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Introduction

The goal of the Sterling Challenge process is to improve efficiency and productivity throughout the State of Florida by promoting common standards for organizational performance excellence in all public and private business sectors of the State. The process is designed to help an organization lay the foundation for future success. It provides a comprehensive self-assessment opportunity that can help organizations optimize their operations and results.

Your organization has completed its application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information requested. This Feedback Report is the culmination of the Examiners' site visit findings.

Managing for quality does not end with receiving this report, or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strength and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report provides an **Executive Summary** of the observations of the Examiners regarding the organization's key strengths and opportunities for improvement and general recommendations designed to assist the organization in its effort to reach the next level on its continuous improvement journey.

This report does not prescribe specific improvement programs or techniques. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence.* These views are expected to enhance the ability of administrators and employees within the organization to analyze their quality effort and to achieve consistently higher levels of performance excellence.

Applicant organizations read and use feedback comments in different ways; we have gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.

- Remember that you know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all their comments may be equally accurate.

- Understand that while we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your

staff during interviews on a particular point, do not discount the whole feedback report. Consider the other comments and focus on the most important ones.

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.

- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.

- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.

- Make a decision on how you will address all, some, or none of the opportunities in a particular category. It depends on how important you think the comment is to your organization.

- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

Executive Summary

Miami-Dade County Enterprise Technology Services Department is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Strategic Planning, and Customer and Market Focus. Some of the most important strengths include:

- The organization fosters ethical and legal behavior through training, implementation of procurement policies, the use of an ethics officer, and maintaining a close relationship with the County Attorney's Office. Management and fiscal accountability are ensured through use of a management appraisal tool; implementation of a cost center accounting system; and completion of independent financial, process, and security audits. The organization anticipates adverse impacts such as the loss of computer systems and communications due to hurricanes, and staff donate to charities and volunteer in the community.

- The organization conducts a Business Planning process that maps to the County's Strategic Plan. There are long and short-term objectives that address organizational challenges, and action plans have been developed and implemented for nine key initiatives. Progress is tracked on the Chief Information Officer's scorecard, the Project Management Dashboard, and the County's Performance Management System.

- The organization identifies its customers and market segments based on the public, and a three tier system that includes: single departments, multiple departments, and all departments. Listening and learning occurs through channels such as meetings and emails, Service Level Agreements, and Memos of Understanding. There are also systematic approaches for customers to obtain information and make complaints.

- The organization has begun to gather comparative data for some of the key service processes, and data are analyzed through a review of variances to scorecard and dashboard measures. The organization is also working to ensure the reliability, integrity and security of its data in areas such as Geographical Information Services and a new system named Pinnacle will enable staff to inventory communications assets.

- The organization uses employee teams to encourage cooperation, empowerment, and motivation to accomplish action plans. Numerous approaches are used to recruit and retain staff and a comprehensive employee benefits program further aids recruitment and retention. A Safety Committee addresses health and safety issues, and disaster preparation is a major focus.

- The organization has identified key value and support processes along with measures to monitor progress and facilitate performance improvement. The organization develops business cases during the budget process to help ensure

adequate resources for processes, and uses multiple back-up systems, secure buildings, and off-site data storage facilities to maintain continued operations during disasters.

There are also opportunities for improvement:

- The senior leaders do not have a systematic approach to communicate values and direction. Values refer to the guiding principles and the behaviors that exemplify how the organization conducts itself. Succession planning has not been deployed throughout the organization, and there is no approach to proactively promote and operationalize high performance work. Finally, the organization is in the early stages of developing an approach to fully communicate through a Communication Plan, appointment of a Communications Manager and Skip Level Meetings.

- The organization's Business Planning Process does not include approaches to address all factors important to the organization, technology, competitors, financial risks, disasters, and emergencies. It does not conduct a comprehensive environmental scan or SWOT analysis to identify potential aides and barriers for its Business Plan. In addition, the Business Plan is not fully communicated and deployed to all departments and employees to engage them in improvement efforts.

- The organization relies on long-time employee-customer relations to meet or exceed customer requirements, and there is no systematic process to build these relationships or acquire new customers. There is no formal process to handle customer complaints or analyze that data at the Department level, and recently obtained customer satisfaction results have not been used to make improvements.

- The organization does not have a systematic approach for selecting measures or performance indicators, and there is limited use of comparative data. While mainframe data availability is secure and carefully maintained, there are vulnerabilities in many of the distributed systems. Also, knowledge management and the sharing of best practices are limited.

