

FLORIDA GOVERNORS STERLING AWARD

GORDON KLEIN

UNDERGROUND UTILITIES & PUBLIC INFRASTRUCTURE

MAY 9TH 2017



Malcolm Baldrige National Quality Award

An award established by the U.S. Congress in 1987 to raise awareness of quality management and recognize U.S. companies that have implemented successful quality management systems. Awards can be given annually in six categories: manufacturing, service, small business, education, healthcare and nonprofit. The award is named after the late Secretary of Commerce Malcolm Baldrige, a proponent of quality management. The U.S. Commerce Department's National Institute of Standards and Technology manages the award, and ASQ administers it.



The Florida Sterling Council

The Florida Sterling Council is the sole provider of Florida's Governor's Sterling Award (GSA) endorsed by the Governor, the National Baldrige Program, and the State Alliance.

Organizations that aspire to the Baldrige Award must first become role models through their official state program.

Recipients are honored at the Annual Sterling Conference.



Governor's Sterling Award

The Governor's Sterling Award assessment process is rigorous, consisting of an Organizational Profile and a formal 50 page application responding to the Sterling Criteria for Performance Excellence. Highly trained examiners review and evaluate the application and visit your site(s) to clarify and verify how well you meet the requirements of the Criteria. They complete a feedback report that goes to the applicant and the Panel of Judges for final determination of organizational performance excellence role model status for the State of Florida.



Criteria for Performance Excellence

Leadership: How upper management leads the organization, and how the organization leads within the community.

Strategy: How the organization establishes and plans to implement strategic directions.

Customers: How the organization builds and maintains strong, lasting relationships with customers.

Measurement, analysis, and knowledge management: How the organization uses data to support key processes and manage performance.

Workforce: How the organization empowers and involves its workforce.

Operations: How the organization designs, manages and improves key processes.

Results: How the organization performs in terms of customer satisfaction, finances, human resources, supplier and partner performance, operations, governance and social responsibility, and how the organization compares to its competitors.



Sterling Management Assessments

Sterling Explorer

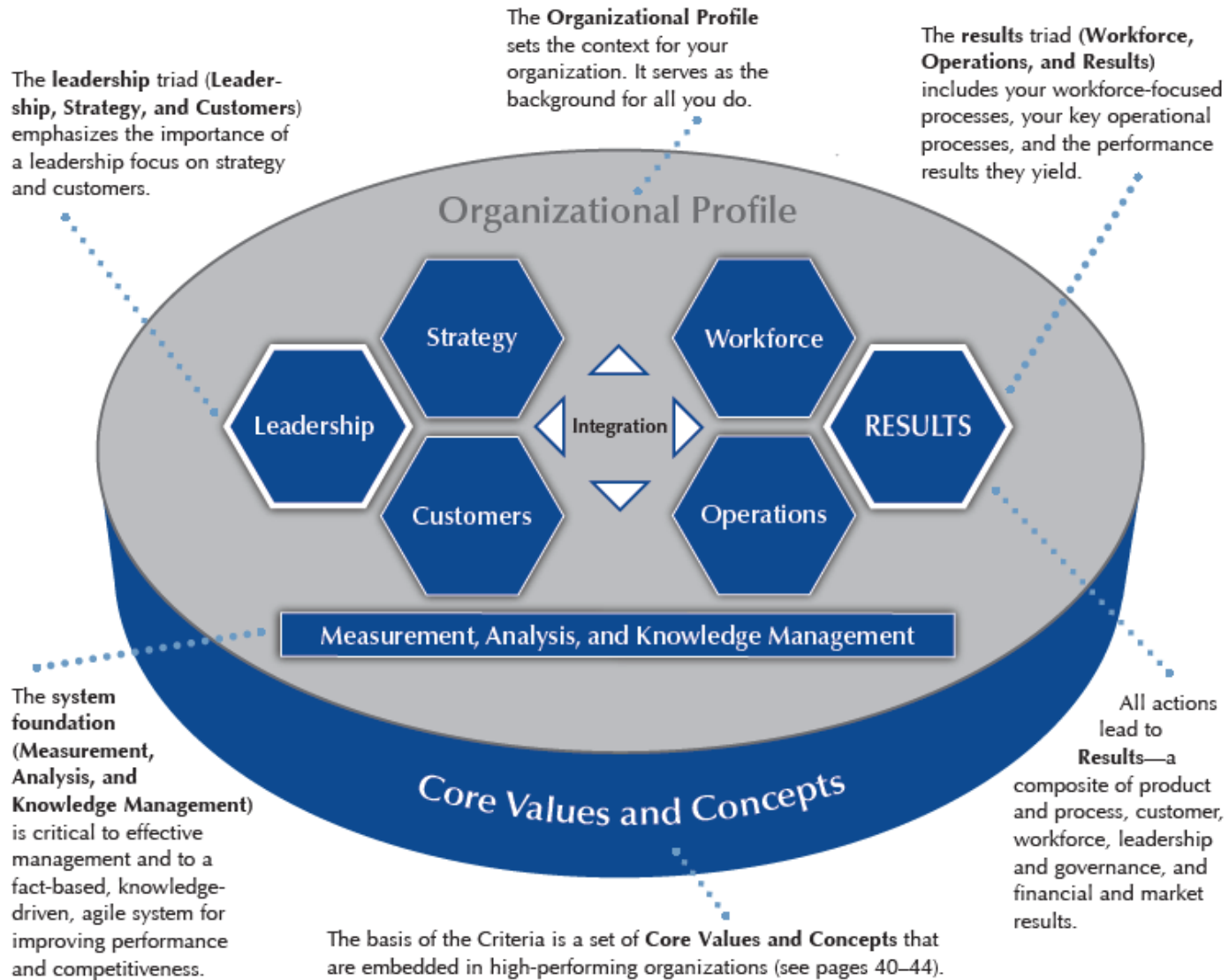
Sterling Challenge

Sterling Explorer Sterling Collaborative Assessment

Governor's Sterling Award

Governors Sterling Sustained Excellence Award





Begin with the Organizational Profile

The Organizational Profile is the most appropriate starting point for self-assessment and for writing an application. It is critically important for the following reasons:

- It helps you identify gaps in key information and focus on key performance requirements and results.
- You can use it as an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, use these topics for action planning.
- It sets the context for and allows you to address unique aspects of your organization in your responses to the Criteria requirements in categories 1–7.



Organizational Profile

P.1 Organizational Description

a. Organizational Environment

(1) Product Offerings What are your main product offerings (see the note on the next page)? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?

(2) Mission, Vision, and Values What are your stated mission, vision, and values? What are your organization's core competencies, and what is their relationship to your mission?

(3) Workforce Profile What is your workforce profile? What recent changes



Organizational Profile (continued)

(3) Workforce Profile What is your workforce profile? What recent changes have you experienced in workforce composition or in your needs with regard to your workforce? What are

your workforce or employee groups and segments,

the educational requirements for different employee groups and segments, and

the key drivers that engage them in achieving your mission and vision?

What are your organized bargaining units (union representation)? What are your organization's special health and safety requirements?



Organizational Profile (continued)

(4) Assets What are your major facilities, technologies, and equipment?

(5) Regulatory Requirements What is the regulatory environment under which you operate? What are the key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?



Organizational Profile (continued)

b. Organizational Relationships

(1) Organizational Structure What are your organizational leadership structure and governance system? What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?

(2) Customers and Stakeholders What are your key market segments, customer groups, and stakeholder groups, as appropriate? What are their key requirements and expectations for your products, customer support services, and operations? What are the differences in these



Organizational Profile (continued)

(3) Suppliers and Partners What are your key types of suppliers, partners, and collaborators? What role do they play

in your work systems, especially in producing and delivering your key products and customer support services; and

in enhancing your competitiveness?

What are your key mechanisms for two-way communication with suppliers, partners, and collaborators? What role, if any, do these organizations play in contributing and implementing innovations in your organization? What are your key supply-chain requirements?



Organizational Profile (continued)

P.2 Organizational Situation

a. Competitive Environment

(1) Competitive Position What is your competitive position? What are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?

(2) Competitiveness Changes What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?

(3) Comparative Data What key sources of comparative and competitive data are available from within your industry? What key sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?



Organizational Profile (continued)

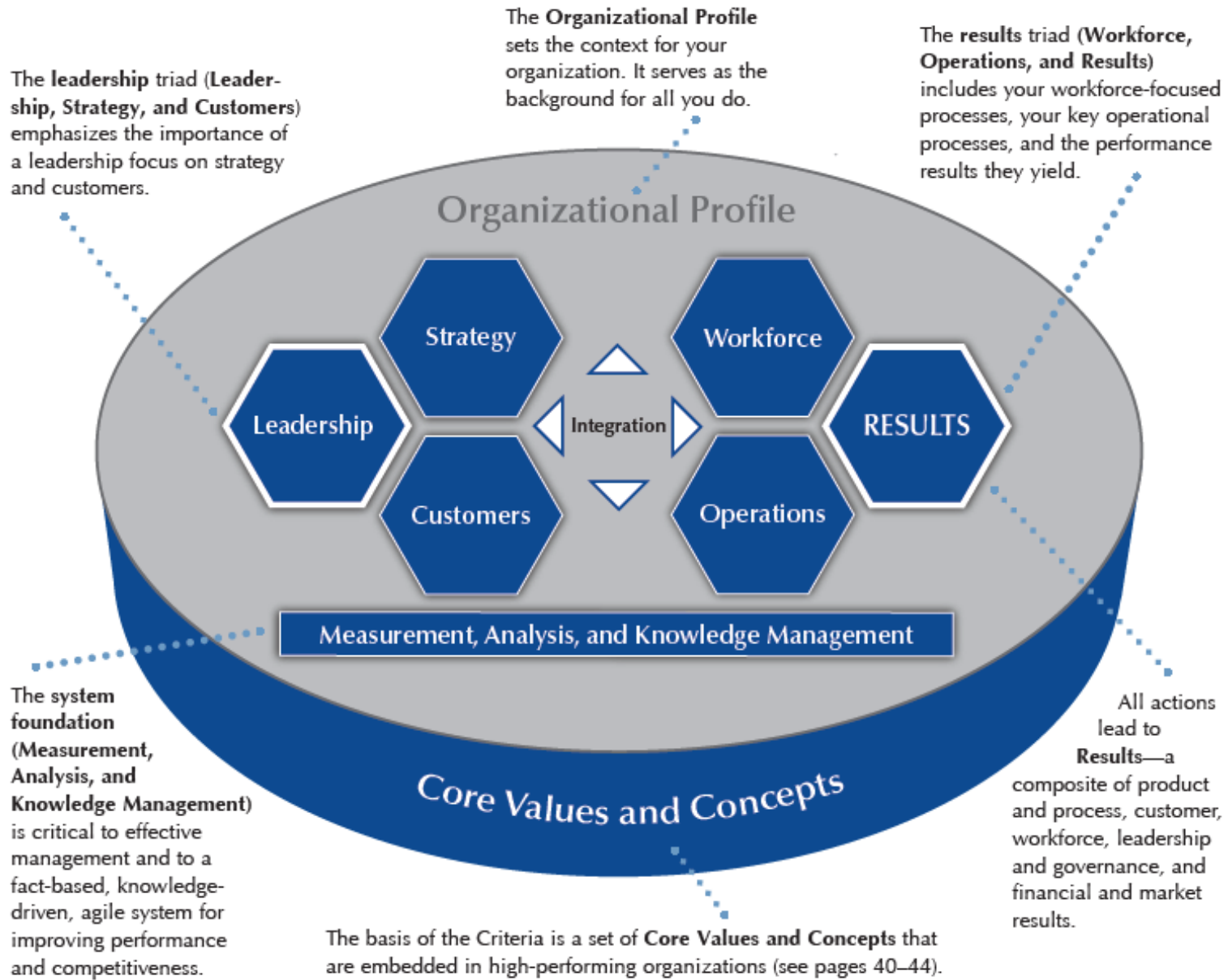
b. Strategic Context

What are your key strategic challenges and advantages in the areas of business, operations, societal responsibilities, and workforce?

