



the Sterling REPORT

Sterling's new generation

As we begin our 20th year of performance excellence, we are looking forward as we move into the next generation of Sterling. It is an exciting time as we continue to look at ways to expand our offerings to provide the tangible tools that organizations need to become lean, identify innovation, and enhance their performance and process drive.

This year, we are introducing several sessions of Six Sigma Green Belt training to help organizations systematically bring about process improvements that will save dollars, time, and make them more efficient in serving customers or producing a product or service. We are also reaching out to both government and private sector organizations to assist them with hands-on methodologies that strategically and systematically improve their business operations. We also will continue to offer the business blueprint to not-for-profits and other businesses that need the core tools and hands-on assistance to maximize their value for their customers.

We are moving more aggressively into the social media arena in order to broadcast the most current news and findings as it relates to the Florida Sterling Council and our management model for performance excellence. Please join us on Facebook, Twitter, YouTube, and our website, www.floridasterling.com. We are also continuing to develop more technology tools to assist us in reaching out to new customers and making sure that we are using multiple mediums to connect to all of our customers.



Staff: Gayle Thompson, Jim Sherlock, Dione Geiger, John Pieno, Pat Sciarappa, & Perry Dollinger

On a regional level, we are supporting efforts in South Florida and Jacksonville to develop communities of learning and sharing around the Baldrige/Sterling Criteria. This is especially important as we continue to identify ways for learning and sharing of best practices to help organizations who are struggling with economic issues and need to limit their travel dollars.

Our only glance into the past is to express our sincerest gratitude to the many volunteers who have supported Sterling over the years. Our Board of Directors, Examiner Corps, and Examination and Conference Committees have all been exceptional. As we celebrate our twenty years of performance excellence, please know that we couldn't have done it without you.

As we look forward, we hope to see all of you, new and veteran, at our 20 year celebration and annual conference at the JW Marriott Orlando Grande Lakes on May 29 – June 1, 2012. Thank you for making Sterling “a state of excellence.”

Sterling / Baldrige: Establish a management culture to survive today & thrive tomorrow



The Sterling Criteria for Performance Excellence are an integrated set of management best practices aimed at increasing customer value, engaging the workforce in driving organizational effectiveness, and creating a better return on investment. The Criteria:

- Provide a framework to enhance productivity, profitability or cost effectiveness, and improve the bottom line;
- Focus on organizational data and information that drive results; and
- Remain current with best business practices that are revised every two years.

When asked by executives “Why Sterling,” I say “Why not?” The Sterling Criteria are basic, common sense, management approaches that should be used by every leader if they are going to be successful. Most of these management principles are applied across every industry. As leaders we should understand both what we are doing well and how we are doing it to be successful.

By asking Criteria based management questions, you are quickly able to identify where you may have gaps in your performance and where you may need to have a more systematic approach to address these opportunities for improvement. For instance, what are your mechanisms for communication both within and outside your organization? How well do they work? How do you measure how effective they are? Do all your key stakeholders understand what is important to driving your business success? How are they contributing to this success and how do you measure how well this is understood? If not everyone is going in the same direction or does not fully understand what is important, how can you expect them to be fully supportive of your business?

The Sterling Criteria, which make up the Sterling Management System, are the cumulative result of the most advanced thinking in business management and leadership theory and practice in the world today. As was summarized by Jim Collins, author of *Good to Great*, “the Baldrige [Sterling] process is a



Our Final Tribute to the 2011 Florida Sterling Examiner Corp

I Am Interested... what's next?

powerful set of mechanisms for disciplined people to engage in disciplined thought that result in disciplined actions to create great organizations that produce exceptional results.”

We encourage you to step up to the challenge and become one of Florida's greatest organizations.

Assessment Applicant for the Governor's Sterling Award, Sterling Challenge, or Sterling Navigator: Take the step towards organizational success and see where your company stands. As one executive on the Sterling journey recently said, “We have been playing around with the concepts, I just had to kick the can and get us moving forward [with performance excellence.]” Another executive this year commented, “Excellence isn't rocket science, but it is critical to business success and sustainability.”

Criteria Workshops: Commencing in late August, Sterling is offering a series of one-day workshops to help you better understand the Sterling/Baldrige Criteria. The Criteria has been updated this year, so you definitely want to take advantage of the new areas that have been added, such as a new focus on utilizing social media and web-based technologies to listen to your customers. Attend a Criteria workshop to learn more about the Sterling/Baldrige Criteria and understand how to apply the Criteria to your business.

