

BRAINSTORM GROUP BPM STRATEGIES CONFERENCE

ENTERPRISE-WIDE PERFORMANCE
AND BUSINESS PROCESS
MANAGEMENT:
SETTING THE GLOBAL AGENDA FOR
THE NEXT 10 YEARS AND BEYOND



DALE WEEKS

SENIOR EXECUTIVE OFFICER

NOVEMBER 2, 2005

NEW YORK CITY

**→ TODAY'S LEARNING PROCESS:
YOUR ISSUES AND YOUR
INVOLVEMENT**

- ① Expect Participation and Involvement**
- ② Think Outside Your “Comfort Zone”**
- ③ Try on the “Boots” of Our Customer or Taxpayer**

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YOUR CUSTOMER NEEDS:

❁ **WHO HOLDS THE “MARKET SHARE” ON PERFORMANCE EXCELLENCE - THE PUBLIC OR PRIVATE SECTOR?**

NOTE: CONSIDER FORTUNE 500 FIRMS SINCE 1970 COMPARED TO TO ANY CITY, COUNTY, STATE, OR FEDERAL AGENCY – GLOBALLY?

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→ A QUICK CUSTOMER SURVEY: YOUR INVOLVEMENT WITH A TAX AGENCY?

**1. How Many Would Report a Success Story -
A Truly Satisfied Customer Where Your
Expectations Were Exceeded?**

OR

**2. How Many Would Report a SOB Story -
A Very Dissatisfied Customer Where Your
Expectations Were Rarely Considered ?**

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TODAY'S 50 MINUTE ADVENTURE

- ① OUR WORLD-CLASS COMPETITIVE VISION – FL DOR- WHO WE ARE & WHY**
- ② OUR 2003-2007 STRATEGIC INITIATIVE – BUSINESS PROCESS MANAGEMENT**
- ③ OUR BALDRIGE JOURNEY - B.P.M. PERF. MEASUREMENT AND ABB**
- ④ OUR BUSINESS RESULTS & WHAT WE HAVE LEARNED**
- ⑤ THE STATE –WIDE FLORIDA VIEW – OUR \$50B BUDGET AND BEYOND**

Our Vision

We will be competitive with world-class organizations.

We will exemplify the best of public service.

We will demonstrate integrity in all of our actions.

Our Mission

To achieve our vision to serve Floridians, we will:

Innovate.
Pioneer change.
Promote excellence.



We believe that we **must compete to** continue to serve the taxpayers, families and businesses of Florida, providing quality service at the same or lower cost than world-class organizations. We will compete by pioneering innovations in law administration, technology and business process management. Our challenge is to match or **surpass the world's best** – whether public or private – at everything we do.

We believe that **our task is to change the lives of Floridians for the better.**

We seek not to preserve the status quo but to challenge it. We will not rest until we have made a significant positive difference in the lives of those we serve.

We believe that public service is a public trust. We will demonstrate impeccable integrity, enforcing the law uniformly without fear or favor. **Our conduct will inspire Floridians' confidence** in our integrity and competence.

When strict interpretation of the law produces an unfair, unintended result, we will seek a fair, reasonable solution within the discretion allowed by law.

We believe that those called to public service **have a responsibility to each other.** Ours is a tremendous challenge. **We will succeed** only if we trust each other, invest in each other and bring honest, willing hearts to our daily work.

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➔ OUR VALUES

① OF CHARACTER - Integrity, Honesty, Trustworthy, Fairness, Respect, Concern for Others

② OF PERFORMANCE - Service, Excellence, Innovation, Commitment, Communication, Teamwork, Knowledge

➔ OUR GUIDING PRINCIPLES: As Employees We Will

↪ Increase voluntary compliance.

✦ Reduce the burden on those we serve.

✦ Increase productivity.

