

IMPLEMENT THE SCORECARD

#1 - BASELINE AND TREND ANALYSIS

Begin with a baseline survey/focus groups and repeat at regular intervals (every 3–6 months) to monitor trends.

#2 - CROSS-COM-PARE TEAMS

Break data down by team or location to pinpoint hotspots of incivility.

#3 - FOLLOW-UP ACTIONS

Link findings to civility initiatives like manager coaching, civil conversation exercises, DEI programs, and awareness campaigns.




#4 - SHARE INSIGHTS BROADLY

Transparently communicate trends to the entire workforce, reinforcing leadership's commitment to continuous improvement.

#5 - REGULAR REPORTING

Include scorecard findings in leadership updates and town halls so civility stays top-of-mind.

ELEMENTS TO CREATE A CIVILITY SCORECARD

 MEASURE	 INDICATOR	 METRIC
Employee perceptions of civility	Survey responses to questions like “People in my company treat each other with respect” or “I feel safe sharing my honest thoughts	% of employees who agree or strongly agree
Reported incidents of incivility	Count of formal and informal complaints or incidents witnessed/experienced	Number of reports per 100 employees
Observed behaviors	Focus group themes on respectful behaviors or lack thereof, e.g. verbal interruptions, exclusion, passive-aggressive remarks	Number of themes indicating civility vs. incivility
Employee retention & engagement	Employee turnover rates and engagement survey data (e.g. sense of belonging, psychological safety)	Employee satisfaction & retention rates
Time lost due to incivility	Average time managers or HR spend resolving conflicts per incident	Hours per incident
Participation in civility training or dialogues	% of employees and managers participating in civility workshops or civil conversation sessions	Participation rates (%)
Employee voice & psychological safety	Survey questions like “I can say what I feel without fear of negative consequences	% who agree or strongly agree

CIVILITY SCORECARD

INSTRUCTIONS

Fill in the “Rating” column with a score (1 = Poor, 5 = Excellent) and add observations or improvements under the “Notes” column for each area. This report card can help HR and leadership track civility trends and target interventions where they matter most.

CATEGORY	MEASURE DESCRIPTION	FREQUENCY	TARGET/ BENCHMARK (%)	RATING (1-5)	NOTES
Employee Perceptions of Civility	Survey responses to respect & safety questions	Every 3–6 months	>80% agree		
Reported Incidents of Incivility	Count of formal and informal complaints	Quarterly	<5 per 100 employees		
Observed Behaviors	Themes from focus groups (interruptions, exclusion, etc.)	Quarterly	<3 per focus group		
Employee Retention & Engagement	Turnover rates and engagement survey data	Semi-annually	Employee retention >90%		
Time Lost Due to Incivility	Time HR or managers spend resolving conflicts	Annually	<2 hours per incident		
Participation in Civility Training	Employee & manager training attendance rates	Annually	100% completion		
Psychological Safety & Employee Voice	% who agree they can speak freely without fear	Every 3–6 months	>80% agree		