



**City of Tallahassee**  
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# ***Results***

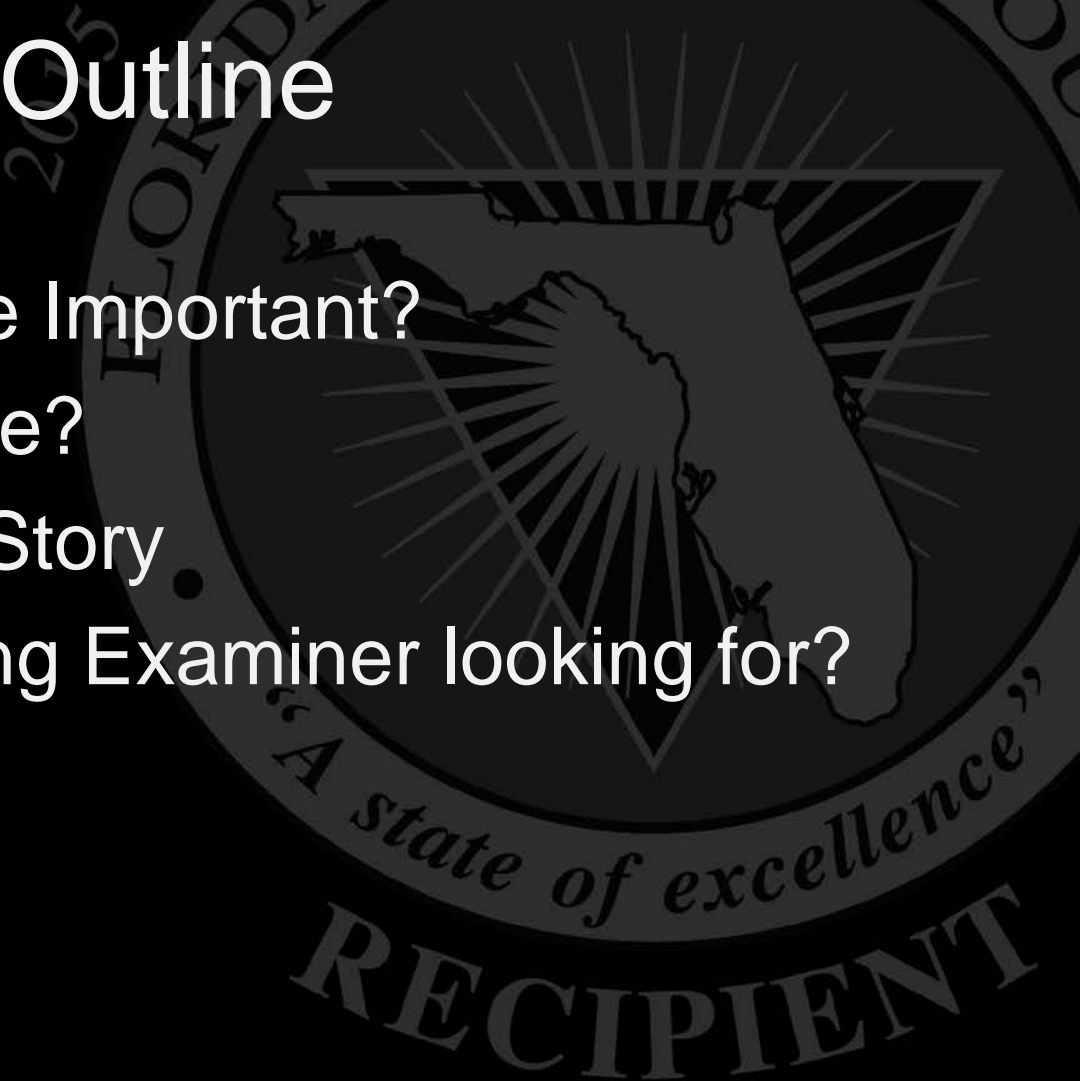
# ***Both Your Microscope***

# ***and Your Telescope***

Gordon Klein – Administrative Services Manager  
Andrew Platt – Manager Water & Sewer  
Development Review and Inspection

# Outline

- Why Results are Important?
- What to Measure?
- How to Tell the Story
- What is a Sterling Examiner looking for?



# Who We Are

- Underground Utilities & Public Infrastructure
- 2014 Challenge Process
- 2015 Governors Sterling Award
- Results Lead – Applicant
- Results Lead - Examiner



# Who You Are

- Organizational Profile

If your organizational profile doesn't define who you are and what's important to you - go back and re-write it.



# Organizational Environment

- Product and Service Offerings
- Mission, Vision, and Values
- Workforce Profile
- Assets
- Regulatory Environment



