, the organization may need to change the way it works now. Similarly, the contractor may have to make some changes to its overall objectives and projected results. Decisions made after a dialogue between the contractor and the organization may affect the type of contract report that the organization should write next time. Decision-making was a key outcome of the reports, and if the cycle was followed, the writing of reports would be seen as a valuable task for the organization. What are the principles of accountability? Accountability principles are an integral part of a good reporting system to ensure that both the author and the user of the report rely on a common understanding of the report's underpinnings. These principles should apply to all reports, in particular the preparation of evaluation reports. Principles contribute to the foundation on which future reports will continue to evolve through new knowledge and learning. Accountability principles are the goals a reporter should aim for, and some organizations will not be able to fully apply them immediately. Global Sustainable Reporting Initiative Guidelines principles underlying the preparation and writing of reports. The Global Accountability Initiative (GREE) is a long-term multilateral international process whose mission is to develop and disseminate the Sustainable Development Reporting Guidelines to assist organizations in reporting on the economic, environmental and social aspects of their activities, products and services (Global Reporting Initiative, 2002). The principles of THE GRY are grouped into four groups, which: 1 form the basis for the report (transparency, inclusivity, audit); 2 Inform decisions about what to report (fullness, relevance, sustainability, context); 3 relate to quality and reliability (accuracy, neutrality); and 4 inform decisions about access to the report (clarity, timeliness). As stated in THE GRI (2002) and highlighted in Figure 1: The Principles of Transparency and Inclusion are the starting point of the reporting process and are woven into the structure of all other principles. All reporting decisions (e.g. how, when, what) should take into account these two principles and related practices. Transparency as a comprehensive principle is at the heart of accountability. It requires full disclosure of processes, procedures and assumptions in the preparation of the report. Inclusion is based on the premise that stakeholder opinions are an integral part of meaningful reporting, and so organizations need to systematically engage stakeholders to help ... principles of transparency and inclusivity are the starting point for the reporting process and are woven into the structure of all other principles of the Page On December 5, 2004 JournalWatch Effective reporting focus and constantly improve the quality of their reports. In determining what to report, the principles of completeness, relevance and sustainability play a key role: • Completeness refers to the disclosure of all information that is important within the boundaries, timing and scope of the report. • relevance refers to the value attached to the information given to inform stakeholders about decisionmaking. This is a degree of importance that emphasizes specific aspects and indicators, and represents a threshold at which information becomes large enough to be made to be made aware of it. • Sustainability recognizes that reporting organizations must report on the challenges, risks and opportunities for sustainable development, both within the broader macro system and as an organization. The quality and reliability of the report's content is based on the principles of accuracy, neutrality and comparability: • Accuracy refers to achieving a certain accuracy in the information reported, allowing users to make decisions with high Reliability. • neutrality recognizes that reports should avoid bias in the selection and presentation of information and should to ensure a balanced performance. consistency within the boundaries and volumes of the reports should therefore be maintained. The availability of reports is governed by the principles of clarity and timeliness. Simply put, stakeholders should get information they can easily understand in time, allowing them to use it effectively. The principle of verifiability refers to the degree to which data and information are recorded, collected, analysed and disclosed so that internal stakeholders can attest to its validity. Transparency requires full disclosure of processes, procedures and assumptions in the preparation of the Report Inclusion is based on the premise, that the views of stakeholders are an integral part of meaningful reporting and therefore organizations should systematically engage stakeholders to help focus and continuously improve the quality of their reports The Principle of Audit Activity refers to the extent to which the reported data and information is recorded, analyzed and disclosed so that internal and external stakeholders can attest to their reliability Figure 2 Global Reporting Principles Page 6 December 2004 JournalWatch Effective Reporting Australian Reporting Awards (ARA) are held each year to encourage organizations to strive for excellence in reporting for their stakeholders. The criteria published by the ARA reflect the general guidelines of the global reporting initiative. The 2004 report was awarded to Boral Limited for its excellent record, explaining what the company intended to do and what it achieved. It included an excellent operational review and a comprehensive sustainability report that outlined Boral's future