



Florida Society of Certified Public Managers 2011 Symposium

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Pasco County Clerk & Comptroller

Doctoral Dissertation

An Evaluation of the Relationship of a Public Organization and its use of a Comprehensive Experiential Leadership Training Program

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Determination of Study

- **Relationship between participation in a Comprehensive Experiential Leadership Training Program and:**
 - **Employee Satisfaction**
 - **Customer Satisfaction**
 - **Performance Measure Results**



Literature

- Relevant Literature
 - Knowles: Andragogy
 - Kolb: Theory of Experiential Training
 - Jarvis: Theory about Human Learning
 - Kirkpatrick: Model of Learning and Training Evaluation



Challenges

- Government
 - Political world
 - Public trust must be maintained
 - Efficiency and effectiveness
 - Need well-qualified leaders
 - Technology
 - Accountability



Challenges

- Employee Satisfaction
 - Flatter world – changing rules, changing roles, changing relationships
 - Transforming industries – fewer jobs and higher skill requirements
 - Imagination and motivation are key
 - Networking
 - Multiple perspectives



Challenges

- Customer Satisfaction
 - Obsolete business models
 - Extremely demanding customers
 - Shorter length of product cycles
 - Increased worldwide trade and competition
 - Imagination more valuable than experience in the future



Challenges

Performance Improvement

- 436 publicly traded companies – performance management programs improved business performance (McDonald & Smith, 1995)
- 319 business units – employee development was indirectly related to organizational performance (Koch & McGrath, 1996)



Importance of Training

- Inadequate Training
 - United Kingdom:
 - 850,000 unfavorable events
 - extra hospital days
 - 87 deaths
 - 345 serious injuries

(Department of Health, 2000, p.5)



Importance of Training (cont.)

- Inadequate Training
 - Colorado and Utah:
 - 14,732 cases in 28 hospitals
 - Medical errors = almost 5% of per capita health costs (Thomas et al., 1999)
 - Between 44,000 and 98,000 Americans die annually from medical errors (Agency for Healthcare, 2009)



TRAINING

We
cannot
afford
not to
train.





FDOT Responsibilities

- 300 million daily vehicle miles traveled
 - 41,000 lane miles of state roads
 - 6,381 bridges
 - 800 aviation facilities
 - 29 fixed-route transit systems
 - 14 seaports
 - 2,707 railway miles
 - Spaceport
 - 447 miles N to S; 361 miles E to W
- (FDOT, 2010a)



Study Overview cont'd

- **Study Description**
 - Ex post facto quantitative study
 - Six year research timeframe
 - 2002-2007, inclusive
 - **CELT: FCPM**
 - **Public Agency: FDOT**



Study Overview cont'd

- **FCPM - State Resolution**
- **FDOT was largest user of its services in last 25 years, 18% of FCPM's participants.**
- **21 state agencies are customers of FCPM**



Study Overview cont'd

- **Study Agency**
 - **Florida Department of Transportation**
 - **Divided into 7 geographic Districts**
 - **1,249 FCPM participants up to and including 2007**



Study Overview cont'd

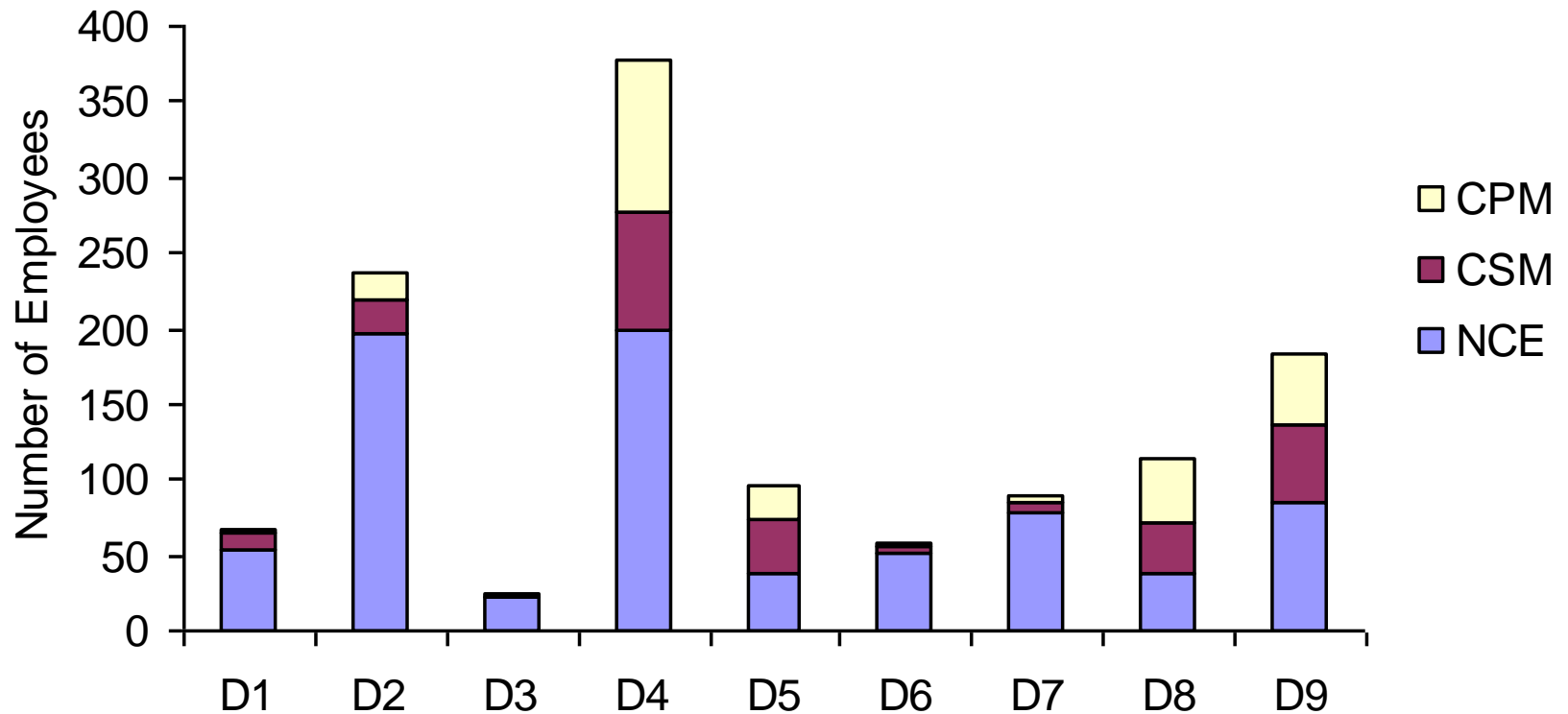
Data Analysis Approaches:

- Existing data were collected, analyzed, and aggregated by district.
- Two-way ANOVAs without replication were run to compare relationships.
- Where possible, results were described by district.



