



MONROE COUNTY FLORIDA
THE SOUTHERNMOST COUNTY IN THE
UNITED STATES

Knowledge **B**ased **L**eadership

Fact Based Decision Making

Improving Customer Feedback Rates

Senior Leadership Team

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Peter Horton, Dawn Acker

September 25, 2007



LEADERSHIP OPERATING GUIDELINES

■ Participate

- Be engaged
- Be committed to the team
- Stay focused
- Openly communicate
- There are no titles

■ Show Respect

- Respect our ideas
- Consider alternate ideas
- What is said here, stays here

We commit to our ship's log:

To:

Teresa Aguiar

Dawn Acker

■ Make good use of our team time

- Come prepared
- Be on time
- Respect each other's time
- Respect each other's accomplishments
- Don't over-prepare for every meeting (does it meet the goal?)
- Respect each other's time

■ Work together to reach consensus

- Support the consensus decision
- Practice self policing
- Help each other be accountable
- Ask for help in advance

ALL FOR ONE AND ONE FOR ALL

Debbie Frederick

Peter Horton



IMPROVEMENT OPPORTUNITY

■ **Problem Statement:**

- *The Customer Satisfaction Survey has been under utilized since introduction in June 2005.*

■ **Linkage:**

- *Without constant feedback about the level of services provided, the County may not be achieving the mission to provide outstanding public service responsive to the needs of our citizens.*