Examiner Training: Want to develop your leadership knowledge and become a more valuable asset to your organization? Think about becoming an examiner! Examiners experience a week of vigorous training in order to provide hands-on organizational assessments of our Governor's Sterling Award Applicants. As was stated by Ken Schiller, Owner of K&N Management, “I would hire a Baldrige [/Sterling] expert hands down over a Harvard MBA.”

If you are interested in knowing more about these opportunities and more, call the Sterling Office at 850-922-5316.

This Year's governor's sterling award recipients



Profile

Manatee County Tax Collector

In the state of Florida, the elected position of County Tax Collector is an independent Constitutional Officer as outlined in Article VIII of the Florida Constitution. There are sixty-four Tax Collectors in the state who are elected every four years. Duly elected by the citizens of Manatee County, Ken Burton Jr., has served as Tax Collector since 1993. The Manatee County Tax Collector's Office (MCTC)(The Office) serves approximately 318,000 citizens located within a 741 square mile area. The primary statutory functions of the Office include acting as agents for the Florida Department of Revenue (DOR) and the Department of Highway Safety and Motor Vehicles (DHSMV) for the collection of local property taxes and motor vehicle and driver license processing which is conducted through four branch offices strategically located across the county and on our internet site, www.taxcollector.com. The Office also processes government payments for the county and surrounding municipalities.

OUR MISSION

The mission of the Manatee County Tax Collector's Office is to perform our duties with integrity and respect, focusing on innovation and serving with excellence.

OUR VISION

Innovating Better Ways to Serve

OUR VALUES

Customer Focus, Innovation, Future Focus, Integrity and Respect, Teamwork, Excellence and Accountability, Community and Social Responsibility

LEADERSHIP

Led by Tax Collector Ken Burton, Jr., the Senior Team is comprised of five directors and his executive assistant. The organization has built a fact-based performance improvement system and integrated technology, process efficiency and agility despite unplanned and unfunded mandates. The leaders demonstrate role model leadership and a commitment to performance improvement through visionary leadership, a focus on ethical behavior, employee engagement, cross-training and social responsibility all predicated on a mission that focuses on "performing duties with integrity and respect." A culture of open communication between and across departments has been accomplished through a Process Based Leadership (PBL) Scorecard system that links goals, strategic objectives and action plans to ensure that all representatives in the organization are contributing through open, organization-wide two-way communications.

STRATEGIC PLANNING

The MCTC conducts strategic planning through a systematic five-step process which begins in May following the legislative updates from the Florida Tax Collectors Association. The steps are Analyze, Approve, Align, Apply and Assess. Our four Key Success Factors (KSFs) are Service, Innovation, People, and Financial; the timetable for accomplishing them is one or three years. Performance measures are identified for each with corresponding goals. Departmental scorecards include additional measures that align with the KSFs and are reviewed monthly during Organizational Performance Reviews. The Office ensures that financial and other resources are available to support the accomplishment of the action plans, while meeting current obligations through regular reviews of the PBL Scorecard.

CUSTOMER & MARKET FOCUS

Through innovative service offerings, MCTC meets and exceeds requirements and expectations of our three customer groups – Tax, Motor Vehicle and Government. Service innovations are identified through the strategic planning process, various customers' listening and learning methods, and by leveraging a customer-focused culture to source improvements through organizational reviews. Innovations include the in-house software program "Checklist" whereby customers are given a printed list identifying items they will need to complete their transaction



GOVERNOR'S
STERLING AWARD

should they need a return visit. To reach as many customers as possible, the delivery channels include phone, website, social media Twitter, Facebook, email and mail inserts. A culture to ensure a consistently positive customer experience and customer engagement is fostered by The BUN (Being Committed to Understanding the Necessity of our Customer Service Requirements), the Secret Shopper program whereby associates who score 100% have lunch with the Tax Collector, and the incorporation of the Six Standards of Excellence.

MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

The MCTC translates organizational performance review findings into priorities for continuous breakthrough improvement and opportunities for innovation through systematic evaluation and improvement of key processes by the Senior Team, the Interdisciplinary Process Improvement Teams (IPITs), and the Quality Assurance (QA) Department. Review findings are integrated into communications with the work groups through monthly Organization Performance Reviews, weekly "Pass Ups/Pass Downs" between the Senior Team and Home Team meetings, daily training sessions, weekly webinars and other special training. The MCTC ensures the accuracy, integrity and reliability of organizational data and information through multiple methods such as data audits, process automation and the implementation of Information Technology (IT) best practices to demonstrate the focus on integrating technology to produce efficiency and enhance effectiveness of operations. The Office makes needed data and information available and accessible to customers through taxcollector.com, social media Facebook and Twitter, supplementary mail inserts, automated phone messages, the Checklist system and face-to-face feedback. The Customer Call Center routinely uses standardized e-mail templates to supplement information conveyed over the phone via electronic means.

WORKFORCE FOCUS

The MCTC has a culture of highly engaged employees focused on the organization's mission "to perform our

duties with integrity and respect," which is characterized by open communication, high performance work, and an engaged workforce through multiple systematic methods. Employees are engaged through mentoring, collaborative learning, cross-training opportunities and open communication focused on achieving MCTC's value of teamwork. Individual and organizational needs for increasing employee knowledge are met through educational benefits that include compensation for achieving academic degree status, tuition reimbursement and conference attendance. Transfer of knowledge from departing or retiring workers is captured through cross-training, mentoring, comprehensive procedures, process mapping, and exit interviews to ensure knowledge is retained in the organization and achieves the core competency of a Knowledgeable and Cross-trained staff. We have an extensive technology-based management system that is fully integrated with the PBL scorecard to monitor our customer and business performance. As a result, we prepare for changing capacity and capability requirements through our focus on our core competency of Agility.

PROCESS MANAGEMENT

The MCTC designs, innovates and deploys overall work systems that support our Vision Mission Values (VMV), KSFs, and Core Competencies. One example is we consolidated and streamlined customer service stations and supporting desktop applications to provide a "one-stop shopping" experience whereby all services are provided by one customer service associate. As a result, our core competencies of Agility and Knowledgeable/Cross-trained Staff were also leveraged. We determine key work process requirements that incorporate input from customers, partners, suppliers and collaborators through multiple methods. Despite the increase in service requirements without an offsetting source of funding, we have been able to sustain our Key Customer Requirements of timely, accurate, and respectful customer service due to our focus on process efficiency. MCTC implements and manages work processes to ensure design requirements are met through monthly Organizational Performance Reviews, direct supervision,

a Plan Do Check Act methodology, and process models that guide and direct improvement. Online procedural manuals incorporate a search reference feature similar to Google and provide quick access to up-to-date state and office forms, procedures and policies to ensure that the work process systems remain timely, accurate, efficient and effective.

RESULTS

- Overall Tax Customer Satisfaction – All Key Requirements – Rating 96%
- Overall Motor Vehicle Customer Satisfaction – All Key Requirements – Rating 96%
- All Government Key Contract Requirements Met – 100%
- Overall Average Branch Wait Time – 5.6 minutes
- % Resort Tax Transactions Processed by E-commerce – 93.6%
- % Property Tax Transactions Processed by E-Commerce – 46.3%
- % Overall Employee Engagement – 96%
- % Overall Employee Satisfaction – 98%
- # Training Hours per Employee Annually – 139
- FTE Per 1,000 Population – 0.247
- Total Operating Costs Per Capita (dollars) – \$ 5.44

"Our office has truly benefitted from the Sterling Management System. The Sterling journey has made us a more agile organization, something that is necessary in today's changing business culture. The processes and business rules that we have implemented over the course of six years has given us the solid infrastructure required to perform our duties with integrity and respect, focus on innovation, and serve with excellence."

- Ken Burton, Jr.
Manatee County Tax Collector

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Profile THE depository trust & clearing corporation

For more than 35 years, DTCC's family of companies has helped automate, centralize, standardize and streamline processes that are critical to the safety and soundness of the capital markets. DTCC, through its subsidiaries, provides clearing, settlement and information services for equities, corporate and municipal bonds, government and mortgage-backed securities, money market instruments and over-the-counter derivatives. In addition, DTCC is a leading processor of mutual funds and insurance transactions, linking funds and carriers with their distribution networks. DTCC's depository provides custody and asset servicing for more than 3.6 million securities issues from the United States and 121 other countries and territories, valued at \$36.5 trillion. In 2010, DTCC settled nearly \$1.66 quadrillion in securities transactions. The company is user-owned, and overseen by a Board of Directors comprised of these users. The Southern Business Center (SBC), located in Tampa, FL, was established in 2004 following the events of 9/11 to further decentralize the clearance and settlement functions of the financial industry. Since its opening, the facility has grown to more than 500 employees, serving as a critical component of DTCC's business continuity strategy.