c. Performance Improvement System

What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?





Focus on core values and concepts

- Systems perspective
- Visionary leadership
- Customer-focused excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results



Focus on processes

1. **Approach:** How do you accomplish your organization's work? How effective are your key approaches?
2. **Deployment:** How consistently are your key approaches used in relevant parts of your organization?
3. **Learning:** How well have you evaluated and improved your key approaches? How well have improvements been shared within your organization? Has new knowledge led to innovation?
4. **Integration:** How well do your approaches align with your current and future organizational needs? How well do your measures, information, and improvement systems complement each other across processes and work units? How well are processes and operations harmonized across your organization to achieve key organization-wide goals?



Focus on linkages

- the connections between your processes and the results you achieve;
- the need for data in the strategic planning process and for improving operations;
- the connection between workforce planning and strategic planning;
- the need for customer and market knowledge in establishing your strategy and action plans; and
- the connection between your action plans and any changes needed in your work systems.



Focus on Results

1. **Levels:** What is your current performance on a meaningful measurement scale?
2. **Trends:** Are the results improving, staying the same, or getting worse?
3. **Comparisons:** How does your performance compare with that of other organizations and competitors, or with benchmarks or industry leaders?
4. **Integration:** Are you tracking results that are important to your organization and that consider the expectations and needs of your key stakeholders? Are you using the results in decision making?



Focus on Improvement

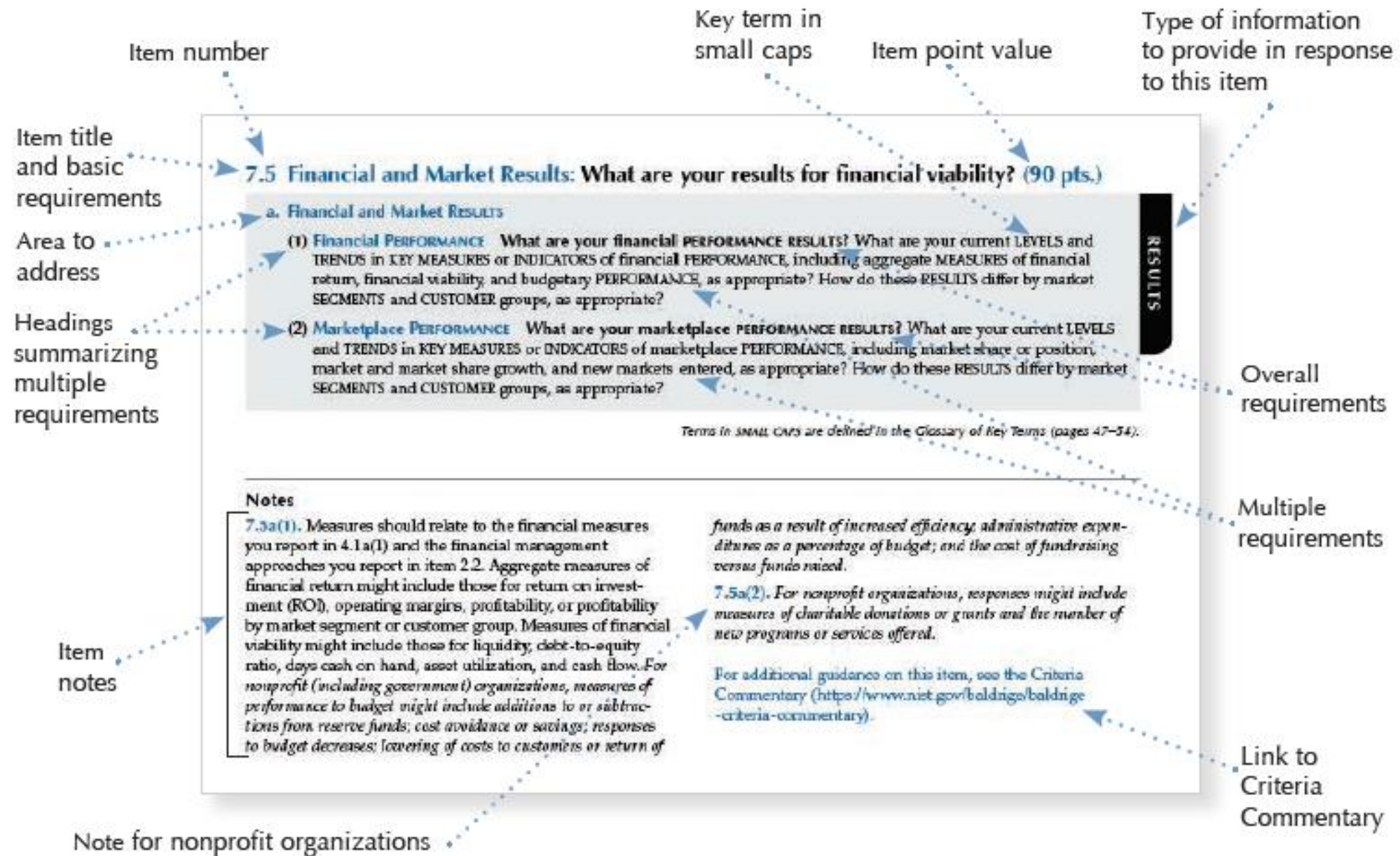
The Baldrige/Sterling framework helps you understand and assess how well you are accomplishing what is important to your organization: how mature and how well deployed your processes are, how good your results are, whether your organization is learning and improving, and how well your approaches address your organization's needs.

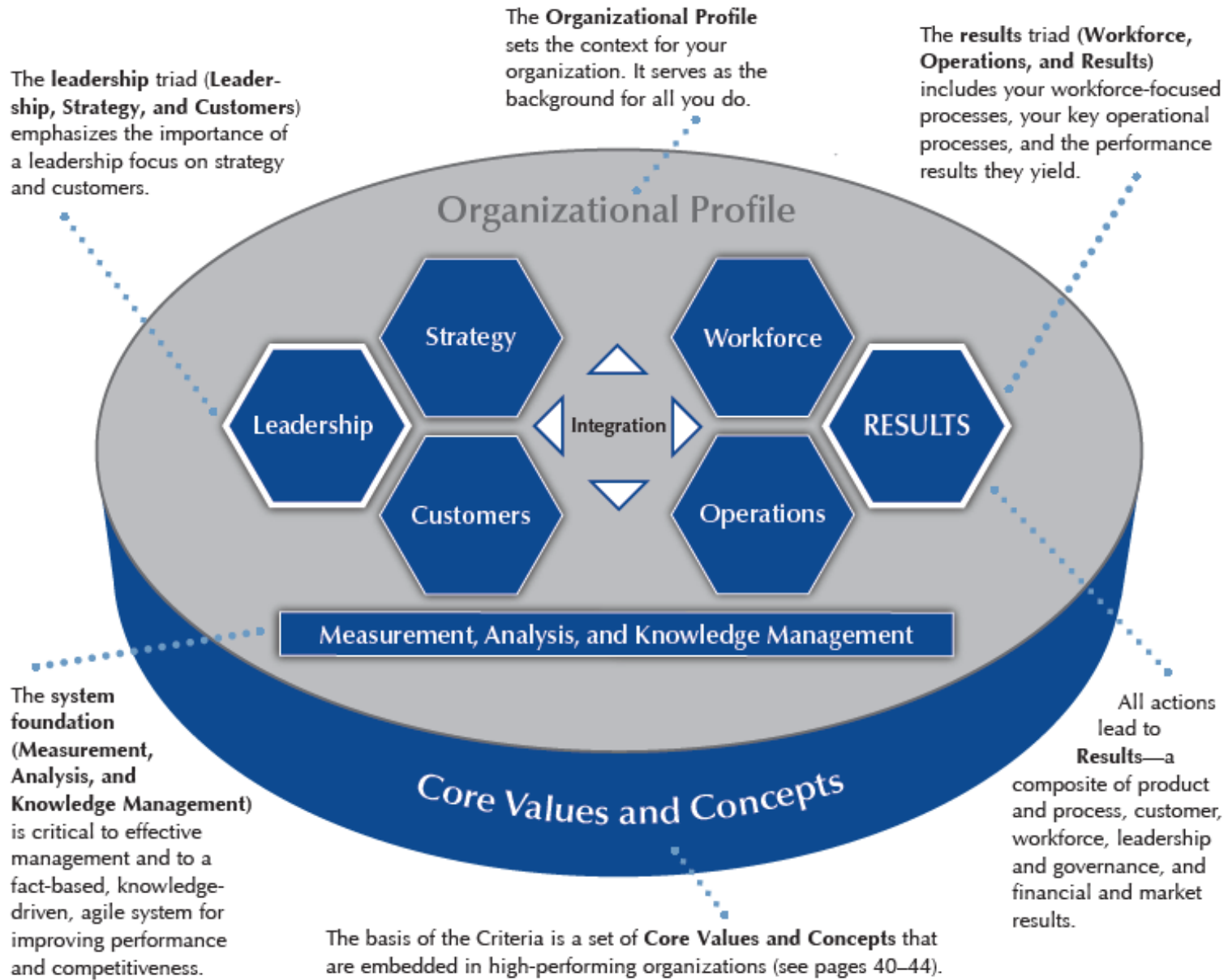


The Categories

1. Leadership
2. Strategy
3. Customers
4. Measurement, analysis, and knowledge management
5. Workforce
6. Operations
7. Results







Leadership

1.1 Senior Leadership: How do your senior leaders lead the organization?

a. Vision and Values

(1) Setting Vision and Values How do senior leaders set your organization's vision and values? How do senior leaders deploy the vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate? How do senior leaders' personal actions reflect a commitment to those values?