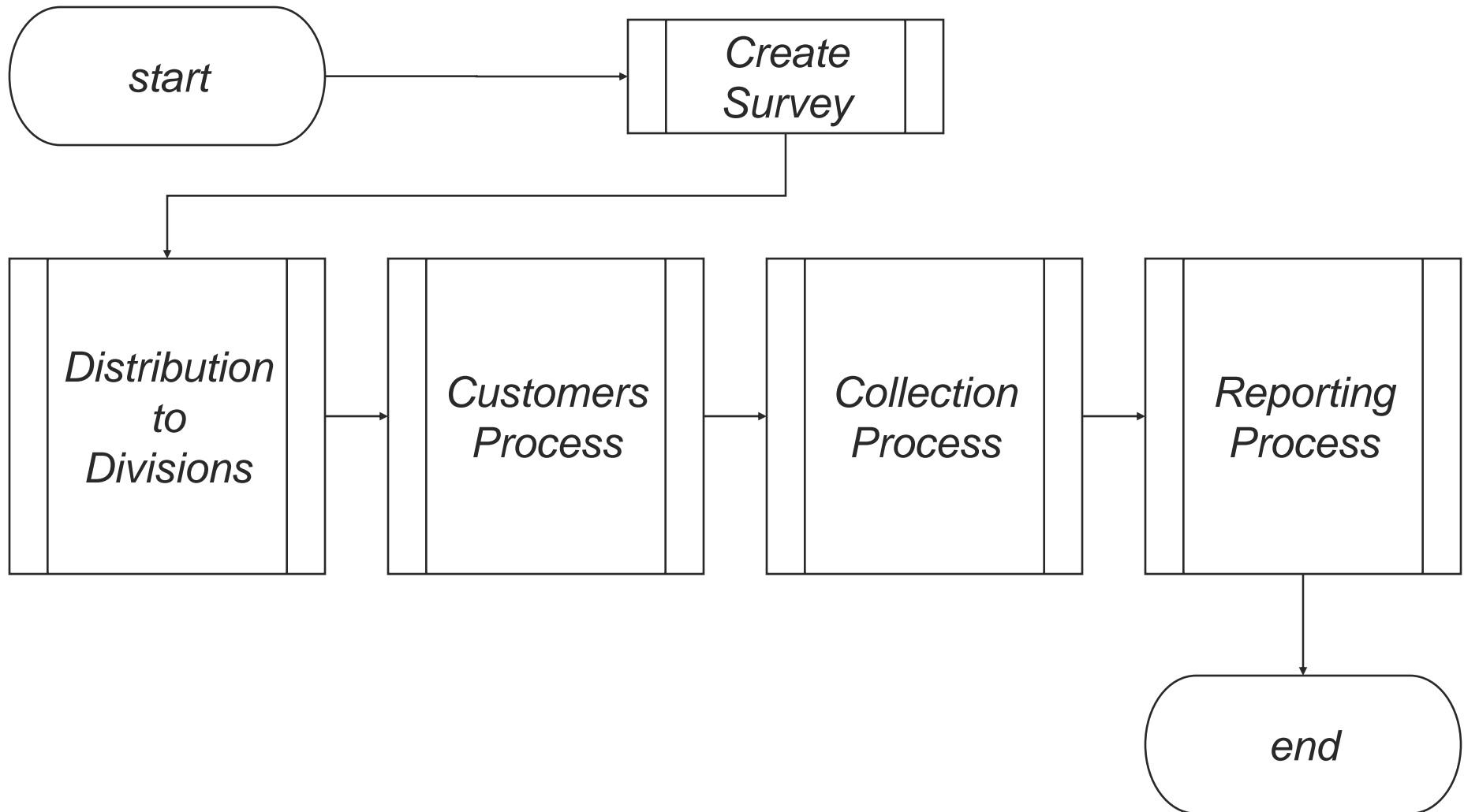
■ **Outcomes:**

- *Increase # of surveys returned*
- *Expand usage throughout the County*





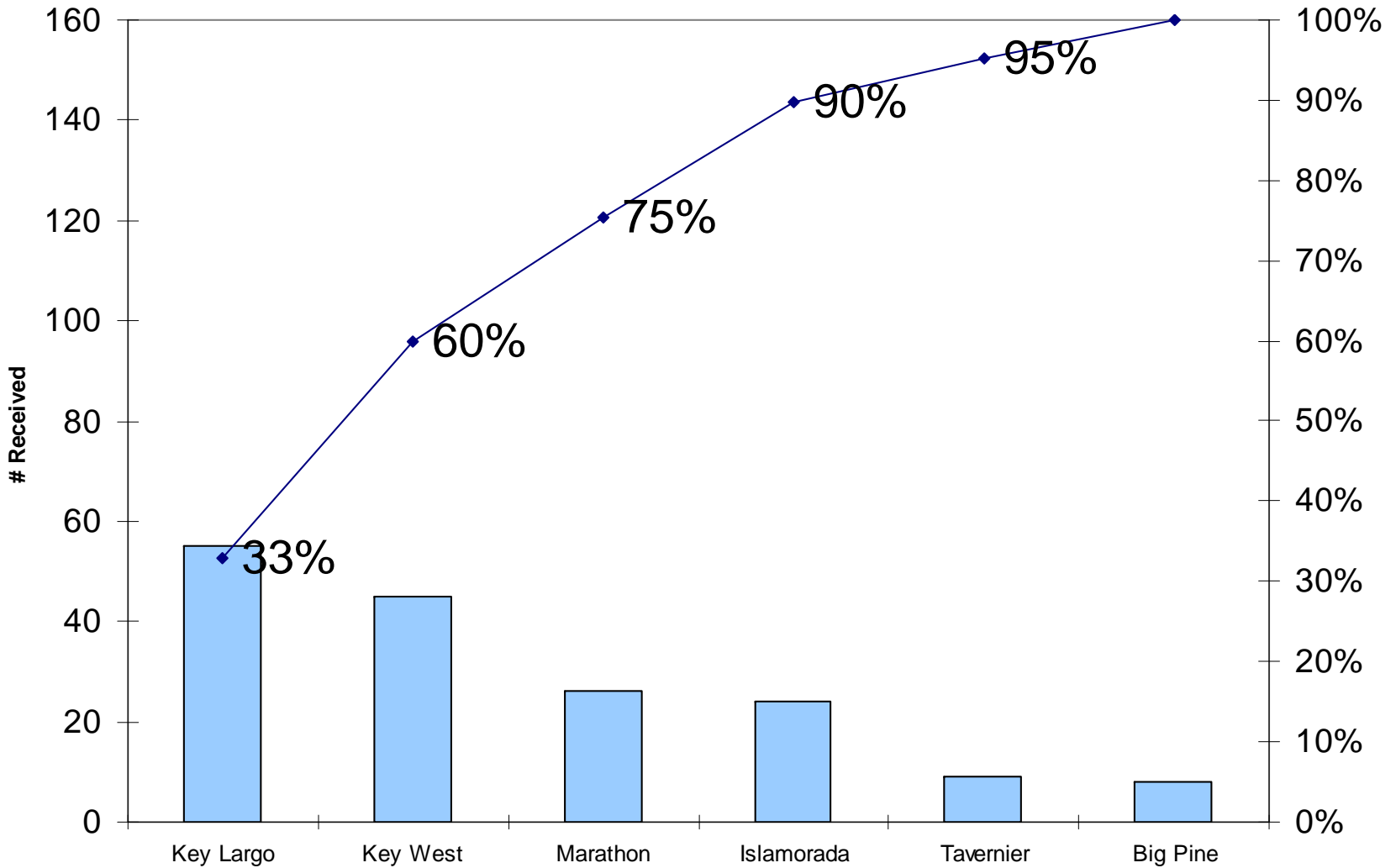
HI LEVEL CITIZEN SURVEY PROCESS





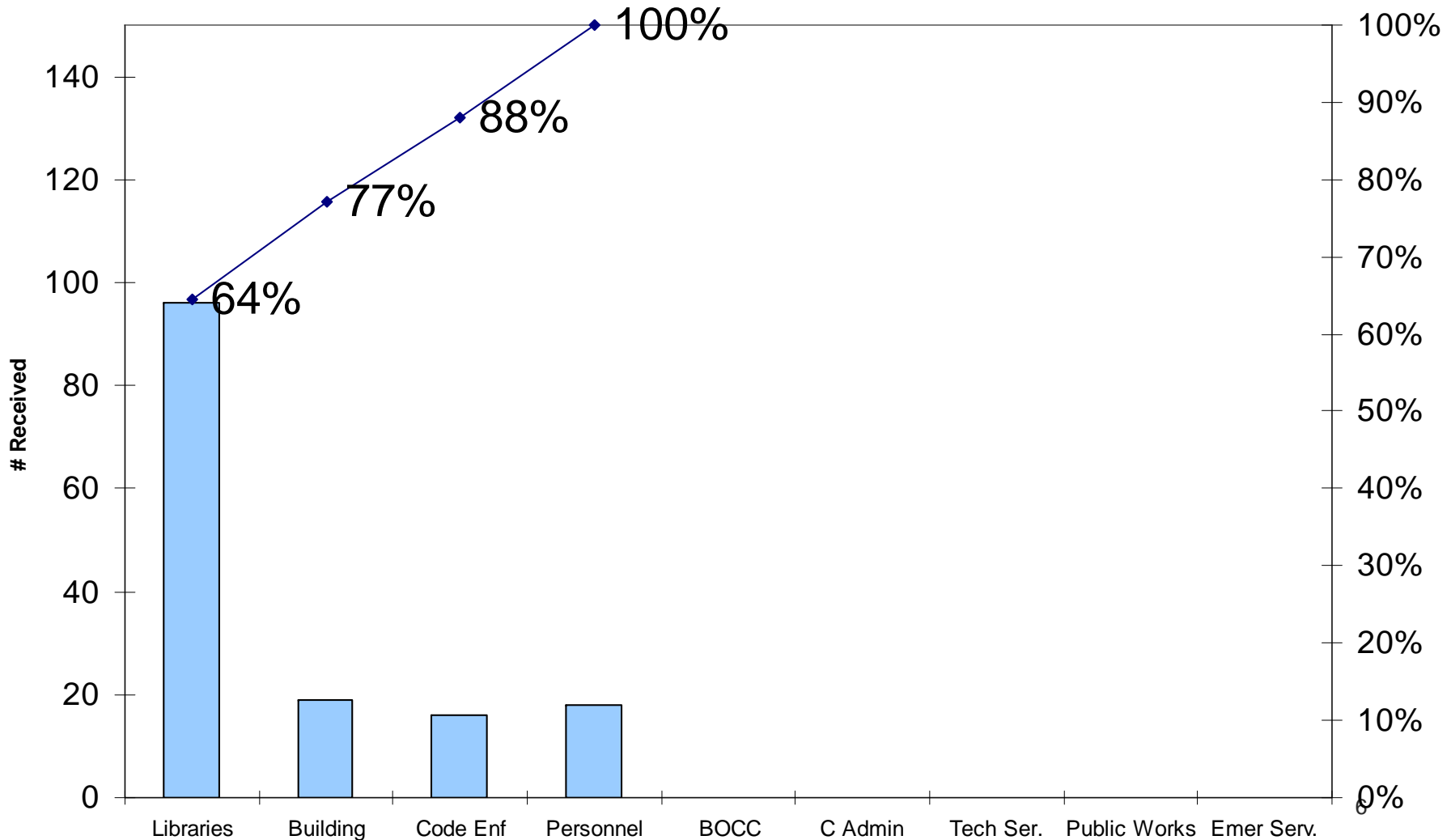
ONE THIRD OF THE TIME, CITIZEN SURVEYS ARE RETURNED FROM KEY LARGO (P=167)