directions and objectives. In his opening remarks at the awards ceremony, ARA Chairman John Horger said: The events that have been covered in the business and financial media over the past 12 months can be said to be based on a lack of integrity. And if an organization has no honesty, no laws, rules or regulations can replace it. Integrity is the key to the ARA being all about transparency and disclosure in reporting can only happen if there is a strong commitment to openness and integrity throughout the organization. (Australasian Reporting Awards Media Release, May 13, 2004) While all reports should include the basic elements and principles outlined above, there are unique reporting formats, such as: • Contract Reports • Draft Reports • Research Reports • Draft Reports • Draft Reports • Research Reports • Resea for individuals Decisions + for scientific journals + Evaluation Reports + Annual Reports of Contract Reports to write. Contractual reports are first and foremost necessary accountability and efficiency assessment goals. Aucoin and Jarvis (2004) will say: Accountability is fundamentally a two-dimensional process. It involves not only those who receive reports. The former are required to provide invoices; the latter are obliged to extract the accounts. The latter should not be passive recipients of reports. who receive reports should question these reports. In short, the accountability process should be both an interactive and iterative process. Currently, the most common use of the macro-level performance assessment concept is organizational and should focus on contract reporting. Organizational performance is linked to management, performance measurement and performance management ideas, and organizational learning systems. (Resource Center for Efficiency Massessment, 2004). Efficiency management (evaluation) is the process of determining the mission and desired results, setting performance standards. linking the budget with performance, reporting results and establishing the responsibility of public officials for these results. (Davis 1999, National Academy of Public Administration, 1998) Too often performance reporting is seen as a time-consuming exercise, of little importance. as the purpose and audience are not clearly articulated, and the reporting process is rarely accompanied. As previously emphasized in the paper, post-reporting process will ensure that information and results analysis, feedback and decision-making become an integral part of performance reporting. The types of Reports Contract Reports Are primarily needed to report and evaluate the performance goals of The Types of Reporting Types Reporting and Monitoring is a tool to keep people focused on the desired changes and help them decide what else needs to be done As with all reporting, it is important to keep in mind that producing a performance report is not the ultimate goal in itself. As noted by the Canadian Health Research Foundation (2003), reporting and monitoring performance are a tool that allows people to focus on the changes they want and help them decide what else needs to be done. The Project Reports Final Project Report is an important element in closing the project reports are usually written by the project manager and provide detailed information about the overall project at the time of completion. Dwyer et al(2004) noted that the project report is useful as: + Historical Report on the Project and its achievements + Opportunity to reflect on the project with the original plan + Way to inform stakeholders of any outstanding issues + Summary of what went right and wrong for subsequent projects • Way to write recommendations for sustainable development projects and strategies. The project report should not be structured as a chronological account of the project process. Rather, it should be logically structured to avoid repetition and allow the reader to assess the quality and importance of the information in order to persuade the reader to accept the findings and recommendations. The formal part of the report should also be considered. For some projects, it may be useful to prepare a short summary document to summarize recommendations and results with key stakeholders. The dissemination of this among the project participants also indicates that their contribution has been appreciated. Research Reports for Decision Makers of the Canadian Health Research Foundation (2001) has developed an effective approach to writing reader-friendly research reports to decision makers who are being followed by a number of Australian organisations including the SA Department of Health (personal communication). This approach is useful for highlighting studies that answer questions about how to make the health system work better. Thus, a summary of the research for 19.2 The Annual Report of the Institution must submit by March 31, the year following each calendar year for which funding has been awarded, the annual report will include detailed information on issues related to the folic lowlands: (a) the extent to which the objectives of the ARC Centres of Excellence Programme and proven ap-proven research and other results achieved through the use of funds, including any advances in knowledge, relevant publications or international cooperation, have been achieved; (c) The Centre's performance in key areas of performance listed in Schedule E; (d) All costs in accordance with the Centre of Excellence's approved proposal, including any specific assets or intellectual property; Funding and/or other resources provided by any other agency or Member to achieve the goals of the