

# Ideas in Action



1114 Thomasville Rd. ■ P.O. Box 10209 ■ Tallahassee, FL 32302 ■ Phone: (904) 222-5052 ■ FAX (904) 222-7476  
 Dominic M. Calabro, President and Chief Executive Officer

Now that the Department of Management Services has celebrated its first birthday, Florida TaxWatch asked the department to provide us with its views on the progress and goals of the new agency.

## RESTRUCTURING WITHIN FLORIDA'S EXECUTIVE BRANCH

### SERVICE AND EMPLOYEE ORIENTED INNOVATION

By William H. Lindner, Secretary

Volume II, Issue 16

#### FOUNDATION

In July 1992, the Departments of Administration and General Services became the Department of Management Services (DMS). DMS activities are highly interactive with operations in both state and local government. The creation of the new agency provided an opportunity to reinvent public administration and pilot new initiatives in the public sector.

In October 1992, DMS conducted an information seminar and needs assessment with its customers to identify problem areas and outline its main business activities. As a result, **four core service areas** were established: Workplace, Technology, People, and Support. These service areas will play an important role in eliminating traditional "divisional" barriers and will create a more interactive flat team-based structure. By removing traditional barriers, service areas will be able to share information and resources. Creating four core service areas also effectively focuses human and technology resources on their unique missions.

The four core service areas define our responsibility to the taxpayers of Florida. This new approach focuses the state's resources directly on providing a productive workplace environment, the technology to do the job, the personnel structure to maximize results and the support for cost-effective operations.

*The strategy is to respond to changing customer needs, to involve employees in work improvement, to measure results, and to reward performance.*

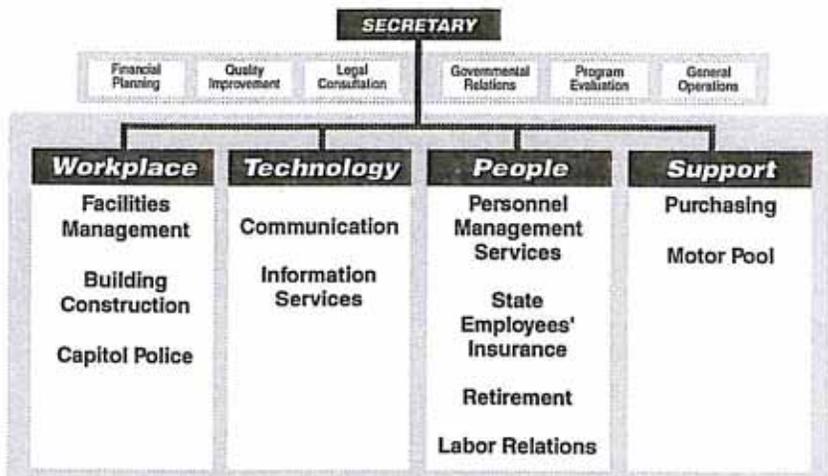
#### ORGANIZATIONAL VIEW

##### From: A Traditional Hierarchical Organization

*The traditional hierarchical organizational chart with its numerous divisions and bureaus did not reflect the agency's basic service responsibilities or promote the full potential of a team concept.*

##### To: Core Service Areas

*By removing the traditional barriers of the hierarchical structure, service areas are encouraged to share information, resources and talent to meet customer needs in a timely manner.*



#### SERVICE AREA PRIORITIES

- WORKPLACE** Look at the whole workplace in an effort to provide a more productive environment.
- TECHNOLOGY** Provide the appropriate tools for people to work more efficiently and effectively.
- PEOPLE** Focus on the development and allocation of human resources to maximize results.
- SUPPORT** Continually evaluate the cost and methods of doing business.

# C P R STRATEGY

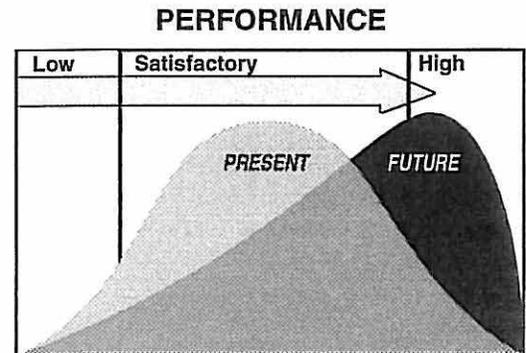
**Cross-Functional  
Project-Driven  
Results-Oriented**

Cross-functional, Project-driven, Results-oriented (CPR) is a strategy to produce the same results competition achieves in the private sector. Our goal is to create conditions to succeed. We defined success as improving customer service. To ensure this accomplishment, a total management accountability strategy which includes every employee is needed.

## Cross-Functional

- Encourages the sharing of talent across service areas.
- Allocates human resources where the talent is needed.
- Promotes teamwork among service areas.
- Creates a talent pool of employees to work on projects anywhere in DMS.

An essential element of the CPR strategy is putting employee talent where it is needed and when it is needed. With the organization flattened into four service areas, the new idea of employees working across divisional lines was introduced. Employees may work for a short or extended time anywhere in the agency on projects. Building a team-oriented culture in an organization that is based on divisions is not something that can be accomplished in one year. However, progress is being made by working on projects which have potential for producing significant measurable results.