- The organization has limited deployment of processes to promote individual initiative and empowerment to achieve action plans, and the performance appraisal system is not consistently implemented. Training is not systematically evaluated, and there is no systematic process for determining employee satisfaction and dissatisfaction.

- The organization does not have a formal approach for determining key value and support processes. Also, there are no systematic approaches for designing or improving processes.

The Organizational Performance Results Category assesses Miami-Dade County Enterprise Technology Services Department's trended and comparative performance in those areas of importance to the organization's key factors. Some of the strengths and opportunities for improvement in the organization's results include:

- Positive results and beginning trends are available in the service and product area for system availability, workloads, radio communications, and radio and computer repairs within 48 hours. Positive results have also been obtained for the number of Service Level Agreements, and service costs compare well against industry averages for: portable radio repair (per unit); radio network maintenance (per unit); maintaining desktops; Intel server costs; data attached user costs; and, costs per transaction.

- There has been a positive increase in the number of trained Project Managers, project milestones and budget costs are being met, and there has been a very successful reduction in the amount of printing paper used. Finally, staff have increased donations to the United Way.

- Results for Spam reduction and the percent of public facing and critical servers with current patches installed was below the established goal. Costs were relatively higher for Mainframe Cost per Used MIPS, Unix server operations, and the service call center.

- Results were not reported for the following: service effectiveness, user friendliness of systems, complaints, workplace health, safety, ergonomics, staff retention, training effectiveness, employee suggestions, employee satisfaction, risk mitigation, collaboration, legal/ethical compliance, and audits.

- No comparisons were provided for: system availability, workloads, productivity improvements, service level agreements, training, and computer and telephone repair requests within 48 hours. Also, reported comparisons were against industry averages, not "best in class."

In order to help Miami-Dade County Enterprise Technology Services Department's management move to the next level in its journey for performance excellence, the Sterling Examination team recommends the following:

- Develop a strategic approach to address technology, strengths, weaknesses, risks, and vulnerabilities of systems beyond the mainframe as part of the Business Planning Process. Incorporate some method of environmental scan and SWOT analysis into the strategic planning process.

- Develop an approach to communicate organizational direction, values, and the Business Plan to all employees and stakeholders. The approach could include developing core values that define how the organization and its

employees are expected to perform work and interact with its customers, employees, and other stakeholders. Ensure that the Communication Plan is widely deployed across and throughout all departments and is evaluated for effectiveness and improvement.

- Develop and deploy a systematic approach for succession planning that provides leadership and succession opportunities throughout the organization. Developing a succession planning approach will address the key success factor for organizational learning, leadership development and sustainability as well as organizational agility.

- Develop an approach to consistently determine employee well-being, satisfaction, dissatisfaction and motivation for all employees. Consider including human resource measurements to assess and improve human resources focus.

- Develop an approach to systematically determine and improve value creation and support processes that create customer and organizational value which includes customers, employees, suppliers and partners.

- Develop a systematic approach to manage organizational performance by selecting and using the most relevant results or metrics for product and services, customer focused outcomes, financial and market outcomes, human resources, organizational effectiveness and leadership and social responsibility outcomes. Include a method to ensure the organization has an approach to determine and share best practices and incorporate comparative data.

1.0 Leadership

The **Leadership** Category examines how your organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

Scoring Range: 30% - 45%

Strengths

- The organization promotes an environment that fosters and requires legal and ethical behavior in various ways. For example, newly hired employees receive instruction on Conflict of Interest and Code of Ethics Ordinance in the employee orientation process and are required to review and acknowledge legal and ethical behavior policies. The Commission on Ethics and Public Trust facilitates an ethics training program for all employees. A designated Ethics Officer serves as a liaison between employees and the County Ethics Commission. In addition, the organization requires employees involved in the acquisition of goods and services complete a procurement specific ethics training course. The organization relies on the County Attorney's Office for all legal issues including the provision of advice and review of official documents and contracts to ensure legal sufficiency. Promoting an environment that fosters and requires ethical behavior ensures the organization is an information technology steward for its customer agencies.