(2) Promoting Legal and Ethical Behavior How do senior leaders' actions demonstrate their commitment to legal and ethical behavior? How do senior leaders promote an organizational environment that requires it?



Leadership (continued)

b. Communication

How do senior leaders communicate with and engage the entire workforce and key customers? How do they

encourage frank, two-way communication, including use of social media, when appropriate;

communicate key decisions and needs for organizational change; and

take a direct role in motivating the workforce toward high performance and a customer and business focus, including by participating in reward and recognition programs?



Leadership (continued)

c. Mission and Organizational Performance

(1) **Creating an Environment for Success** How do senior leaders create an environment for success now and in the future? How do they

create an environment for the achievement of your mission and for organizational agility;

cultivate organizational learning, learning for people in the workforce, innovation, and intelligent risk taking;

create a workforce culture that fosters customer engagement; and

participate in succession planning and the development of future organizational leaders?



Leadership (continued)

(2) **Creating a Focus on Action** How do senior leaders create a focus on action that will achieve the organization's mission? How do senior leaders create a focus on action that will improve the organization's performance; identify needed actions; in setting expectations for organizational performance, include a focus on creating and balancing value for customers and other stakeholders; and demonstrate personal accountability for the organization's actions?



Leadership (continued)

1.2 Governance and Societal Responsibilities: How do you govern your organization and fulfill your societal responsibilities?

a. Organizational Governance

(1) Governance System How does your organization ensure responsible governance? How does your governance system review and achieve the following?

Accountability for senior leaders' actions

Accountability for strategic plans

Fiscal accountability

Transparency in operations

Selection of governance board members and disclosure policies for them, as appropriate

Independence and effectiveness of internal and external audits

Protection of stakeholder and stockholder interests, as appropriate

Succession planning for senior leaders



Leadership (continued)

(2) Performance Evaluation How do you evaluate the performance of your senior leaders and your governance board? How do you use performance evaluations in determining executive compensation? How do your senior leaders and governance board use these performance evaluations to advance their development and improve both their own effectiveness as leaders and that of your board and leadership system, as appropriate?



Leadership (continued)

b. Legal and Ethical Behavior

(1) Legal and Regulatory Compliance How do you address and anticipate legal, regulatory, and community concerns with your products and operations? How do you

address any adverse societal impacts of your products and operations;

anticipate public concerns with your future products and operations; and

prepare for these impacts and concerns proactively, including through conservation of natural resources and effective supply-chain management processes, as appropriate?

What are your key compliance processes, measures, and goals for meeting and surpassing regulatory and legal requirements, as appropriate? What are your key processes, measures, and goals for addressing risks associated with your products and operations?

Strategy

2.1 Strategy Development: How do you develop your strategy?

a. Strategy Development Process

(1) Strategic Planning Process How do you conduct your strategic planning? What are the key process steps? Who are the key participants? What are your short- and longer-term planning horizons? How are they addressed in the planning process? How does your strategic planning process address the potential need for

- * transformational change and prioritization of change initiatives; and
- * organizational agility, including operational flexibility?



Strategy (continued)

(2) Innovation How does your strategy development process stimulate and incorporate innovation? How do you identify strategic opportunities? How do you decide which strategic opportunities are intelligent risks to pursue? What are your key strategic opportunities?

(3) Strategy Considerations How do you collect and analyze relevant data and develop information for your strategic planning process? In this collection and analysis, how do you include these key elements of risk?

Your strategic challenges and strategic advantages

Potential changes in your regulatory and external business environment

Potential blind spots in your strategic planning process and information

Your ability to execute the strategic plan



Strategy (continued)

(4) Work Systems and Core Competencies How do you decide which key processes will be accomplished by your workforce and which by external suppliers and partners? How do those decisions consider your core competencies and the core competencies of potential suppliers and partners? What are your key work systems? How do you make work system decisions that facilitate the accomplishment of your strategic objectives? How do you determine what future organizational core competencies and work systems you will need?



Strategy (continued)

b. Strategic Objectives

(1) Key Strategic Objectives What are your organization's key strategic objectives and timetable for achieving them? What are your most important goals for these strategic objectives? What key changes, if any, are planned in your products, customers and markets, suppliers and partners, and operations?

(2) Strategic Objective Considerations How do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs? How do your strategic objectives

address your strategic challenges and leverage your core competencies, strategic advantages, and strategic opportunities;

balance short- and longer-term planning horizons; and

consider and balance the needs of all key stakeholders?



Strategy (continued)

2.2 Strategy Implementation: How do you implement your strategy?

a. Action Plan Development and Deployment

(1) Action Plans What are your key short- and longer-term action plans? What is their relationship to your strategic objectives? How do you develop your action plans?

(2) Action Plan Implementation How do you deploy your action plans? How do you deploy your action plans to your workforce and to key suppliers and partners, as appropriate, to ensure that you achieve your key strategic objectives? How do you ensure that you can sustain the key outcomes of your action plans?

(3) Resource Allocation How do you ensure that financial and other resources are available to support the achievement of your action plans while you meet current obligations? How do you allocate these resources to support the plans? How do you manage the risks associated with the plans to ensure your financial viability?



Strategy (continued)

(4) Workforce Plans What are your key workforce plans to support your short- and longer-term strategic objectives and action plans? How do the plans address potential impacts on your workforce members and any potential changes in workforce capability and capacity needs?

(5) Performance Measures What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans? How does your overall action plan measurement system reinforce organizational alignment?

(6) Performance Projections For these key performance measures or indicators, what are your performance projections for your short- and longer-term planning horizons? What is your projected performance on these action plan measures or indicators compared with your projections of the performance of your competitors or comparable organizations and with key benchmarks, as appropriate? If there are gaps in performance against your competitors or comparable organizations, how do you address them in your action plans?



Strategy (continued)

b. Action Plan Modification

How do you establish and implement modified action plans if circumstances require a shift in plans and rapid



Customers

3.1 Voice of the Customer: How do you obtain information from your customers?

a. Customer Listening

(1) Current Customers How do you listen to, interact with, and observe customers to obtain **actionable information**? How do your listening methods vary for different customers, customer groups, or market segments? How do you use social media and web-based technologies to listen to customers, as appropriate? How do your listening methods vary across the customer life cycle? How do you seek immediate and actionable feedback from customers on the quality of products, customer support, and transactions?

(2) Potential Customers How do you listen to potential customers to obtain **actionable information**? How do you listen to former customers, potential customers, and competitors' customers to obtain actionable information on your products, customer support, and transactions, as appropriate?



Customers (continued)

b. Determination of Customer Satisfaction and Engagement

(1) Satisfaction, Dissatisfaction, and Engagement How do you determine customer satisfaction, dissatisfaction, and engagement? How do your determination methods differ among your customer groups and market segments, as appropriate? How do your measurements capture actionable information to use in exceeding your customers' expectations and securing your customers' engagement for the long term?

(2) Satisfaction Relative to Competitors How do you obtain information on customers' satisfaction with your organization relative to other organizations? How do you obtain information on your customers' satisfaction

* relative to their satisfaction with your competitors; and

* relative to the satisfaction of customers of other organizations that provide similar products or to industry benchmarks, as appropriate?



Customers (continued)

3.2 Customer Engagement: How do you engage customers by serving their needs and building relationships?

a. Product Offerings and Customer Support

(1) Product Offerings How do you determine product offerings? How do you determine customer and market needs and requirements for product offerings and services; identify and adapt product offerings to meet the requirements and exceed the expectations of your customer groups and market segments; and identify and adapt product offerings to enter new markets, to attract new customers, and to create opportunities to expand relationships with current customers, as appropriate?



Customers (continued)

(2) Customer Support How do you enable customers to seek information and support?

How do you enable them to conduct business with you? What are your key means of customer support, including your key communication mechanisms? How do they vary for different customers, customer groups, or market segments? How do you

- * determine your customers' key support requirements, and
- * deploy these requirements to all people and processes involved in customer support?



Customers (continued)

(3) Customer Segmentation How do you determine your customer groups and market segments? How do you

- * use information on customers, markets, and product offerings to identify current and anticipate future customer groups and market segments;
- * consider competitors' customers and other potential customers and markets in this segmentation; and
- * determine which customers, customer groups, and market segments to emphasize and pursue for business growth?



Customers (continued)

b. Customer Relationships

(1) Relationship Management How do you build and manage customer relationships? How do you market, build, and manage relationships with customers to

- * acquire customers and build market share;
- * manage and enhance your brand image;
- * retain customers, meet their requirements, and exceed their expectations in each stage of the customer life cycle; and
- * increase their engagement with you?

How do you leverage social media to manage and enhance your brand and to enhance customer engagement and relationships, as appropriate?



Customers (continued)

(2) Complaint Management How do you manage customer complaints? How do you resolve complaints promptly and effectively? How does your management of customer complaints enable you to recover your customers' confidence, enhance their satisfaction and engagement, and avoid similar complaints in the future?





Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance?

a. Performance Measurement

(1) Performance Measures How do you track data and information on daily operations and overall organizational performance? How do you

- * select, collect, align, and integrate data and information to use in tracking daily operations and overall organizational performance; and
- * track progress on achieving strategic objectives and action plans?

What are your key organizational performance measures, including key short- and longer-term financial measures? How frequently do you track these measures?

Measurement, Analysis, and Knowledge Management (continued)

(2) **Comparative Data** How do you select comparative data and information to support fact-based decision making?

(3) **Customer Data** How do you select voice-of-the-customer and market data and information? How do you select voice-of-the-customer and market data and information (including aggregated data on complaints and, as appropriate, data and information from social media) to build a more customer-focused culture and to support fact-based decision making?

(4) **Measurement Agility** How do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external changes?



