

## The 2003 Sterling Navigator Feedback Report for Hillsborough Community College

Department of Planning, Research and Evaluation  
March 2003

### Executive Summary

In January 2003, the Sterling Navigator was completed by a sample of full-time employees to assess the organizational performance of the College. The Sterling Navigator is based on the education criteria for performance excellence as defined by the Baldrige national quality program. The survey was administered, analyzed, and reported on by the Florida Sterling Council in Tallahassee, Florida.

### Respondents:

- 95 surveys were submitted by full-time employees
- Surveys were distributed to three employee groups as follows: faculty 32 (34%), classified/support staff 27 (28%) and administrative or professional/managerial 36 (38%).
- 31 (33%) of the respondents had five or less years of employment with HCC, 64 (67%) had more than five years of employment.

### Survey score results:

- **HCC scored 249.48 points out of a possible 500 for a 49.9% average.**
- There were seven categories on the survey, scores were as follows, by rank:
  - 1) Leadership 54.06%
  - 2) Process Management 52.98%
  - 3) Human Resource Focus 49.69%
  - 4) Information & Analysis 49.56%
  - 5) Customer & Market Focus 49.48%
  - 6) Business Results 48.52% and
  - 7) Strategic Planning 45.45%
- **HCC strength: Leadership - major strength within leadership: Public Responsibility & Citizenship.**
- **HCC weakness: Strategic Planning - major weakness within strategic planning: Strategy Deployment.**
- Within employment groups, classified/support staff gave consistently higher scores than the faculty and administrative or professional/managerial.
- Length of employment was a non-factor for most of the scoring with the exception of Process Management where employees with more than five years of service gave higher scores.

### Major strengths and weaknesses within the seven categories:

The Sterling Navigator contains 18 items. Items were split in thirds to categorize them as strong, moderate or weak. Each item is presented below, followed by the percentage of points earned. The highest and lowest scoring items are bolded.

Organizational Performance Category	Strong	Moderate	Improvement opportunities
Leadership	<b>Public responsibility[68.24%]</b>	Organizational leadership [50.51%]	
Strategic planning		Strategy development [50.73%]	<b>Strategy deployment [41.93%]</b>
Student focus		Market knowledge [49.60%] Customer satisfaction[49.35%]	
Information analysis &	Information management [53.37%]		Analysis of organizational performance [47.02%]
Human resources	Employee education & training [54.75%] Employee well-being & satisfaction [52.60%]		Work systems [43.72%]
Process management	<b>Product &amp; service processes [58.13%]</b>	Business processes[50.18%]	Support processes[43.14%]
Business results	Organizational effectiveness results [52.92%]	Customer-focused results[49.83%]	<b>Human resource results [35.95%]</b> Financial/market results [49.24%]

**Sample of respondent comments describing why HCC Leadership is an area of strength:**

- Community involvement and community support
- Empowering employees
- Compliance with laws, regulations and ethical business practices
- There is a genuine interest in customer satisfaction and being responsive to the needs of the community
- The organization does a good job in partnering with and supporting the surrounding community
- I believe that our organization is working diligently to make this community a better place to live
- Provide leadership workshops for staff to improve quality of leadership at the college
- It puts the students first, providing them with every opportunity to succeed
- HCC's focus on students and other stakeholders
- Teamwork

**Sample of respondent comments describing opportunities to improve planning:**

- Vision must be supported by a concept for innovation and a structural plan
- Involve more experienced employees in the planning process from all levels
- Develop strategic plan with clear strategic goals, timetables and action plans
- Strategic plans are developed and filed: there is no follow-up and no particular method of tracking
- Input from students is important and a method for collecting this input should be established
- Strategic goals, action plans and measures should be communicated to each employee

- All levels of employees should be involved and aware of the strategic planning process
- Provide overview of strategic plans and regular follow-up of how we are progressing
- The entire College community needs to be committed to & actively involved in the entire process
- Effective communication is paramount

**For more information:**

The complete report is available at the campus libraries, in the External Affairs public folder, and at the Planning, Research & Evaluation website. All employees are encouraged to review the Feedback Report which contains employees' detailed narrations of College strengths and suggestions for improvement. The results will be used by category teams to plan for improvement. Institutional planning will incorporate these findings into deliberations about college goals.

For more information about the Sterling Navigator, please visit [www.floridasterling.com](http://www.floridasterling.com). To learn more about the Baldrige criteria for performance excellence, please go to <http://www.quality.nist.gov>.