- The organization addresses management accountability, fiscal accountability and independent internal and external audits in various ways. For example, the management appraisal tool is a review system for executive positions. Meetings are held with managers and division directors to review revenues and expenses and ensure appropriate management of divisional and project-based budgets through the cost center accounting system. Independent financial, process, and security audits are performed by the County's Audit and Management Services Department or through external auditors, and findings are reported to the County Manager and Board of County Commissioners. All audits are reviewed with program and financial employees who respond to the findings. The organization is highly regulated to ensure its compliance with federal, state, and local requirements.

- The organization addresses adverse impacts on society of its products, services and operations, anticipates current and future public concerns and prepares for these concerns in a proactive manner in several ways. For example, service levels are prioritized based on the level of importance such as the need for uninterrupted service and zero defects in public safety communications. Also, the department is developing the Lightspeed Building to ensure ongoing power for equipment during emergencies. Additionally, public safety concerns that

Strengths

impact citizens are integrated into emergency response systems such as the Computer Aided Dispatch System, 911, and radio services. In addition, the organization recycles hardware and engages in paper reduction.

- The organization actively supports its key communities in a variety of ways. For example, the organization participates in the United Way campaign, and Dial-A-Life program that recycles cell phones, and hurricane relief fund raising. In addition, the organization contributes its expertise to ensure efficient local voting operations, and emergency activations and recovery during hurricanes. The organization maintains memberships in organizations such as the State of Florida Region 7 Security Task Force, Florida International University Business Council and Masters Degree Programs Board, County Public Schools Advisory Board, and the Executive Board in the local Chamber of Commerce. These activities ensure the organization supports and positively impacts its communities and citizens.

Opportunities For Improvement

- The organization does not have a systematic approach to set its mission, vision and values and communicate them throughout the organization. For example, the mission statement is in the early stages of communication through attachment to identification badges, bulletin boards postings in some locations, and through email, but there is no approach to ensure the mission, vision, and values are communicated to all employees in all locations. Skip Level Meetings, another organizational opportunity to communicate the direction and mission to all employees, have not been fully deployed to all employees. Additionally, organizational values have not been set or communicated to employees. Organizational values act as guiding principles that reflect and reinforce the desired culture of the organization and support and guide the decision making of every employee. A systematic approach to set and communicate the organization's purpose, vision, and values from senior leaders may ensure organizational agility that ensures all employees provide exemplary services to its customers.

- Senior leaders do not have a systematic approach to participate in succession planning. A formal succession plan is not developed and deployed that will improve the quality of senior level leadership and be an effective process to advance and sustain senior level managers' leadership skills resulting in improved direction, guidance and support of employees. Succession planning is one of nine performance targets and short-term strategic objectives. A lack of

Opportunities For Improvement

succession planning could impede the organization's efforts to address its loss of managerial and institutional knowledge.

- Senior leaders do not create an environment of performance improvement, employee learning, and innovation throughout the organization. For example, although various training opportunities are available for employees such as professional certifications, conferences, tuition reimbursement, and technical training, the organization does not have a systematic approach for organizational learning and performance improvement. Opportunities for evaluation, sharing, and improvement are random and anecdotal. In addition, the organization does not have an approach to ensure performance improvement and innovations are recognized at the organizational level. While Directors and managers are encouraged to promote performance improvement and training when communicating with their immediate employees through performance evaluations and employee meetings, and an Employee Suggestion Program is available to all employees at the County level, there is no approach to proactively promote and operationalize organizational improvements and innovation. Without an environment of organizational performance improvement, learning and innovation, the organization may not ensure organizational agility.

- The organization does not systematically communicate with, empower, and motivate employees to accomplish organizational objectives, improve performance, and attain the vision. For example, while the organization is in the early stages of developing an approach to fully communicate through a Communication Plan, appointment of a Communications Manager, and Skip Level Meetings, senior leaders communicate through emails and employee meetings that are not routine and do not touch every employee in the organization. Although employees are selected to participate in the Skip Level meetings to provide employees opportunities to share ideas and express concerns, these are not fully deployed throughout the organization. Empowerment and motivation are essential to successful execution of "Key Changes Taking Place."

2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require and how progress is measured.

Scoring Range: 30% - 45%

Strengths

- The organization conducts its Business Planning Process based on the County's broader Strategic Planning Process. While operating within this plan, the organization has created a Business Plan that is aligned with the goals of the County Strategic Plan. The Business Plan has action plans and a strategy map used to ensure strategic outcomes are met. Several other projects have been used in the planning process. For example, in 2002, a comprehensive strategic planning initiative involving extensive community outreach identified what mattered most to residents. Then, in 2004 the County adopted a new Five-Year Strategic Plan that included service delivery goals, strategies, and desired outcomes. These approaches help ensure the organization addresses the strategic challenge of "conflicting objectives and priorities and "lack of follow through on key objectives."