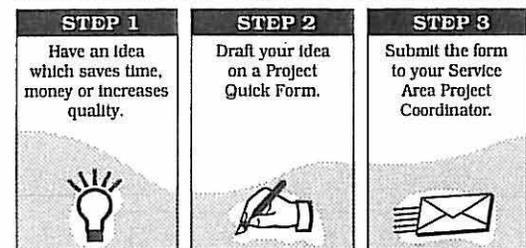
The cross-functional strategy is designed for high performance through full use of talent and resources.

## Project-Driven

- Encourages employees to constantly look for better ways to work.
- Provides a way for managers to plan and deliver services.

DMS uses projects to enhance programs and improve the way it works. Capturing the innovative ideas of DMS employees and setting up project teams are essential for improving services. Any employee who identifies an idea that saves time, money or increases quality can draft the idea on a Project Quick Form. This form provides a basic description, identifies the customer, defines the expected results, and identifies measures. Employees must also define the current level of performance (baseline) and identify public and private organizations that have achieved better results (benchmark). The form is submitted to one of the four service area project coordinators and serves as a planning tool for project teams to focus on results.

### HOW DO I START A PROJECT?



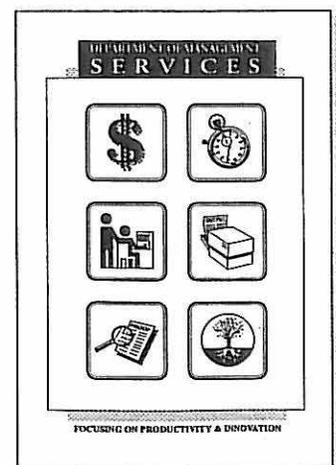
An easy three-step process gives individual employees ownership in the work improvement process.

## Results-Oriented

- Focuses on accountability by measuring project outcomes.
- Rewards managers and employees for work improvements and outstanding performance.
- Communicates accomplishments to the public.

The most important part of CPR is results. The key accountability method is to measure the agency's services against the best achievements found in both the public and private sectors. Managers establish baseline performance data and benchmarks by which their performance is held accountable. Project results are published in the agency's *Focus on Productivity & Innovation* booklet to communicate cost-effective changes and improvements to services. Project teams and individual employees receive recognition and rewards through the new Incentives for Success program.

The *Focusing on Productivity & Innovation* booklet is the agency's project report card.



# INCENTIVES FOR SUCCESS

## Results-Based Recognition and Rewards



**DEPARTMENT OF MANAGEMENT SERVICES**  
**INCENTIVES FOR SUCCESS**  
 SUPERIOR ACCOMPLISHMENT NOMINATION FORM

Name of Team or Individual Nominated: \_\_\_\_\_  
 Nominee's Service Area: \_\_\_\_\_  
 PEOPLE  WORKPLACE  TECHNOLOGY  SUPPORT

PLEASE SEE REVERSE SIDE FOR CRITERIA

TEAM INCENTIVE AWARDS	INDIVIDUAL INCENTIVE AWARDS
<input type="checkbox"/> Team of the Year <input type="checkbox"/> Outstanding Project Performance <input type="checkbox"/> We Made a Difference <input type="checkbox"/> Team Project Achievement	<input type="checkbox"/> Employee of the Year <input type="checkbox"/> Made a Difference <input type="checkbox"/> Leadership <input type="checkbox"/> Heroism/Safety

**BASE FOR NOMINATION**  
 Explain why you are nominating this team or individual. Give specific examples or documents that shows the team or individual meets the criteria. Please attach additional pages as needed.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**NOMINATED BY**

Name: \_\_\_\_\_ Service Area: \_\_\_\_\_  
 Date Submitted: \_\_\_\_\_ Work Phone: \_\_\_\_\_

**FORWARD THIS FORM TO DMS INCENTIVES REVIEW TEAM, 100 KNOXBT BUILDING  
 NO LATER THAN THE LAST DAY OF EACH QUARTER.**

DMS 0197 Rev. 1/97

In today's public personnel system, capturing the ideas of all employees is a critical factor affecting cost and quality. This means creating conditions that motivate employees' participation in work process improvement. Like any successful business, at DMS motivation and incentives go hand-in-hand with exceeding our past performance. Our incentives program is not at all different from the private sector's profit sharing idea. Incentives For Success rewards teams, units, and individuals for achieving results such as savings, efficiency, productivity increase, or quality improvement.

### Open Nomination

Any employee in the agency can submit a nomination form with supporting documents to the chairperson of the Incentives For Success program.

### Peer Evaluation

The chairperson reviews nomination forms to verify that they meet standard criteria. Then the nomination is sent to the agency's Incentives Review Team which is comprised of individuals selected from the service areas. Peer review gives the Incentives For Success program credibility with employees.

### Independent Validation

Winners are submitted to the DMS Office of Inspector General for independent validation that the accomplishment was achieved.