✦ Reduce costs

✦ Improve service

→ *Our Customers, Stakeholders, Beneficiaries, and Suppliers*

- Policymakers - The Florida Legislature
- Federal Gov't - O.C.S.E.
- State and Local Governments
- Property Tax Appraisers and Tax Collectors
- Governor and Cabinet
- Businesses and Individuals
- Our Delivery Partners - D.M.S., D.C.F., Legal Service Providers - Many Others

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WE ARE LARGE

- **5,300 People, 700+ Leaders; \$400 M Budget**
- **6th Largest State of Florida Agency**
- **Extensive Service Center Network (Florida and Beyond)**
- **Major Programs: General Tax (GTA), Child Support (CSE), and Property Tax (PTA)**
- **Total Taxes Collected = \$ 35 Billion/F.Y.**
- **Total CSE Collections - \$ 1 Billion++**

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STRATEGIC INITIATIVE MANAGEMENT PROCESS - OUR SUCCESS MODEL

- ① Our Steering Committee: 8 to 10 Cross Functional Team Members**
 - ② Our Initiative Leader: Overall Direction**
 - ③ Our Strategies: 4 to 6 Areas**
 - ④ Our Strategy Team Leaders - Single or Co-Leaders**
 - ⑤ Our Strategy Team Members : 25 to 30 People Spread Across Each Strategy Area**
 - ⑥ Our Implementation And Support Team: 5 to 8 Support People (Facilitation, Benchmarking, Recorder)**
- TOTAL = 40 TO 50 PEOPLE FOR EACH INITIATIVE**

★ OUR FAST FORWARD HISTORY (1990-2002)

A. Building a Horizontal, Process Managed Organization (Business Week - Dec.1993)

- Identify strategic objectives
- Analyze key competitive advantages to fulfill objectives
- Define core processes focusing on what's essential to accomplish your goals
- Organize around processes, not functions.

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OUR FAST FORWARD HISTORY (CONT'D)

B. Business Process and Strategic Initiative Management – 2000 - 2003

- **52 Business Processes Identified and Described; 45+ B.P. Owners**
- **Scope: GTA, CSE, SUPPORT, AND ISP**
- **Framework : Matrices and Templates, Level of Change - RR, BP, CI**
- **Qrtly Strategic Planning Reviews - All 75 - 100 Process Owners and Managers**
- **12–14 Strategic Initiatives (“Big Rocks”)**