A proud recipient of numerous awards and a recognized leader in the financial services industry for performance excellence, DTCC has been inducted into the Kaplan and Norton Balanced Score Card Hall of Fame; awarded Six Sigma CEO of the Year; and recognized as the first U.S. financial services company to receive Capability Maturity Model Integration (CMMI) Level 3 certification across its entire enterprise. DTCC's strong commitment to performance excellence is also represented by the number of employees who have sharpened their Six Sigma skills through rigorous certifications programs. To date, DTCC is home to four Six Sigma Master Black Belts, eight Black Belts, more than 100 Green Belts, and more than 150 Lean Yellow Belts.

OUR MISSION

We protect our clients and financial markets and systems as a whole. We leverage our scale and expertise to perfect a more robust, unified infrastructure and promote solutions that systematically reduce risks, amplify operating efficiency and minimize cost.

OUR VISION

We are unwavering in our commitment to drive out risks and costs. To achieve this, we partner with clients to bring stability to the global financial markets and create efficiencies for an ever-expanding industry.

OUR VALUES

DTCC's core values are the foundation upon which our mission and purpose are built. These values are:

- Integrity and Trust
- Quality and Excellence
- Customer Focus
- Employee Focus and Respect
- Innovation
- Teamwork

LEADERSHIP

The SBC leadership team is comprised of a Managing Director, and 13 Vice Presidents representing Operations, Application Development and Maintenance (ADM), Human Resources, Finance, Legal, Risk, New Business and Audit functions. DTCC employs a matrix management structure, enabling a multi-site reporting structure. SBC's management team leads by example and sets the tone of ethical behavior and compliance, making sure there is a consistent application of corporate policies and procedures at the facility. This leadership team is also responsible for communicating corporate direction and performance to maintain employee alignment with the company's strategic direction. This is accomplished in a variety of ways, including site-wide quarterly town hall sessions.



GOVERNOR'S
STERLING AWARD

STRATEGIC PLANNING

DTCC's strategic planning processes are completed in conjunction with the annual business planning, budgeting, and corporate performance review processes. Information is culled from a variety of sources, including performance data from the organization, input from all Managing Directors, several regulatory agencies, and the Board of Directors, which is comprised of senior leaders from several customer organizations within financial services. The strategic planning process culminates in the enterprise-wide deployment of the annual corporate goals. Corporate goals are embedded throughout the organization, incorporating them in departmental goals, managerial goals, and individual performance goals. DTCC also communicates its corporate goals to all external stakeholders by publishing a development agenda, which is updated quarterly and is available via the corporate web site, dtcc.com.

CUSTOMER FOCUS

The customer experience is paramount to DTCC. Customers are segmented into five primary groups: Asset Services, Equities, Fixed Income, Insurance and Retirement, and Mutual Funds. DTCC maintains open communications with its customers through a variety of methods, including annual satisfaction surveys; experience surveys conducted after a customer has an interaction with DTCC; and conferences and user groups hosted by DTCC, which gives customers an opportunity to provide feedback and have direct interaction with DTCC's product managers, relationship managers and customer service representatives. Additionally, DTCC has enabled customers to interact with the organization through several channels, including traditional phone and email communication, as well as web-based inquiry technology. DTCC offers customers onsite and offsite products and systems training, and as extensive ongoing customer support prior to launching a new service offered by DTCC's subsidiaries. These and other communication and engagement methods have enabled DTCC to maintain a 91% customer satisfaction rating for five consecutive years. This is equal to the 80th percentile of organizations measured by the American Customer Service Index, and exceeds similar financial service companies for each year measured.

MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

DTCC strives for top performance in everything it does. Therefore, its business management model is heavily reliant upon data- and metrics-based tools that are embedded throughout the organization, including the strategic planning process. In fact, data is reviewed at all levels of the company and across multiple departments to enable the most timely and accurate delivery of services. This is supported by an expansive use of the Six Sigma methodology and best-in-class use of the Balanced Business Scorecard (BBS), which contains enterprise-wide measures and data targets from various functional or departmental scorecards. In addition, best-practice sharing occurs across DTCC, including its depository subsidiary DTC where teams host operations information sessions, post-implementation reviews and all employee town halls. This ensures that all employees have access to the information and data, and are empowered to make data-based decisions.