Study Overview cont'd

213 CSM; 244 CPM; D4 - 30%; D3 - 2%

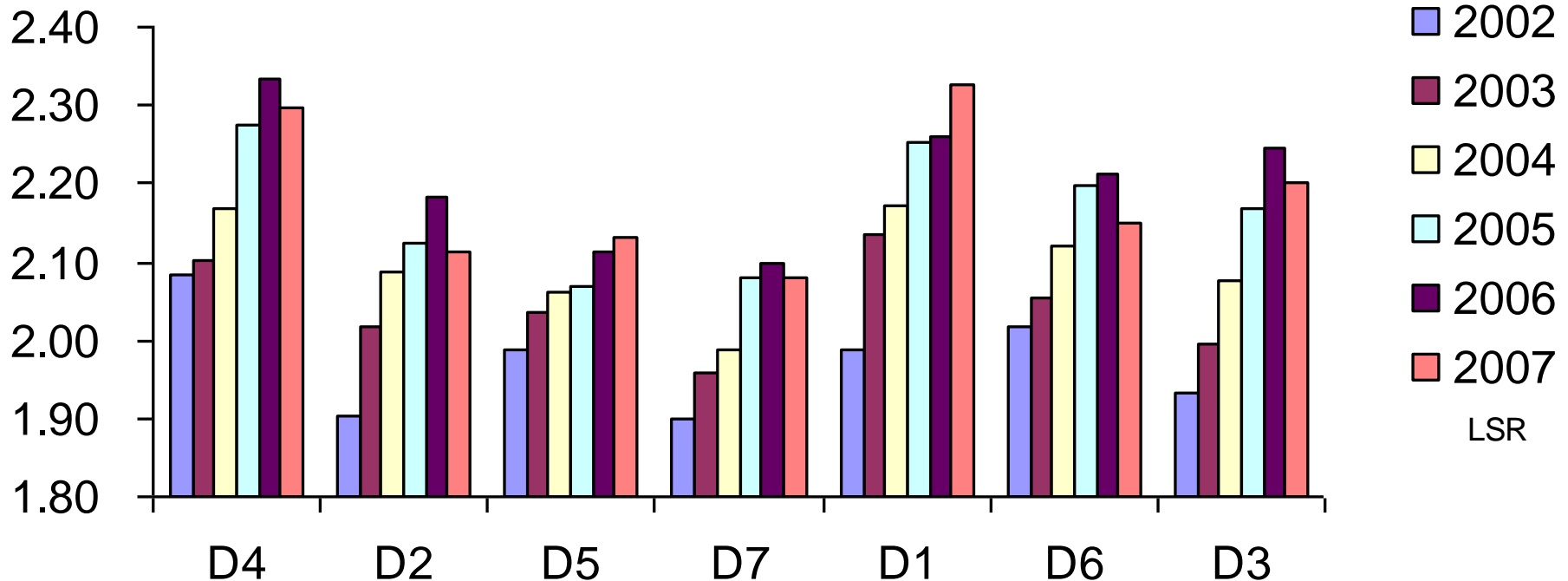




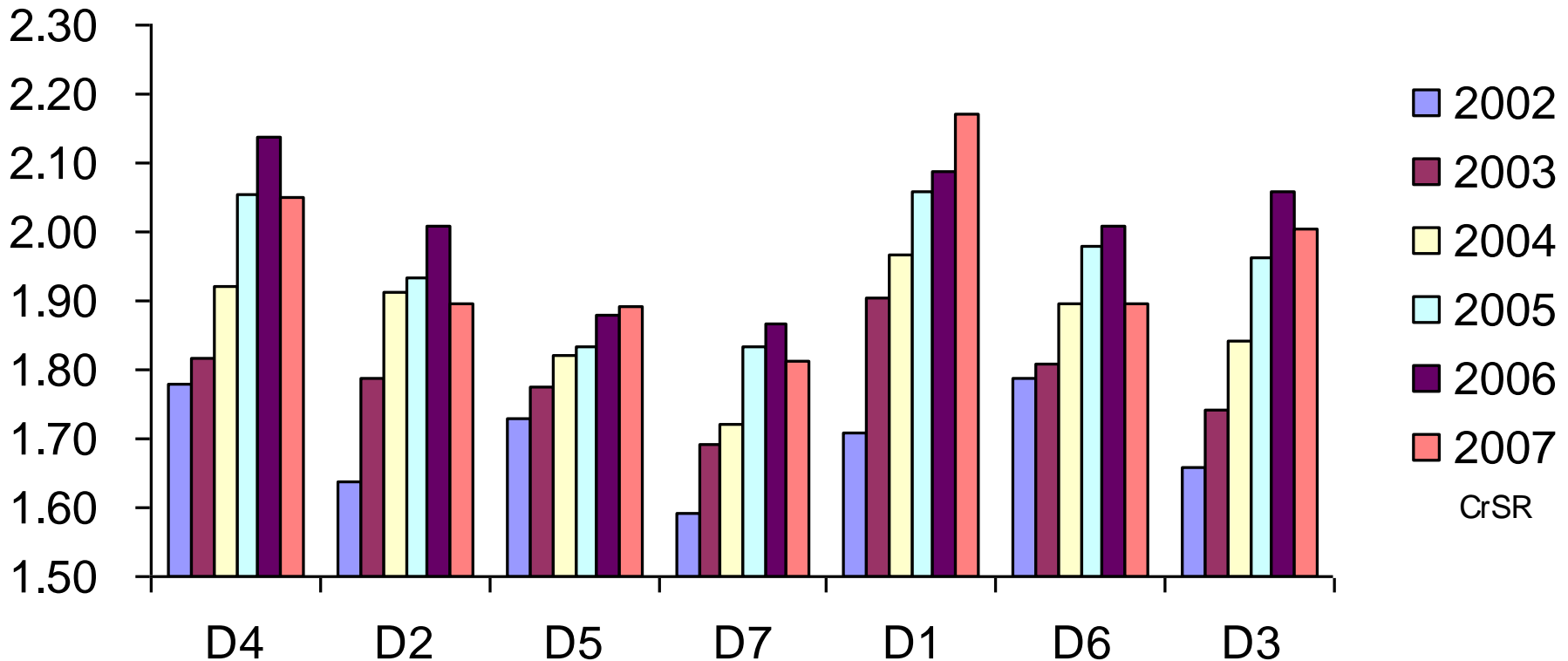
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction?

- Leadership and Human Resource Practices Surveys (LHRPS)
- Seven strategic measures
 - Leadership
 - Credibility
 - Communication
 - Training and Development
 - Employee Involvement
 - Recognition
 - Pay

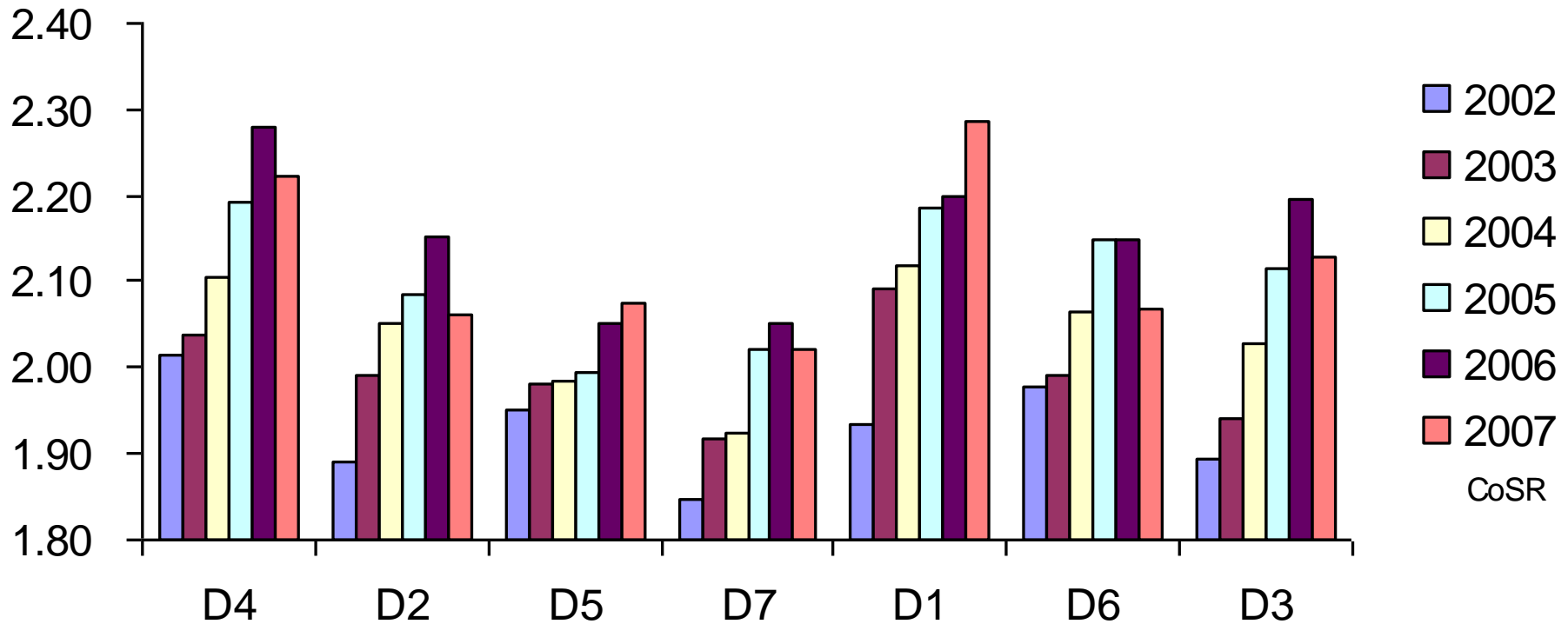
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



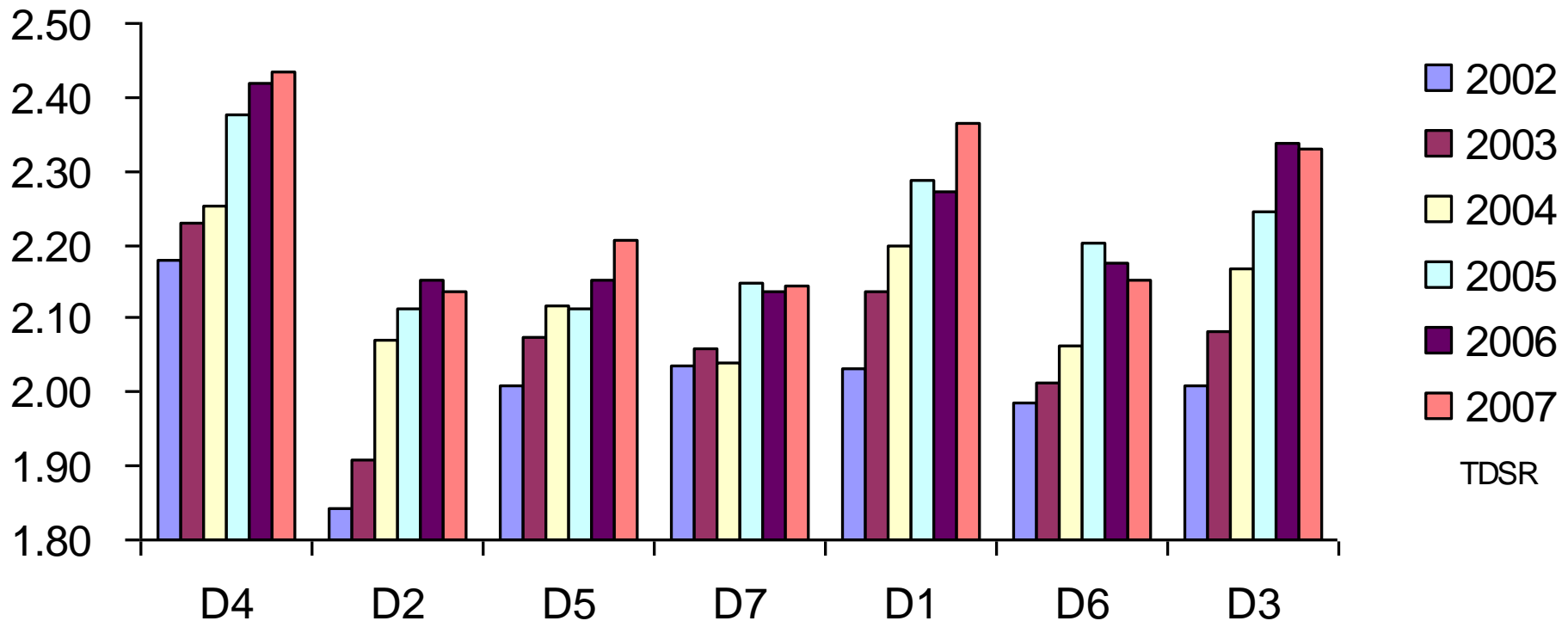
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