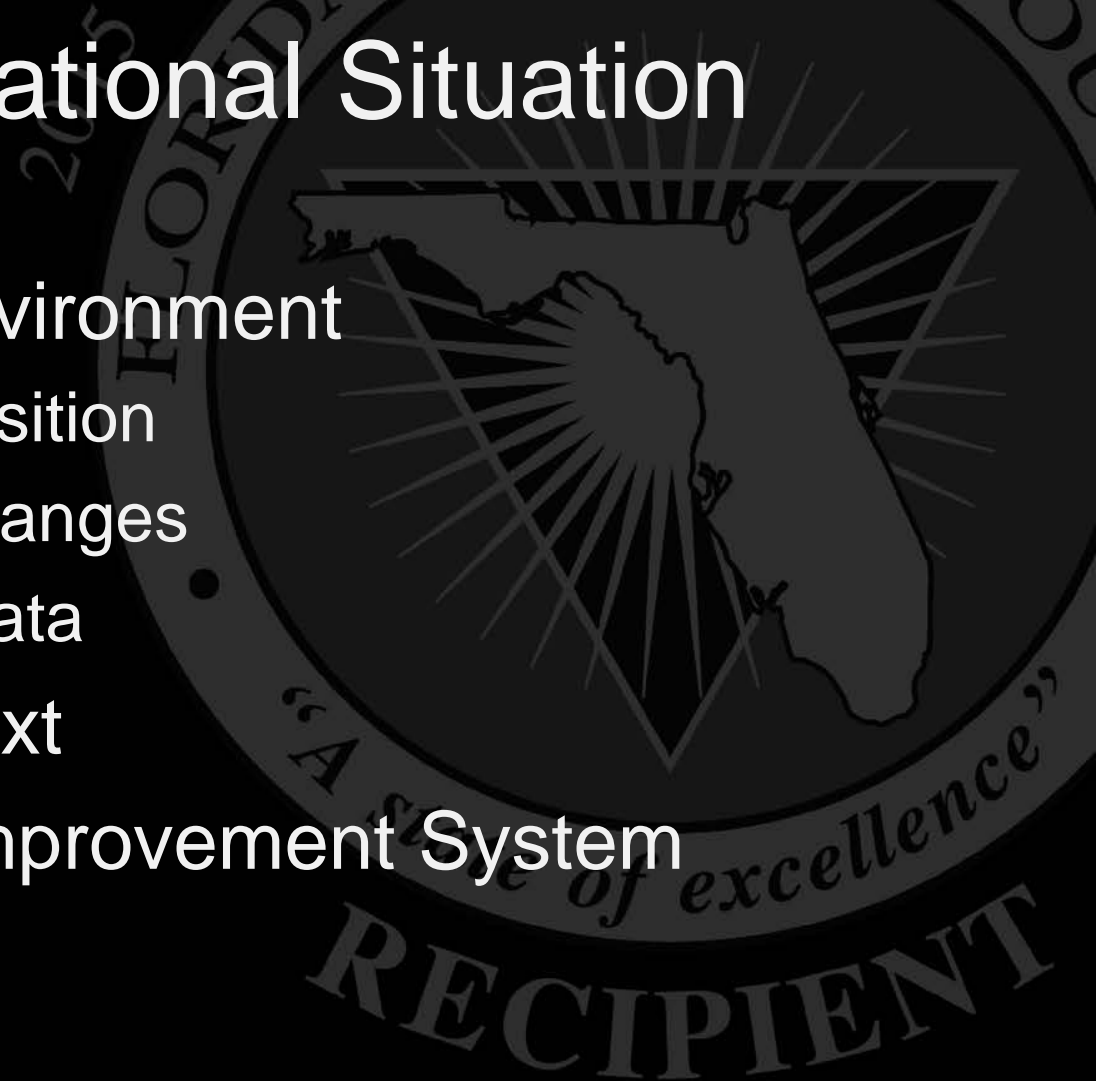
# Organizational Relationships

- Organizational Structure
- Customers and Stakeholders
- Suppliers and Partners



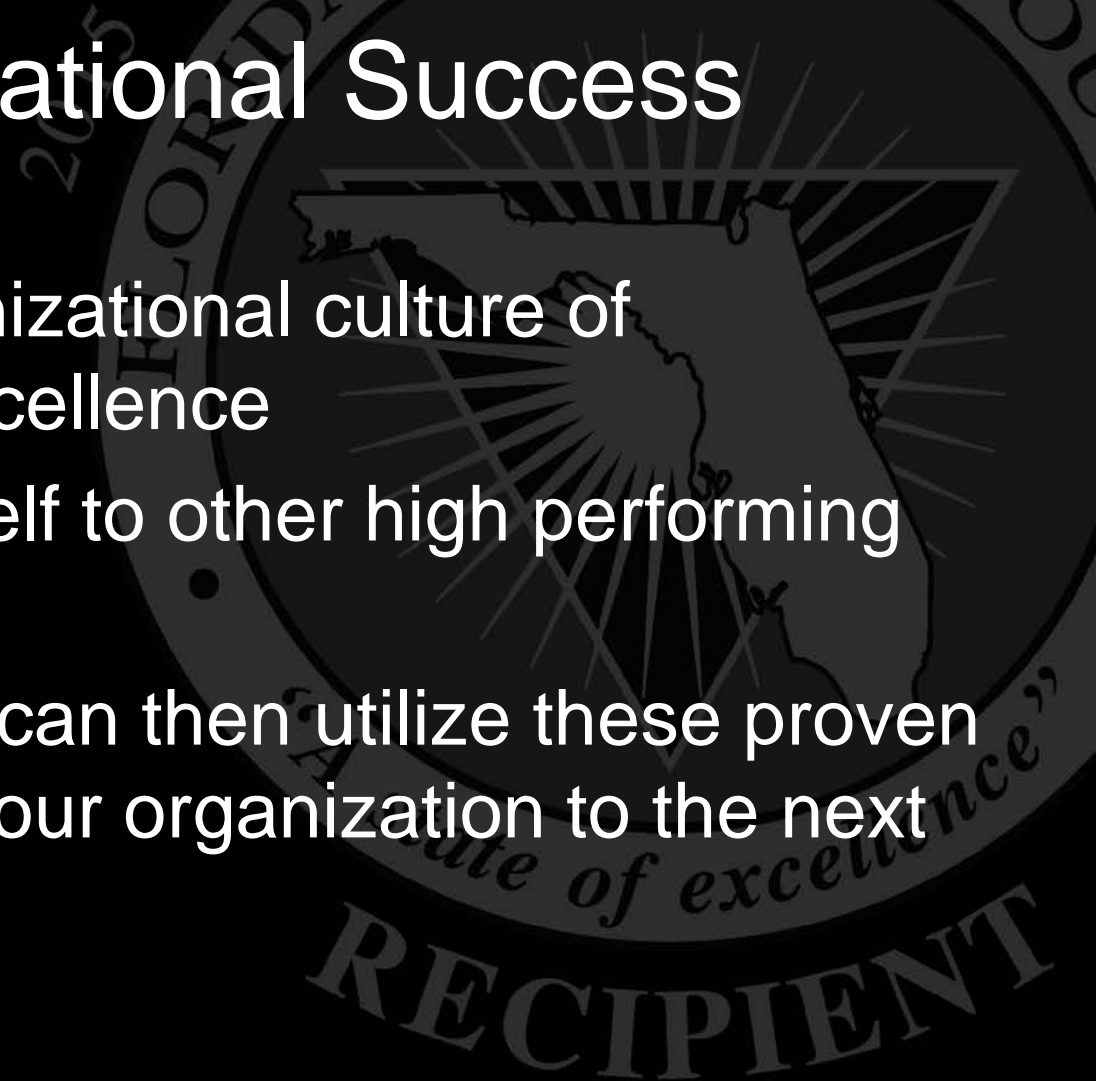
# Organizational Situation

- Competitive Environment
  - Competitive Position
  - Competitive Changes
  - Comparative Data
- Strategic Context
- Performance Improvement System



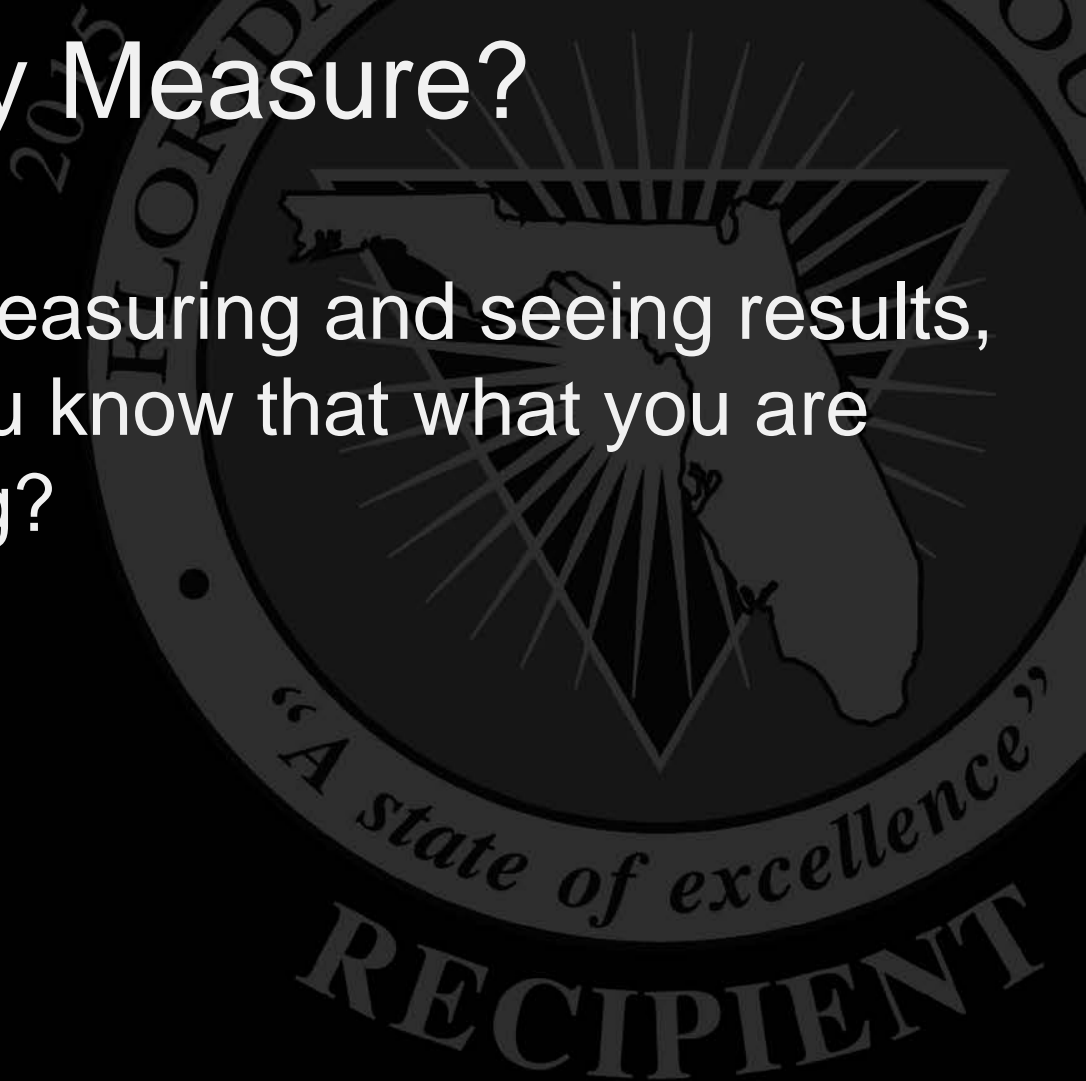
# Organizational Success

- Create an organizational culture of performance excellence
- Compare yourself to other high performing organizations
- Senior Leaders can then utilize these proven results to take your organization to the next step!