Measurement, Analysis, and Knowledge Management (continued)

b. Performance Analysis and Review

How do you review your organization's performance and capabilities? How do you use your key organizational performance measures, as well as comparative and customer data, in these reviews? What analyses do you perform to support these reviews and ensure that conclusions are valid? How do your organization and its senior leaders use these reviews to

- * assess organizational success, competitive performance, financial health, and progress on achieving your strategic objectives and action plans; and
- * respond rapidly to changing organizational needs and challenges in your operating environment, including any need for transformational change in organizational structure and work systems?

How does your governance board review the organization's performance and its progress on strategic objectives and action plans, if appropriate?



Measurement, Analysis, and Knowledge Management (continued)

c. Performance Improvement

(1) Future Performance How do you project your organization's future performance? How do you use findings from performance reviews (addressed in 4.1b) and key comparative and competitive data in your projections? How do you reconcile any differences between these projections and those developed for your key action plans (addressed in 2.2a[6])?

(2) Continuous Improvement and Innovation How do you use findings from performance reviews (addressed in 4.1b) to develop priorities for continuous improvement and opportunities for innovation? How do you deploy these priorities and opportunities

- * to work group and functional-level operations; and
- * when appropriate, to your suppliers, partners, and collaborators to ensure organizational alignment?



Measurement, Analysis, and Knowledge Management (continued)

4.2 Information and Knowledge Management: How do you manage your information and your organizational knowledge assets?

a. Data and Information

(1) **Quality** How do you verify and ensure the quality of organizational data and information? How do you manage electronic and other data and information to ensure their accuracy and validity, integrity and reliability, and currency?

(2) **Availability** How do you ensure the availability of organizational data and information? How do you make needed data and information available in a user-friendly format and timely manner to your workforce, suppliers, partners, collaborators, and customers, as appropriate? How do you ensure that your information technology systems are user-friendly?



Measurement, Analysis, and Knowledge Management (continued)

b. Organizational Knowledge

(1) Knowledge Management How do you build and manage organizational knowledge?

How do you

- * collect and transfer workforce knowledge;
- * blend and correlate data from different sources to build new knowledge;
- * transfer relevant knowledge from and to customers, suppliers, partners, and collaborators; and
- * assemble and transfer relevant knowledge for use in your innovation and strategic planning processes?



Measurement, Analysis, and Knowledge Management (continued)

(2) Availability How do you ensure the availability of organizational data and information? How do you make needed data and information available in a user-friendly format and timely manner to your workforce, suppliers, partners, collaborators, and customers, as appropriate? How do you ensure that your information technology systems are user-friendly?



Measurement, Analysis, and Knowledge Management (continued)

b. Organizational Knowledge

(1) Knowledge Management How do you build and manage organizational knowledge?

How do you

- * collect and transfer workforce knowledge;
- * blend and correlate data from different sources to build new knowledge;
- * transfer relevant knowledge from and to customers, suppliers, partners, and collaborators; and
- * assemble and transfer relevant knowledge for use in your innovation and strategic planning processes?



Measurement, Analysis, and Knowledge Management (continued)

(2) **Best Practices** How do you share best practices in your organization? How do you identify organizational units or operations that are high performing? How do you identify their best practices for sharing and implement them across the organization, as appropriate?

(3) **Organizational Learning** How do you use your knowledge and resources to embed learning in the way your organization operates?





Workforce

5.1 Workforce Environment: How do you build an effective and supportive workforce environment?

a. Workforce Capability and Capacity

(1) **Capability and Capacity** How do you assess your workforce capability and capacity needs? How do you assess the skills, competencies, certifications, and staffing levels you need?

(2) **New Workforce Members** How do you recruit, hire, place, and retain new workforce members? How do you ensure that your workforce represents the diverse ideas, cultures, and thinking of your hiring and customer community? How do you ensure the fit of new workforce members with your organizational culture?



Workforce (continued)

(3) Workforce Change Management How do you prepare your workforce for changing capability and capacity needs? How do you

- * manage your workforce, its needs, and your organization's needs to ensure continuity, prevent workforce reductions, and minimize the impact of such reductions, if they become necessary;
- * prepare for and manage any periods of workforce growth; and
- * prepare your workforce for changes in organizational structure and work systems, when needed?



Workforce (continued)

(4) **Work Accomplishment** How do you organize and manage your workforce? How do you organize and manage your workforce to

- * accomplish your organization's work,
- * capitalize on your organization's core competencies,
- * reinforce a customer and business focus, and
- * exceed performance expectations?



Workforce (continued)

b. Workforce Climate

(1) Workplace Environment How do you ensure workplace health, security, and accessibility for the workforce? What are your performance measures and improvement goals for your workplace environmental factors? For your different workplace environments, what significant differences are there in these factors and their performance measures or targets?

(2) Workforce Benefits and Policies How do you support your workforce via services, benefits, and policies? How do you tailor these to the needs of a diverse workforce and different workforce groups and segments? What key benefits do you offer your workforce?



Workforce (continued)

5.2 Workforce Engagement: How do you engage your workforce to achieve a high-performance work environment?

a. Workforce Engagement and Performance

(1) Organizational Culture How do you foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce? How do you ensure that your organizational culture benefits from the diverse ideas, cultures, and thinking of your workforce? How do you empower your workforce?

(2) Drivers of Engagement How do you determine the key drivers of workforce engagement? How do you determine these drivers for different workforce groups and segments?



Workforce (continued)

(3) Assessment of Engagement How do you assess workforce engagement? What formal and informal assessment methods and measures do you use to determine workforce engagement, including satisfaction? How do these methods and measures differ across workforce groups and segments? How do you also use other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement



Workforce (continued)

(4) Performance Management How does your workforce performance management system support high performance and workforce engagement? How does it consider workforce compensation, reward, recognition, and incentive practices? How does it reinforce

- * intelligent risk taking to achieve innovation,
- * a customer and business focus, and
- * achievement of your action plans?



Workforce (continued)

b. Workforce and Leader Development

(1) Learning and Development System How does your learning and development system support the organization's needs and the personal development of your workforce members, managers, and leaders? How does the system

address your organization's core competencies, strategic challenges, and achievement of short- and long-term action plans;

support organizational performance improvement, organizational change, and innovation;

support ethics and ethical business practices;

improve customer focus;

consider the learning and development desires of workforce members; and

ensure the reinforcement of new knowledge and skills on the job?



Workforce (continued)

(2) Learning and Development Effectiveness How do you evaluate the effectiveness and efficiency of your learning and development system? How do you

- * correlate learning and development outcomes with findings from your assessment of workforce engagement and with key business results reported in category 7, and

- * use these correlations to identify opportunities for improvement both in workforce engagement and in learning and development offerings?

(3) Career Progression How do you manage career progression for your workforce and your future leaders? How do you manage career development for your workforce? How do you carry out succession planning for management and leadership positions?



Operations

6.1 Work Processes: How do you design, manage, and improve your key products and work processes?

a. Product and Process Design

(1) Determination of Product and Process Requirements How do you determine key product and work process requirements?

(2) Key Work Processes What are your organization's key work processes? What are the key requirements for these work processes?

(3) Design Concepts How do you design your products and work processes to meet requirements? How do you incorporate new technology, organizational knowledge, product excellence, customer value, consideration of risk, and the potential need for agility into these products and processes?



Operations (continued)

b. Process Management and Improvement

(1) Process Implementation How does your day-to-day operation of work processes ensure that they meet key process requirements? What key performance measures or indicators and in-process measures do you use to control and improve your work processes? How do these measures relate to end-product quality and performance?

(2) Support Processes How do you determine your key support processes? What are your key support processes? How does your day-to-day operation of these processes ensure that they meet key business requirements?

(3) Product and Process Improvement How do you improve your work processes to improve products and performance, enhance your core competencies, and reduce variability?



Operations (continued)

c. Supply-Chain Management

How do you manage your supply chain? How do you

- * select suppliers and ensure that they are qualified and positioned to not only meet operational needs but also enhance your performance and your customers' satisfaction;
- * measure and evaluate your suppliers' performance;
- * provide feedback to your suppliers to help them improve; and
- * deal with poorly performing suppliers?



Operations (continued)

d. Innovation Management

How do you pursue your opportunities for innovation? How do you pursue the strategic opportunities that you determine are intelligent risks? How do you make financial and other resources available to pursue these opportunities? How do you discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities?



Operations (continued)

6.2 Operational Effectiveness: How do you ensure effective management of your operations?

a. Process Efficiency and Effectiveness

How do you control the overall costs of your operations? How do you

- * incorporate cycle time, productivity, and other efficiency and effectiveness factors into your work processes;
- * prevent defects, service errors, and rework;
- * minimize warranty costs or customers' productivity losses, as appropriate;
- * minimize the costs of inspections, tests, and process or performance audits, as appropriate; and
- * balance the need for cost control with the needs of your customers?



Operations (continued)

b. Management of Information Systems

(1) Reliability How do you ensure the reliability of your information systems?

(2) Security and Cybersecurity How do you ensure the security and cybersecurity of sensitive or privileged data and information? How do you manage electronic and physical data and information to ensure confidentiality and only appropriate access? How do you

- * maintain your awareness of emerging security and cybersecurity threats; identify and prioritize information technology systems to secure from cybersecurity attacks;
- * protect these systems from cybersecurity attacks; and
- * detect, respond to, and recover from cybersecurity breaches?