- The organization's long-term objectives are aligned to the County's five-year Strategic Plan. These objectives are: defined performance expectations; user friendly e-government; available and reliable systems; responsive service and resolution of technical problems, smart and coordinated information technology investments, and improvement of County processes through information technology. One to three year short-term objectives include: creating an Information Technology Leadership/Governance Council; improving cyber security; completing complementary realignment of organizational information technology charters; developing a strategy to address enterprise initiatives; completing a benchmarking project; improving senior leadership; creating a customer service center; creating a new fee for service funding model; and establishing a Communications and Legislative Programs function. The short and long-term objectives help increase the probability of the organization's success in overcoming its challenges including those dealing with pressures to serve customers 24/7 and funding structures.

- The organization's key strategic objectives address its challenges identified in the organizational profile in various ways. For example, the Information Technology Leadership/Governance Council provides a cooperative effort to identify and pursue shared opportunities when departments have diverse and conflicting

Strengths

objectives and will also address internal competition for Information Technology resources. Enterprise initiatives and service delivery solutions will address the operational challenges of business expectations for Information Technology services on a 24/7 basis. Cyber-security implementation will provide for available and reliable systems. Focusing on identified strategic challenges helps ensure future organizational effectiveness and the best utilization of limited resources.

- The organization has developed and deployed action plans to achieve short term and long-term strategic objectives in many ways. For example, action plans for Communication, Cyber Security, Information Technology Governance, and Single Point of Contact Service Center have been developed to ensure that the long-term objectives are met. These plans are driven by customer needs and are developed in partnership with various stakeholders to ensure their needs are met. Action plans are tracked, measured and reviewed on a monthly basis by senior management to ensure that project milestones and other metrics are met. The development and deployment of action plans helps ensure that the organization will meet its strategic challenge of following through on key objectives.

- The organizations key performance measures or indicators for tracking progress on action plans are located in the organization's balanced scorecard and Project Management Dashboard. The key measures are also entered into the County's Performance Management System to track progress on the action plans. Key performance measures include: completion of the Information Technology Governance Process; major Strategic Information Technology Programs; the implementation of a Single Point of Contact Service Center; available, reliable systems; percent of machines with current antivirus compliance; percent of computer equipment repairs within forty eight hours; and percent of telephone equipment repairs.

Opportunities For Improvement

- The organization does fully communicate and deploy its Business Plan. For example, the County leaders and senior department managers are involved in planning efforts, but not all departments and employees know about it or link to the plan. For example, shift employees who are critical to the 24/7 operation are not aware of the Business Plan or associated objectives and initiatives. Also, one of the organization's identified success factors in the Business Plan is Succession Planning, but Human Resources does not have any plans or processes in place to link to the plan. Without full deployment and understanding of the organization's direction and priorities as set in the Business Plan, employees may not have the information they need to help the organization

Opportunities For Improvement

achieve its achieve its goals on schedule and consistently provide excellent services to its customers.

- The organization's Business Planning process does not systematically address technology, competitors and/or similar providers, financial risks, strengths, weaknesses, disasters, and emergencies. For example, the organization uses the County's Strategic Planning framework, but it does not conduct a comprehensive environmental scan into its Business Planning Process to identify potential aides and barriers for developing and implementing its Business Plan. More specifically, the department does not systematically incorporate the needs of the other 23 Information Technology Departments in its planning process. This may inhibit the organization from overcoming its strategic challenge of departments having diverse and sometimes conflicting objectives and priorities.

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, expectations, and preference of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty, and retention, and to business expansion and sustainability.

Scoring Range: 30% - 45%

Strengths

- The organization identifies its customers, customer groups, and market segments based on product and service need. The organization's primary customers are other County departments. There are three types of customers that the organization serves: single department, multiple departments, and all departments. The organization also serves the public directly through its public access unit and Internet website. The market segments are driven by the organization's ability to capitalize on technology that will meet the needs of its customers and customer groups. Identifying customers will help the organization achieve its mission to provide excellent services.