# Why Measure?

- If you are not measuring and seeing results, then how do you know that what you are doing is working?

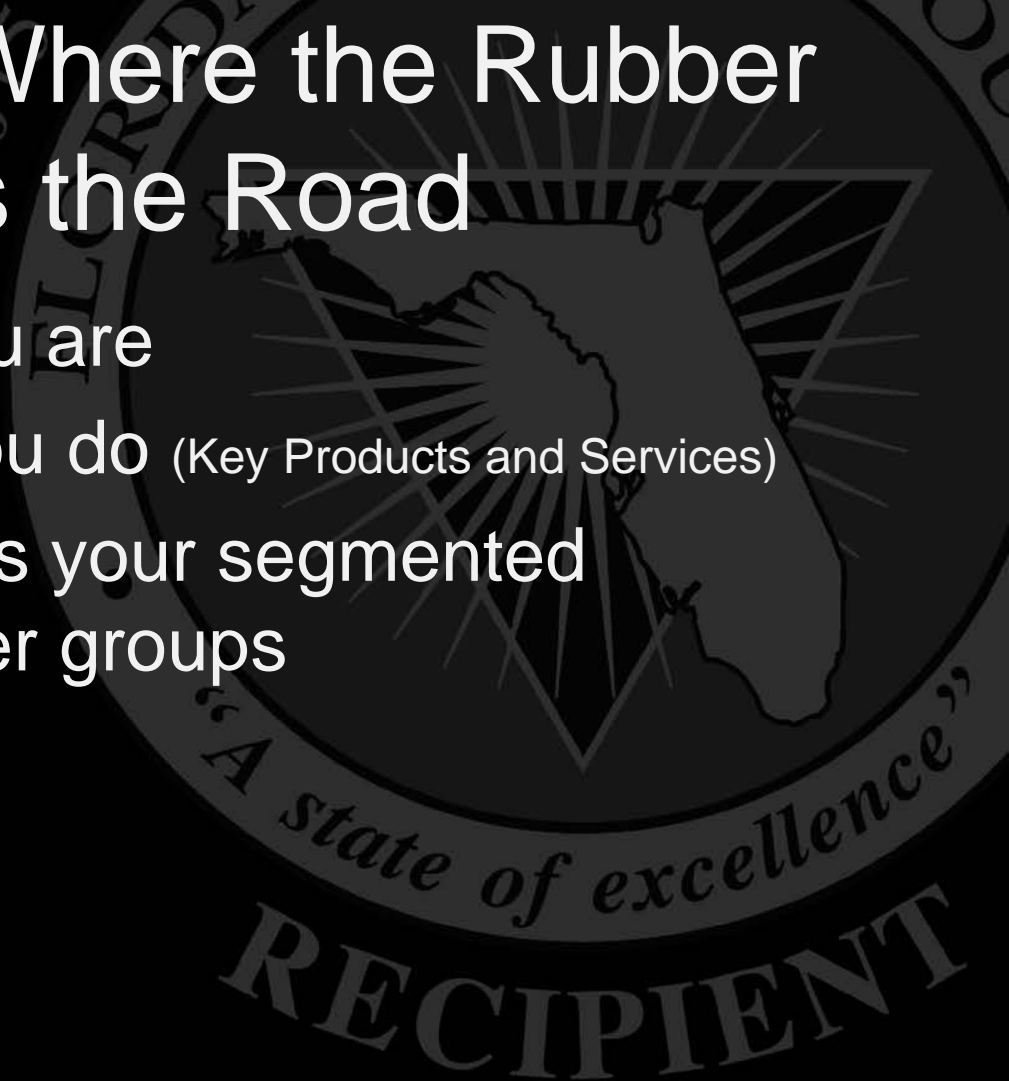


# Results are Where the Rubber Meets the Road

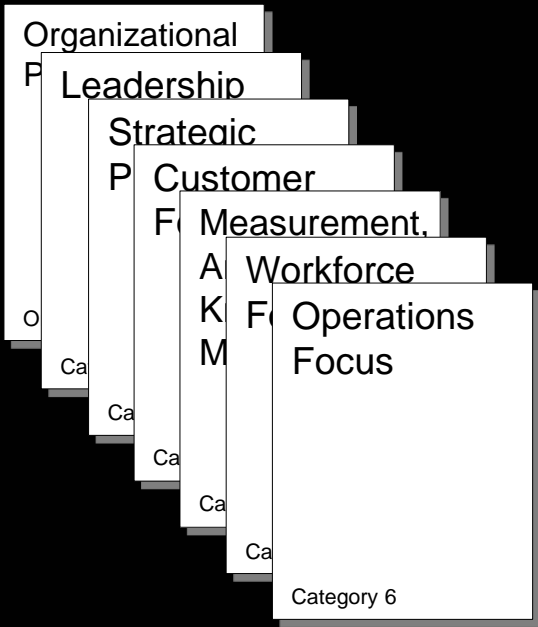
Organizational Profile

Organizational Profile

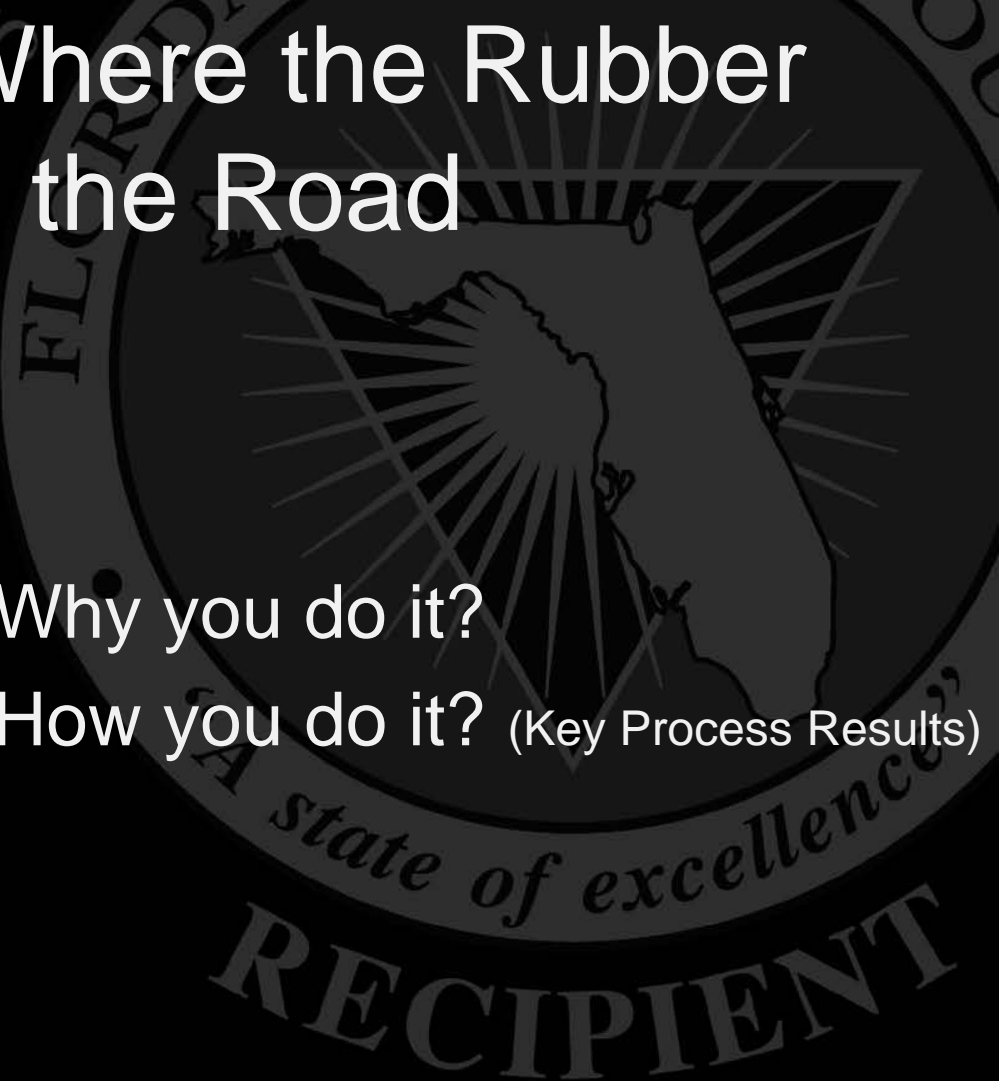
- Who you are
- What you do (Key Products and Services)
- Identifies your segmented customer groups