Validate





THE LIBRARY RECEIVES THE MOST CITIZEN SURVEYS BACK. (P= 149)

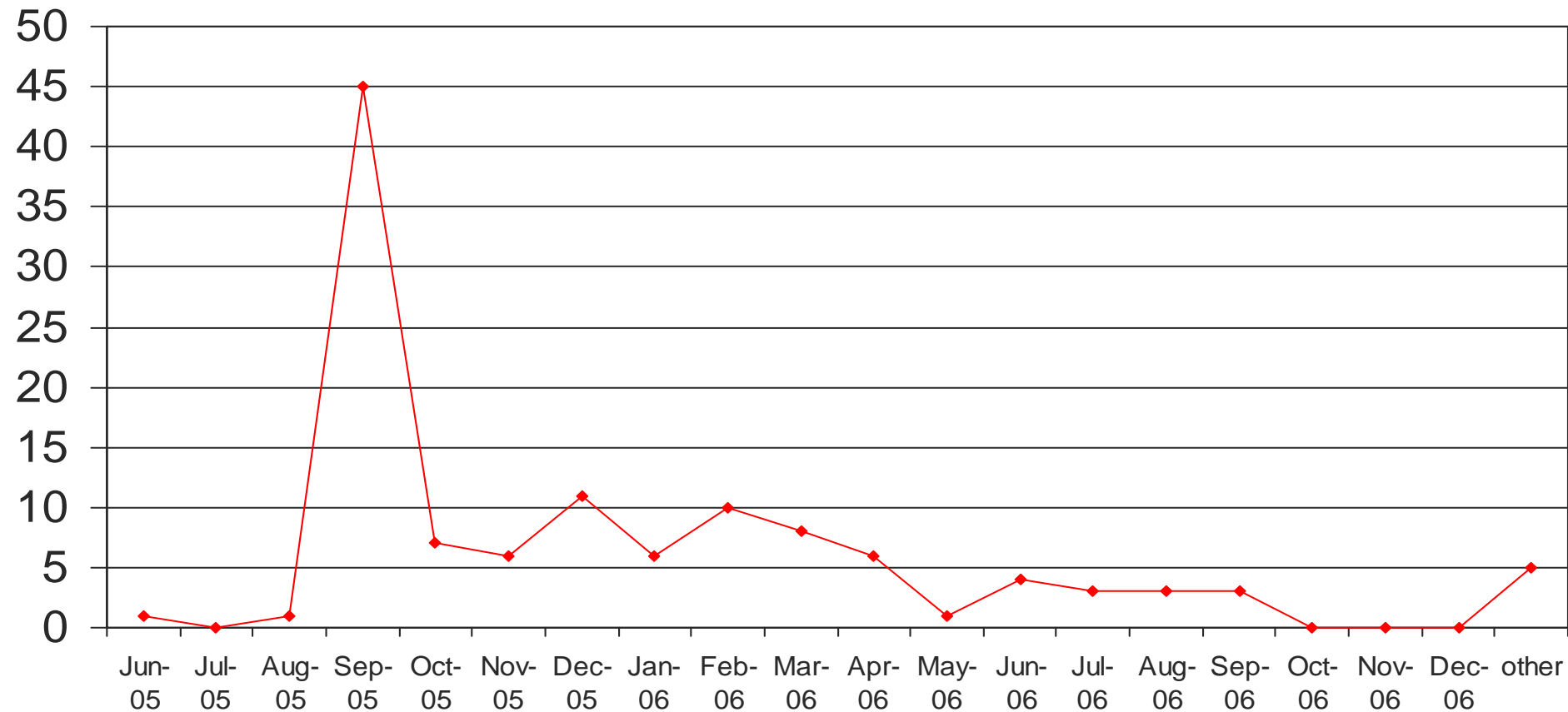




UTILIZATION BY MONTH

JUNE 2005 – SEPTEMBER 2006

P=116



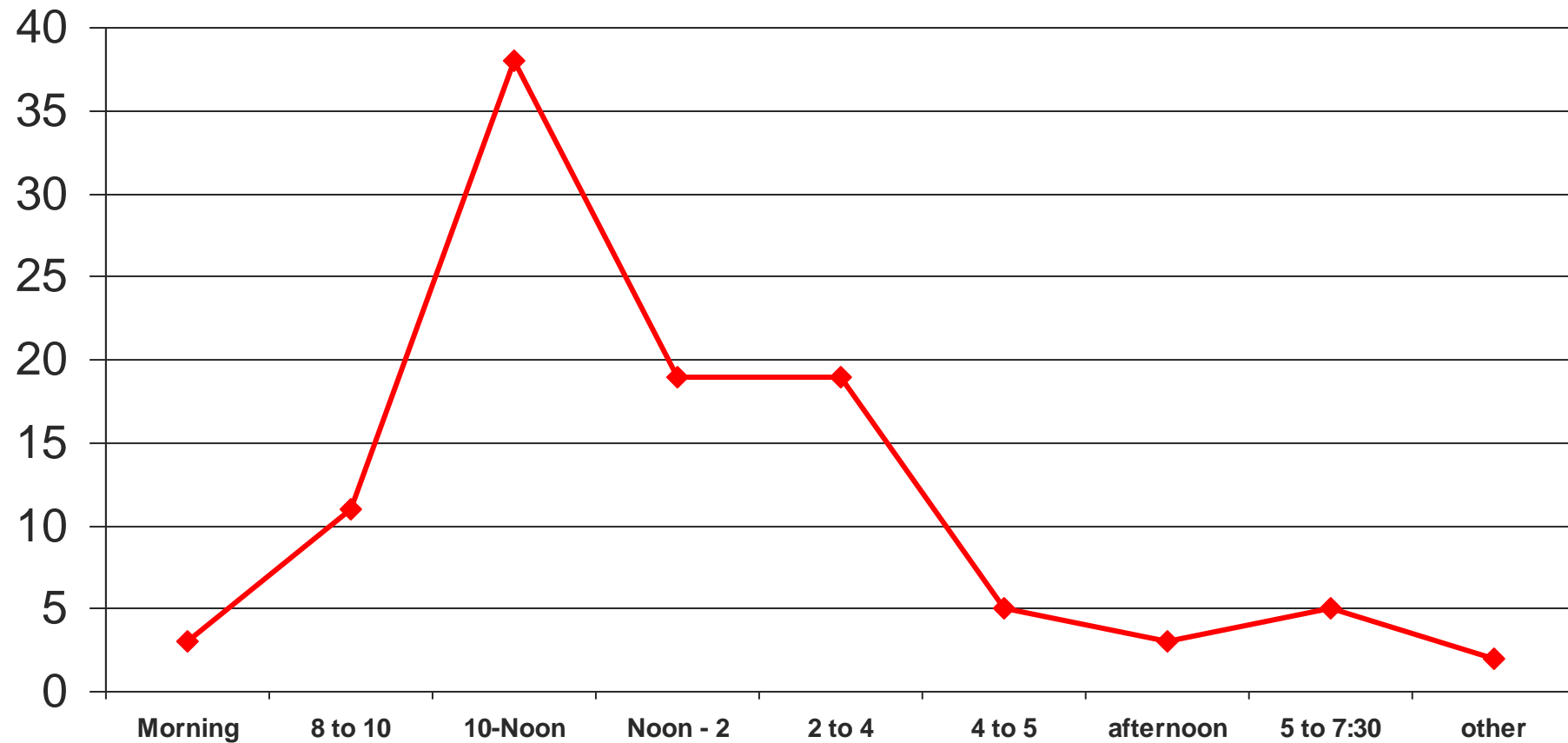


UTILIZATION BY TIME OF DAY

JUNE 2005 – DECEMBER 2006

P=118

Validate





■ What does the data tell us?



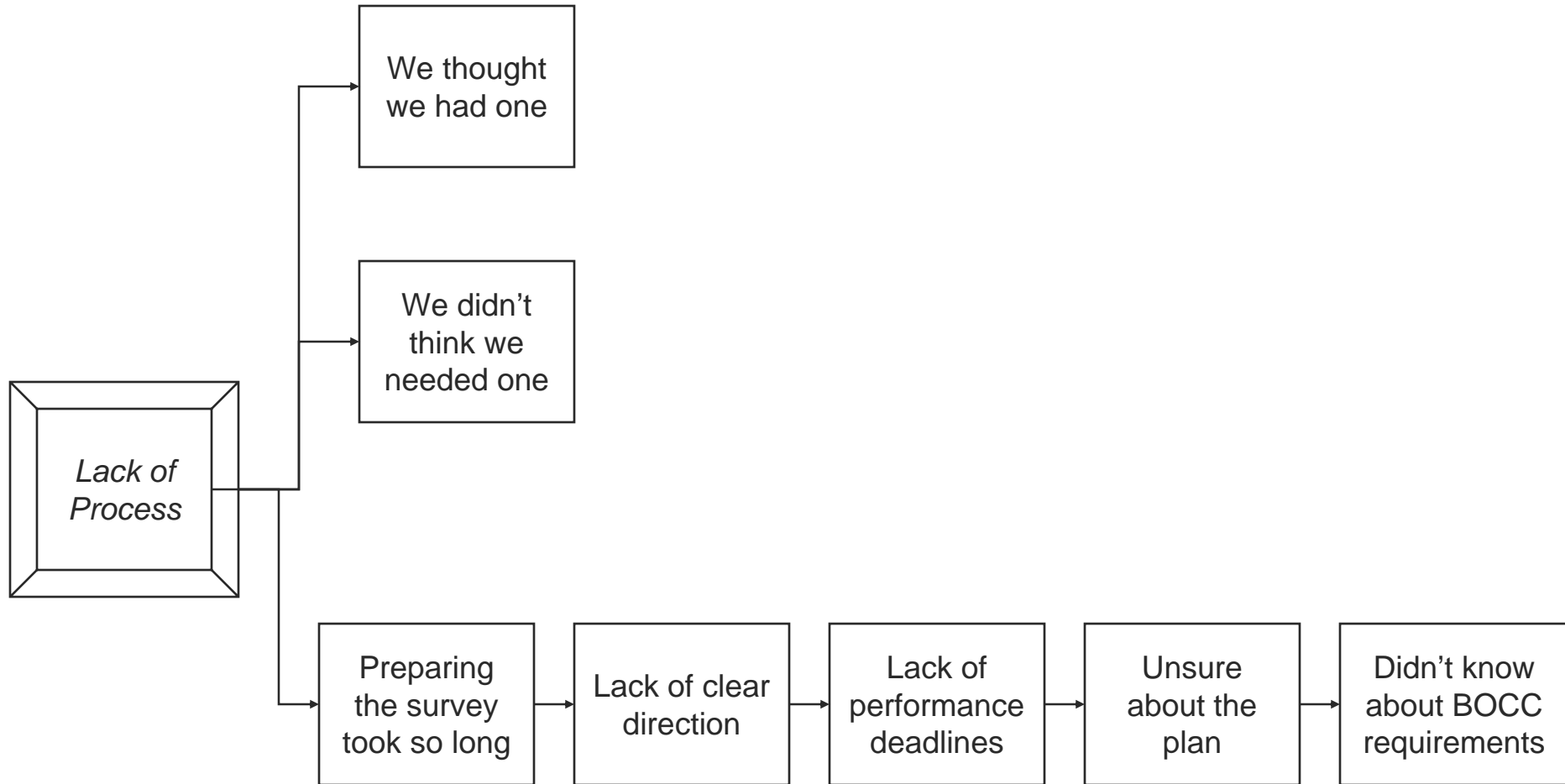
- Are we under utilized? **YES**
 - The greatest use of the survey was September 2005 (45 out of 120)
 - 65% of the surveys received were from Library Services (78)
 - 38 out of 106 of the respondents received their service between the hours of 10 AM and Noon.
 - 5 out of the 9 Divisions did not show responses received
 - Key Largo received 45% most of the survey responses
 - Since April 2006 to September 2006, Monroe County has received 5 or less responses per month, and 3 of 5 months we did not receive any.