- The organization listens and learns to identify key customer requirements to better satisfy customer needs in most areas. For example, customer requirements are identified through meetings, emails, and phone calls and are then included in Project Plans, Service Level Agreements, and Memoranda of Understanding. Additionally, the Information Technology Team Leaders group, which is comprised of Information Technology representatives from seven of the County departments, meets quarterly to discuss customer requirements and future Information Technology needs. Listening and learning to customers will help build relationships and keep the organization competitive.

- The organization has a systematic approach for enabling customers to seek information, conduct business, or complain. The Internet includes general Department information, 24/7 online data extraction files, and information from the County's Public Access System. The Intranet provides access to service requests, change management processes, standards and the progress of Enterprise projects. There is also a catalogue of products, services, and contact information. The Single Point of Contact Service Center receives incident and service request calls. Requests/complaints are also made directly to employees and are received in the mail or from the County Manager and elected officials. Senior employees have cell phones, pagers, and Blackberries so that they are available at any time of day. This helps the organization acquire new business

Strengths

and provide excellent customer service by enabling customers to learn what the organization does and to express complaints.

- The organization's customer contact requirements are written into Service Level Agreements and Memoranda of Understanding. Staff are also required to take an ethics course that, among other things, covers phone etiquette and customer service skills. When answering the phone, employees identify their department or group and their own names. Standardized customer contact requirements ensure a consistent approach to interactions with the organization's customers and assists in building relationships.

Opportunities For Improvement

- The organization does not have a process to build relationships to acquire customers, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals. For example, the organization relies on its many years of dedicated service and the expertise of its employees to ensure customer loyalty; however, there are no defined repeatable methods or processes to gain new customers, retain the ones it has, or to exceed customer expectations. The organization may be unable to provide exemplary Information Technology and infrastructure services in the future, compete in the technology markets especially when the organization moves to a "fee for service" approach, and retain the 22 of 45 County department customers.

- The organization does not have a process to manage customer complaints. For example, complaint data are not systematically collected or analyzed to identify patterns or trends. Complaints are handled on a case-by-case basis. There is a process in place for handling complaints at the County level, there is no policy or procedure at the Department level that will allow the organization to understand when there may be department-wide issues to be resolved. Managing customer complaints may help the organization achieve its mission "to provide exemplary Information Technology Enterprise and Infrastructure Services for the County enabling the delivery of excellent services to our customers."

- The organization does not use customer satisfaction results for process improvement. Although the organization surveyed helpdesk users and desktop support customers in March 2007, results have not been used for process improvement. Without a process for improving service based on customer feedback, it may be difficult to meet the changing needs of customers, and could result in loss of customers to competing County technology units and external technology vendors.

4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets. Also examined is how your organization reviews its performance.

Scoring Range: 10% - 25%

Strengths

- The organization has the beginnings of a systematic process for selecting key comparative and competitive data and information to support operational and strategic decision-making. For example, the organization has used comparative data provided by the Gartner Group in order to measure the comparable effectiveness of some of its operations, such as costs related to desktop, mainframe, and UNIX environments. Similarly, the newly formed Helpdesk is beginning the process of selecting benchmarking data from HDI to evaluate the effectiveness of its operations. Selecting comparative and competitive data may help the organization gain an accurate understanding of the relative operational performance of its divisions and be in a better position to make strategic operational decisions based on these comparisons.

- The organization has a systematic process to analyze and review organization performance to set priorities for improvement. The organization examines metrics from the Chief Information Officer's scorecard and the metrics from the Project Management Dashboard on a regular basis as part of the monthly performance meetings. Emphasis is given to those metrics that show variances from target, and priorities are set based on the magnitude of those variances. Systematically reviewing and analyzing performance measures may help the organization work towards its vision of being the highest quality and most effective service provider.

- The organization has a systematic process in place for its mainframe systems to help ensure the continued availability of data and information, and hardware and software systems in the event of an emergency. The Department maintains a Data Recovery Process and Continuity of Operations Plan for its mainframe systems, both of which are periodically reviewed and tested. All backups for these systems are stored offsite and are continuously available for all departments and citizens. Fault-tolerant systems are provided for electronic messaging and Internet access. Having disaster preparedness procedures in place that are continually reviewed and tested may help the organization ensure ongoing availability of services in the event of a disaster.