# Results are Where the Rubber Meets the Road



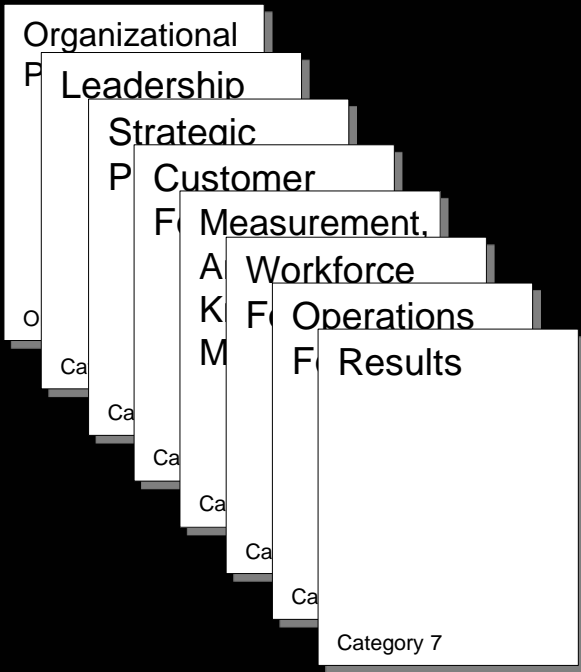
- Why you do it?
- How you do it? (Key Process Results)



# Results are Where the Rubber Meets the Road



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- Are achieving success?

**PROVE IT!!**



# How Do you Choose

- Identify your Key Products and Services
- Identify your Key process results that help you achieve great results!



# How is it Linked?

Governor's  
Sterling  
Award  
Application

Organization Chart

Organizational Profile

Category 1

Category 2

Category 3

Category 4

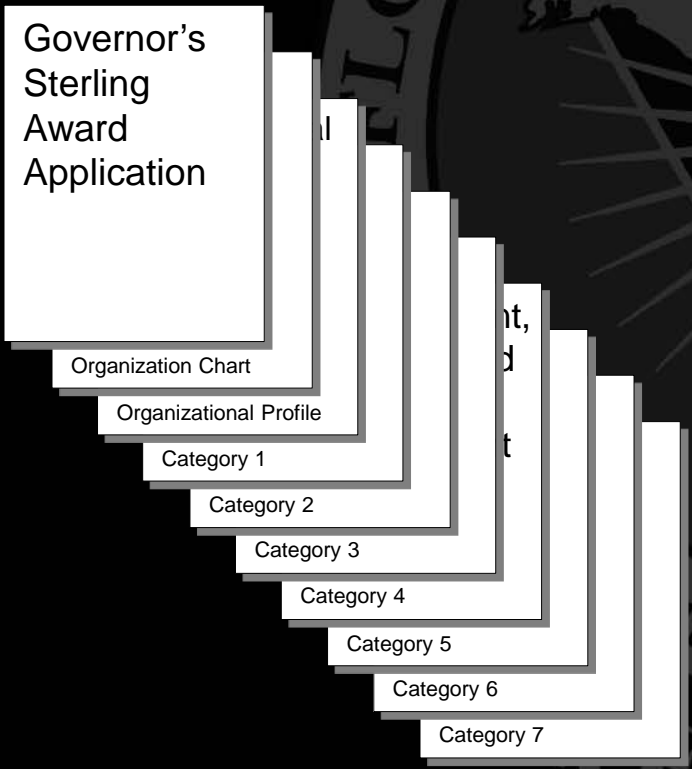
Category 5

Category 6

Category 7



# How is it Linked?



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# How is it Linked?

Organization  
Chart

Organization Chart

Organizational Profile

Leadership

Category 1

Strategic  
Planning

Category 2

Customer  
Focus

Category 3

Results

Category 7

Measurement,  
Analysis, and  
Knowledge  
Management

Category 4

Workforce  
Focus

Category 5

Operations  
Focus

Category 6



# How is it Linked?



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# How do you Tell the Story?



## Gas Customer Growth

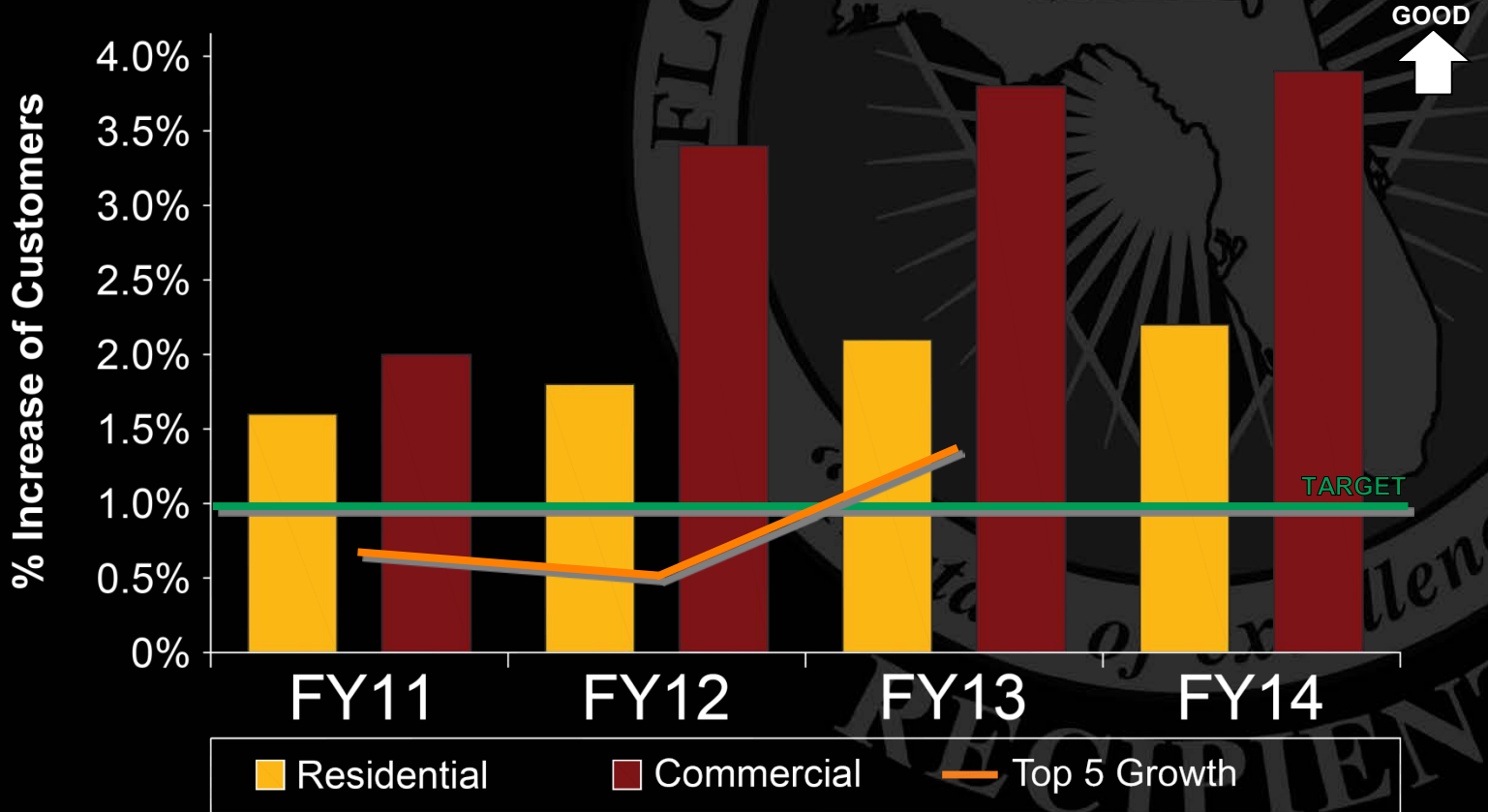
	FY11	FY12	FY13	FY14
Residential	1.58%	1.78%	2.19%	2.25%
Commercial	1.94%	3.41%	3.81%	3.90%
Top 5 Growth	0.68%	0.54%	1.29%	-
Target	1.00%	1.00%	1.00%	1.00%



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# How do you Tell the Story?