### Public Recognition

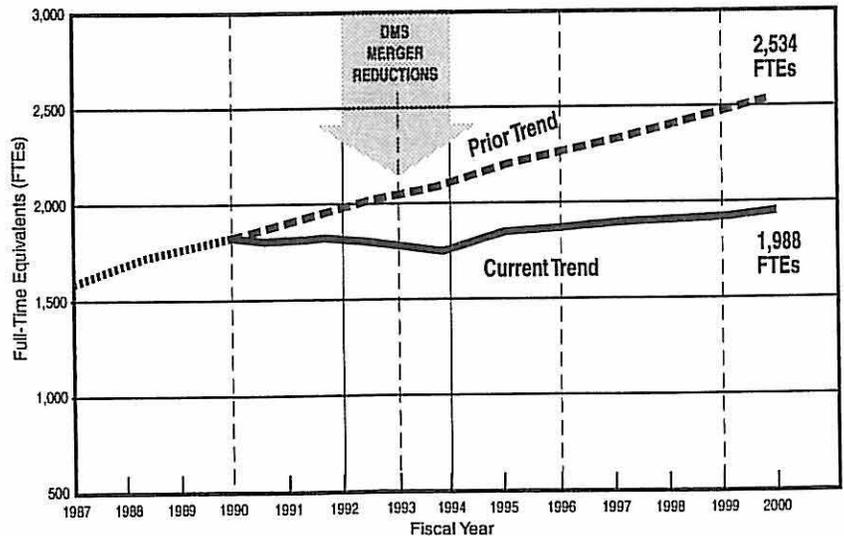
Quarterly employee meetings are held with the employees of each service area. The winning teams and individuals receive public recognition at these events.

Nomination forms are provided to all employees. The reverse side provides criteria to assist employees with nominations and standards for which all eight awards will be judged.

# DOING MORE WITH LESS

The legislation merging the Departments of Administration and General Services contained a requirement to reduce salaries and OPS cost by 5% for the fiscal years 1993-94 and 1994-95. How can DMS do more with work force reductions and at the same time improve the quality of services?

One answer is our CPR strategy and the Incentives For Success program. Another is providing employees with opportunities for professional development and increasing their access to current technology. Investing in employee training and providing quality tools are a basic requirement for private sector organizations to stay in business. Although the cost of training and technology may be considerable, it is more cost effective than additional personnel to perform at the same level. With its statewide governmental role, DMS can set the trend with employee development and the application of technology.



An important factor for increasing performance without increasing personnel is the application of office automation technologies. It is more cost effective to provide training and technology for current employees than increasing the agency's full-time equivalents (FTEs).

Taxpayers are very skeptical of government. They question how efficiently government is working. Many suggest that government should operate in the same manner as a successful business.

Successful businesses are forced, through competition, to constantly manage quality and cost. They tap into the potential of their employees and provide incentives for performance-based results. Private companies usually produce an annual report that lets both the employees and stockholders know how the company is performing. By staying ahead of the competition, providing incentives to employees and reporting results, successful businesses are adding value to their company. Government needs to do the same.

At DMS we are developing performance measures that make us compete against the highest standards of quality and cost in the private sector. We have increased awareness of the "bottom line" and implemented an Incentives For Success program much like profit sharing in the private sector. We have also developed a "report card on results" to communicate how well we are performing. Our *Focus on Productivity and Innovation* booklet is our first report on quality and cost reduction efforts.

By using benchmarking to compare ourselves with the best, by providing employee incentives, and by reporting results we can provide what the taxpayers of Florida are looking for. Governor Chiles is committed, so am I, and so are thousands of dedicated state employees.

**WILLIAM H. LINDNER, Secretary**

### ABOUT THE AUTHOR



Until his appointment as Secretary of Management Services, Mr. Lindner served as the deputy chief of staff-operations for the Governor's Office. His duties included the management of personnel, office budget, administration, citizens' response and information system functions. Particular attention has been paid to re-engineering processes and the implementation of new technologies to increase productivity.

A large part of his professional career has been devoted to the practice of Architecture. Located in Sarasota, his firm designing professional office parks, malls and hotels. He also design, developed and market custom software and computer systems for turnkey solutions for home builders. He graduated from the University of Florida's, School of Architecture.

Editor: Catherine M. Haagenson and Bob Stiff  
Dr. Neil S. Crispo, *Director, Research and Operations*  
Buell G. Duncan, Jr., *Chairman*  
Dominic M. Calabro, *President and Chief Executive Officer*  
Copyright Florida TaxWatch, Inc. November 1993

Ideas in Action is a public forum to present discussion on vital issues affecting the economy, public policy and concerns that touch the lives of many Floridians. Views expressed in this newsletter do not necessarily represent those held by the members, staff, or the distinguished Board of Trustees of Florida TaxWatch.



NON-PROFIT ORG.

**U.S. POSTAGE  
PAID**

TALLAHASSEE, FL  
Permit No. 409

1114 Thomasville Road  
P.O. Box 10209  
Tallahassee, FL 32302  
Phone: (904) 222-5052  
Fax: (904) 222-7476