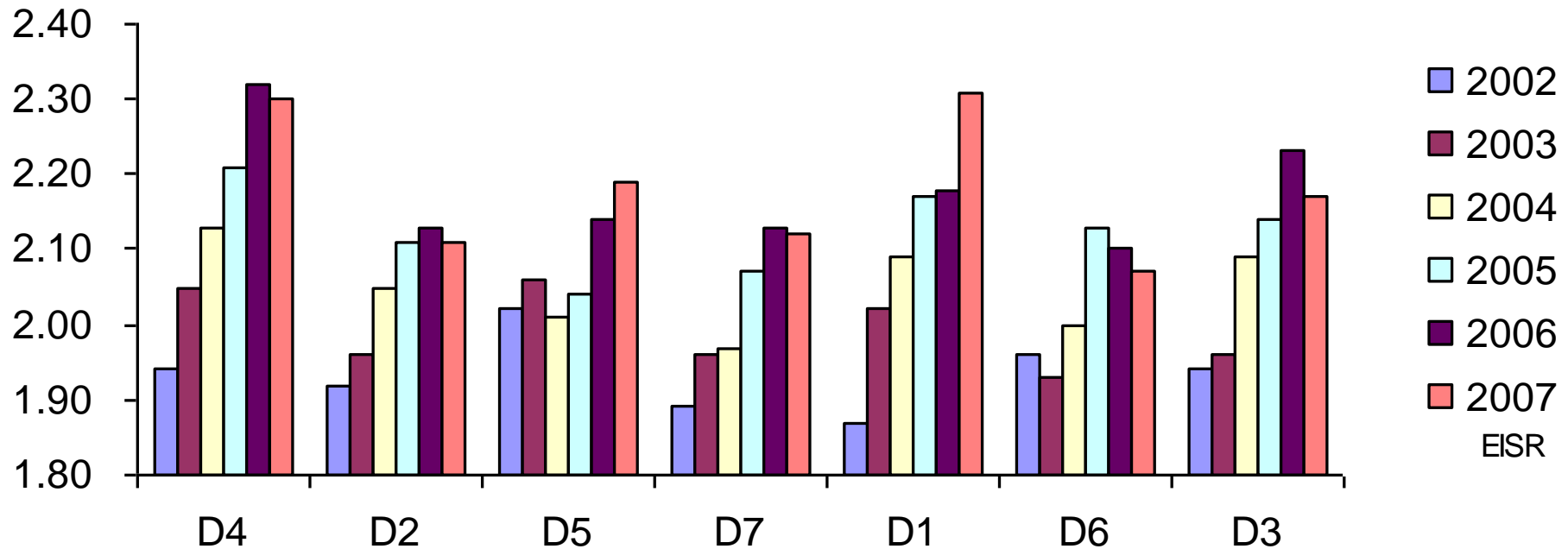
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



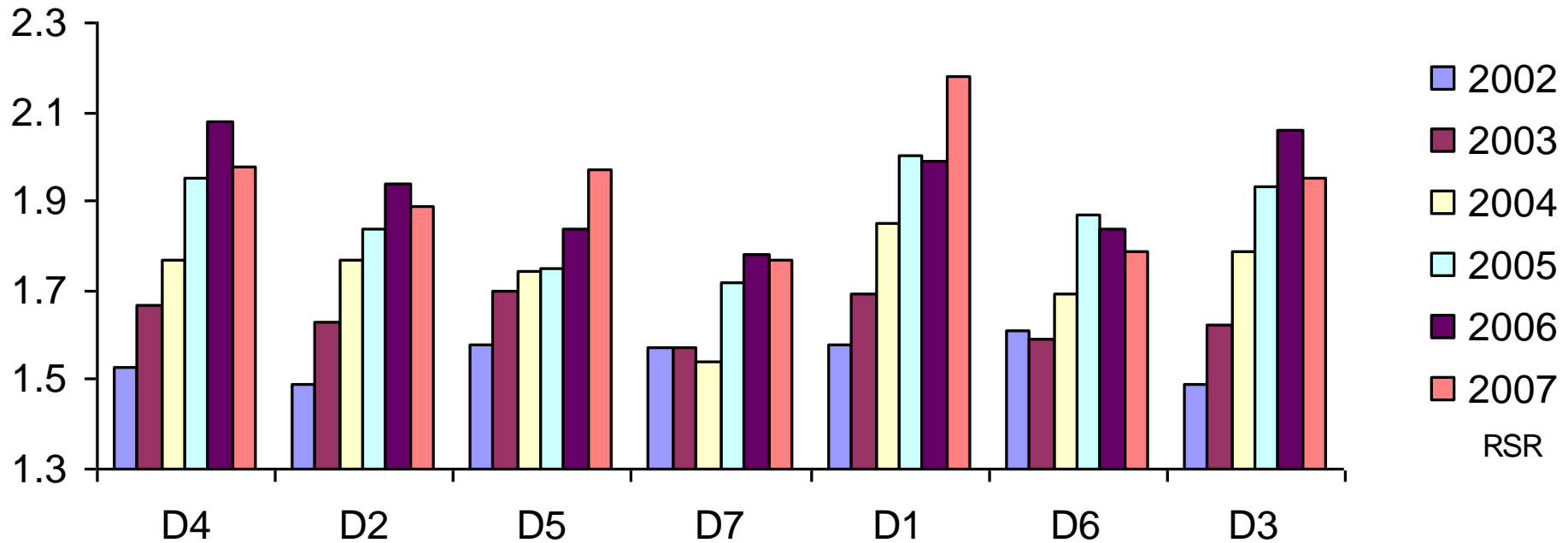
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



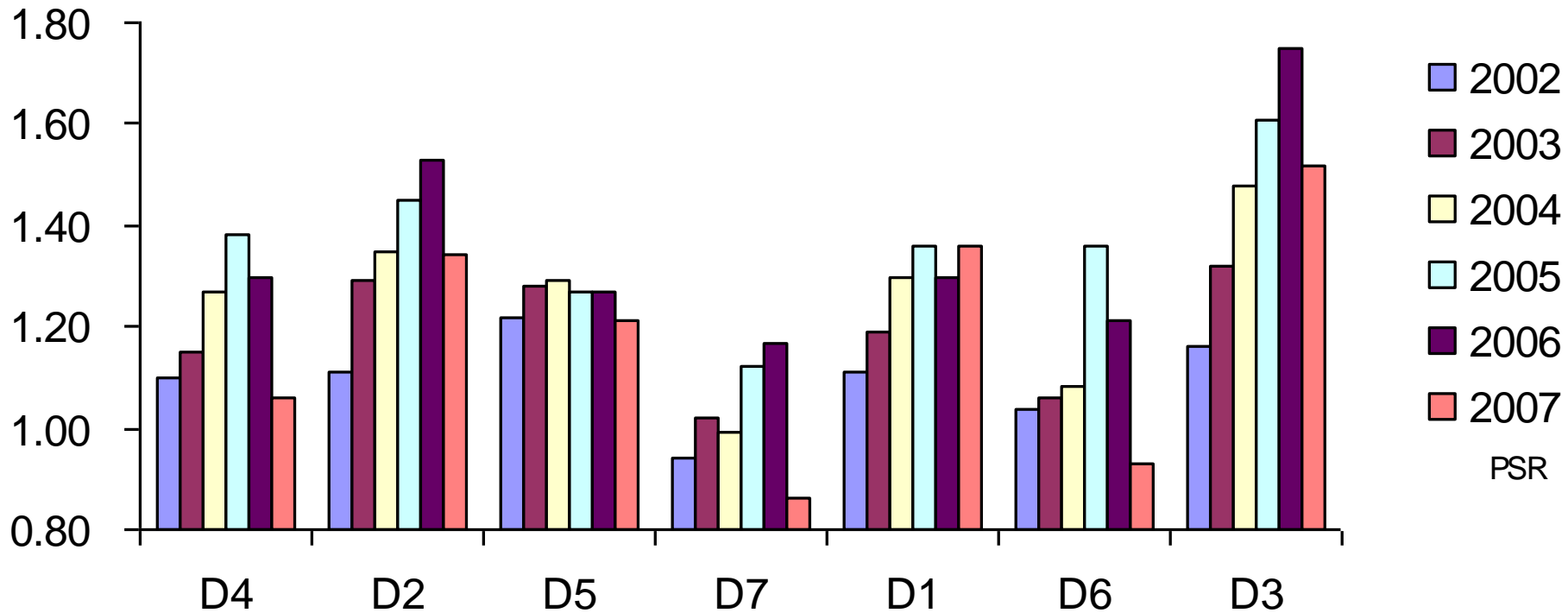
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