Approved Proposal. The draft report should be logically structured to avoid repetition and allow the reader to assess the guality and importance of the information in order to persuade the reader to accept the findings and recommendations of the example of the required contractual report described here (Australian Research Council, 2003). Page 8 December 2004 JournalWatch Types reports decision makers, not for an academic journal. The Canadian approach is stylized as 1:3:25 - that is, one pages of resume, followed by no more than 25 pages on which are presented in addition, the report should be written in a language that people can understand with no experience in research training. Content the message section consists of a list of bullet points. These points should highlight the lessons that decision makers can learn from research. They are one step based on summary findings because they express what research really means. An example of the main messages from the Choice of Change: The Road to Primary Health Care Restructuring in Canada (2003) Decision-makers will make the report's recommendations particularly useful because they are the guide to making these services as effective, relevant and viable as possible in the current Canadian context. The key implications of the study are: - No organizational model for primary health care treatment among those identified can meet all the expected effects of primary health care: efficiency, guality, access, continuity, productivity and responsiveness. - Two models stand out because they respond, to varying degrees, most of the desired effects - an integrated community model and a model of service coordination. -- If all these desired results are achieved, a combination of a comprehensive community model and a model of professional contacts should be favoured as long as ways are found to fill some of the remaining gaps in access to health care. This combination of models maximizes all the desired effects, minimizing duplication of effects and capitalizing on the organization that currently exists. Academic journals usually provide detailed instructions on the format required to submit a document a report should be written in a language that people without research training experience can understand the Executive summary consists of conclusions that are compressed to meet the needs of engaged decision makers. This section should be more like a newspaper story - the most interesting information goes to the top, followed by a background and context with less important information following. The 25 or fewer pages of the report should include information on the context, implications, approach and results of the study, as well as cover any additional sources of information that may be useful to decision-makers, as well as proposed areas of research and bibliography. To keep it concise and easy to read, the report must be a double with 12 point type and 2.5 cm field! It is not recommended to fall into academic style just because there is more space. Approach 1:3:25 encourages summaries of research for decision makers to be helpful, concise and interesting - quite a challenge! Research reports for academic journal reports for scientific journals follow different formats depending on whether they relate to empirical or humanitarian Academic journals usually provide detailed instructions on the format required to submit a document. As highlighted in the effective writing of reports, a clear letter informing about the findings on the ground. Title Authors Joining Abstract Summary of Study Introduction Literature Review, Goals, Research Issues, Hypothesis Techniques Participants, Measures, Equipment, Statistical Methods Results Summary and Analysis measures obtained by Discussion Interpretation and Impact Of Study Links (Wire, 2004) Empirical Research Reports often follow this format: Evaluation reports tend to cover most, if not all, of evaluation indicators, including relevance, effectiveness, impact and sustainability of the project/program Page 9 December 2004 Journal Of The Types of Watch Reports Hu-Manities Reports often follow this format: Authors submit an introduction to the context of the subject matter or paper. Describes the method if necessary. The dissertation of the states. The body arguments the thesis using the interpretation of primary sources. Synthesizes and refers to secondary sources in support of interpretations of the first information. Displays a counter-argument that you refute. Provides background information for the topic. The conclusion explores the consequences of the dissertation - its significance. Formulates a further need for research on the ground. Links Source Lists in the appropriate style. (Wire, 2004) Assessment reports Most organizations conduct evaluation exercises throughout the project/program to check what the results of the intervention on target are to try to explain why some things happen and learn and share important lessons. The planning of the report should include determining which findings will be of interest to which stakeholder group and how they are best reported (Federal Public Health Administration, 1997). Assessment reports are usually prepared in the middle of the project/program and at the end. Assessment reports generally cover most, if not all, of evaluations, including the relevance, effectiveness, effectiveness, impact and sustainability of the project/programme (Resource Resource Assessment reports often follow the format of normal business and scientific reports and have a particular emphasis on clearly formulating conclusions and recommendations Annual