Strengths

- The organization has the beginnings of a systematic approach for ensuring the integrity, reliability, accuracy, timeliness, security, and confidentiality of its data and information. The Department performs in-house vulnerability assessments, security training, and periodic data backups. Additionally, an inventory of communication assets is maintained through the newly purchased Pinnacle System, and there is a process to verify addresses for Geographic Information Services maps. Disaster simulations are performed bi-annually to help test the accuracy of the data recovery process for the mainframe applications. Having these processes in place may help the organization satisfy the key customer requirement of highly available and secure computing and networking infrastructure to support business.

Opportunities For Improvement

- The organization does not have a systematic approach for selecting data and information for tracking overall organizational performance. For example, while the organization has multiple measures placed on its balanced scorecard, the process for selection was based on availability, brevity, and perceived importance. There is not a defined process to link these or other data to strategic goals and operational effectiveness. Without a systematic process in place for selecting the key leading and lagging performance measures for the balanced scorecard, the organization may not be able to provide exemplary service, retain its customer base, become competitive, and ensure long-term sustainability.

- The organization does not use key comparative and competitive data and information to support operational and strategic decision-making. For example, the organization has historically, but not this cycle, acquired information from the Gartner Group for comparative purposes in some areas, but the data has not been incorporated into the strategic decision making process. Also, the comparisons acquired for comparative purposes were industry average rather than best-in-class which limits the organization's ability to see where it stands versus the highest performing competitors. Lack of a process to select the most useful comparative and competitive data, analyze the data, and utilize the information to learn and improve processes may inhibit the organization's ability to achieve its vision to be the highest quality and most effective service provider.

- The organization does not have a systematic process in place to help ensure the continued availability of data and information and hardware and software systems in the event of an emergency for all systems. For example, while the organization has a plan in place for its mainframe applications, which is periodically reviewed and tested, a similar plan is not in place for all of the distributed systems, which account for approximately 65% of the total

Opportunities For Improvement

applications in production for the organization. The organization does not proactively address the overall vulnerability of the distributed systems which are, in many cases, critical to Homeland Security issues. While many of the critical systems of the organization and the County it serves are located in the mainframe systems and, as such, are part of the disaster recovery plan, new systems such as the water billing application and the PeopleSoft Human Resources System, are not. Without these processes in place, the organization may find it difficult to maintain continuous availability of the affected systems and may even find that it loses critical organizational knowledge in the event of a disaster.

- The organization does not systematically manage knowledge to collect, share, and transfer employee knowledge and best practices. For example, while some policies and procedures are documented, no responsibility for managing and maintaining accessibility to these procedures has been assigned. Additionally, there is no "New Hires Training" program to facilitate organizational knowledge transfer to new employees. The organization has elected to implement Microsoft SharePoint as a means of sharing knowledge throughout the Department, but it is not fully deployed to all employees. The organizational Intranet currently does not maintain up-to-date information for consumption by its employees or customers. Without a systematic approach for collection and dissemination of current organizational knowledge, employee knowledge, improvements, and best practices, the Department may suffer from lower employee productivity and satisfaction, which could directly impact the organization's ability to provide exemplary Information Technology Enterprise and Infrastructure Services.

- The organization does not systematically ensure the security and confidentiality of data and information. For example, the organization has an Application Security Interview Form that addresses such issues as data encryption and confirmation pages for data entry forms, but this form is not widely used throughout the organization. Furthermore, the organization has identified many security vulnerabilities as the result of a total system security scan, most of which have yet to be resolved. Additionally, the organization is not currently in compliance with the Visa Level 1 Service Provider requirements for its e-commerce applications. Without adequate safeguards in place, the organization may find that it is unable to perform its essential duties and may put the information entrusted to it at risk.

5.0 Human Resource Focus

The **Human Resource Focus** Category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

Scoring Range: 10% - 25%

Strengths

- The organization organizes and manages work in some areas to promote cooperation and innovation and to achieve action plans. For example, to promote cooperation on new projects, such as eNotify, project leaders draw on technical resources from across divisions. To achieve action plans, the organization has reorganized employees to work on security as a group and brought in a security contractor for expertise and efficiency. The Department also brought its operators together into one collaborative area and designated a Customer Service Director to manage the new group in an effort to establish a Single Point of Contact Customer Service Center. In addition, it has created a position that reports directly to the Chief Information Officer to address its Communications and Legislative Program function. By aligning resources to achieve action plans and encourage cooperation, the organization may be better able to meet its strategic challenges and achieve its mission of providing exemplary Information Technology Enterprise and Infrastructure Services.