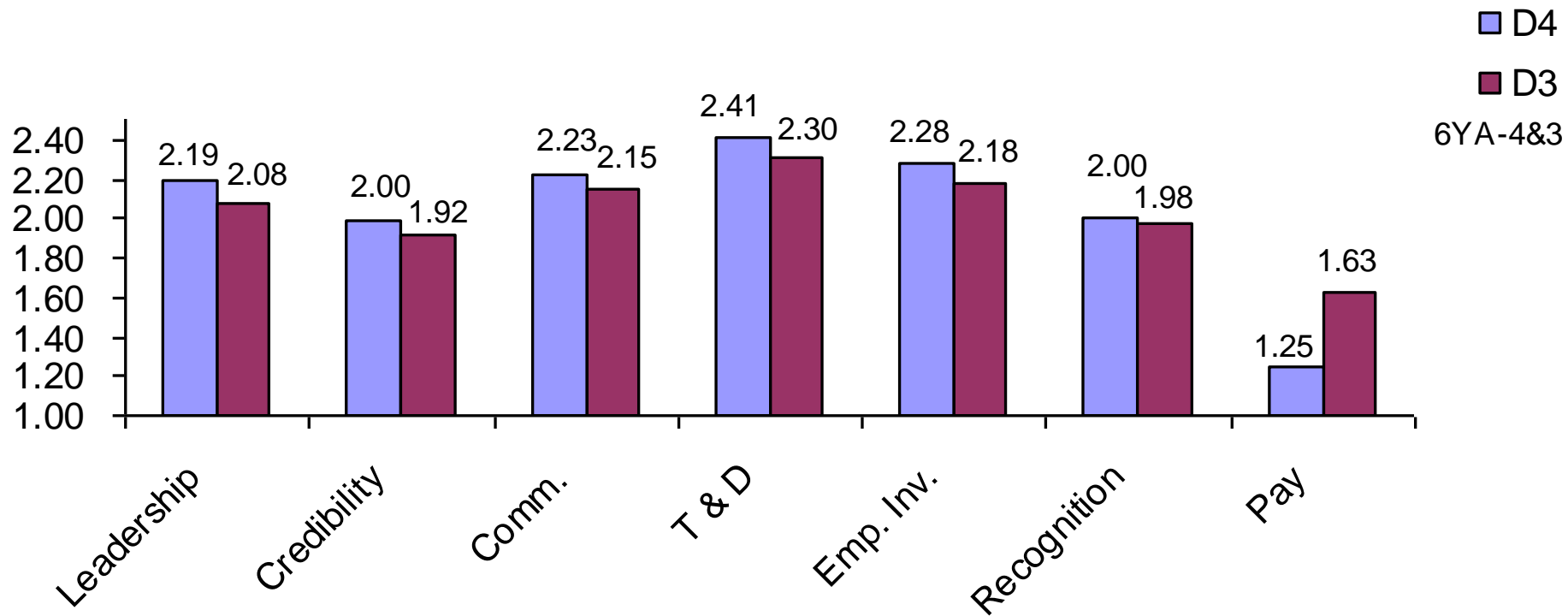
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



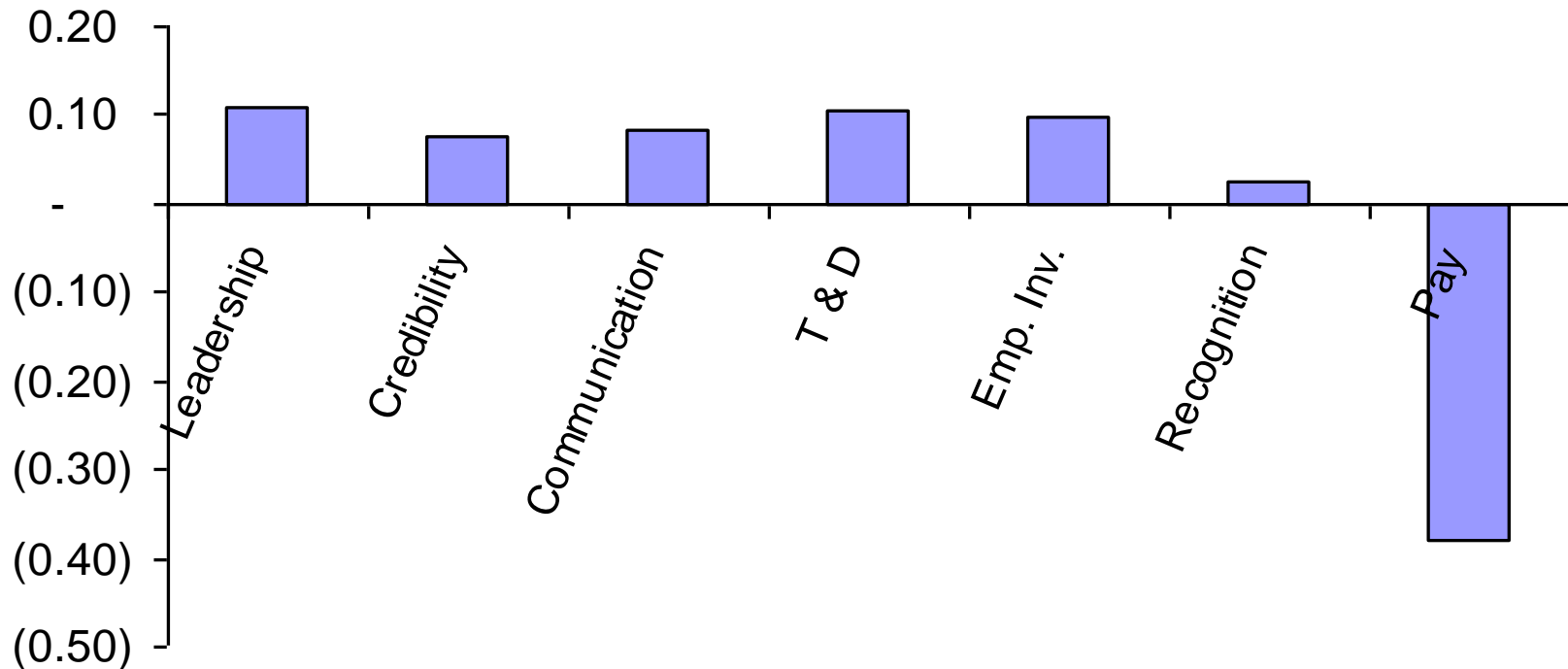
RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd



D4 (377) and D3 (24) Six Year Average Comparison

RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd

■ D4 - D3
6YA-4-3



D4 and D3 Six Year Average Variance



RQ1. What is the relationship between participation in a CELT and Employee Satisfaction? cont'd

- Potential Outliers
 - Population
 - Decrease in 2007
 - Change in leadership
 - Economic Crisis – no pay increases, fifth year of staff reductions
 - District 1 – scored high on all strategic measures, although fifth in participation level
 - District 7 – scored low on most strategic measures, although fourth in participation



Employee Satisfaction

What other factors could have made a difference between districts?