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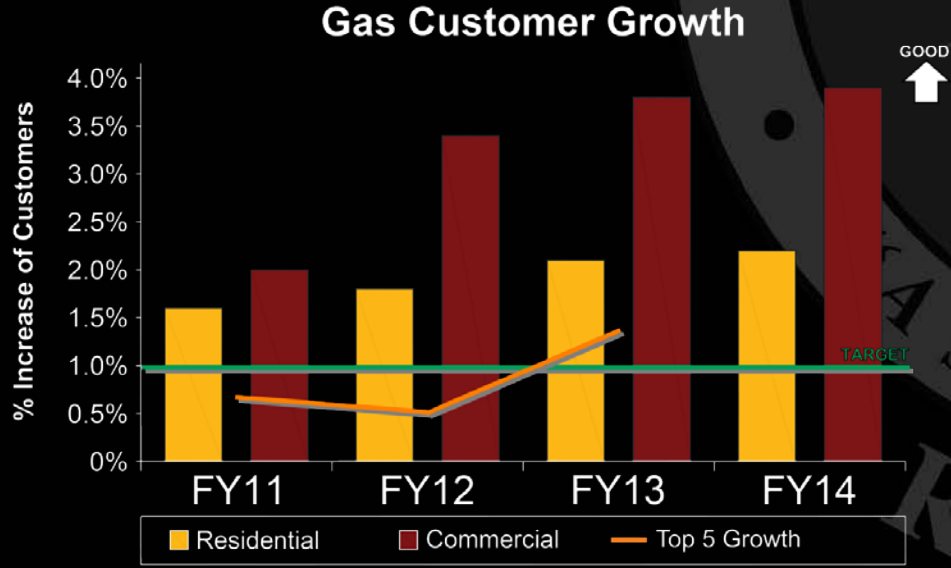


# How do you Tell the Story?



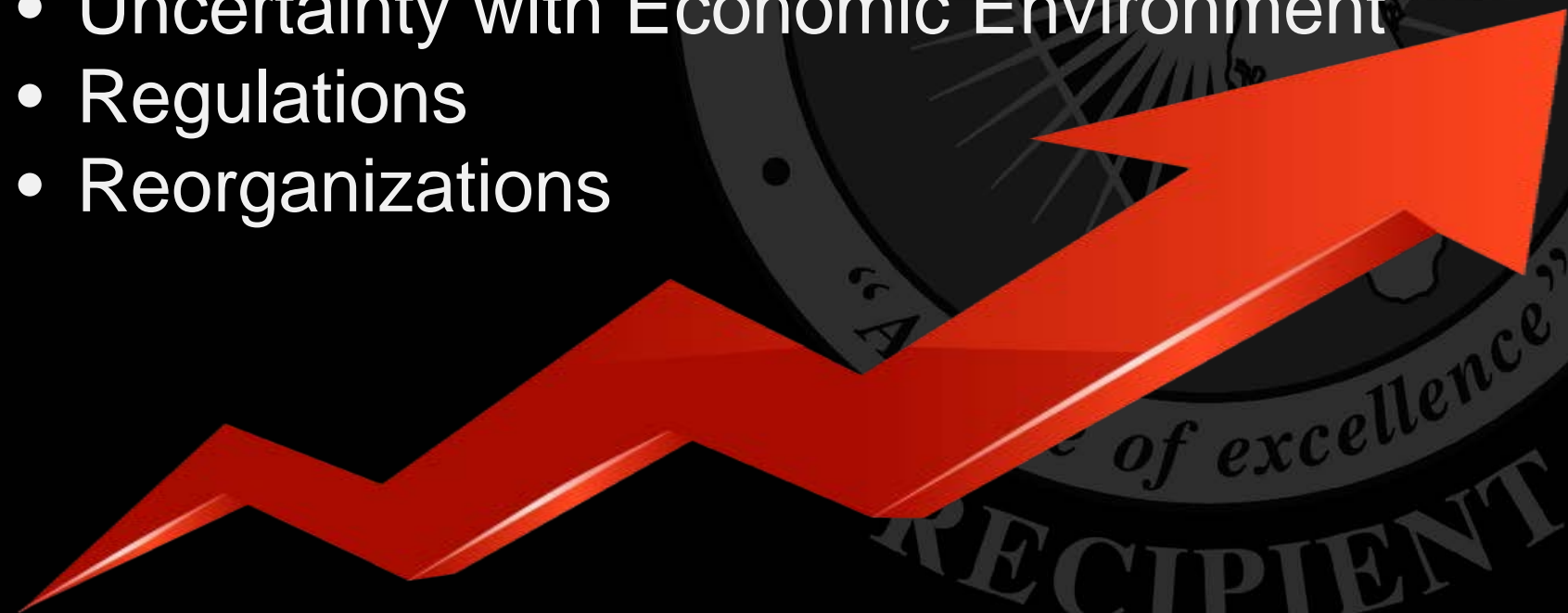
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Gas Customer Growth				
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# Projections

- Lagging Indicators are hard
- Uncertainty with Economic Environment
- Regulations
- Reorganizations





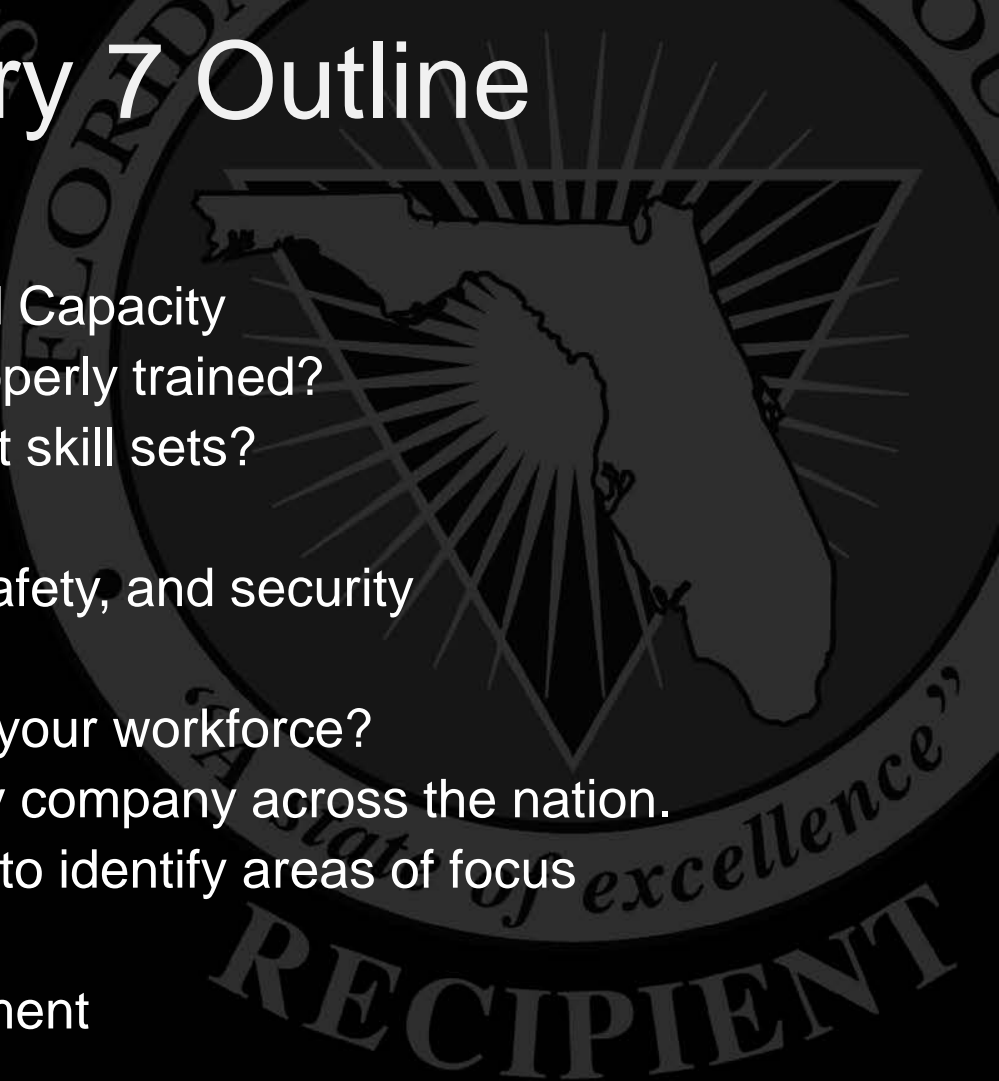
# Category 7 Outline

- 7.1 Products and Process Results
  - Customer Focused Results
  - Work Process Effectiveness Results
  - Supply Chain Management Results
- 7.2 Customer Service Results
  - Customer Focused Results
    - Customer Satisfaction
      - Transactional versus product satisfaction
    - Customer Dissatisfaction
    - Customer Engagement
      - How are you building customer relationships?