BRAINSTORMED POSSIBLE REASONS

Possible Reason	What Data Might We Look For?
Lack of Process	No data needed, no process exists
Not using the information	Examples of communications where the survey was used (Oct 2005)
Employee Apathy	Not at current time
Customer Apathy	Not at current time not controllable

WHY DIDN'T WE ESTABLISH A CLEAR PROCESS TO USE THE SURVEY?



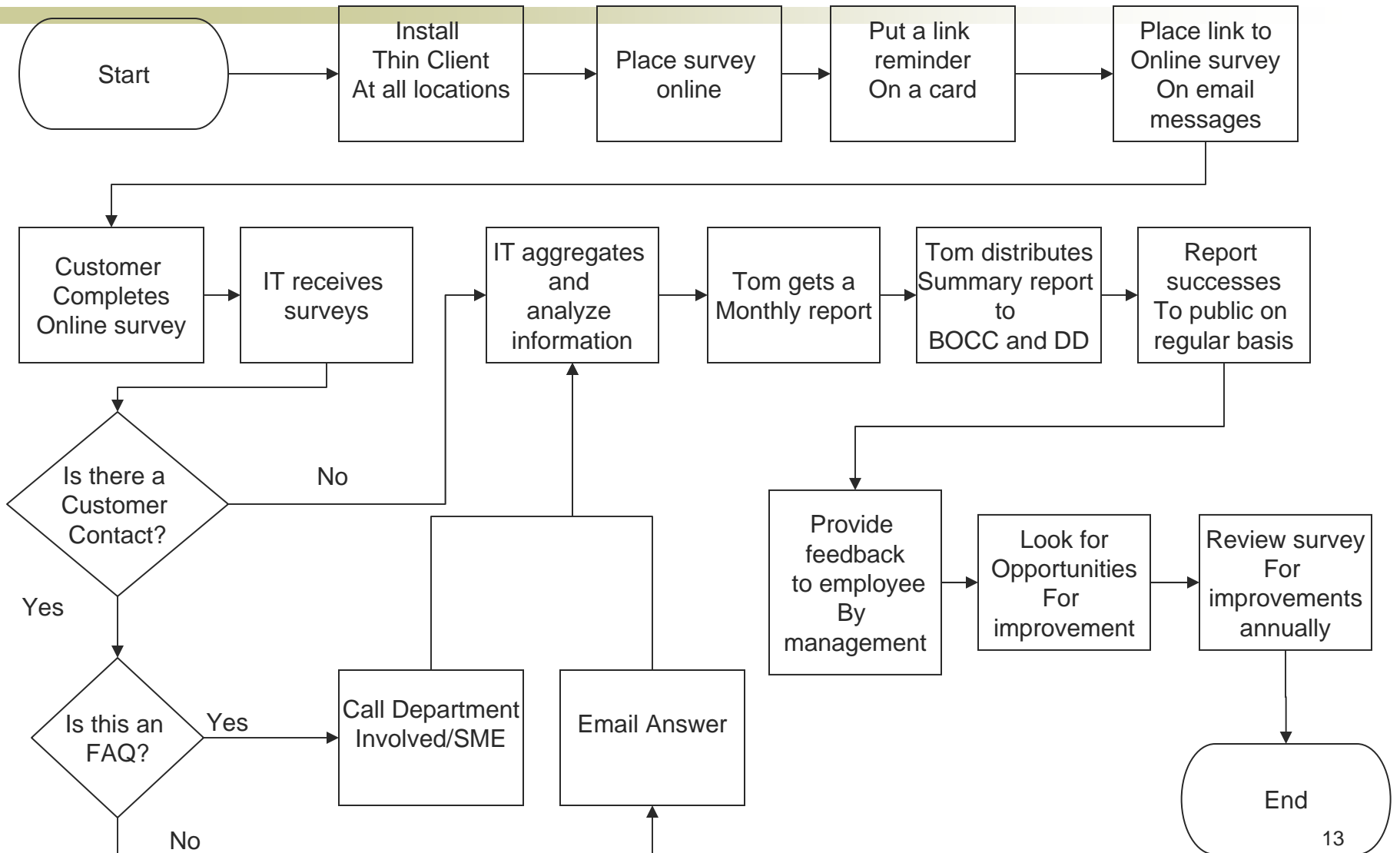
THE CURRENT CUSTOMER SURVEY PROCESS

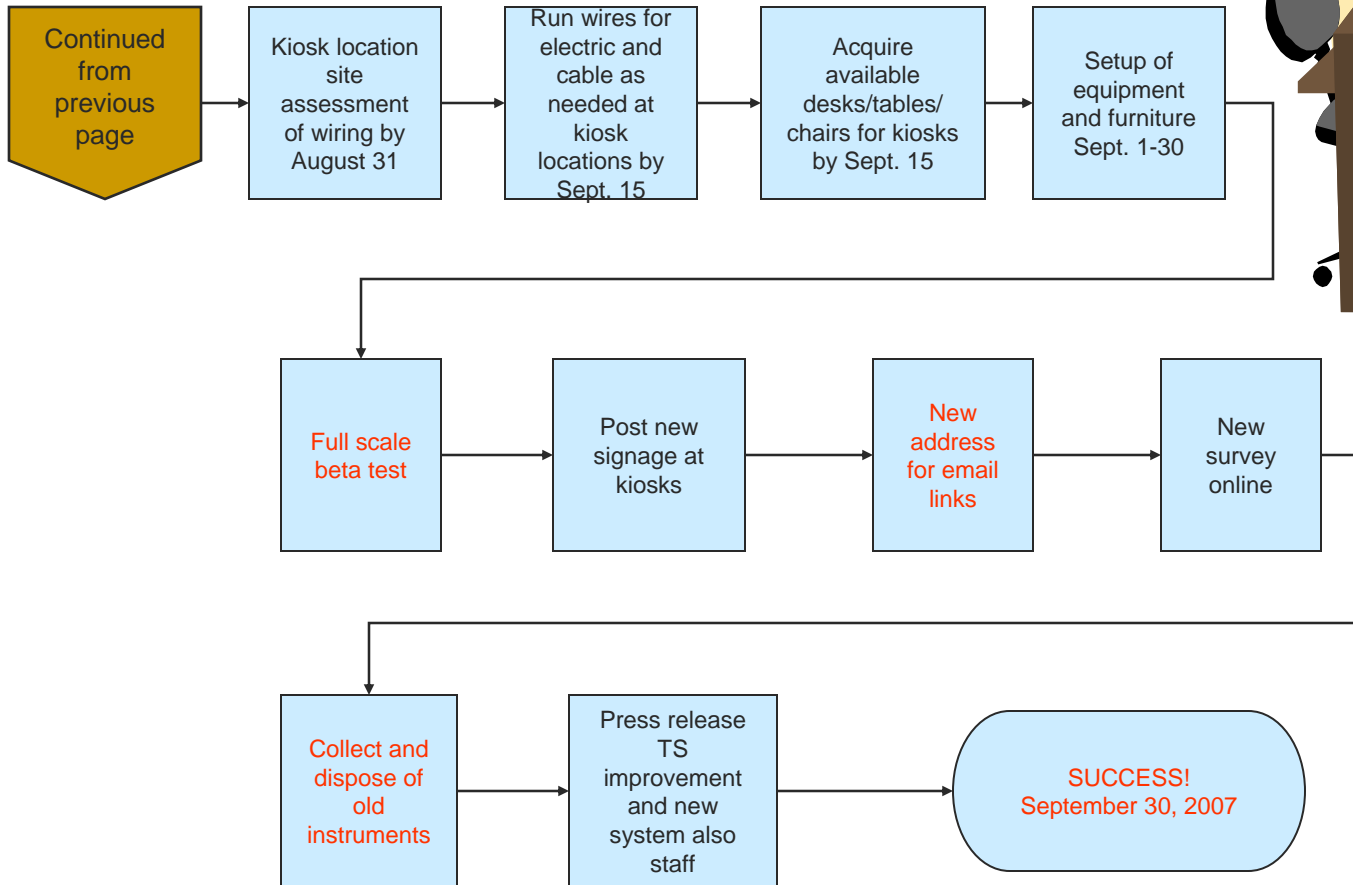


What gaps exist? What steps could we take to fill in these gaps?



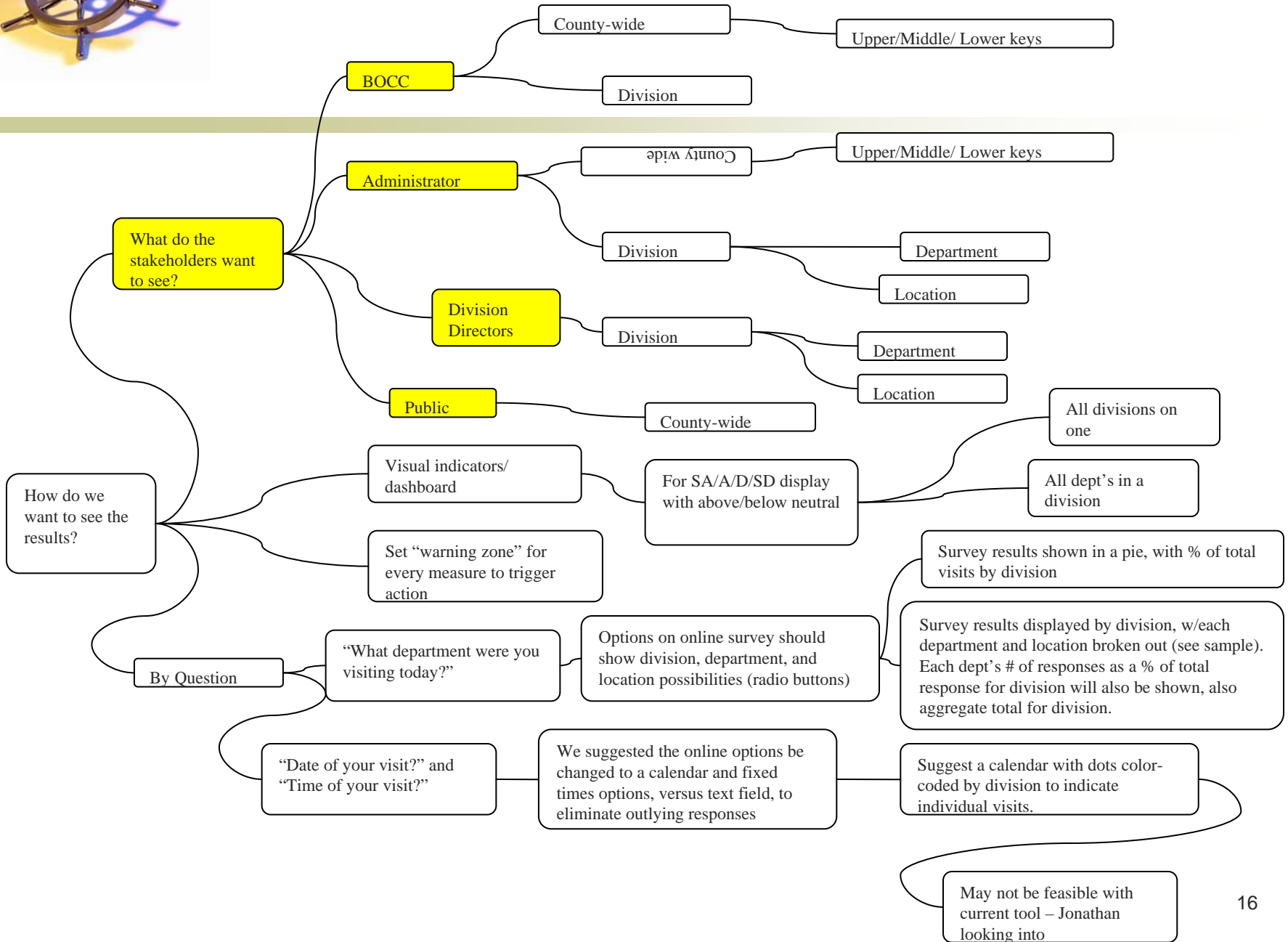
THE NEW AND IMPROVED CUSTOMER SURVEY PROCESS





Automate form, cont'd

3 REDESIGN THE FORM REPORT





By Question
(continued):

“Were you greeted in a friendly, professional manner?”
(SA/A/D/SD)

“Counters were clean and orderly”
(SA/A/D/SD)

“How long did you wait for assistance?” (>5 min/5-10 min/10-15 min/more than 15 min)

“How long did staff spend assisting you?” (>10 min/10-15 min/15-30 min/more than 30 min)

“Information provided by staff is accurate”
(SA/A/D/SD)

“Information provided was explained in a clear manner”

“Did staff provide you with the assistance you requested?” (Y/N)

“If no, were you referred to another source for that information?” (Y/N)

“What was the purpose of your visit today?”

