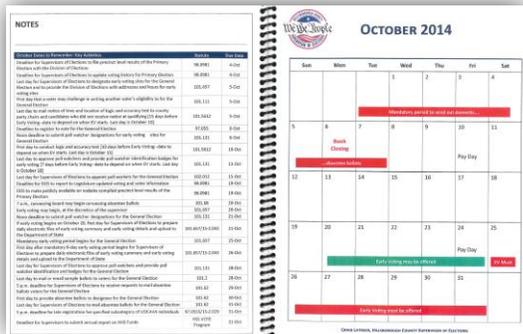# Governor's Sterling Award Best Practice

Title of Best Practice: Knowledge Sharing

Description of Best Practice: The Hillsborough County Supervisor of Elections Office has made a concerted effort to document elections processes, including detailed lessons learned, to ensure a successful election can be replicated. Given the small size of its workforce and its reliance on temporary employees during an election cycle, the organization relies on technology to support the efficient and effective transfer of organizational knowledge to the workforce. For example, the Hillsborough County Supervisor of Elections produces an electronic **Elections Guidebook** that includes key data to support field operations during voting periods, statutory requirements, and deadlines for election activities including process information necessary to conduct elections. The Guidebook is updated in real-time and available for use on desktop computers, tablets and smart phones. The Guidebook is supplemented by an **Election Cycle Calendar** that is given to all staff and is accessible via Share Point. Each month is presented on two pages. The first page is a typical calendar that shows the days of the month. The dates(s) of important events are indicated on this page to provide a visual timeline. Important events include election days, dates for early voting, Vote By Mail milestones, and candidate filing deadlines, as well as events specific to the organization such as holidays and pay periods. The second page provides a date-specific guide to election laws and the legal basis for each of the events. An easy-to-read reference section outlining state election law and rules is included to guide the workforce in assuring compliance to the laws and rules. The Calendar is an example of a user-friendly mechanism to embed learning of voting-related statutes and legislative changes in a format that serves as a best practice for the industry.

The organization leans on its technological innovation core competency throughout its strategic planning process to design and implement technology solutions that enhance the delivery of elections services. For example, **Share Point** is used for knowledge retrieval and sharing throughout the entire organization. The organization makes available comprehensive documentation of all election processes, including meeting minutes and work plans, on Share Point and shared drives. In addition, teams use the Process Design Framework to design, test, and implement technology which can improve operational effectiveness. For example, the organization has deployed **electronic poll books** to enable it to push out

real-time data to poll workers; developed **asset management and supplier scorecard** modules for its enterprise management software; established a **customer call center**; implemented an **online application and assessment for poll workers**; modernized its **record retrieval** process; and created an **online survey** to collect voter feedback.

The organization also uses technology to transfer elections knowledge to its staff of poll workers through an innovative online system that includes signing up election day staff via computer systems, then having them take online tests to qualify for assignment, scheduling required training, and scheduling election day poll work. Additionally, the organization has established a "Blue Room" which is a location where the organization coordinates it ramp-up for elections. It includes staffing the Blue Room with temporary workers and coordinating all activities in a systematic manner.

Results: (What key results have been achieved as a result of best practice?)

Key results achieved as a result of the Knowledge Sharing best practice include:

- Saving $114,192 in poll worker scheduling and training from one improvement cycle.
- Reducing the total number of poll workers by 22%.
- Reducing the number of regular poll worker training classes by 40%, and reducing make-up classes by 75%.
- Increasing the average poll worker training class size by more than 100%.
- Avoiding the use of 113,750 sheets of paper by using an electronic guidebook, and realizing savings of $7,198.
- Achieving 100% in fixed asset inventory during the first inventory after development of asset management module.

Application: (How could this best practice be replicated in other organizations?)

This best practice can be replicated by other organizations by examining their particular knowledge sharing processes, and using an improvement process checklist such as the one below:

- ✓ Prioritize Problem or Issue: Is this high priority, critical function? Is now the right time to act?
- ✓ Involve All Necessary People: Is the team complete?
- ✓ Conduct Cost Analysis: What are the short and long-term savings, and what investments need to be made?
- ✓ Perform Risk Assessment: How is risk minimized and managed? Is this an intelligent risk to take?
- ✓ Examine Best Practices: What are others doing? What does data or evidence show?
- ✓ Obtain Employee Feedback: What do employees think about this?
- ✓ Align with Mission, Vision, Values: How are elements of the organization's mission, vision and values reflected in the improvement?
- ✓ Plan to Monitor and Adjust: What are the key indicators? How will changes, adjustments and future improvements be addressed and made?