WORKFORCE FOCUS

The SBC is comprised of more than 500 employees with a mix of talent, experience and tenure. With nearly 30 methods used to communicate and engage employees, DTCC's corporate value of Employee Focus and Respect is demonstrated on a daily basis. DTCC's communications methods include town halls; skip level meetings; annual reviews; 360 reviews; the employee publication, The View; the customer magazine, @DTCC; and one-on-one meetings. With retention rates in excess of 95%, DTCC is a demonstrated employer of choice in the Tampa area. Employee development needs are fulfilled internally through on-the-job training, rotational programs, and hundreds of Education Center classes offered on an annual basis, including a variety of certifications, external collaborative partnerships and a tuition reimbursement program. DTCC employees also support the communities where they live and work directly supporting corporate green initiatives for battery recycling and paper reduction, as well as community involvement such as charitable donations and offsite volunteer activities.

PROCESS MANAGEMENT

DTCC's ability to continue to exceed customer expectations is based on extensive

use of process management practices, which are used to drive innovation as well as ensure robust capabilities and service availability. By incorporating CMMI methodologies as well as Six Sigma and Kaizen improvement methodologies, DTCC has continuously improved its resiliency and uptime capabilities. This underscores its value of Quality and Excellence. In addition, through extensive use of other quality programs, DTCC has raised the bar on its own performance and has extended its performance excellence capabilities to benefit the industry as a whole through partnerships, joint projects and publication of performance indicators.

RESULTS

- As a testament to DTCC's continuity activities and resiliency as a service provider, the company consistently completes settlement for the financial industry, bringing greater safety and soundness to the U.S. financial marketplace.
- DTCC's systems maintain world-class levels for uptime greater than 99%
- DTCC's retention of employees is greater than 95%
- DTCC's key work processes maintain greater than 95% for both timeliness and accuracy
- DTCC has received a 91% customer satisfaction rating for five consecutive years
- DTCC's cost per transaction for equities clearing is globally the lowest price at \$0.0031

"The Florida Sterling standards will complement the existing process improvement initiatives and methodologies we use at DTCC, advancing cohesive strategic alignment across the organization while further strengthening our organizational performance and customer satisfaction."

- Eric Miller, Managing Director and Head of Southern Business Center
The Depository Trust & Clearing Corporation

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This Year's Governor's Sterling Sustained excellence award recipients

The Governor's Sterling Sustained Excellence Award is an annual award to recognize Florida organizations that are former recipients of the Governor's Sterling Award who are continuing to pursue systematic improvements and have sustained excellence.

Hillsborough County Tax Collector (Tampa)

Through an ongoing effort to streamline work, the Hillsborough County Tax Collector's Office has steadily realized cost savings from 2006 through 2010, totaling \$229,100 over the five year period. At the same time, they have achieved an overall customer satisfaction level of 96-98 percent.



Marion County Sheriff's Office (Ocala)

The Marion County Sheriff's Office crime rate dropped from the already low 29.1 crimes per capita in 2002, to 22.8 in 2010, outperforming the best Florida peers at 38 per 1000 citizens. Process improvements to the Work in Lieu of Arrest Program have resulted in the diversion of 638 juveniles from serving jail time and having a criminal record with a low recidivism rate of 7 percent. Overall customer satisfaction results peaked at 99% in 2009 and 2010, outperforming the best Florida peer comparison.

Shands Jacksonville Medical Center (Jacksonville)

Visionary leadership, community engagement, and a culture of continuous learning have resulted in many areas of clinical excellence. The hospital has achieved benchmark level performance results for its Home Health services and on many Inpatient engagement and related metrics with its HCAHPS Scores approaching the UHC 75th quartile, and Inpatient satisfaction with nurses at the 90th decile level.



St. Johns County Health Department (St. Augustine)

The 2011 County Health Rankings report presented by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute reported that Department remains first in the state for Health Factors and is ranked third in Health Outcomes. The Department achieved national Project Public Health Ready Certification in 2010, one of only 83 local departments in the country, with a preparedness score of 4.92 out of 5, and a 97 percent Florida Disaster Emergency System response rate.