“Rate Responsive” (scale of 1-5)

“Rate Courteous” (scale of 1-5)

“Rate Thorough” (scale of 1-5)

“Rate Overall assistance” (scale of 1-5)

All questions with responses in graded levels (ex: SA/A/D/SD) will be displayed on a gradient. See sample.

Gradients will be displayed by all divisions on one graph, then a 2nd set of graphs showing each division broken down by department.

All questions with Y/N answers will be displayed in a pie chart format (see sample)

Y/N questions will be displayed as an aggregate county-wide % Y/N pie, then a 2nd set of pie charts showing the Y/N % by division (one per division).

Gather standard topics for each division, and provide a list by division (based on response to “what dept. did you visit” question)

Responses to be displayed in a bar chart by division, by topic, with number of response to each type

All “rate” questions with 1-5 scale to be displayed on a “dashboard fuel gauge” model*

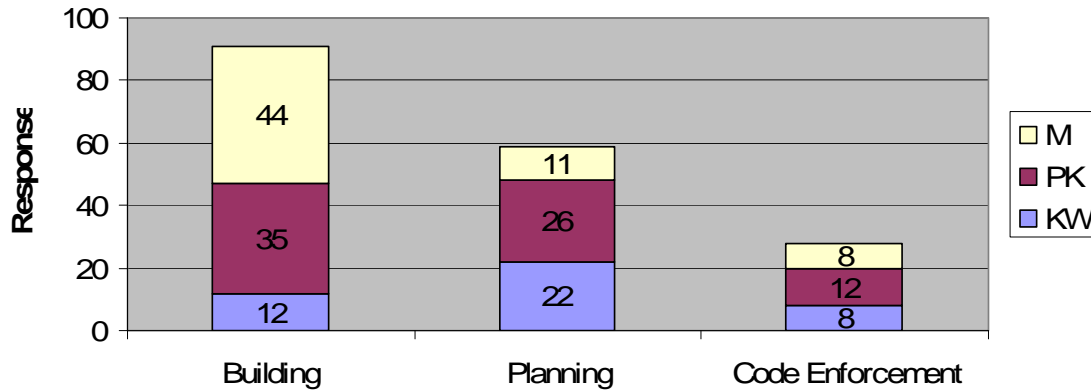
Values will be mapped to represent the ¼, midpoint, and ¾ targets of a fuel gauge, and will be shown on the quarterly report by question and by overall rating for all of these questions combined.

*Note: will need to come up with method to display – not possible in Excel – alternative = pie chart



A SAMPLE OF THE NEW DATA

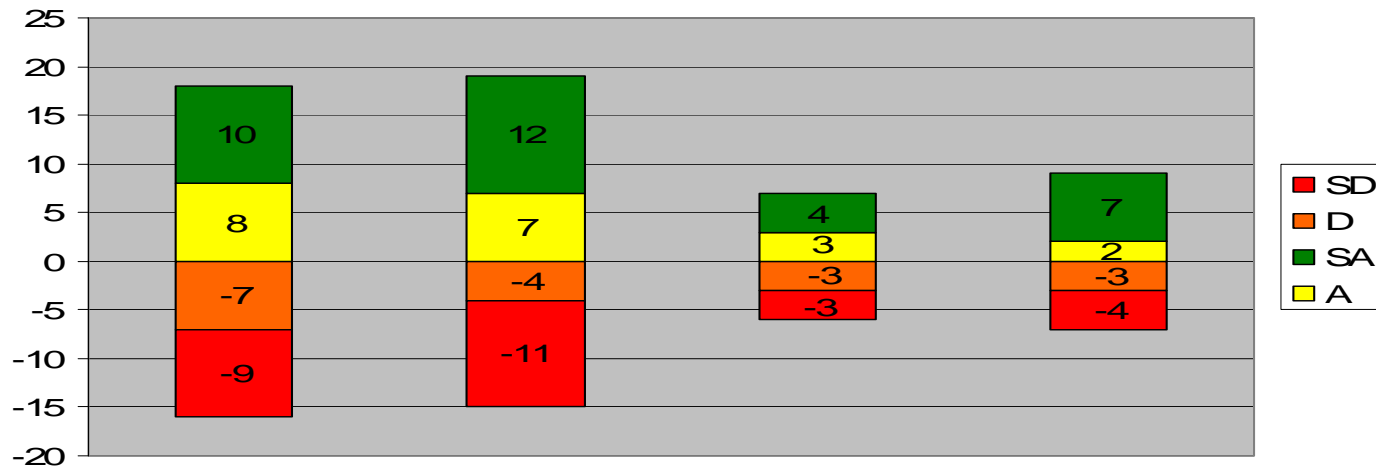
Growth Management



FWW



Were you greeted in a friendly, professional manner?





USING THE FORM

- Administrator receives quarterly results of survey.
 - Emails to DD's, BOCC and SLT for review

- Communication & Improvements
 - Feedback + Suggestions
 - Action Plans



IMPROVEMENT



- QUALITATIVE
 - AGGREGATED RESULTS
- PRODUCTIVITY
 - OUTSTANDING PUBLIC SERVICE!
 - REDUCTION OF LESS STAFF TIME!