Our Performance Management Strategic Initiative

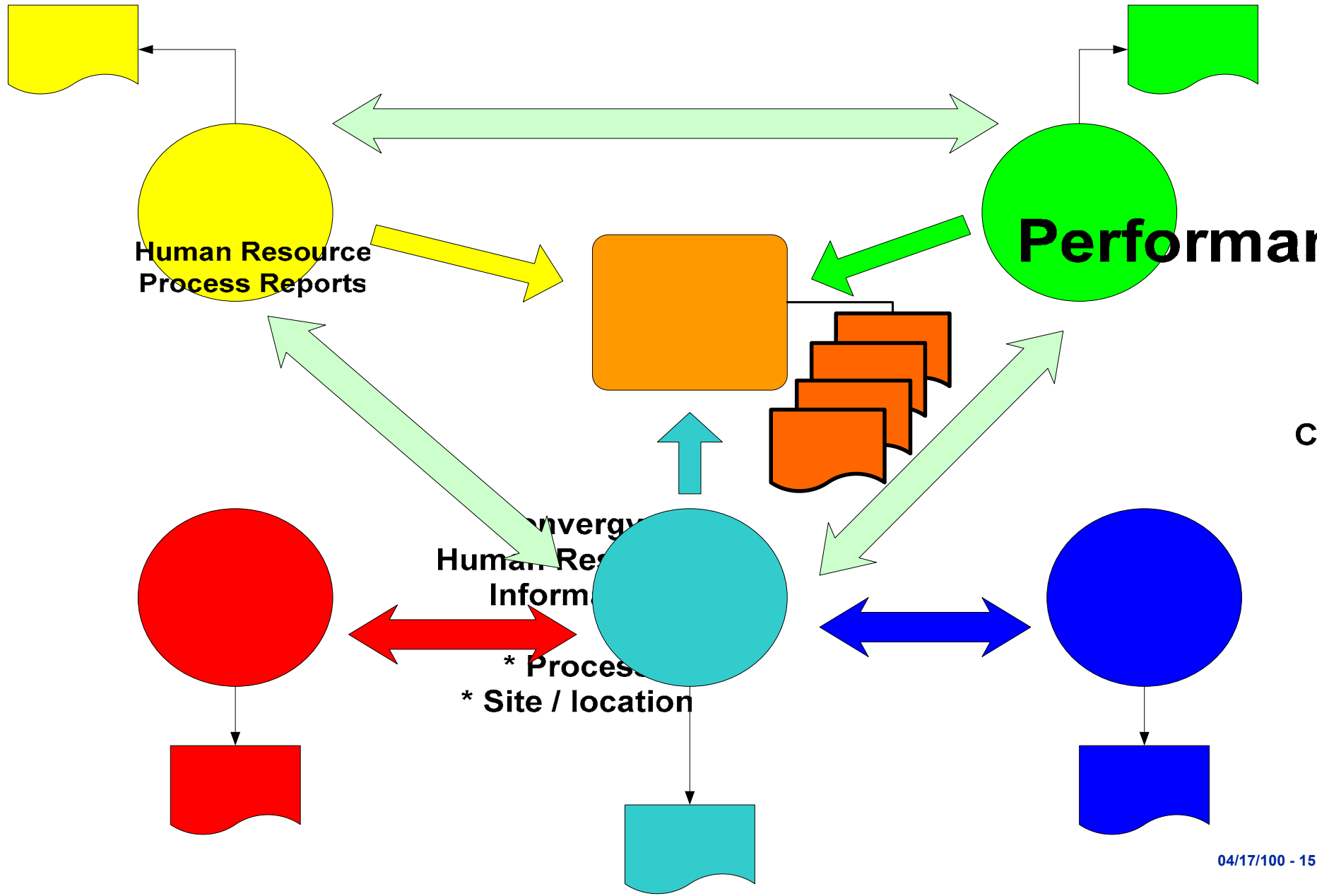


**Improving Performance
One Process at a Time**

Initiative Goals

- **Provide DOR leaders with timely, accurate and relevant information to make effective management decisions and improve process performance.**
- **Give DOR employees timely, accurate and consistent feedback on how their performance contributes to program and agency success.**

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2005 Implementation Progress

- **Six Task Teams Have Been Launched**
 1. **Process Review, Analysis & Validation Team ***
 2. **Resource Allocation & Management Team**
 3. **Benchmarking Team ***
 4. **Standards for Critical Assessment Linked to Employee Evaluation System Team (SCALES)***
 5. **Technology Team**
 6. **Change Management Team**

*** THESE 3 TEAMS WILL BE OUR FOCUS TODAY**

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Process Review, Analysis & Validation (PRAV Team)