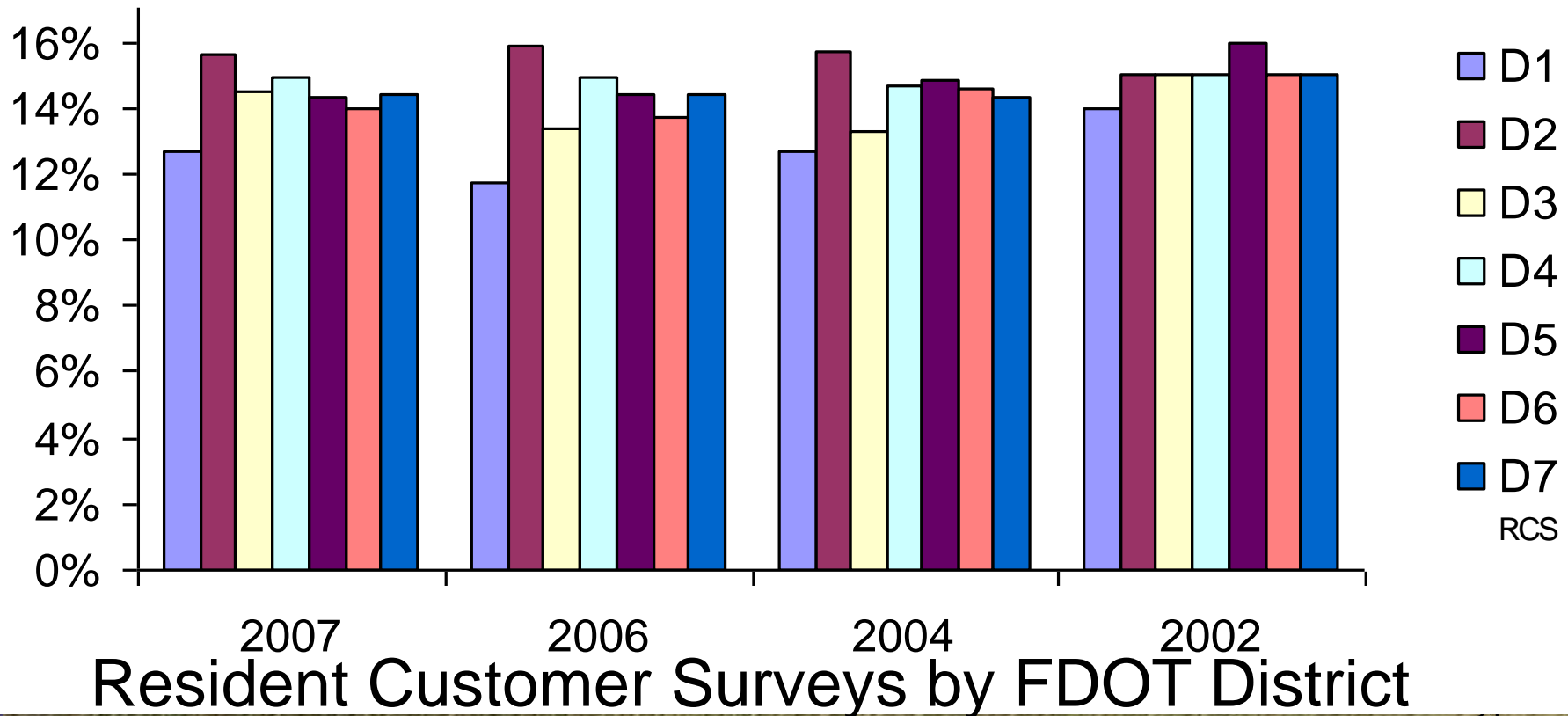


RQ2. What is the relationship between participation in a CELT and Customer Satisfaction?

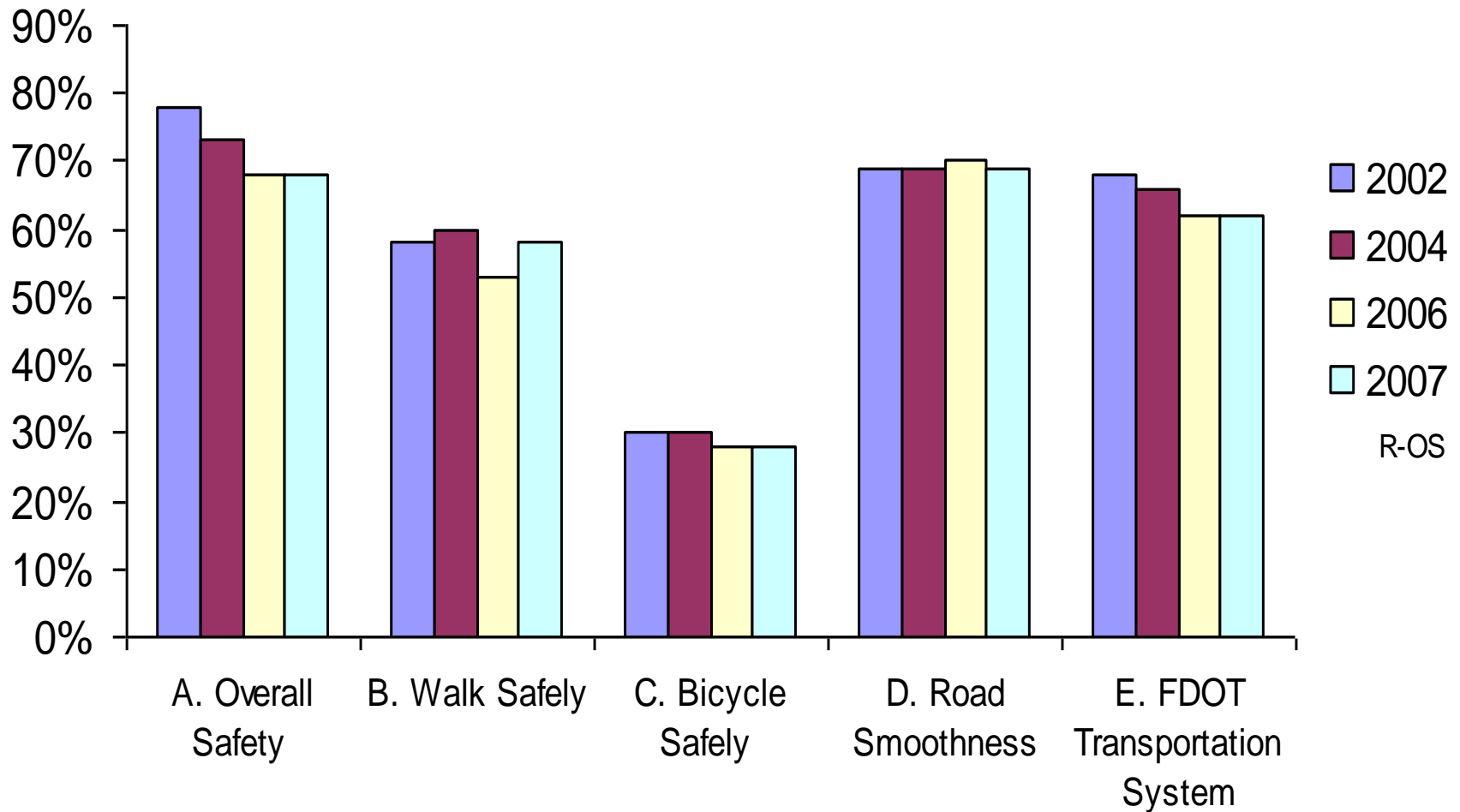
- Used customer surveys from five different customer groups
 - Florida residents (2 4 6 7)
 - Visitors (2 4 7)
 - Commercial Drivers (4 7)
 - Government Officials (2 4 7)
 - Well Elders (2 4 7)
- Little information available by Districts.



RQ2. What is the relationship between participation in a CELT and Customer Satisfaction? cont'd



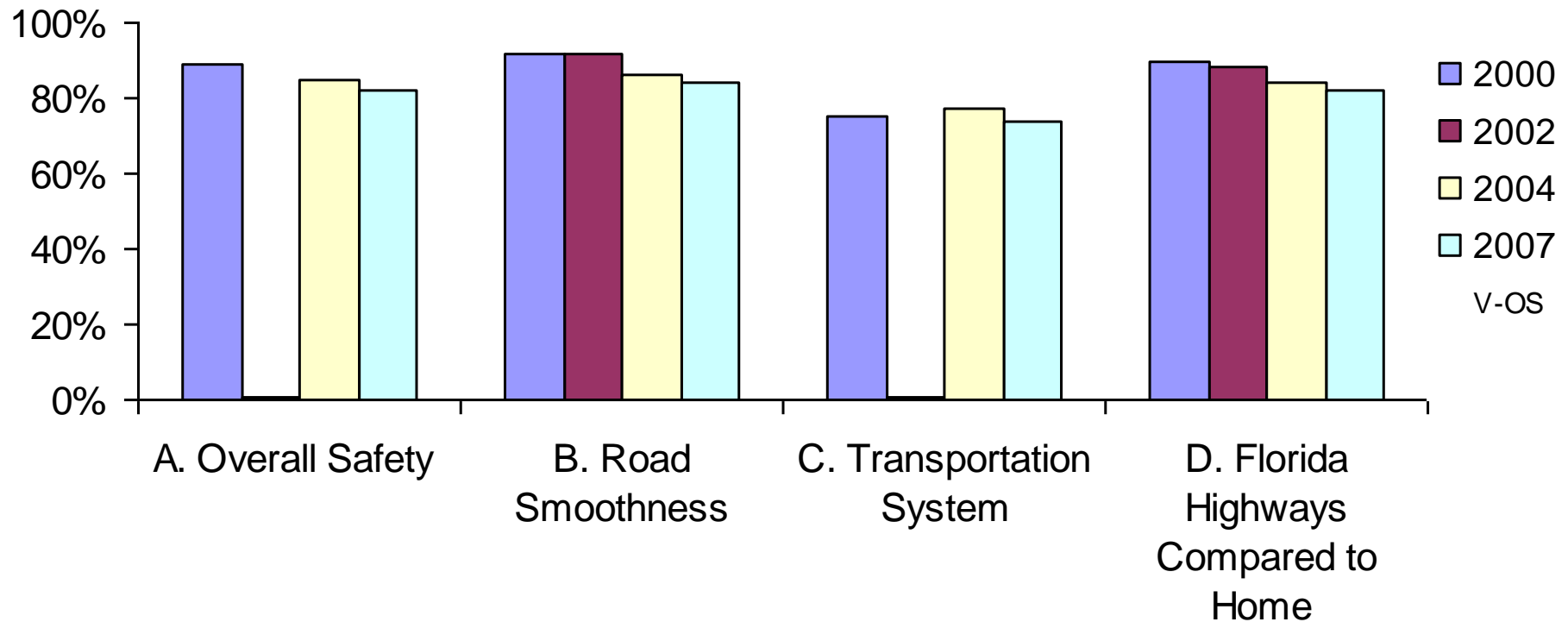
RQ2. What is the relationship between participation in a CELT and Resident Overall Satisfaction?