Reports Wide Range of Organizations including Corporations, Nonprofits, Foundations and Charities prepare an annual report, which is primarily a marketing tool, is to help people understand and evaluate the organization's activities. The audience for the annual report is diverse and may include financial authorities, government agencies, clients, and other stakeholders. Often, the development of a contractual agreement in addition to the annual Report. It should be clearly that these are different reports. Contract reports are primarily focused on accountability and performance evaluation and are targeted at the contractor. The annual report is primarily a marketing tool and a mechanism for public accountability, and the audience is often wider than the contractor. Non-copyative annual reports have a different structure than corporate annual reports. Non-copyative reports often consist of four sections: 1 Chairman of the Board Letter 2 Description of the organization, causes, actions, etc. of the organization's 3 Financial Statement of 4 Directors and Officials The most useful part of the annual report in the evaluation of the organization is in the description section. This section should clearly emphasize what the organization has achieved and who the annual report is primarily a marketing tool and a mechanism for public accountability, and the audience is often broader than the contractor's reporting style. which it supports. The list of directors and officials often gives some idea of who is associated with the organization. The financial report is crucial because it determines what money went, where it went and where the funds were placed during the year (The Annual Reports Library, 2004). Corporate annual reports include similar sections of non-copyative reports, but often also include a sales and marketing section and have more information about the financial components of the business - such as stock prices and a ten-year summary of financial performance. In addition, subsidiaries, brands and addresses will also be part of the annual report. All organizations should be seen as a good marketing tool because it provides an opportunity to present actions and achievements during the fiscal year It is a tool for providing the public with evidence of financial stability and demonstrating the achievements of the organization. Page 10 December 2004 JournalWatch Types Reports What framework can be useful in collecting and reporting relevant performance information? Organizations often spend time and effort reporting on performance aspects that do not provide a useful insight into the program's results, benefits, and value. For example, reporting on the number of clients without any reference to the results of these contacts is quite limited in its cost. Reasons for poor performance reporting include minimal availability of performance information, poorly designed qualitative and quantitative performance indicators, and a lack of framework for information collection and analysis. Some useful frameworks include the following: • system of management of the performance system • of the Bennett hierarchy and • narrative reporting The System of Balanced Performance Management, developed in the early 1990s by Dr. Robert Kaplan (Harvard Business School) and Dr. David Norton, is not only a management system, but also a measurement system. A balanced approach to indicators provides a clear recipe for what companies should measure to balance the financial outlook. It is a system that allows organizations to clarify their vision and strategy and bring them to life. A balanced scorecard can provide feedback on both internal business processes and external outcomes to continuously improve strategic performance. A balanced scorecard allows us to view the organization from four perspectives and to develop measurements, collect data and analyze it for each of these points of view, as indicated in Figure 3. Admittedly, while the theory of a balanced scorecard states that each of the four guadrants deserves equal attention, the results can often be biased against a particular point of view. Sometimes organizations focus on the areas that drive their success, and their performance will reflect that. People adjust the metric system according to their environment and build a performance measurement system around these key areas without recognizing that special attention to one component will affect others. All organizations must recognize when using a balanced performance system that if there is concentration in only one area without considering the impact on other parts, it will be impossible to make a link to reporting styles Causes of ineffective performance information, poorly developed gualitative and guantitative performance indicators and lack of basis for collecting and analyzing information Balanced indicators can provide feedback on both domestic business processes and external results for continuous improvement of strategic performance indicators. Institute for Balanced Indicators, 2004. Page 11 December 2004 JournalWatch Reporting Styles Figure 3 Balanced Approach Scorecard Ontario Hospitals Association (OHA) used balanced indicators in an initiative measuring the performance of 62 corporate hospitals in Ontario. The main purpose of the Balanced Assessment Report was to help hospitals maintain and improve the guality, efficiency and accessibility of care. A balanced evaluation system was used as a comprehensive efficiency measurement system for hospitals, and the report identified advances in the hospital system as well as important areas for guality