Great Practice Showcase

sterling council announces

2011 great practice showcase event schedule

Have you ever wondered how Governor's Sterling Award recipient organizations become role models?

If your organization wants to learn more, then attending a Great Practice Showcase needs to be added to your calendar. The 2011 Governor's Sterling Award & Sustained Excellence Award Recipients have scheduled customized events filled with benchmarking, networking, and plenty of learning opportunities.

These role models will spend a day sharing their journeys through presentations and workshops describing the process they use to drive excellence results. You will learn how leaders have engaged their workforces in improvement efforts and how they have focused those efforts effectively and efficiently.

In addition, the organizations will describe lessons learned and barriers overcome as they pursue and achieve performance excellence. For additional information and to register for a Great Practice Showcase, please go to www.floridasterling.com and click on the *Award Recipient* tab.

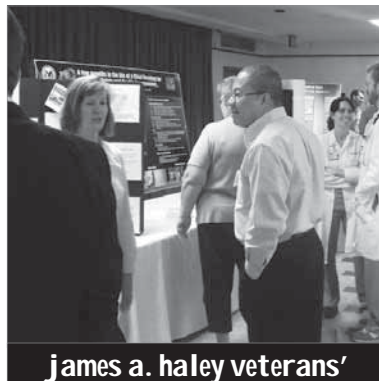
Pictures from 2010 Great Practice Showcases



florida hospital



south miami hospital



james a. haley veterans'



hospital & clinics

2011 Governor's Sterling Award Recipients

Manatee County Tax Collector
October 10, 2011 in Bradenton, Florida

The Depository Trust & Clearing Corporation
October 12, 2011 in Tampa, Florida

2011 SUSTAINED EXCELLENCE AWARD RECIPIENTS

Hillsborough County Tax Collector
October 18, 2011 in Tampa, Florida

Marion County Sheriff's Office
November 15, 2011 in Ocala, Florida

St. Johns County Health Department
November 16, 2011 in St. Augustine, Florida

Shands Jacksonville Medical Center
November 17, 2011 in Jacksonville, Florida

The Annual Florida Sterling Conference

We were privileged to have the 45th Governor of the State of Florida, Governor Rick Scott, address the attendees at the Governor's Sterling Awards Banquet and present the 2011 Governor's Sterling Award and Governor's Sterling Sustained Excellence Award to the Recipients. "These awards are given to those that set themselves apart as Role Models. As award recipients, you have demonstrated effective strategic planning and are redefining performance standards, you are incorporating technology and other tools to improve your systems and processes and you are measuring your process with quantifiable results," said Governor Scott.

Governor Scott stressed the importance of the Sterling Management System as exactly what all businesses should be doing in the State of Florida. Please take this opportunity to go to our website and review all of the Florida Sterling Council's assessment processes. If you have any questions, please contact us at (850) 922-5316. In addition, please take this opportunity to mark your calendar for our 20th Annual Sterling Conference, May 29-June 1, 2012.

To watch the full congratulatory speech, please access the Sterling website at www.floridasterling.com.



Governor Scott speaking at the 19th Annual Governor's Sterling Award Banquet on June 3, 2011



Annual Florida Sterling Conference
May 29-June 1, 2012
JW Marriott Orlando Grande Lakes
www.floridasterling.com

20 Years faces of excellence



*John Medina, President,
Florida Sterling Council*



*John Pieno & Dione Geiger,
Chairman & Executive Director, Founding Officers*



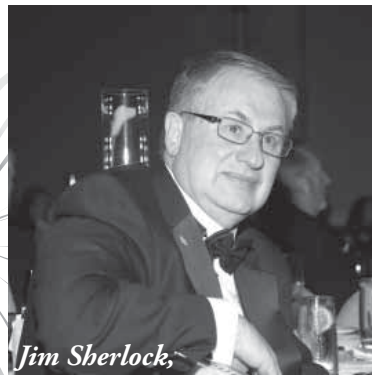
*Debra Robinson, Conference
Committee Co-Chair,
representing FP&L, Founding
Council Member Organization*