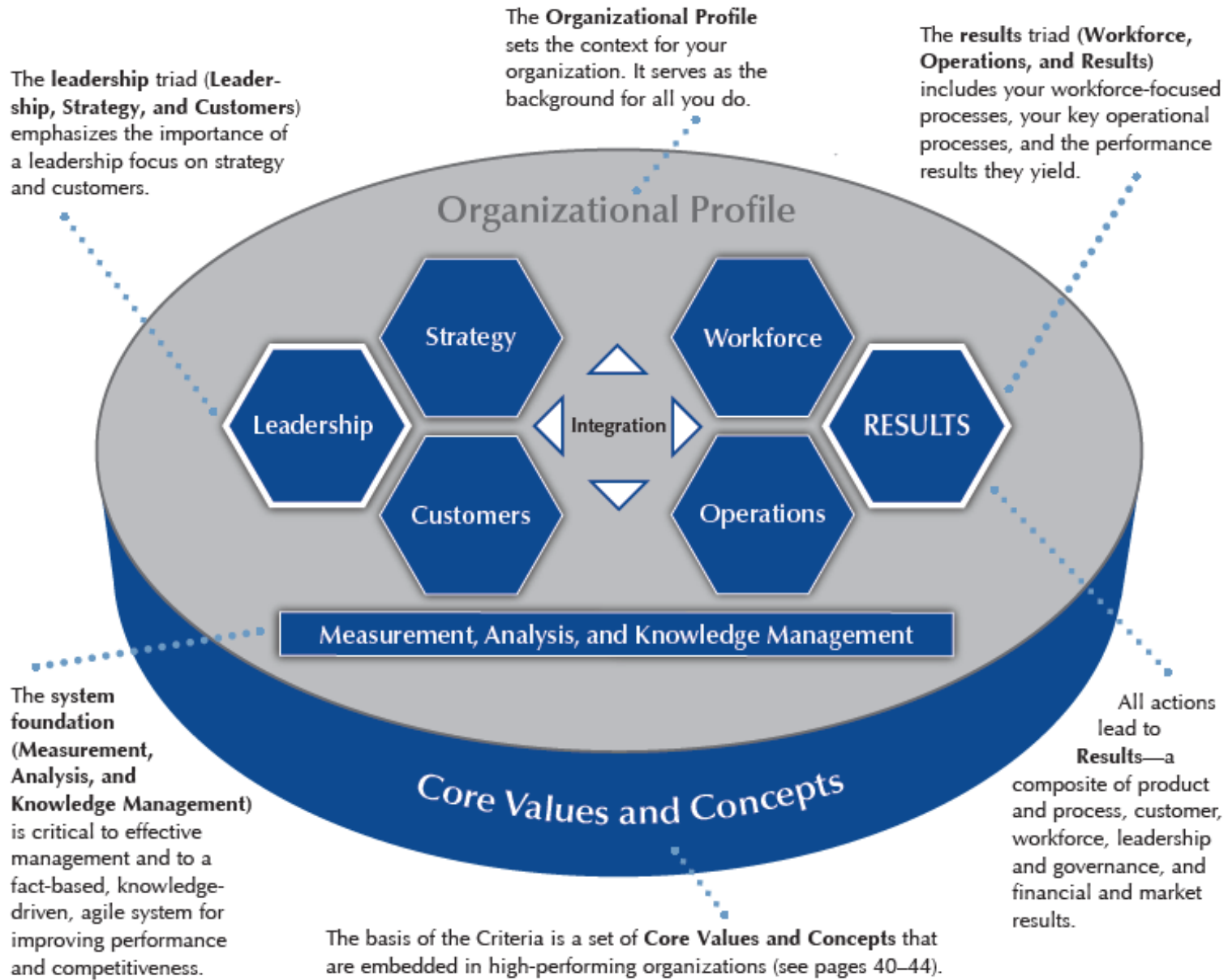
Operations (continued)

c. Safety and Emergency Preparedness

(1) Safety How do you provide a safe operating environment? How does your safety system address accident prevention, inspection, root-cause analysis of failures, and recovery?

(2) Business Continuity How do you ensure that your organization is prepared for disasters or emergencies? How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery? How does your disaster and emergency preparedness system take your reliance on your workforce, suppliers, and partners into account? How do you ensure that information technology systems continue to be secure and available to serve customers and business needs?





Measuring Success... Why is it Important?

*If you are not Measuring
and seeing Results
then how do you know
that what you are doing
is Working?*



Results – multiple requirements (continued)

- 7.1 Products and Process Results
 - Customer Focused Results
 - *Current levels and trends of the performance of your products and services*
 - Work Process Effectiveness Results
 - *Process Effectiveness and Efficiency*
 - Are the processes you have in place working??
 - *Emergency Preparedness*
 - Supply Chain Management Results



Results – multiple requirements (continued)

- 7.2 Customer Service Results
 - Customer Focused Results
 - *Customer Satisfaction*
 - Transactional versus product satisfaction
 - *Customer Dissatisfaction*
 - *Customer Engagement*
 - How are you building customer relationships?



Results – multiple requirements (continued)

- 7.3 Workforce Results
 - Workforce Capability and Capacity
 - *Is your workforce properly trained?*
 - *Do you have the right skill sets?*
 - Workforce Climate
 - *Workforce healthy, safety, and security*
 - Workforce Engagement
 - *How do you engage your workforce?*
 - *Problem facing every company across the nation.*
 - *Segment the groups to identify areas of focus*
 - Workforce Development
 - *Leadership development*



Results – multiple requirements (continued)

- 7.4 Leadership and Governance Results
 - Leadership, Governance, and Societal Responsibility
 - *Leadership*
 - Communication and Engagement with the workforce
 - *Governance*
 - Fiscal responsibility
 - *Law and Regulations*
 - Do you have any legal or regulatory requirements that you measure?
 - *Ethics*
 - *Societal responsibilities*
 - Strategy Implementation Results
 - *Organizational strategy and Action plans*



Results – multiple requirements (continued)

- 7.5 Financial Results
 - Financial Performance
 - Marketplace Performance

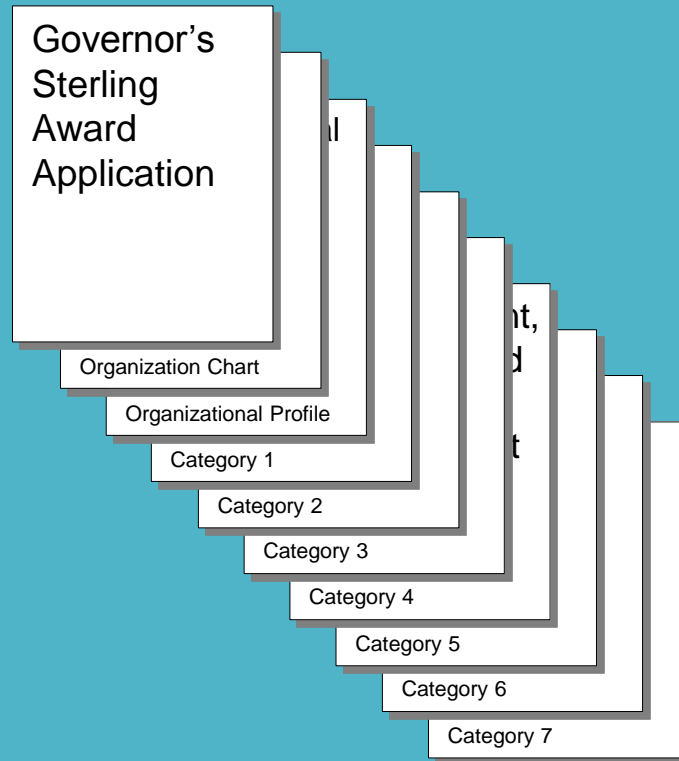


What's the Result Examiner Looking For?

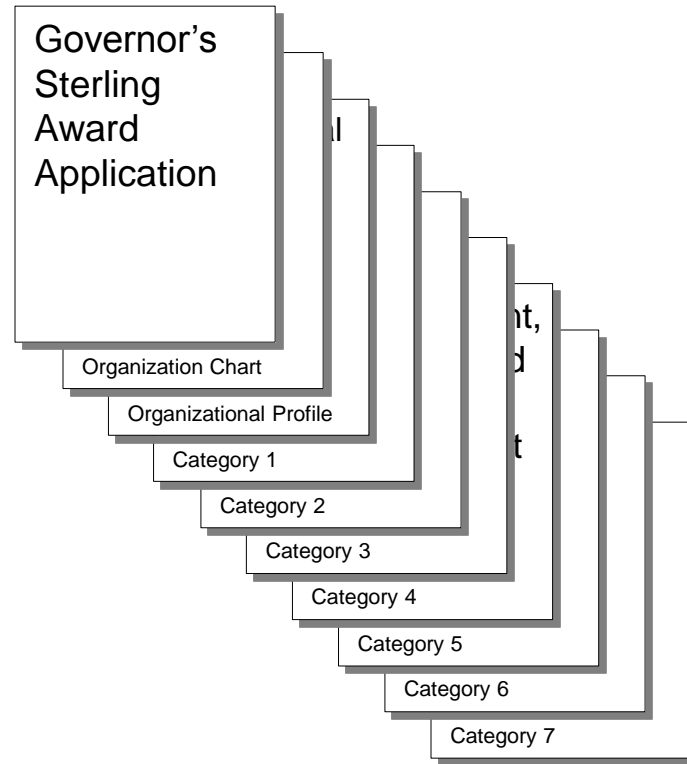
- *Examiners will look for Levels, Trends, Comparisons, Integration, and any Gaps (LeTCI&G)*
- *The graphs need to tell a “Story”*
 - *They need to be clear about the message with exact numbers*
 - *Need to have applicable trend and comparison data*
 - *The examinee needs to be able to defend any gaps within the graphs.*
- *They need to clearly define the significance of the result to the organization*
 - *One way to accomplish this is to provide a short two to three sentence narrative about the graph.*



Category 7: How is it Linked?