- The organization recruits, hires, and retains new employees to meet current and future needs. For example, new employees are recruited through local newspapers, the web portal, and Information Technology specific outlets such as Computer World and monster.com, and internal postings. Structured interviews are held with representative subject matter experts. Intermediate pay rates are available to new hires with extensive experience and advanced credentials. Contract employees are used when needs are highly specialized and immediate, such as in the security department. New senior leaders, such as a communications manager, have been hired to meet future needs. An internship program in the Geographic Information Systems recruits directly after students complete the program. The organization retains employees through competitive salaries, which are 15-20 percent above market, cost of living increases, and desirable benefits including healthcare and the Florida Retirement System. Employees participate in the retirement plan, when eligible. Most employees are able to use telecommuting and flexible work hours on a limited, as needed basis.

Strengths

Recruitment and retention are important to the organization as it faces the impending retirements of its experienced employees.

- Employee training contributes to action plans in most areas. For example, operators at the help desk have received training in customer service and how to handle basic computer-related issues. The security group receives training to enhance skills in cyber security and other areas that may be vulnerable. Professional development is achieved through Executive Management Training (Harvard Leadership Program), completion of the County's Supervisory Certification Program, and Project Management Professional Certification. Aligning employee training opportunities with strategic objectives and action plans may help the organization achieve its goals on schedule.

- The organization motivates employees to develop and utilize their full potential. For example, positive reinforcement is provided through team meetings, interaction between supervisors and employees, and yearly evaluations. There is an open-door policy for employees. There are organizational and County-wide employee suggestion and recognition programs with rewards of paid time off or cash. Distinguished performance over an extended period of time may be recognized through five percent special recognition increases and three percent pay for performance adjustments.

- The organization works to improve workplace health, safety, security, and ergonomics. The Safety Committee meets quarterly to address workplace health, safety, and security. Recommendations from the Safety Committee are reported directly to the building managers to review and use to resolve issues. The organization provides insurance plans, health fairs and screenings, a confidential employee assistance program, leave of absence for medical reasons, and light duty assignments. Facilities are inspected monthly to check for potential problems and to conform to preventative maintenance schedules. Valid identification is required, and guests are screened, to access entry at all locations. Access to varying levels of security within work areas is required, and numerous cameras are monitored 24 hours a day. The Departmental personnel officer addresses ergonomic needs of employees. An approach to improve the workplace health and safety impacts employee satisfaction and productivity, which influences the organization's ability to provide excellent services to its customers.

- The organization ensures workplace preparedness for disasters and emergencies. Hurricane preparations include: a building to withstand a Category Three storm, installation of hurricane shutters, and an employee essential or non-essential designation system. There is an employee hotline to notify staff of work

Strengths

requirements in the event of a disaster, and employees are aware of their disaster recovery assignments. The building has uninterrupted power for critical systems with a five-day backup. There are short-term food supplies for employees, and long-term supplies are available in case of a lockdown. The Continuity of Operations Plan and the Hurricane Preparedness Plan establish procedures for responding to emergencies. Fully developed and deployed disaster plans give the organization the capability to quickly and effectively respond and react to emergency situations.

Opportunities For Improvement

- The organization does not systematically organize work to promote individual initiative and empowerment to achieve action plans in all areas. For example, organizational objectives are not promoted or communicated across all levels and areas so employees do not see the link between their tasks and the organization's strategic objectives and action plans. The Employee Suggestion Program is not linked to action plans, and positive reinforcement during team meetings is not consistently done to acknowledge any accomplishments. Without a systematic process to engage employees in decision making processes, the organization may be hindered in its ability to take full advantage of employee knowledge and skills and may adversely affect morale and service excellence.

- The employee performance management system does not support high performance work or contribute to the achievement of action plans. For example, the executive level performance appraisal system is integrated with the Business Plan; however, this method of evaluation is not deployed to lower level employees. Performance reviews for most employees are done in different ways and at inconsistent times. Some managers include future annual goals, while most do not. Most employees do not have development plans. Holding employees accountable for specific goals and providing meaningful feedback during reviews may help the organization to achieve its mission and vision, especially while key organizational changes are taking place.