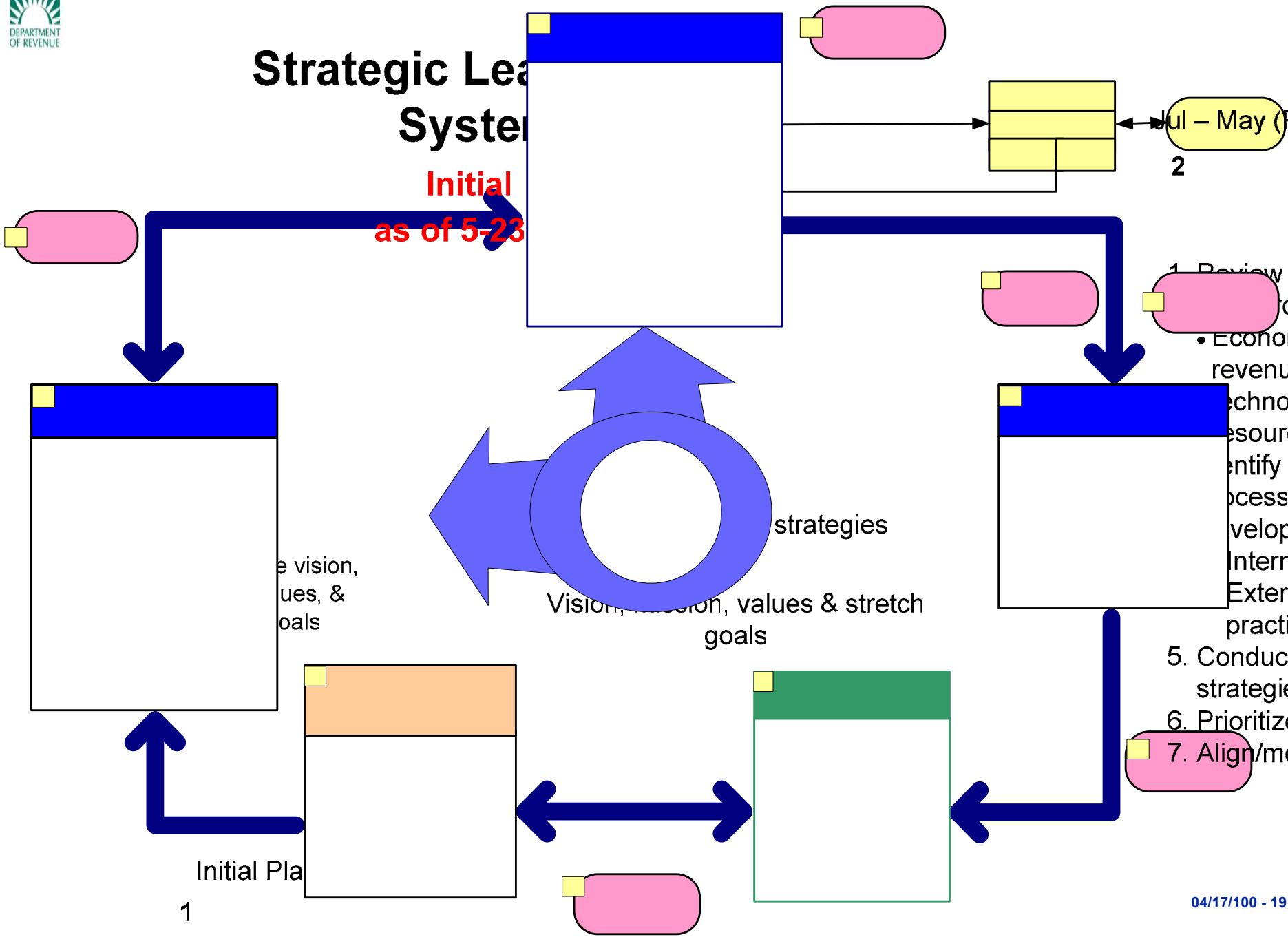
Outcomes:

- **Foundation for Managing the Organization**
- **Promote Common Understanding of DOR Business Processes**
- **Establish Clear Goals and Measurable Outcomes for All Processes Down to the Line Employee**
- **Identify the Roles and Responsibilities of Process Owners and Managers (Leadership Strategic Initiative)**