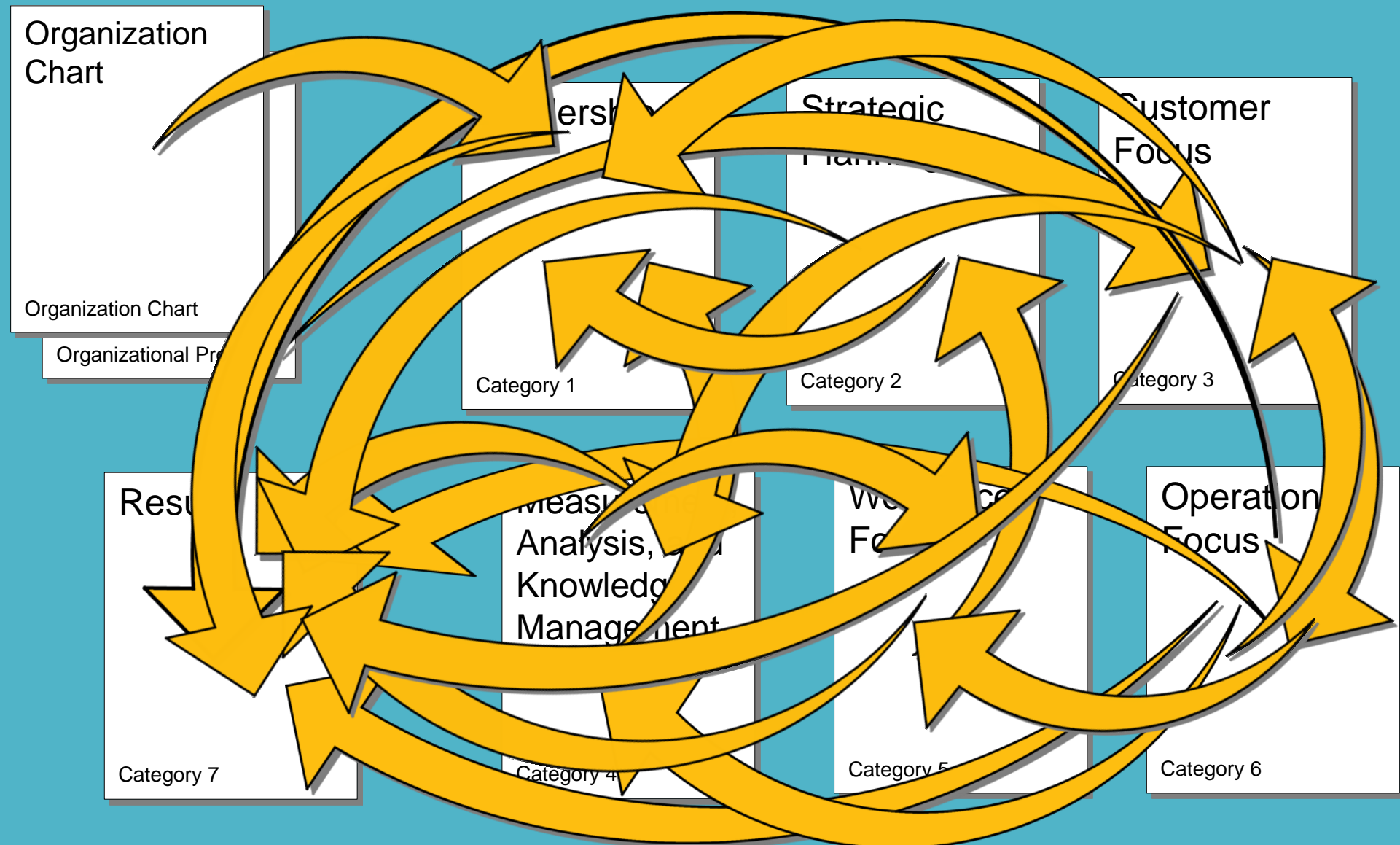
Category 7: How is it Linked?



Category 7: How is it Linked?



Category 7: How is it Linked?



Category 7: How do you Choose?

- *Key Products and Services*

Wastewater Treatment

Drinking Water

Reuse Water

Natural Gas

Electricity

Stormwater Management

Solid Waste Removal



How is the Data Shown?

Gas Customer Growth				
	FY11	FY12	FY13	FY14
Residential	1.58%	1.78%	2.19%	2.25%
Commercial	1.94%	3.41%	3.81%	3.90%
Top 5 Growth	0.68%	0.54%	1.29%	-
Target	1.00%	1.00%	1.00%	1.00%



Core Values

Value our EMPLOYEES and provide a safe and healthy environment

Be FINANCIALLY responsible in all that we do

Manage environmental sustainability by promoting, supporting, and protecting the ENVIRONMENT

Deliver CUSTOMER service in a responsive, reliable, and knowledgeable manner

Build COMMUNITY relationships through education and supporting community programs

Results

7.1 *Products, Services and Process*

7.2 *Customer Focused*

7.3 *Workforce Focused*

7.4 *Leadership and Governance*

7.5 *Financial and Market*

Core Values

Results

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7.1

Products, Services and Process

7.2

Customer Focused

7.3

Workforce Focused

7.4

Leadership and Governance

7.5

Financial and Market



Core Values

Results

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7.1

Products, Services and Process

7.2

Customer Focused

7.3

Workforce Focused

7.4

Leadership and Governance

7.5

Financial and Market



What is Covered?

7.1 Products and Processes

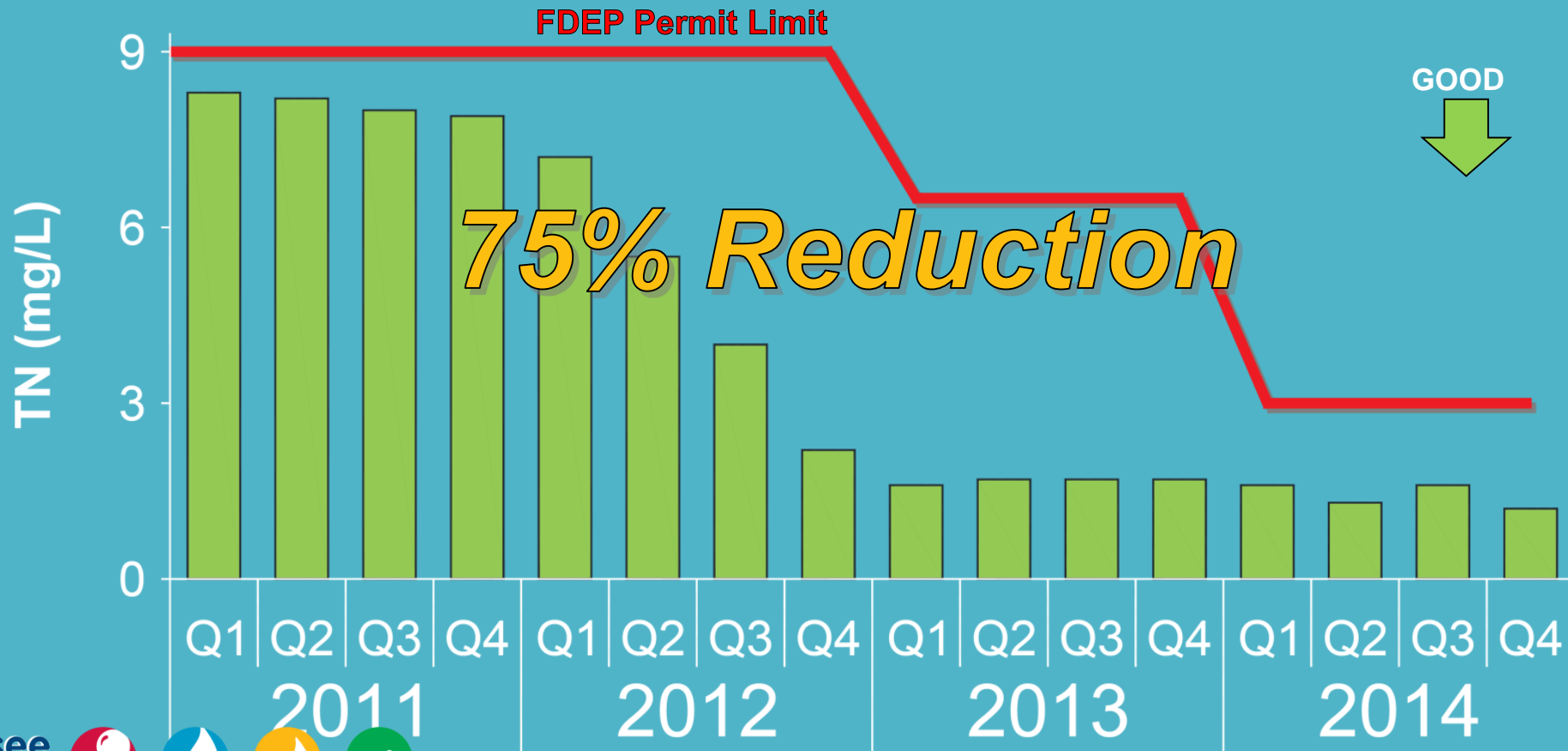
Reduction in Sanitary Sewer Overflows per Quarter*



What is Covered?

7.1 Products and Processes

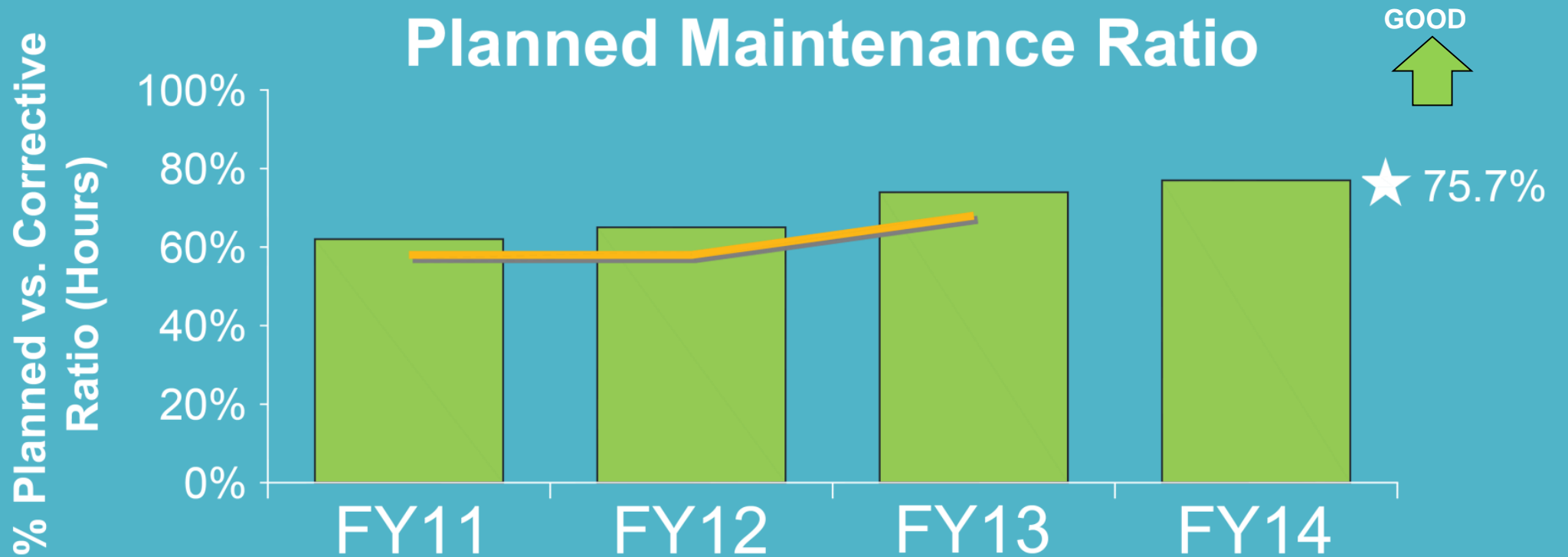
Reduction in Total Nitrogen (Avg per Quarter)



What is Covered?