USING TECHNOLOGY TO COMMUNICATE

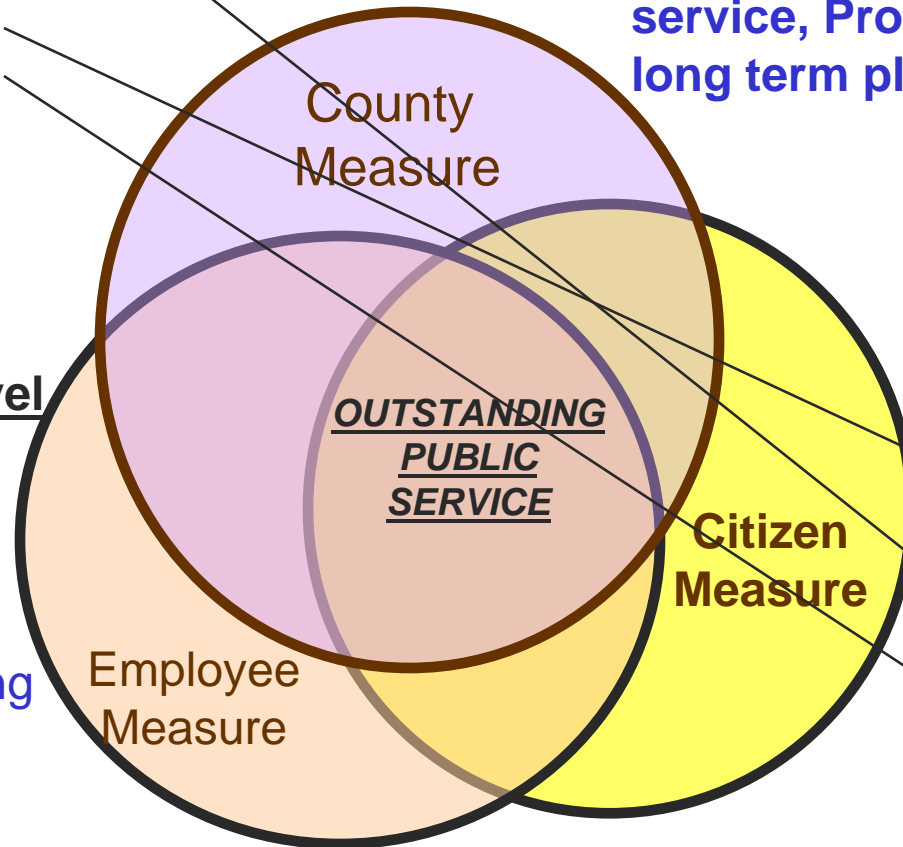


KEY INDICATORS FOR MONROE COUNTY

QUESTION #3 & #4
QUESTION #6
QUESTION #7

County Level

Timely (cycle time)
% issues solved
cost per unit of service, Progress of long term plans



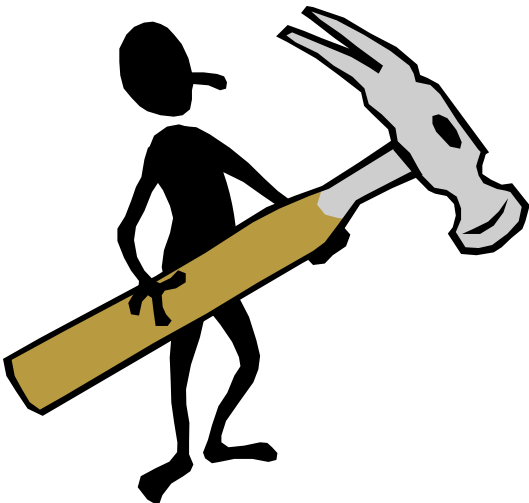
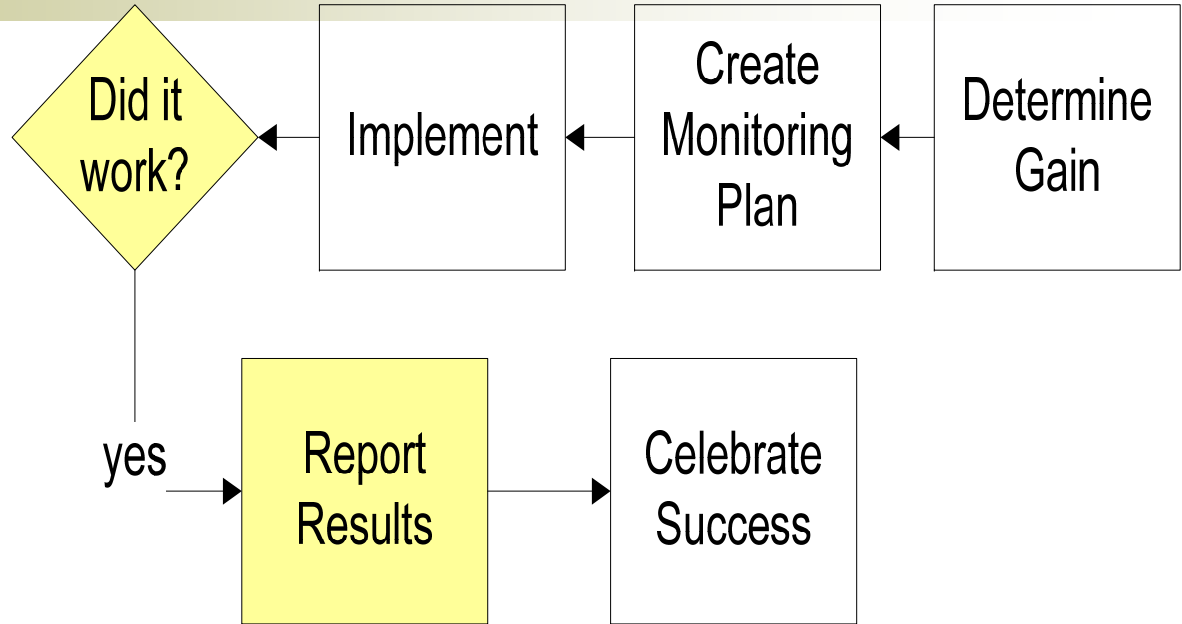
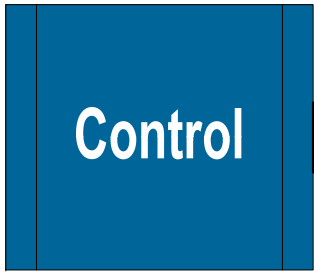
Operations Level

Absenteeism
Turnover
% Satisfaction
360 Feedback
Levels of Training
Efficiency & Effectiveness

Business Level

Resolution time (cycle time)
availability of service, % satisfied
% of complaints or compliments

Values = Desired Organizational Behavior





HANK KOKENZIE

BRANDON GILL

THANK
YOU



LESSONS LEARNED

- IMPLEMENTATION OF PROJECTS SHOULD ALWAYS INCLUDE MONITORING AND CONTROL
- TECHNOLOGICAL IMPROVEMENTS
- FACT BASED DECISION MAKING – INCORPORATE INTO EVERYDAY WORK
- PRESERVATION OF THE INTEGRITY OF THE DATA
- HEALTHY CONFLICT



END

...We believe it's just the beginning