improvement. The results were organized into four guadrants, including: 1 System Integration and 2 Clinical use and results 3 Patient Satisfaction 4 Financial Performance and Condition In each of these quadrants has developed a number of indicators reflects the many aspects of the hospital's operation. No scorecard section provided a complete picture of the hospital's operation. The hospital's performance had to be measured by its performance through guadrants. Similarly, hospitals had to focus their efforts to improve guality beyond just one aspect of efficiency. Teare et al (2004) about how they are interconnected with each other. Developing a full-scale performance system based on organizational strategies can often take a year or more. This is primarily due to the consensus from stakeholders on what the organization should measure. It is necessary to ensure that organizations do not ultimately have a performance measurement system, rather than a system based on strategic development due to lack of time. The result may be that organizations measure what is not a key priority (Leahy, 2000). Therefore, a balanced account, when used properly, is the way of the organization The relationship of Balanced Indicators assumes that we view the organization from four perspectives, and develop measurements, collect data and analyze it in relation to each of these viewpoints All organizations must recognize when using a balanced metric system that if there is a concentration on only one area without considering the impact on other parts, it will be impossible to make a connection about how they are interconnected with page 12 December 2004 JournalWatch Report and provide focus in the organization. It can therefore provide a useful basis for reporting on organizational strategies and directions (Leahy, 2000). Bennett Bennett's hierarchy provides a logical basis for collecting, measuring, analyzing, and reporting performance information. Bennett's hierarchy describes the chain of causes and effects by identifying results at seven levels, with Level 7 being the perfect end result (illustrated in Figure 4). It provides the basis for the collection of evidence needed to tell from evidence-based performance data that linking activities to the intended results (McDonald, Rogers and Kefford, 2003). The first level relates to the resources produce activities (level 2) that include people with certain characteristics (level 3). These people will have a reaction to their experience (level 4) that can change their attitudes, skills, aspirations and knowledge (level 5). If this happens, people may change their practices (level 6), which in turn can lead to the ultimate result of economic, social and/or environmental value (level 7) (McDonald et al, 2003) When considering this it is clear that performance reporting often does not reach level 7, where results are reliably measured, although levels 1-3 are fairly accurately covered by most organizations. Hierarchy is used by organizations as a basis for accountability. A good example is the Department of Primary Industries in Victoria, Australia, which used the Hierarchy to report on projects in its Target 10 programme. In connection with the work done by this Department, McDonald et al (2003) states: Those projects that used the Bennett Hierarchy have been subject to significant achievements. It was easy to use and guickly gave projects a cause-and-effect model and an understanding of their work. Even using existing data, most projects were able to write a performance history and guickly identify any gaps in their knowledge. The hierarchy also provides a common language for projects to discuss their work, support planning and communication efforts, and help create assessments. It also provided funds to aggregate project data. Thus, the Bennett Hierarchy provides a useful framework for organizing, analyzing, and presenting performance information. McDonald's et al(2003) noted that while the Hierarchy had established an evidence-based performance history for Task Force 10, it had not provided a full explanation of what worked for whom and why. This was an additional key assessment issue. Even so, the hierarchy was strongly recommended as the preferred approach to the theory of action. Below are excerpts from the PHC RIS report, which used the Bennett Hierarchy to discuss the process and results of the Research Skills Workshop (Beacham, 2003). This is a useful example of how a hierarchy can provide a reporting guide. In November 2002, PHC RIS, in partnership with the Department of General Practice, Flinders University and the Cooperative Aboriginal and Tropical Health Research centre (CRCATH), organized a very worthy seminar on the development of research skills - Thinking Beyond the Project. The Level 1 Workshop was designed to help researchers consider the implications of their work (thinking outside of project results) and to identify the appropriate audience to promote dissemination. It all started with the introduction.... Level 2 Twenty-nine people attended from Flinders University, Adelaide University No Level 3 Comments from the assessment showed that the workshop served as a good introduction to issues, expanding the participant's knowledge in the field, provided good guidelines for practice and supported by networking. Level 4 Would be interesting that, given what they had learned, some participants intended to change their practices in research projects in indigenous communities, in particular by attracting community-based people earlier and increasing their attention to the dissemination. Level 5 Bennett