2005 Implementation Progress

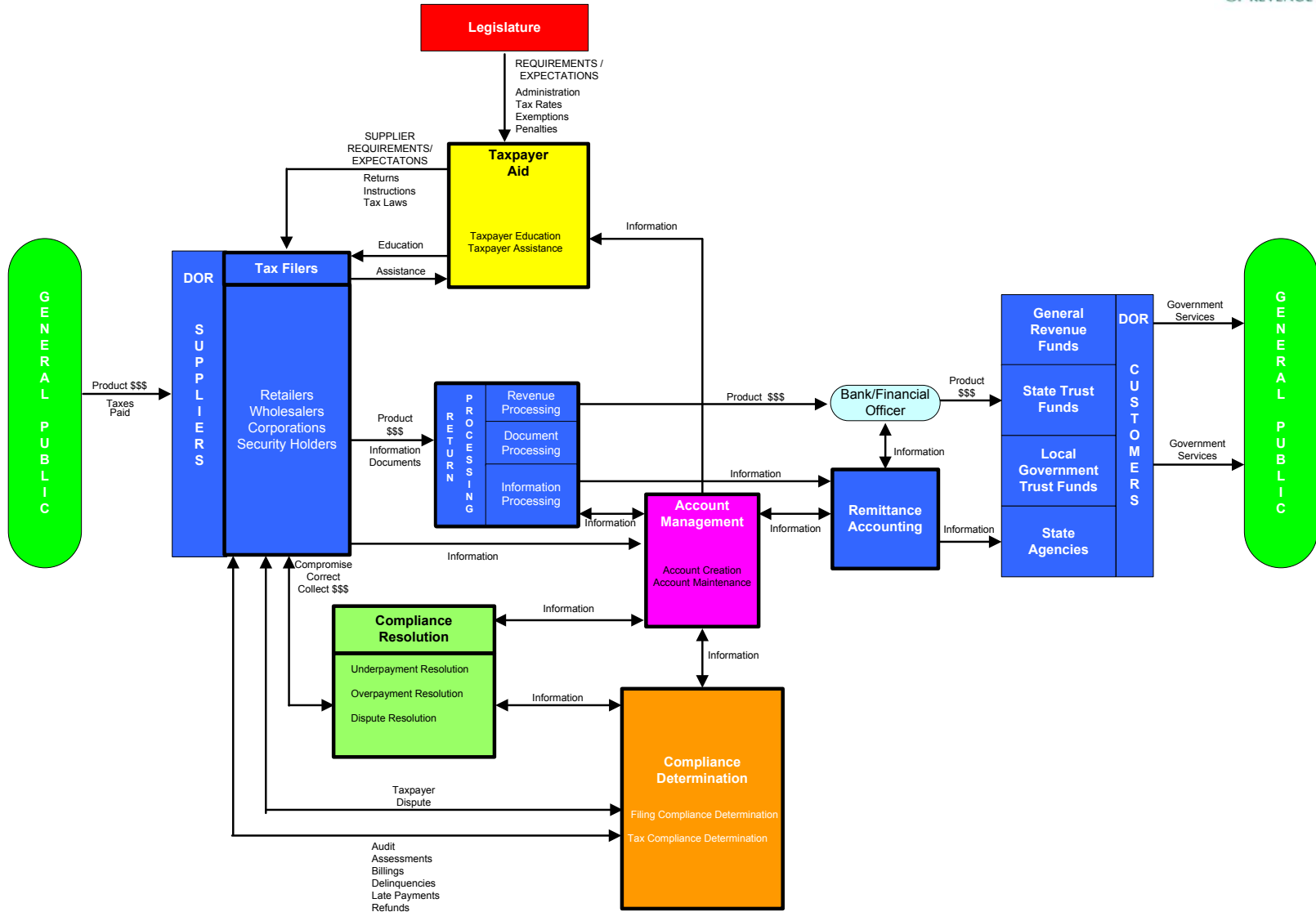
- **Seven BPM Team Deliverables**
 - 1. Info-graphic – Our Vision – to 2007 and Beyond**
 - 2. Business Relationship Diagrams by Program**
 - 3. Business Process Outlines by Core Process, Business Process, Sub-Process, Activity, and Task within Program**
 - 4. Business Process Descriptions for Core Process, Business Process and Sub-Process**
 - 5. BPM Measurement Guidelines**
 - 6. Balanced Scorecard Measures by Program**
 - 7. Leader Roles and Responsibilities Matrix**

Strategic Leadership System



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General Tax Administration Business
Relationship Diagram
as of 11/1/04



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DEPT-WIDE BUSINESS PROCESS SUMMARY

Program	Core BP	BP	SubBP	Totals
1. GTA	6	10	15	31
2. CSE	6	8	23	37
3. PTA	4	14	18	36
4. Admin	5	12	23	40
5. Exec	1	3	9	13
6. ISP	4	6	10	20
GRAND TOTAL	26	53	98	177

Source: DOR BPM DESCRIPTION BOOK.