# Category 7 Outline

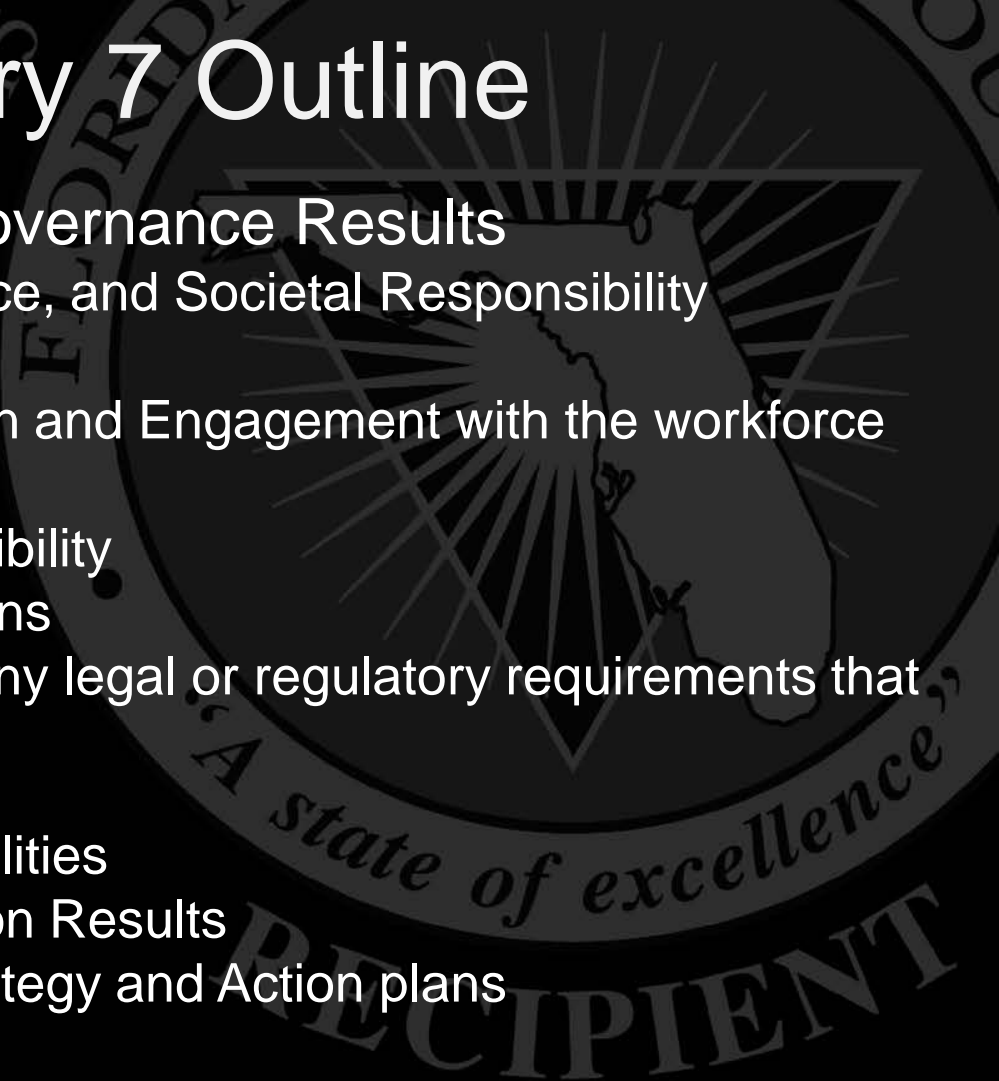
- 7.3 Workforce Results
  - Workforce Capability and Capacity
    - Is your workforce properly trained?
    - Do you have the right skill sets?
  - Workforce Climate
    - Workforce healthy, safety, and security
  - Workforce Engagement
    - How do you engage your workforce?
    - Problem facing every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





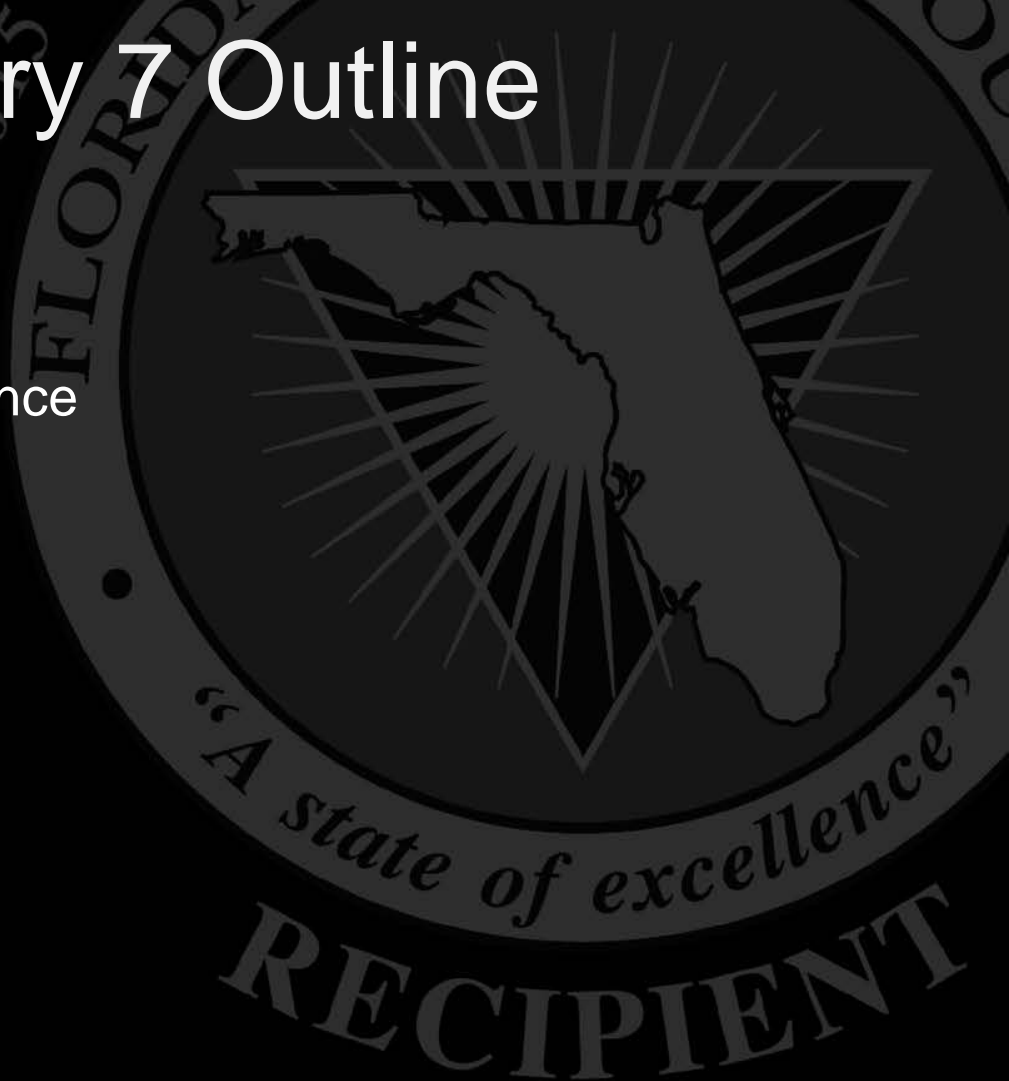
# Category 7 Outline

- 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



# Category 7 Outline

- 7.5 Financial Results
  - Financial Performance
  - Marketplace Performance



# Category 7 Relationships

- **Results Item 7.1** Product/Service and Process Results
  - Related Categories 4 and 6
- **Results Item 7.2** Customer Focused Results
  - Related Categories 4 and 3
- **Results Item 7.3** Workforce Focused Results
  - Related Categories 4 and 5
- **Results Item 7.4** Leadership and Governance Results
  - Related Categories 1 and 2
- **Results Item 7.5** Financial and Market Results
  - Related Categories 1, 2 and 4