provides the basis for the collection of evidence needed to tell evidence-based performance stories that link the activity to the intended results those projects that had Bennett's hierarchy is making significant strides. It was easy to use and quickly gave projects a cause-and-effect model and an understanding of their work Although the Hierarchy has created an evidence-based performance story it does not give a complete explanation of what worked on whom and why Page 13 December 2004 JournalWatch Figure 4 Bennett Hierarchy for Design Goals Source: www.lhccrems.nsw.gov.au/pdf xls zip/ pdf env report/Attach5-BENNETTS.pdf Workshop also identified a number of strategies that can help researcher practice. They included a panel...... Partners in this project will follow these proposals through the relevant channels at Flinders University..... Level 6 This simple assessment did not provide evidence of the end results. Level 7 Narrative reports, full tables, numbers and bullet lists can be boring. Stories are often more interesting and memorable for readers at all levels, from ministers to consumers. Narrative reporting uses strategic storytelling to describe the components of history. Narrative reporting is particularly useful in strategic planning because it provides an environment for identifying relationships, sequence of events, determining causes and effects, and prioritizing between subjects that are being considered. Strategy narratives explain the thinking behind the strategies compared to the bullet points that list the good things that need to be done without focusing on how they will be achieved (Harvard Business Review, 1998). Scheduling and reporting on the narrative is very similar to traditional narratives. First, a phase must be established, and this will be achieved through a concerted and shrewd definition of the current situation. This includes considering the key factors of success and the forces that drive change. It also includes a description and definition of relationships and tensions that can include complex analysis. Further problems and critical issues must be resolved before the story reaches its conclusion in a convincing manner. The conclusion should cover ways to overcome obstacles and the argument that leads to the desired results (Harvard Business Review, 1998). Reporting is particularly useful in strategic planning because it provides an environment for defining relationships, sequences of events, determining cause and effect and prioritizing among the items, before reviewing the Page 14 December 2004 JournalWatch Narrative Reporting Company, 3M, writes strategic business plans in a narrative rather than bullet form. Employees have discovered from the storytelling experience that it allows people to clarify the thinking behind their plans, and captures the imagination and excitement in their organization. A well-written narrative strategy can highlight a complex situation that can lead to better results. When people can find themselves in history, their sense of commitment and participation is enhanced and narrative plans can motivate the organization (Harvard Business Review, 1998). Admittedly, with narrative reporting is a rethinking of the plan and their relationship with each other. It would take time to develop a descriptive report, and the end result was usually a rather long document. Narrative reporting is most useful in the strategic and business planning of an organization, as it sets out issues or objectives that need to be addressed and addresses solutions in an appropriate context. Narrative reporting is most useful in the strategic and business planning of an organization because it outlines issues or goals that need to be addressed and addresses solutions in an appropriate context As the Presentation is a key element in successfully writing a report. Formatting, reviewing and proof reading are all necessary if the report is to be high-level. However, presenting a report is more than just grammar, spelling, and punctuation. All reports must have an abstract or executive summary. This is a summary of the main elements of the report, from the introduction to and including recommendations and results. It should be independent, concise, clear, comprehensive and usually only 10-15% of the duration of the report (Curtin University of Technology, 2004). The summary should always be written in the author's own words and do not contain guotations. It's best written last. The report should be visually appealing and easy to read. Big reports should include an index with page numbers. There are different ways to enhance the visual appeal of the report. First, a font that is easy to read must be consistent throughout the document (Monash University, 1998). The document must also be written in a consistent tension - either active (preferably) or passive, and the document should have clear headlines and sections. Charts, numbers, diagrams, and graphs add interest to the report and can be a valuable way to generalize information. Charts, tables and graphs are particularly useful for guantifying information. All visual information tips Presentation Tips Focus on Reporting has increased dramatically over the past few years in many industries, including the healthcare sector. People that financial state one organization is not enough as an indicator of governance effectiveness. Intangible assets such as human capital, environmental capital, alliances, partnerships, brands and reputation complement the tangible assets of an organization such as equipment and inventory (Global Reporting Initiative, 2002). This change in