10-19 Year Examiners



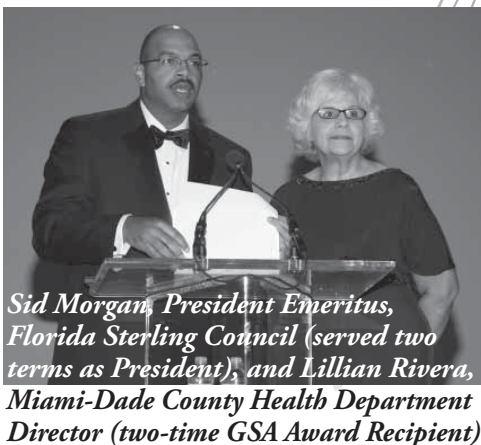
*Mary Gamble serves as GSA
Lead Judge and is a Founding Board Member*



*Jim Sherlock,
Original Sterling Staff Member*



*Barbara Barnhouse,
Examination Committee Chair*



*Sid Morgan, President Emeritus,
Florida Sterling Council (served two
terms as President), and Lillian Rivera,
Miami-Dade County Health Department
Director (two-time GSA Award Recipient)*



*Ken Baker,
Technology Chair, 17+ year member of the
Sterling Board*



*Javier Hernandez-Litchl, President-
Elect, Florida Sterling Council,
representing Baptist South Florida,
Founding Council Member Organization*

At a glance schedule

AUGUST, 2011

- 24 Fall Regional Trainings Begin
- 31 Examiner Applications Due

SEPTEMBER

- 9 Governor's Sterling Award (GSA) Applications of Intent Due
- 22 First Six Sigma Green Belt Training & Certification Begins

OCTOBER

- 10 Manatee County Tax Collector's Great Practice Showcase
- 12 The Depository Trust & Clearing Corporation's Great Practice Showcase
- 18 Hillsborough County Tax Collector's Great Practice Showcase
- 25 Examiner Leadership Training (week 1)
- 26-28 Examiner Training (week 1)

NOVEMBER

- 1 Examiner Leadership Training (week 2)
- 2-4 Examiner Training (week 2)
- 4 Full GSA Applications Due
- 15 Marion County Sheriff's Office Great Practice Showcase
- 16 St. Johns County Health Department's Great Practice Showcase
- 17 Shands Jacksonville Medical Center's Great Practice Showcase

December

- 1 Second Six Sigma Green Belt Training & Certification Begins

FEBRUARY, 2012

- 12 GSA Applicant Site Visits Begin

MARCH

- 18 GSA Applicant Site Visits End

MAY

- 29 20th Annual Sterling Conference
- 29 3rd Annual Florida Education Summit
- 29 2nd Annual Healthcare Symposium

JUNE

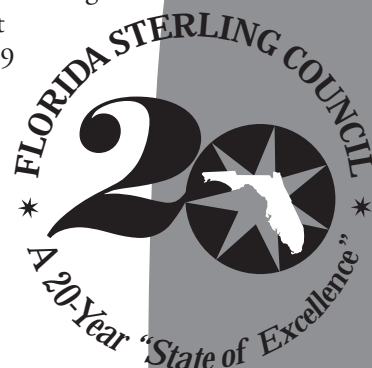
- 1 Governor's Sterling Award Banquet

How to get involved!

*Where are You on Your Journey to Performance Excellence?
What is Your Next Step?*

involvement CHECK LIST:

- Call the Sterling office for consultation on getting started
- Schedule a Sterling Executive Overview for your Leadership Team
- Attend Regional Training to learn more about the Sterling Management System (August & September)
- Attend Six Sigma Green Belt Training
- Take advantage of Sterling Business Blueprint Training - coming in October for manufacturers in South Florida - other sessions to be scheduled
- Attend Process Management Training to be scheduled in Winter/Spring
- Choose the right level of assessment for your organization: "Are we Making Progress?", Sterling Navigator I, Navigator II, Sterling Challenge, Governor's Sterling Award, Governor's Sterling Sustained Excellence Award
- Schedule customized Sterling training or mentoring for your organization
- Apply to be a Sterling Examiner to gain a broader and deeper scope of knowledge about implementing this management system (See Calendar of Events for key dates or contact the Sterling office)
- Attend the Governor's Sterling Award Recipient Great Practice Showcases
- Attend the 20th Annual Florida Sterling Conference at the JW Marriott Orlando Grande Lakes, May 29 - June 1, 2012
- Ask about joining the Florida Sterling Council Board of Directors



Call us at 850.922.5316 or visit www.floridasterling.com for details.