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GTA DASHBOARD PROPOSAL

1. Customer/Supplier (3): Call Center Service Grade, % of Tax Notices Sent In Error, % of Tax Filers with Zero Non-Compliance in Prior 12 Months.
2. Financial (3): % of State Op Budget Used; Cost Per Tax Filer; Accounts Receivable Progress
3. Business Process (8): % of Tax \$\$ Integrated, % of Taxes Integrated, 6 Core Process Measures
4. Learning and Growth (2): Emp Sat Index, % of First Candidates Hired and Retained for 1 Year
5. Leadership (2): Leader Competency Index, % of Business Plans Deployed

TOTAL NBR OF TOTAL MEASURES = 20 OR LESS

Where Does DOR Want/Need to Be ? Benchmarking Team

Deliverables:

- **Measurement reference table (Complete).**
- **Glossary of process management terms (Complete).**
- **Guidelines for developing and selecting process performance measures (Complete).**
- **Identify, collect and maintain comparative benchmark performance targets from leading public and private organizations. (On-Going).**

3. ACTIVITY BASED BUDGETING (ABB)

Intended result is a true accounting of what is spent on each Business Process/Activity and an expected output achievement for the funds appropriated (ROI).

- Single Agency in Florida**
- 2005-06 Governor's Recommendations will be in ABB format, based on readiness**

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3. ABB: What does this mean?

- Budget will be appropriated at the activity level – not appropriation category
- Allows management of budget and expenditures by business process
- Unit Costs will have meaning

Lines of Appropriation		
	Current	ABB
ASP	16	15
PTA	20	12
CSE	90	34
GTA	64	39
ISP	19	12
Total	209	112

4 BUSINESS RESULTS

→ GTA: \$31 Billion Collected: Annual Growth 10.6%, 4 Year Growth 22.7%; Overall Services Customer Sat. + 93% ; 4 to 1 ROI on SUNTAX; Vision = Best Tax Agency in the World;

→ CSE: 03-04 Collections Exceeds \$1 Billion; 3rd Consecutive Year of Double Digit Collection Increases; Goal = Top 5 Nationally by 2010.

→ PTA: Property Value Assessed = \$1.3 Trillion; TPP Value = \$121 Billion; Stronger Analysis, Quality Local Support

→ SOURCE: 2004 DOR ANNUAL REPORT

4 LESSONS LEARNED

- Rely on Your People - They Have Your Solutions Over Time - Strategic Initiative Teams, Sub-Teams - Not a Top-Down Thing.
- Build on Small Success Stories: Let Those Results Create Your Momentum and Growth.
- Keep Your Strategic Perspective and Vision Constantly in Mind - This Will Take 3 - 5 Years to Fully Deploy Across The Department

4 LESSONS LEARNED (CONT'D)

→ Communication - Continuous Flow Among Each Team and Multiple Channels for Sharing.

→ Listen to Your Employees and Move Forward Even on the Tough People Issues.

→ Do Not Micro-Manage. Trust Your People Based on Your Dept-Wide Values.