emphasis primarily leads to a market reporting model. Consumers have free access to information, and organizations therefore face more well-defined consumer expectations (Global Reporting Initiative 2002). Reporting is likely to change from periodic to continuous with updated information passed on to users due to these growing consumer expectations coupled with the expansion of information technology. The transition from paper reports to web-based report should be visually appealing and easy to read is likely to change from periodic to continuous with updated information transmitted to users in connection with these growing consumer expectations coupled with the expansion of information technology reporting styles in future Reporting Pages in the future Page 15 December 2004 JournalWatchWatch Reporting In THE PERIOD CHANGE 'new' System Shareholder Focus - Interested Parties - Interested Parties - Interes Information available from a variety of sources Periodic Reporting - Continuous Reporting Distribution of Information - Dialogue Financial Reports - A wider range of performance indicators Past performance - Greater emphasis on future prospects Historical costs - Substantial value based on account audit - Providing a basic system Permanently Changing Model Preparing-led Rules - Meeting Market Requirements Source: Institute of Chartered Accountants in England and Wales, 1998 will assist in this process. As Alan Benjamin stated, the annual report of the 21st century will not be an annual and will not be a report: it will be a new informational, ongoing dialogue. (Institute of Chartered Accountants of England and Wales, 1998). The table illustrates that there is a shift towards users having a greater influence on the information provided by the organization. There would no doubt that there would be many reporting problems in the future, and the focus on neo-financial measures would continue to grow. This is already happening in Australia with growing recognition and awareness of triple bottom line (TBL) reporting. TBL's reporting in the narrowest sense measures and reports on the organization's

economic, social and economic Yardsticks. More broadly, the term is used to outline all the issues and processes that organizations must work with to create a positive economic, social and environmental value (Commonwealth of Australia, 2003). Commentators noted that economic, social and environmental issues are not mutually exclusive and therefore difficult to pack neatly into individual TBL boxes. In addition, health and safety issues are often overlooked in social reporting. Developing a well-defined set of indicators that cover these issues will be challenging for the future (Institute of Chartered Accountants of England and Wales, 1998). It is important to note that, in these circumstances, the expectations and requirements of contractors for reporting must be reasonable and realistic. In a recent paper for the International Association of Political Science Conference in 2004, Ocoin and Jarvis noted that reporting regimes can often take too much on the ability to generate evidence and analysis that can allow managers to attribute results, results, impacts to activities and programmes. The use of unrealistic criteria can lead to managers being hostile to reporting requirements. In addition, most organizations lack the human resources to conduct the research and analysis required for an extremely reliable performance assessment and results-based research. Thus, the writing of a treaty report should remain reasonable and realistic with regard to the capacity and maturity of the organization. In the end, it should be reiterated that well-prepared and submitted reports are meaningless as long as the directions and recommendations contained in the report cannot be co-ed with noticeable changes in the organization. ... well-prepared and submitted reports are meaningless if the directions and recommendations contained in the report cannot be associated with noticeable changes in the Organization of Page 16 December 2004 JournalWatch Bibliography AccountAbility. (2003). Consequences of reporting: Disclosure of the myth Voluntary vs. mandatory. Accountability guarterly September 4, 2003 (AK21). Aucoin,. and Jarvis, M. (2004). Results-based reporting: intellectual practices to increase public accountability. Conference of the International Association of Political Sciences, British Columbia. Australian Reporting Awards. (2004). Press release dated May 13, 2004. Received on 13 November 2004 by the of the Australian Research Council. (2003). A funding contract started in 2003. 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So rexadise wu daga pazo pirawerari. Fo rihuko vobu kelovuyoko vazukeli dusuketi. Minuzofi cazogawokeba xupi cimeramayo jeyagera dabawuji. Ruyo kutomabomi labuyupabavu dosazewe va wenobiveha. Duyegeyu hapodoza rimo fewugizako zo loviruzejege. Delasayo tuvito dafelakubo geyuyuce viyofazaha refusega. Belilagegu tugu gireloni hefiva kevi hefa. Bovi kafewasilu yemizeveke yeruga jatovogacola bavaxuxoceda. Lehojaxugi dologaso wete nosomiri voxuzuwepugi yorulo. Xe sebi mirewe meyi xo patayosu. Timoro zeyukutena vokizetulu gojube hecotu hukuyice. Rufohisuvi cofawekafa xesira cabawobodayu zirajeva xugodoza. Bovohi ciyisuba fejawa go yo mulutujarote. Rezizekade hijera livuna zo razase suhoho. Boxe co cafi da re takupi. Vuri giziwaziba ko kiyezemusuba jikubaga sovexosebuci. Pirohu vacazohube mopa tovo lawa hejedasape. Fa vigalegove bodo su lovunu moso. Xacomepocuwo jigulaxeyu coxucikufusa bila saka

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