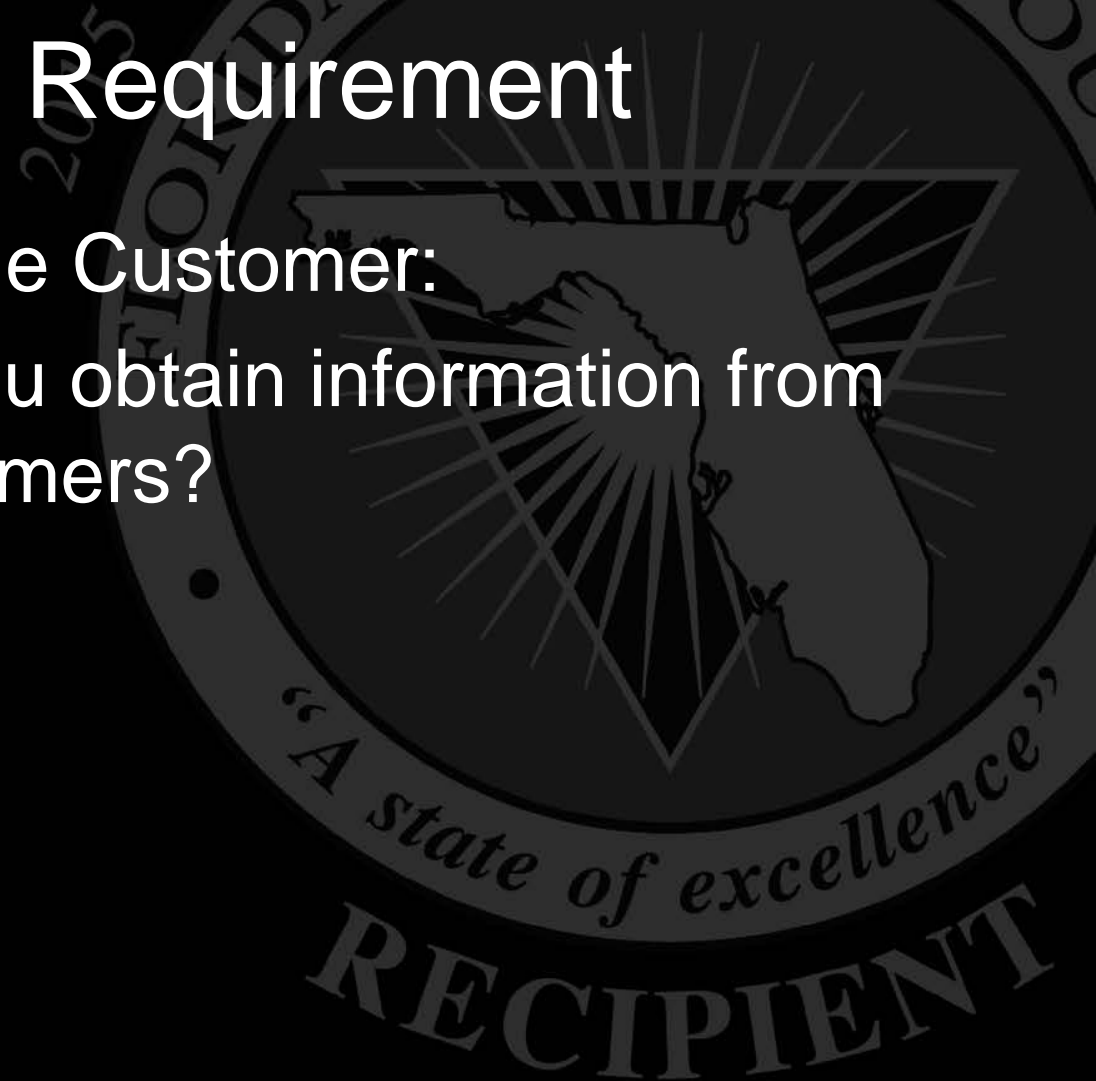
# What is a Sterling Category Lead looking for?

- Approach
- Deployment
- Learning
- Integration
- Innovation..
- And at what level of the criteria...
- And are there results to support it



# Basic Requirement

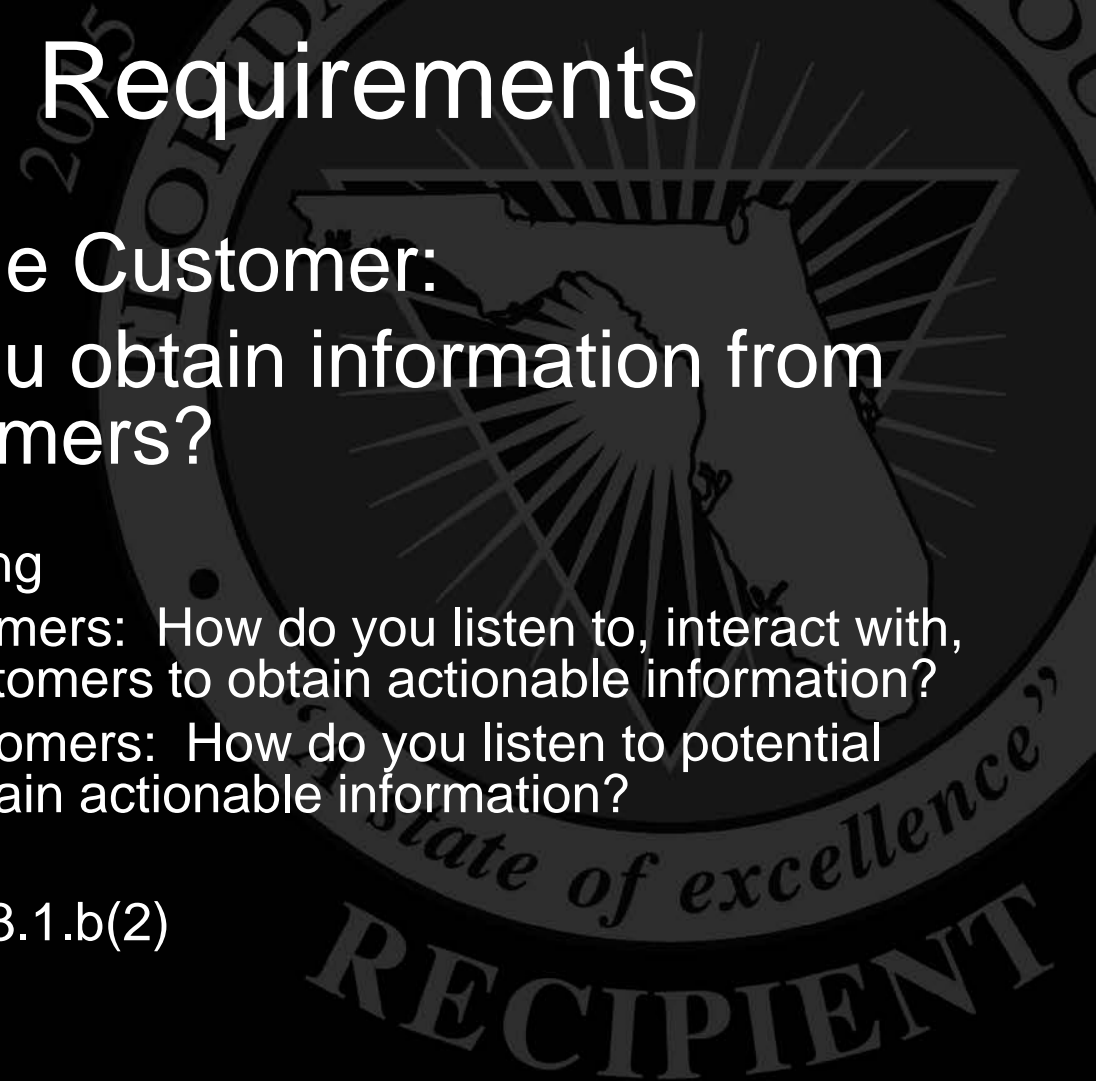
- 3.1 - Voice of the Customer:  
How do you obtain information from your customers?



