



Governor's Sterling Award & Sustained Best Practice



Title of Best Practice: "Employee Engagement through the Team Process"

Description of Best Practice:

The Walton County Tax Collector relies on three types of cross-functional teams to maintain a focus on its mission, encourage performance improvement, generate learning opportunities, and to foster an organizational culture characterized by open communication and an engaged workforce. The first type of team are the standing Process Improvement Teams, including Reward and Recognition, Customer Service Week, Customer Service Wow, Best Practices, Technology, Safety Action, and Employee Fund. The teams are formed through a "speed dating" process where team leaders are provided an opportunity to pitch why team members should join their team. Members are chosen through a draft process based on team member's order of preference and highest interest. These standing teams have a senior leader champion, a strategic priority orientation, and report findings to the Senior Leadership Team quarterly. The second types of teams are project implementation teams, formed on an as-needed basis to plan for the implementation of a specific project. For example, a cross-functional team was formed to plan for the implementation of the driver's license service. The third types of teams are process improvement teams, formed to address a specific issue. For instance a cross-functional team was assembled to develop a plan to evaluate and develop solutions to improve the process of tax distributions.

Results:

As a result of the implementation of this best practice, workforce satisfaction and engagement levels were directly impacted increasing from 93.7% in FY12 to 95.7% in FY13. Workforce survey results for "perception of teamwork" also increased from 93% in FY12 to 96.6% the following year.



Application:

This best practice can be utilized by other organizations by developing a culture in which cross-functional teams are allowed to utilize their creativity and develop new ideas on how to improve organizational performance