7.1 Products and Processes

Wastewater Treatment Planned Maintenance Ratio

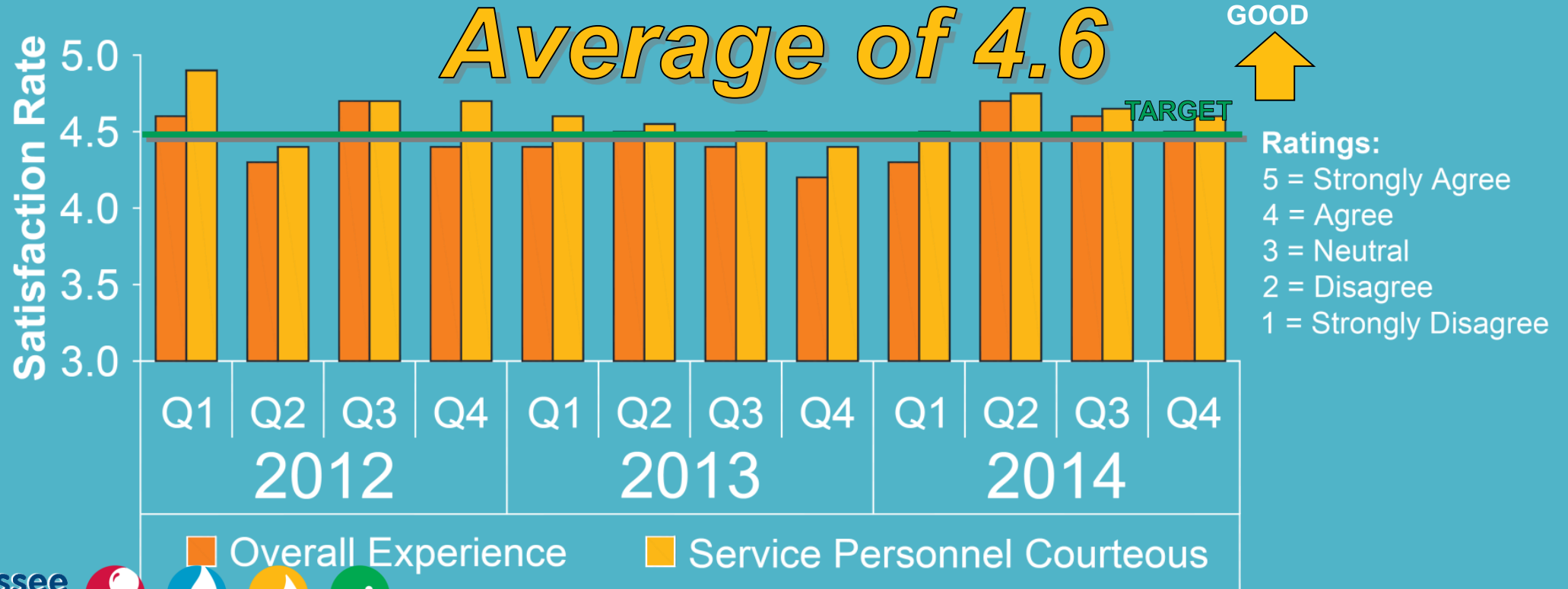


What is Covered?

7.2 Customer Focus

Customer Service Satisfaction - Gas

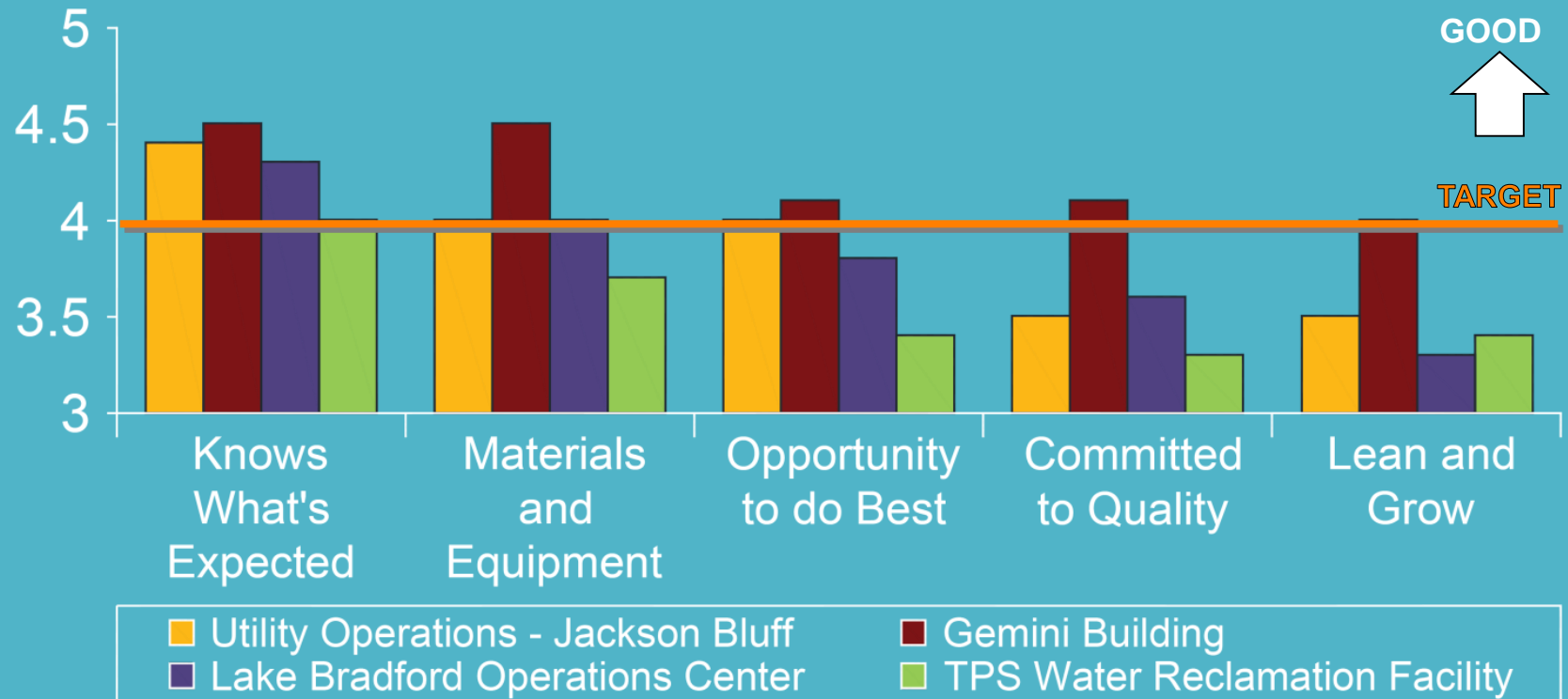
Average of 4.6



What is Covered?

7.3 Workforce Focus

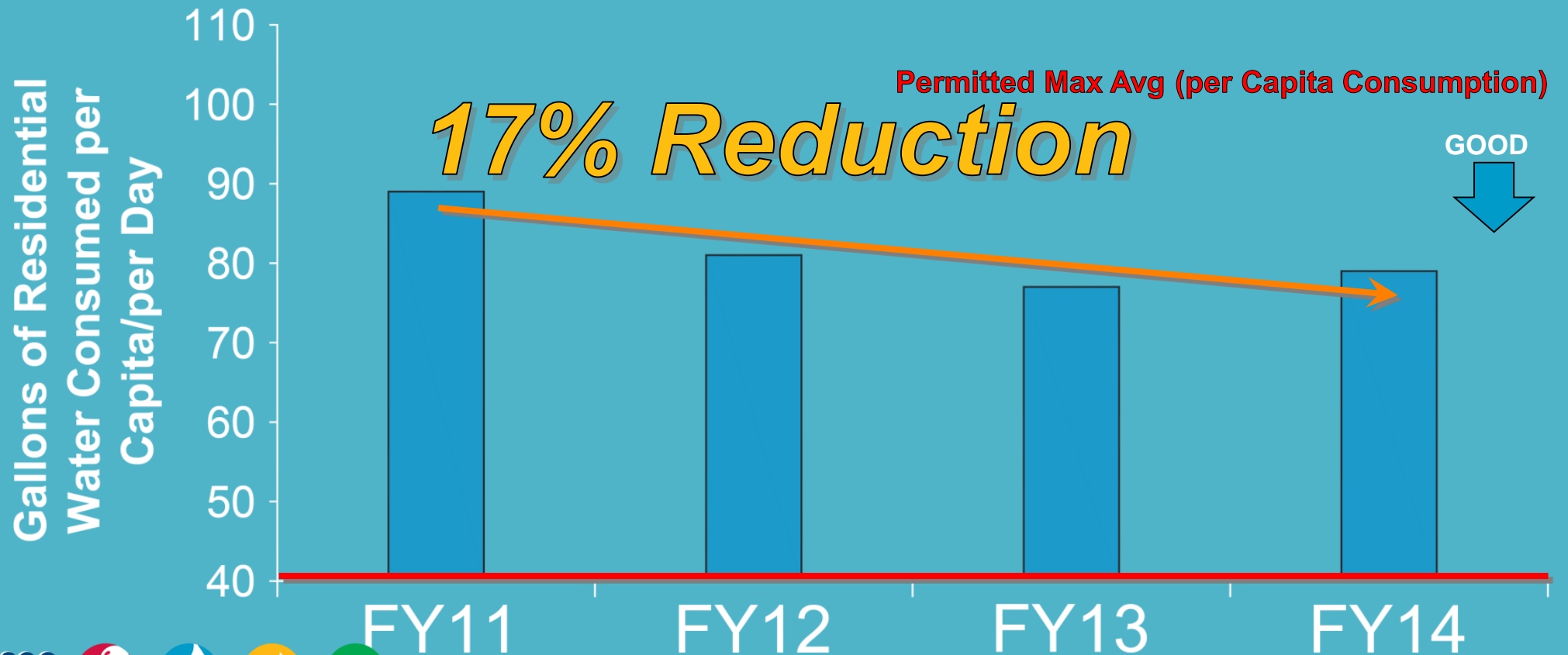
2014 Employee Engagement Survey



What is Covered?