Resident Overall Satisfaction with State Highway System



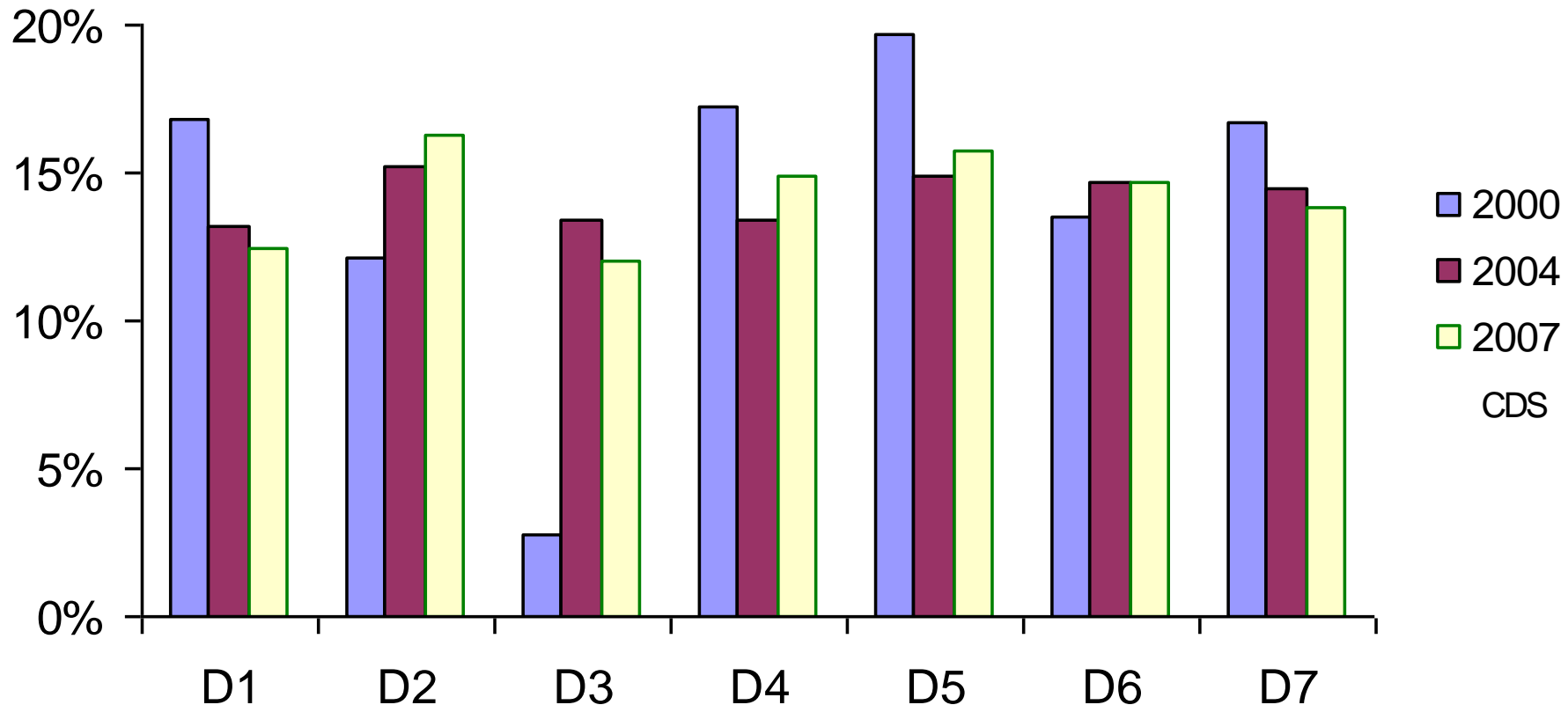
RQ2. What is the relationship between participation in a CELT and Customer Satisfaction? cont'd



Visitor Overall Satisfaction with State Highway System

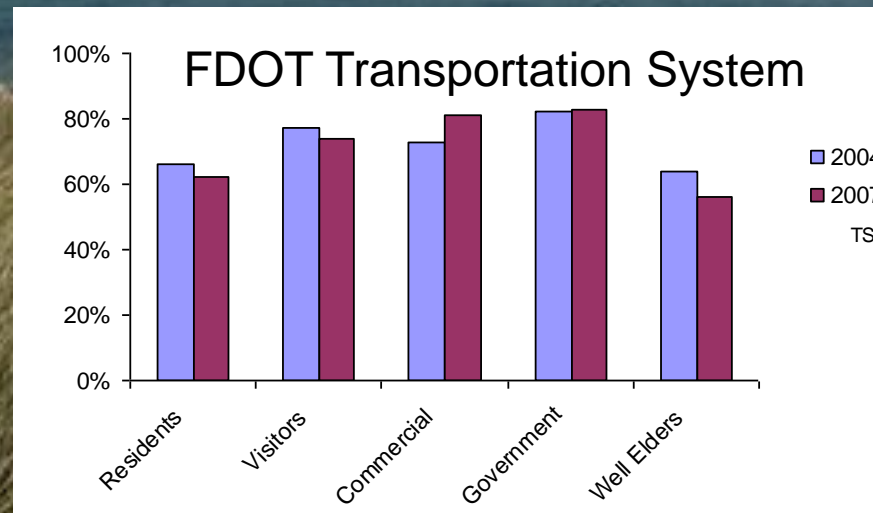
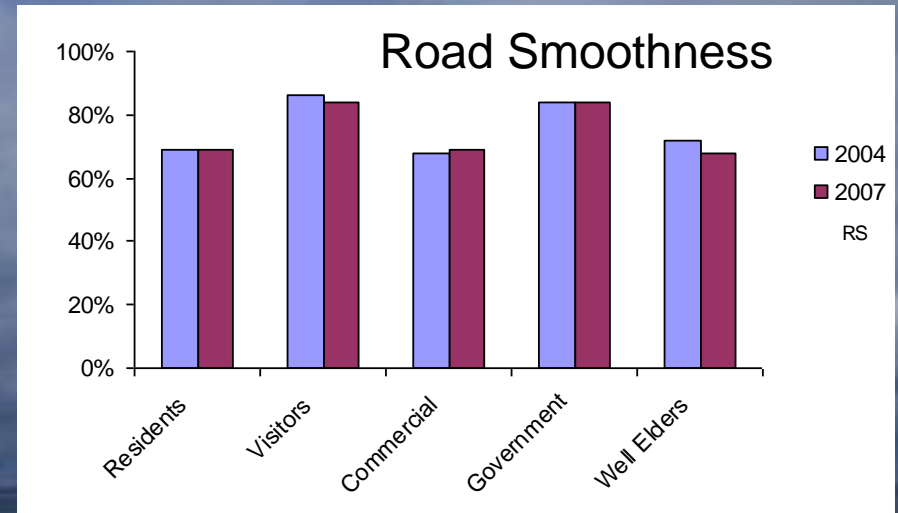
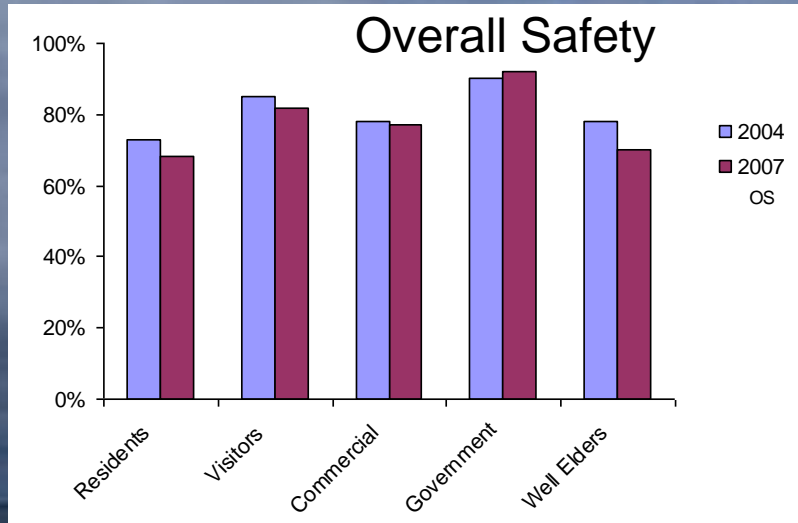


RQ2. What is the relationship between participation in a CELT and Customer Satisfaction? cont'd






RQ2. What is the relationship between participation in a CELT and Customer Satisfaction? cont'd





Customer Satisfaction

What tools are you using to determine if your customers are satisfied?



RQ3. What is the relationship between participation in a CELT and Performance Measure Results?