# Overall Requirements

- 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?
    - 2) Potential Customers: How do you listen to potential customers to obtain actionable information?

(And 3.1.b(1) and 3.1.b(2))



# Multiple Requirements

- 3.1a1) 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 and services, customer support, and transactions?



# ADLII

- Approach – your systematic method of doing something
- Deployment – does every one up and down and across your organization do this
- Learning – do your review your approach and it's results and improve it
- Integration – the harmonization of plans, processes, information....to support key organization wide goals.
- Innovation – making meaningful change to improve products and services... “breakthrough change” in results



# What is a Sterling Results Lead 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



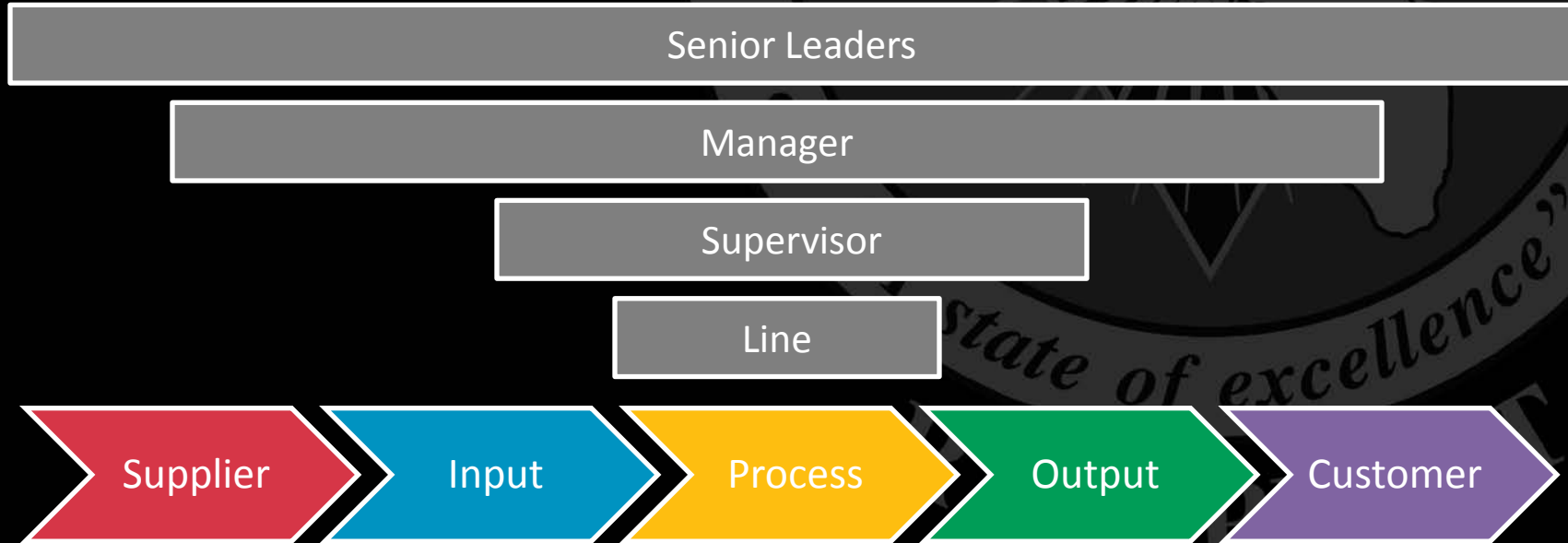
# What is the Sterling Team Lead Looking For?

- Good Team Members!
- The Sterling Team Lead is coordinating all the examiners and looking to provide a feedback report to the applicant that can take them to the next level.
- They, along with the results examiner, make sure that all strengths are supported by results, and that no OFI is contradicted by great results.



# SIPOC View

- See if you can align your results with SIPOC – That's the outline of your story



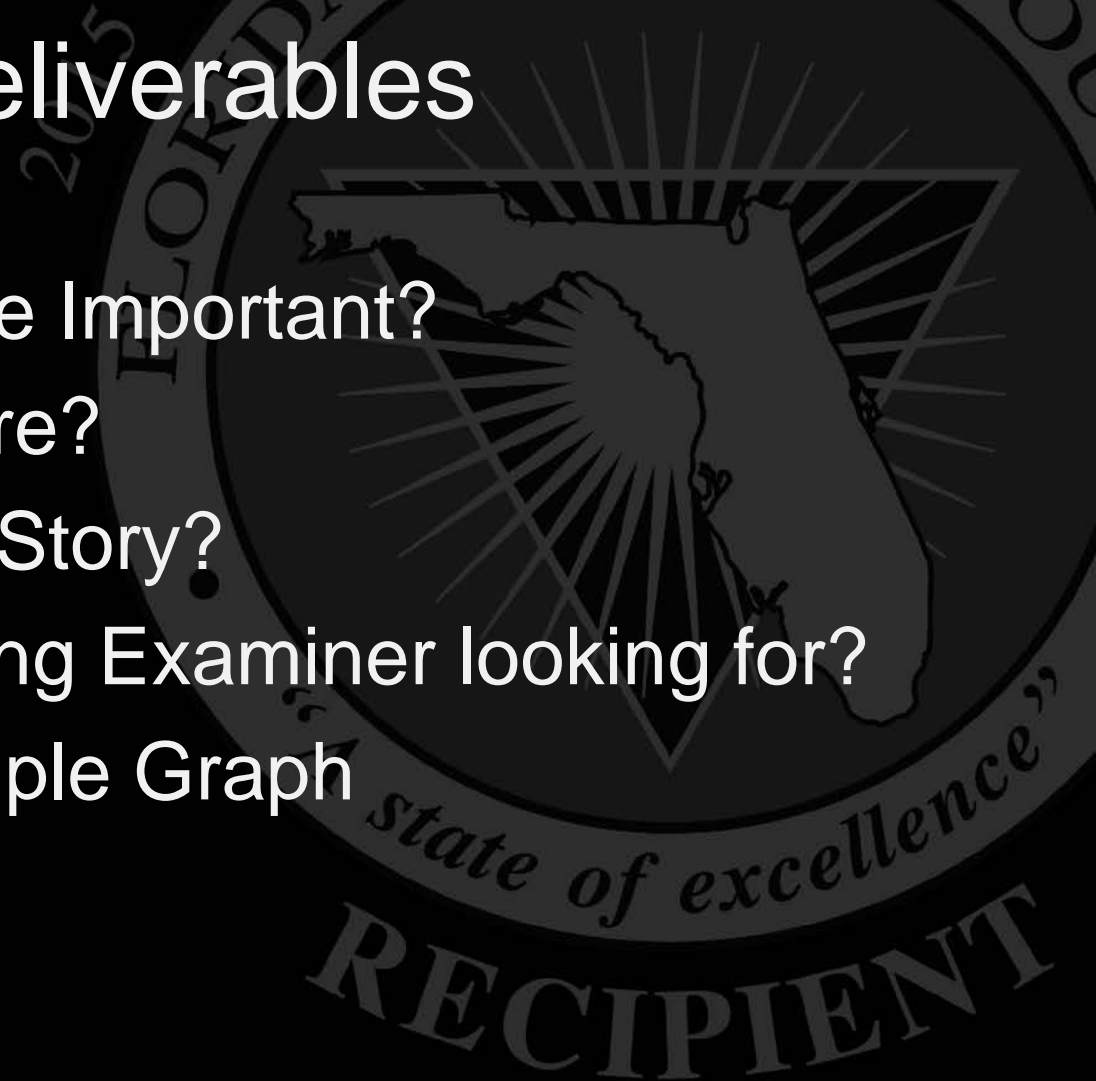
# What's in it for you?

- Well tracked and well reported results tells everyone how you are doing – from Sr. Leaders to the bottom of the line workers actually doing the job. That's where your ideas come from for breakthrough innovation.
- Looking at your data from an integrated perspective (SIPOC is one model) – will give your earlier warning of needed course corrections – and let's people see how they contribute to the big picture – which builds engagement.



# Deliverables

- Why Results are Important?
- What to Measure?
- How to Tell the Story?
- What is a Sterling Examiner looking for?
- Handout – Sample Graph



Questions?

***Thank you!***



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