7.4 Leadership and Governance

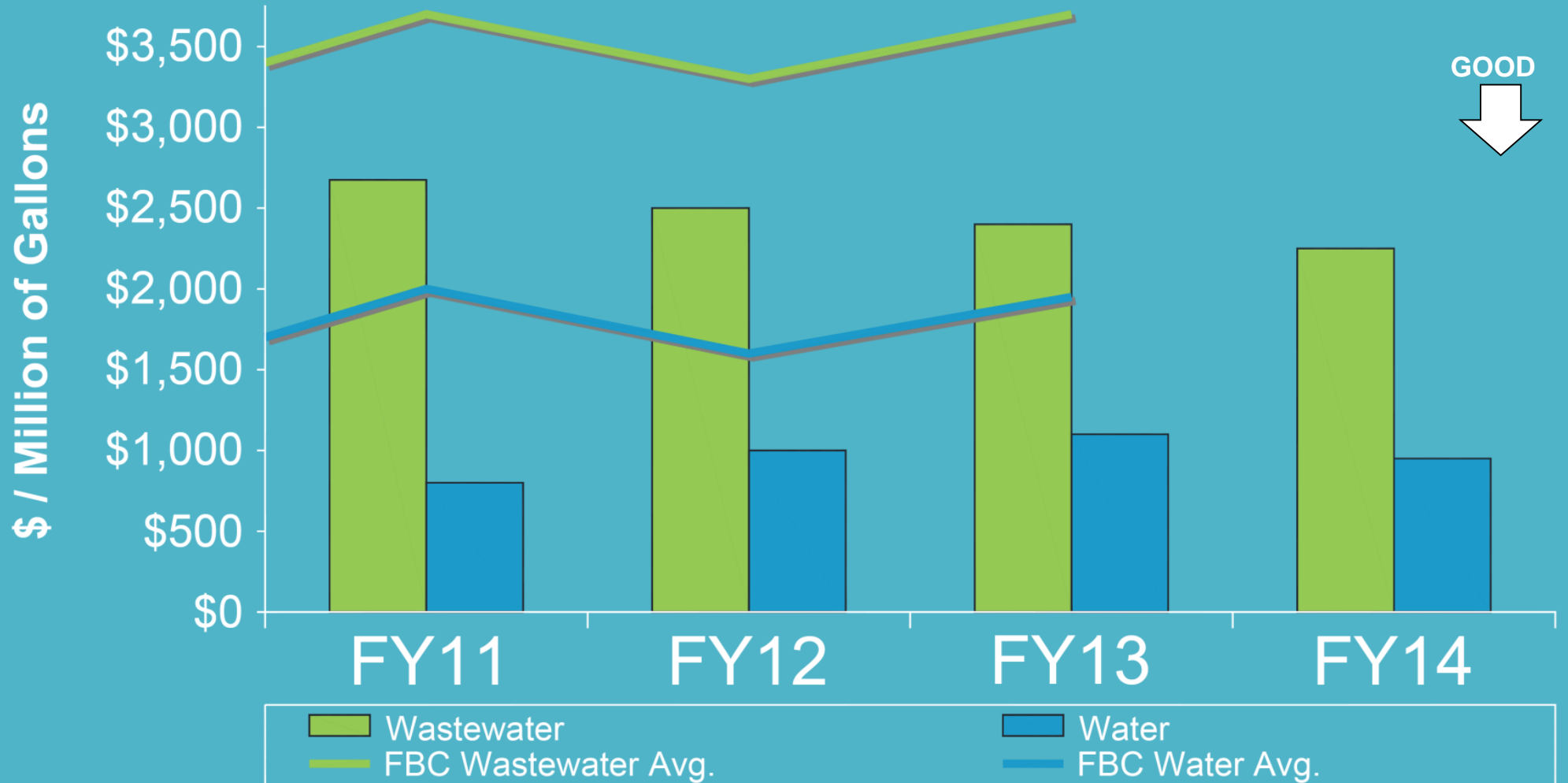
Water Conservation



What is Covered?

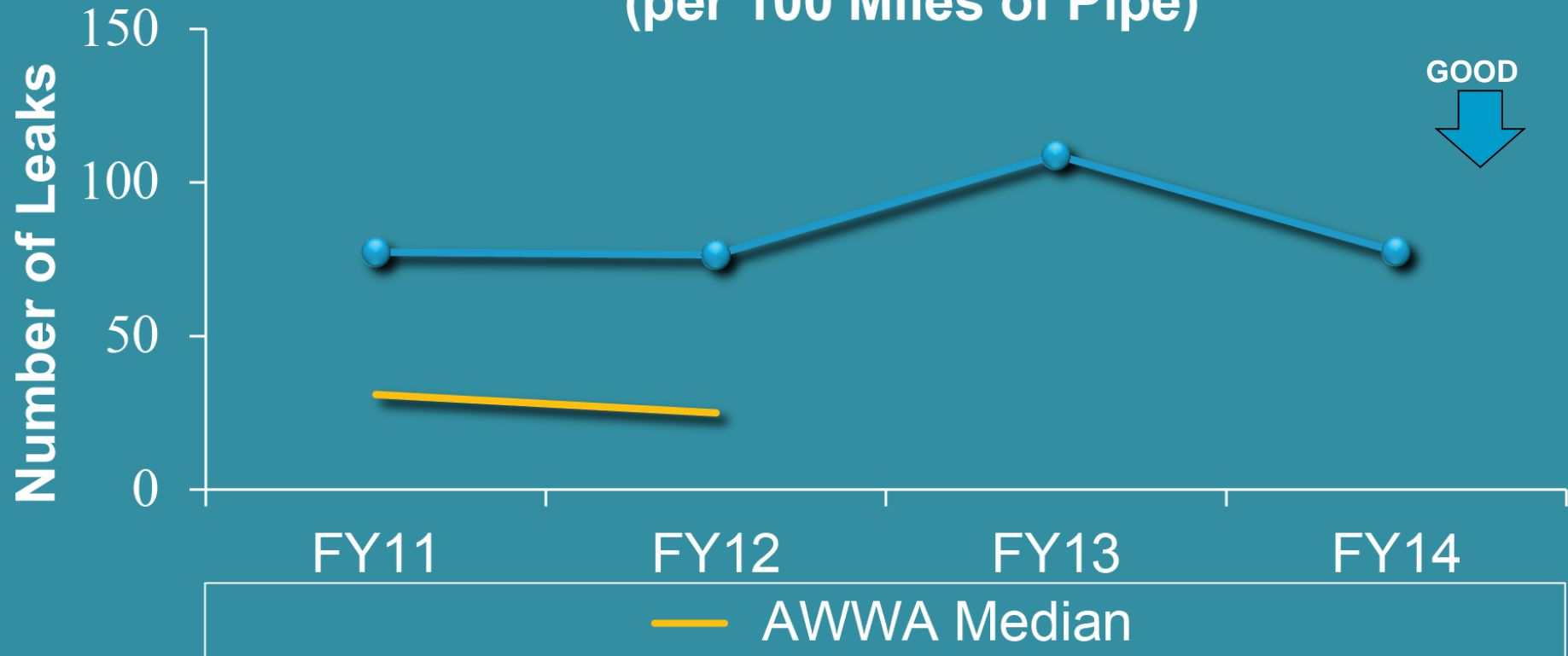
7.5 Financial and Market

Operations and Maintenance Cost Ratio



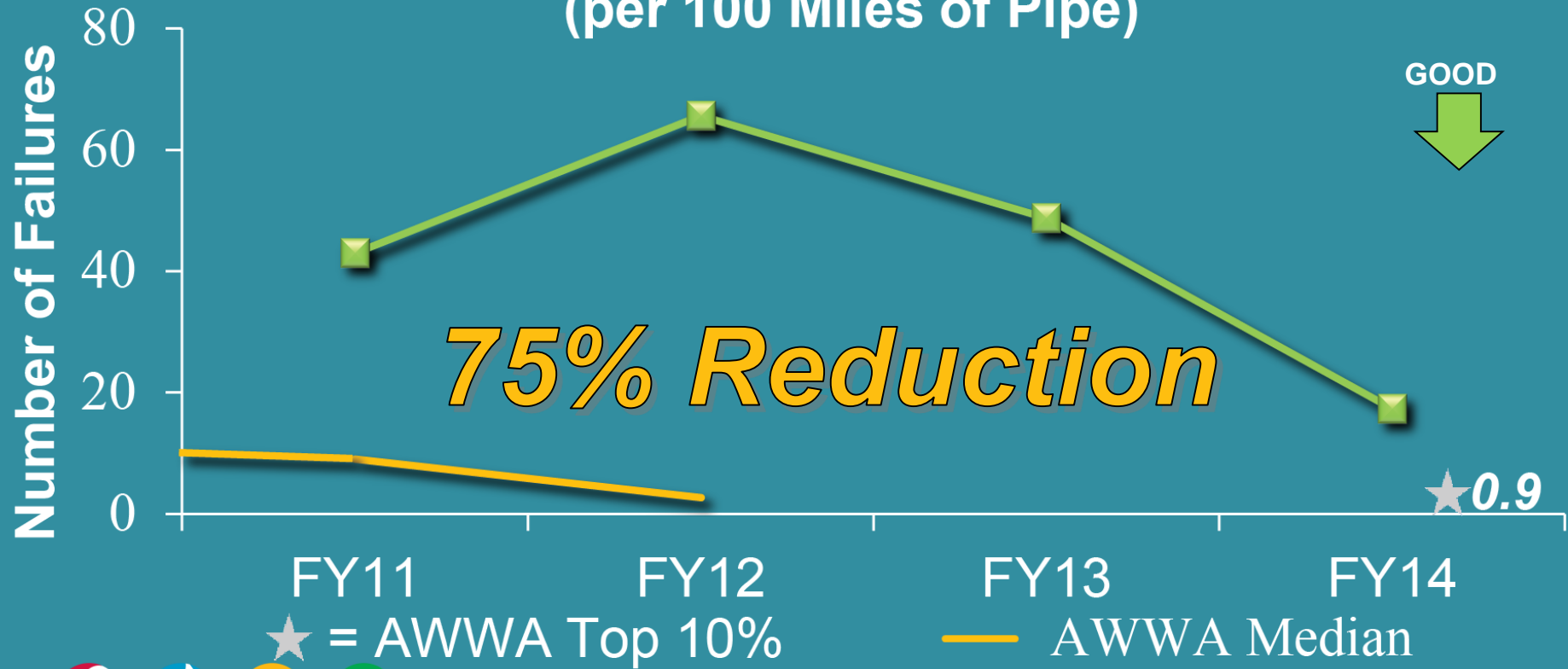
What is Next?

Water System Integrity Rate (per 100 Miles of Pipe)



What is Next?

Wastewater System Integrity Rate (per 100 Miles of Pipe)



This is Our Journey



This is Our Journey



#1 Public Utility
in America

***American Water Works Association
The Best Tasting Drinking Water
in Florida 2008 & 2015***

***1st Wastewater Treatment Plant
in Florida to Earn
14001 EMS Certification***

***American Public Gas Association
SOAR Gold Award for Excellence
System Integrity, System Improvement,
Employee Safety and Workforce Development***

***Florida Stormwater Association - Excellence Award
Best practices that benefit the environment and local citizens***

What is your journey?



Contact Information



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