- Used Annual Performance and Production Review Reports prepared annually by the FTC
- Compared Performance Measures
- Five Performance Measures could be evaluated by Districts



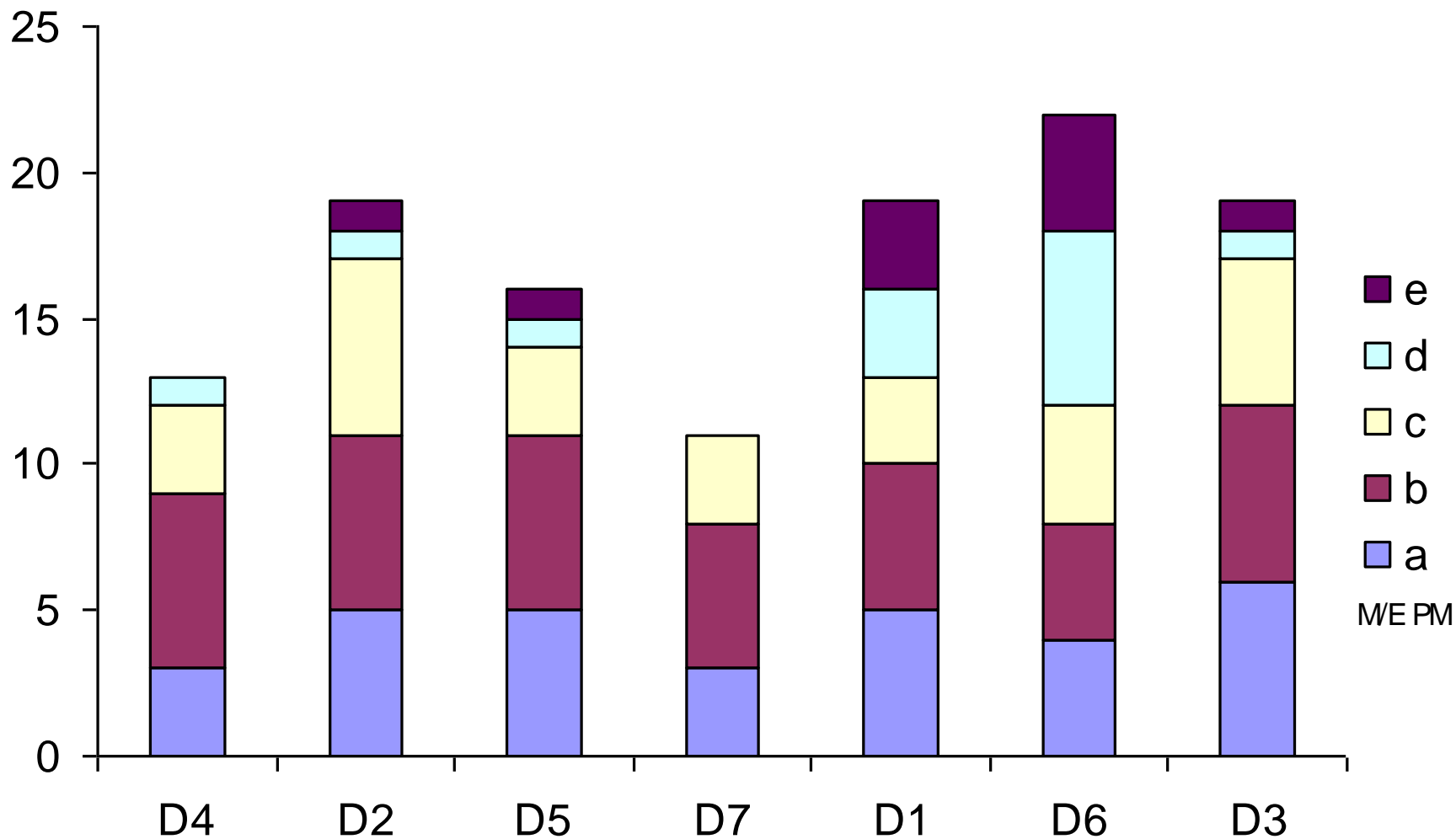
RQ3. What is the relationship between participation in a CELT and Performance Measure Results? cont'd

FDOT Performance Measures

1. Cost-Effective and Efficient Business Practices: Production
2. Preservation of Current State Highway System
3. Capacity Improvements: Highway & All Public Transportation Modes
4. Cost Effective & Efficient Business Practices: Finance & Admin.
5. Minority and Disadvantaged Business Programs
6. Safety Initiatives
7. Florida's Turnpike Enterprise

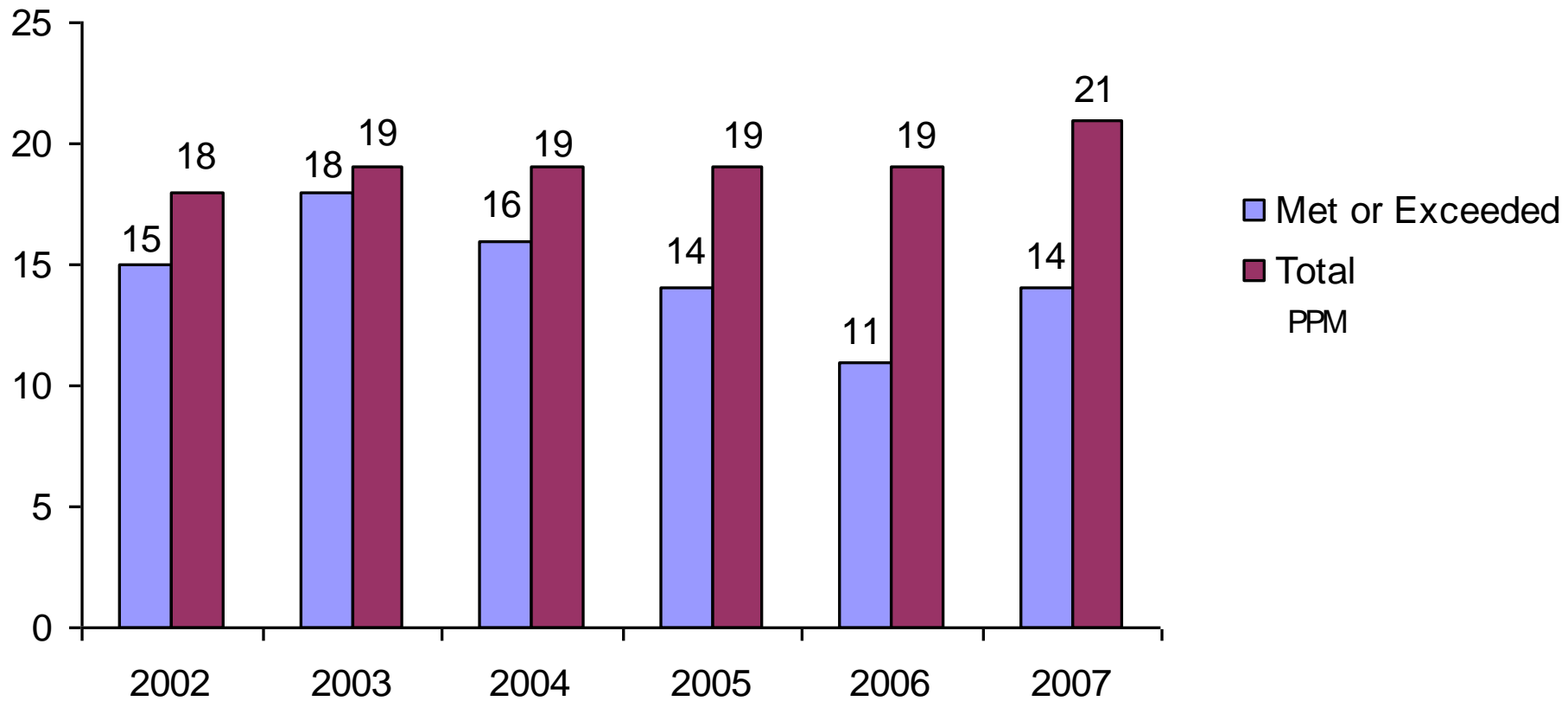


RQ3. What is the relationship between participation in a CELT and Performance Measure Results? cont'd





RQ3. What is the relationship between participation in a CELT and Performance Measure Results? cont'd





Performance Measures

- Are you using performance measures?
- Do your performance measures make sense?
- How could they be adjusted to help administration/supervisors/employees lead and guide the organization?



Conclusions

- Positive relationship demonstrated for Employee Satisfaction
- Positive relationship not demonstrated for Customer Satisfaction and Performance Measures
- Considerations – Leadership Change, Economic Crisis, Questions not designed for study, FDOT continued to update questions and performance measure approach