**5 THE STATE-WIDE FLORIDA VIEW:
OUR \$50 BILLION BUDGET AND
BEYOND**

**→ Question 1 - Do You Have a State-Wide
Strategic Plan by Business Process?**

**→ Question 2 – What Are Your Common
Core Business Processes For All State
Agencies?**

**→ Question 3 – Who Is Your Proposed
Business Process Owner That Manages
These Processes?**

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THE SIZE OF STATE GOVERNMENT

- 1 YEAR BUDGET (FL) = \$50++ BILLION**
- SAMPLE BUDGET BY FUNCTIONAL AREA :**
 - 1. Education Finance/ Post-Sec. = 44.3 %**
 - 2. Health and Human Services = 23.0 %**
 - 3. Property Tax Aids and Credits = 13.1 %**
 - 4. Environment., Economic Dev., Transp. and State Govt = 9.3 %**
 - 5. Criminal Justice = 4.6%**
 - 6. Family and Early Childhood Ed = 2.0 %**
- 25 - 30 Major Agencies, Depts, and Boards (Estimate)**
- 120,000+ Employees + Links to Counties, Cities**

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➤ THE BIG PICTURE - LINKAGE AT “50,000” FEET

Common Business
Processes for Each
Business
Sector

*The Strategic
Plan_Vision*

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graph TD; A["The Strategic Plan_Vision"] --> B["1. FAMILIES"]; A --> C["2. BUSINESS"]; A --> D["3. LAND & ENVIRONMENT"]; A --> E["4. CRIMINAL JUSTICE"]; A --> F["5. GOVT SERVICE"];
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1. FAMILIES

2. BUSINESS

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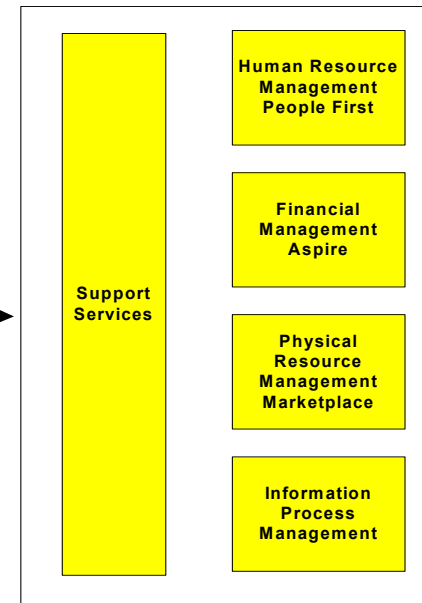
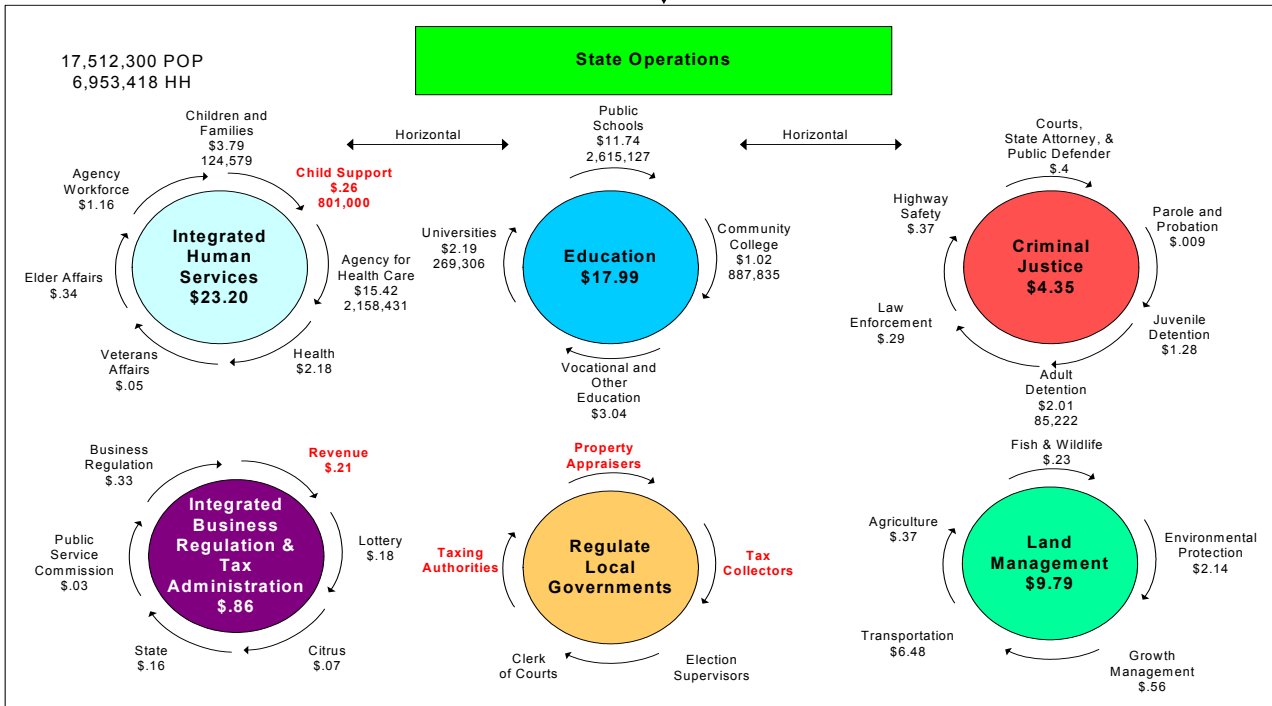
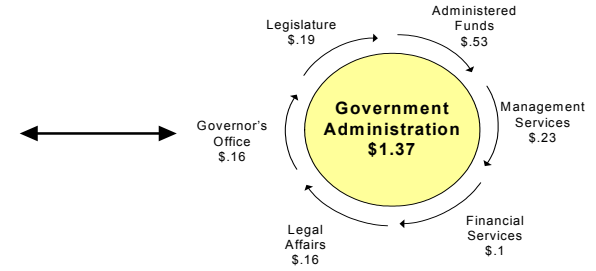
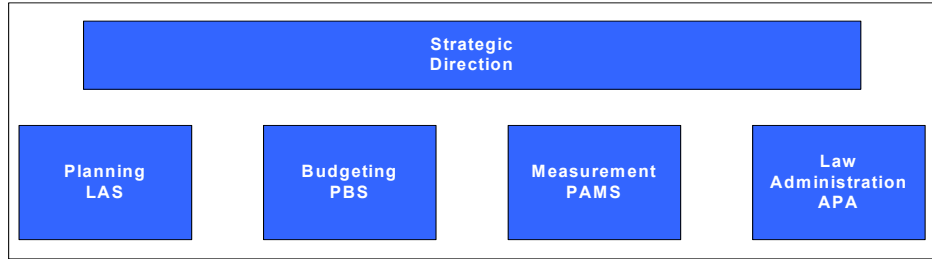
Enterprise-Wide View: 5- 7 Core Processes Per Business Sector
3 to 5 Core Performance Measures/Outcomes Per Business Sector