Pasco County's CPM Journey



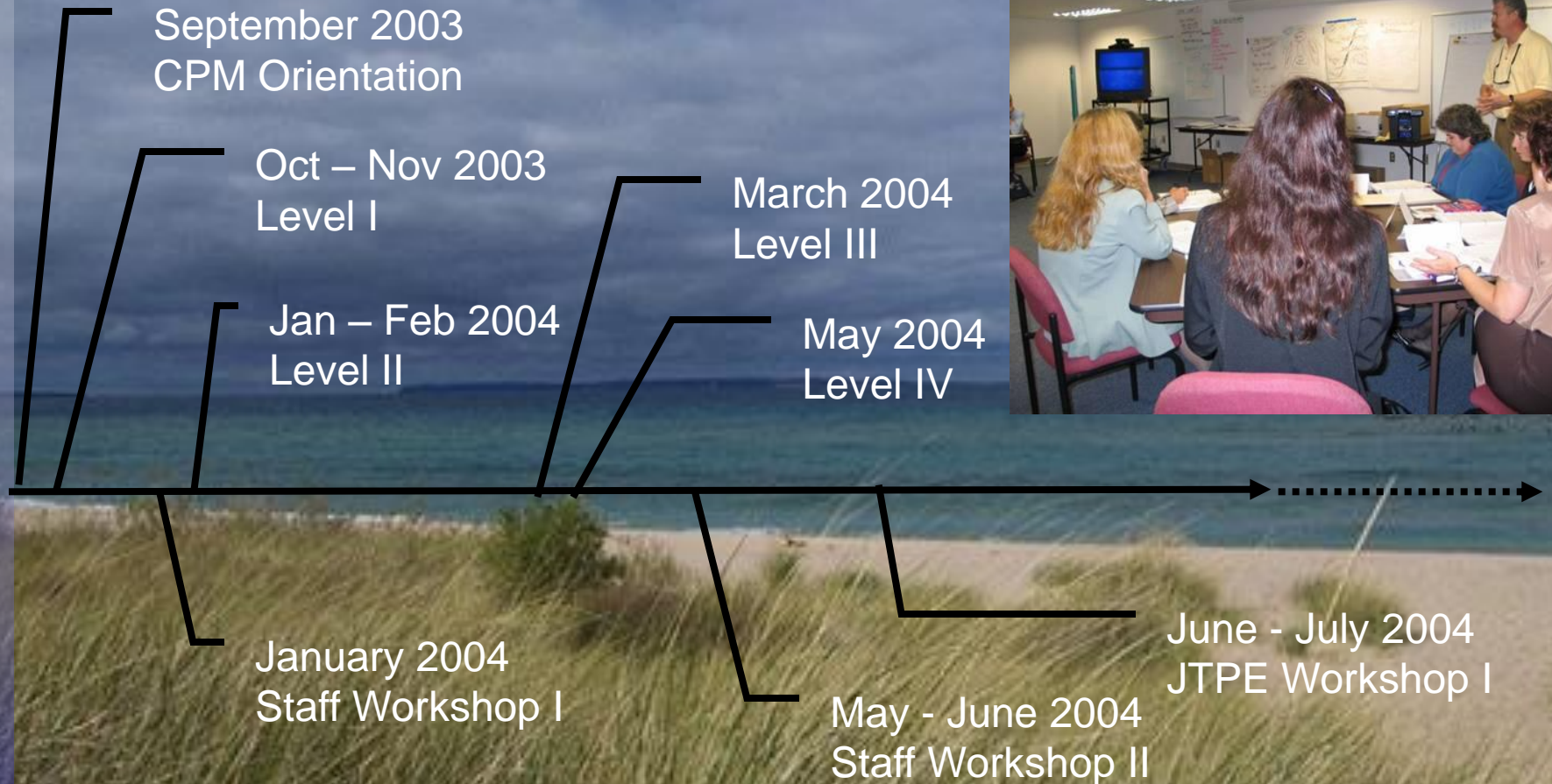
2003 - 2010

Pasco County's CPM Journey

Mission Statement:

**We serve with integrity,
professionalism, and
compassion as we safeguard
our customers' interests.**

Pasco County's CPM Journey



Pasco County's CPM Journey

October 2004
CARE Level V
Beta Level I

January 2005
CARE Level VI
Beta Level II

April 2005
CARE Level VII
Beta Level III



May 2005
JTPE Workshop II

March 2005
Staff Workshop III



Pasco County's CPM Journey

October 2005
Beta Level V
Gamma Level I

January 2006
Beta Level VI
Gamma Level II

April 2006
Beta Level VII
Gamma Level III

June & August 2006
Beta Level VIII
Tallahassee-Lakeland

May 2006
JTPE Workshop III

March 2006
Staff Workshop V



Pasco County's CPM Journey

October 2007
Gamma Level V
Delta Level I

January 2008
Gamma Level VI
Delta Level II

August 2008
Level VIII
Lakeland

April 2008
Gamma Level VII
Delta Level III

May 2007
JTPE Workshop IV

July 2008
JTPE Workshop V



Pasco County's CPM Journey



CPM Participation

53 CPMs

78 CSMs

346 Budgeted Positions

Employee Satisfaction

- Cut 85 positions in 2009
- No raises in 3 years
- State funding changes
- Aging Technology

Employee Appreciation Ceremonies



In-Service Training

February 21, 2011

Bishop McLaughlin
Performing Arts
Center



Giving Back in Honor and Memory of Teammates



Making Strides Against Breast Cancer

Customer Satisfaction

1. Customer Call Center
2. Replacing Aging Systems
3. Electronic Enhancements
4. Juror Transportation

Call Center

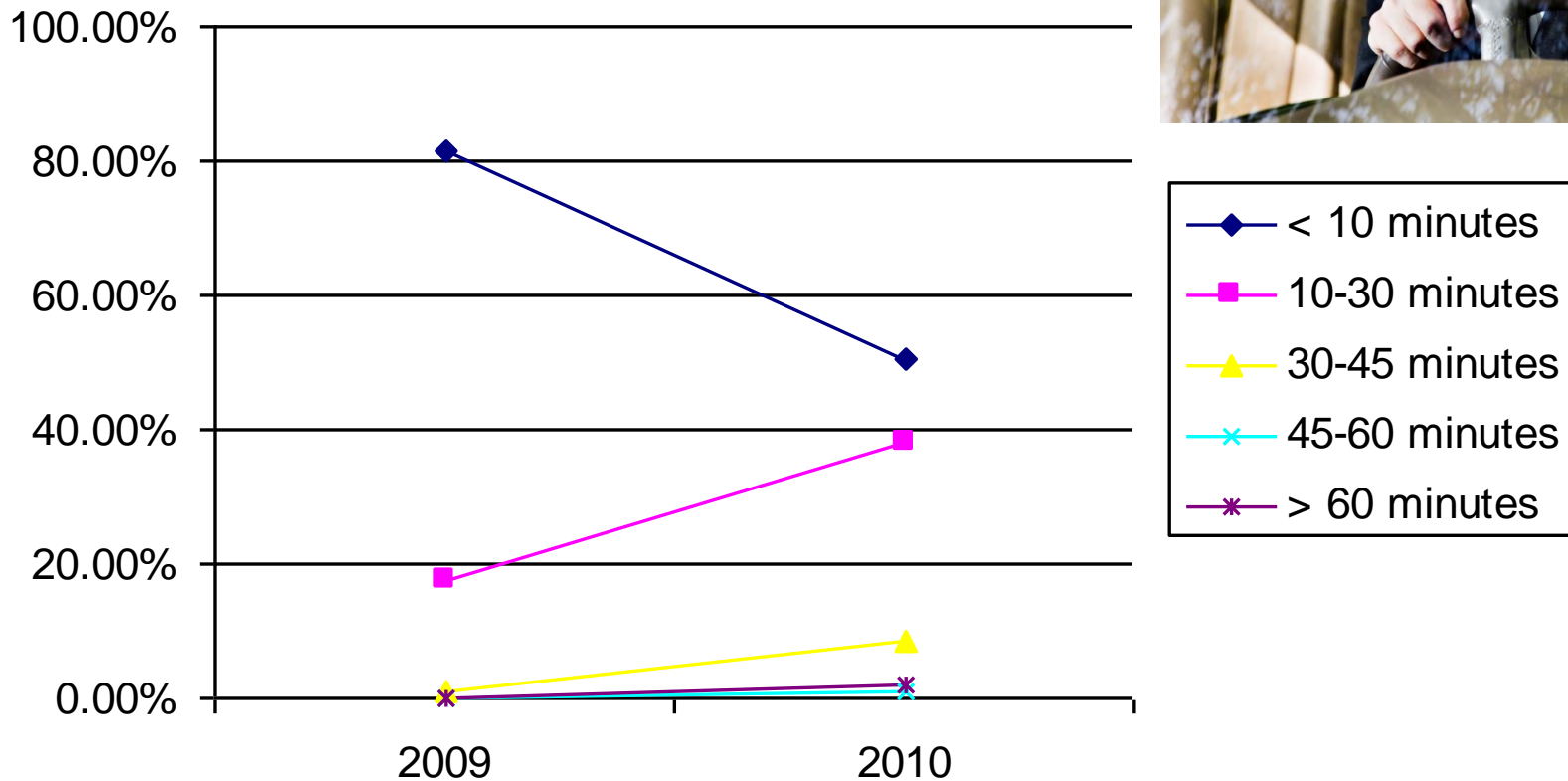
©2006 By CallCenter Comics.com



I DON'T HAVE A BAD ATTITUDE SIR. I ALREADY TOLD YOU THAT WE HAVE OUTSOURCED ALL NON-ESSENTIAL TASKS LIKE BEING EMPATHETIC AND COURTEOUS, SO WE CAN FOCUS ON WHAT'S REALLY IMPORTANT

Customer Satisfaction

Traffic Wait Times



Juror Initiatives



Valentine's Day Group Weddings



Customer Letters

Many examples of
Deputy Clerks
Living our Vision of
Excellence...Always



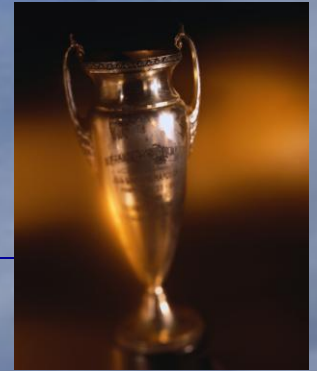
Pasco County's CPM Journey

Performance Measures

State-mandated Timeliness and Collections Performance Measures

- Supreme Court Workgroup Participation
- Best Practices
- Replacing Aging Systems
- Electronic Enhancements

Office Awards



- 2009 Best Place to Work
- 2009 NACO Achievement Award - Customer Flow
- 2010 NACO Achievement Award – Electronic Foreclosures
- 2010 NACO Achievement Award – Integrated MOS
- Certificate of Achievement for Excellence in Reporting – GFOA, 2009 and 2010
- Above and Beyond Award - Sunrise of Pasco County
- Outstanding Recognition Awarded -Salvation Army

Your CPM Journey

- How are you Improving Employee Satisfaction
- How are you Improving Customer Satisfaction
- How are you Improving Performance Measured Results



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& County Comptroller

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