➔ PROPOSAL: A TOTAL OF NO MORE THAN 20 “CUSTOMER
DRIVEN” OUTCOMES AND MEASURES FOR THE ENTIRE STATE.

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Enterprise Government Business Process Overview

as 11/29/04



WHAT THIS MEANS FOR THE MANAGEMENT OF GOVERNMENT:

- **B.P.M Has Only Begun in Selected Agencies Across the Country and Globally – US, Canada, NZ, UK, AUS.**
- **Support Services, IT, and Financial Management Levels Are Early Adopters (with Six Sigma “Light”).**
- **Extensive Partnership Opportunities Exist Internationally (“The World is Flat” – Tom Friedman, 2005)**

THE CHALLENGE OF PERFORMANCE EXCELLENCE TO US ALL:

→ **Let Persistence, Perseverance, Passion, and Humility Drive Your Commitment to Sustaining The Journey Over the Long Haul.**

**“Ask Not What Your Country
Can Do For You -- Ask What You
Can Do For Your Country”**

JFK, January 20, 1961

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→ OPEN FORUM

→ YOUR QUESTIONS AND ANSWERS

→ WE ENGAGE ALL MESSENGERS

→ FILL MY E-MAIL BOX WITH YOUR
IDEAS!!

WEEKSD@DOR.STATE.FL.US

THANK YOU