- The organization does not systematically approach succession planning for leadership and management. For example, while current efforts for succession planning include training and informal mentoring, these initiatives have not been formulated into a systematic approach for succession planning. Most mentoring is done at the project level and is mainly used to get employees up to speed on certain applications and processes. With 15 percent of the workforce eligible for retirement within the next five years, a lack of planning for succession may limit

Opportunities For Improvement

- the organization's ability to advance senior managers' leadership skills and create a legacy system to support employees when knowledgeable employees retire.

- The organization does not systematically evaluate the effectiveness of education and training in all areas. For example, employees give feedback after training is completed by reporting to their supervisors upon their return as a form of anecdotal satisfaction with the training, but that feedback is not used to improve training, or to assess future training or organizational needs. Lack of a consistent method to evaluate the effectiveness of training and utilize that information for improvements may hinder the organization's ability to ensure employees have the skills needed to support and sustain the organization's vision to become the highest quality and most effective service provider.

- The organization does not have a systematic method to determine employee satisfaction and dissatisfaction. For example, the organization informally obtains some employee satisfaction information through Skip Level Meetings, formal team meetings, and informal supervisor/employee discussions; however, there is no defined, repeatable, and measurable approach to determine and communicate employee satisfaction results throughout the organization. Lack of an approach to assess employee satisfaction/dissatisfaction, to analyze the data, and to use the information to improve the work environment may negatively impact efforts to gain support and active engagement of employees to achieve strategic goals and other organizational change efforts.

6.0 Process Management

The **Process Management** Category examines the key aspects of your organization's process management including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.

Scoring Range: 10% - 25%

Strengths

- The organization has identified key product, service, and support processes in the following areas: application development and support; digital government; geographic information systems; data center production; radio; desktop support; voice and data; risk mitigation; budget management; purchasing; safety; human resources; and customer services. The organization's key value processes are considered the most important to the organization's growth and success.

- The organization has identified performance measures or indicators for monitoring, controlling, and identifying improvement opportunities for scheduling, budgeting, productivity, and project completion. Metrics are aligned with Department and County Manager's goals. Indicators reside on the Chief Information Officer's scorecard and on the Project Management Dashboard and are available for viewing by all employees on the organization's SharePoint site. These measures can help manage and prioritize services to improve and help the organization change with advances in technology and best practices.

- The organization has a process to ensure adequate financial resources to support key product, service, and support processes through the annual budget preparation process. Staff workload, hourly rates, and methods of funding are examined. Capital requests are developed through business cases that are reviewed during the Information Technology Governance Funding process and are prioritized based on enterprise needs. This process may help ensure that funding is available to address identified needs and meet goals to implement cost-effective solutions.

- The organization ensures continuity of operations in the event of emergencies through testing of its disaster recovery processes and yearly updates to its Hurricane Plan. The bunker facility provides multiple backup systems for 911, fire, and police operations to prevent any interruption in emergency services. Mainframe data backups are stored off-site and a secure facility, the Lightspeed Building, is being developed to implement virtual vaulting and to house emergency operations. Lessons learned are identified to improve response and

Strengths

recovery times. The organization is prepared for disasters and can provide continuity of Information Technology Enterprise and Infrastructure services for the County.

Opportunities For Improvement

- The organization does not have a systematic approach to determine key processes that add value for stakeholders. For example, the key processes were identified, and some input from customers and potential customers as to requirements was incorporated, but no systematic decision-making criteria were used. This may make it difficult for the organization to achieve their vision to be the highest quality and most effective service provider.

- The organization does not have a standardized approach to design service and support processes to meet current and changing customer requirements across all areas. For example, employees identify customer requirements by perceived need, use project management plans, and conduct Joint Application Development sessions, but do not incorporate a standardized process in the design. Design elements may include: steps in the design process, elements such as new technology, cycle time, or cost efficiency. This may adversely affect the organization's ability to support Departmental business processes and achieve customer satisfaction and service excellence.

- The organization does not have a systematic approach for improving key value and support processes. For example, improvements occur from lessons learned and implementation of corrective action plans as the result of "post mortems" initiated from a service failure rather than from a proactive improvement methodology. A standardized improvement model that utilizes tools for root cause analysis can assist in dealing with issues, but can also help create ongoing improvements and measure benefits as they relate to strategic plans and operating capabilities. Lack of a systematic approach to improvement may limit the organization's ability to provide cost effective and timely solutions to meet current business needs and future competitiveness.

- The organization does not have a systematic approach in all key technology services to ensure continuity of operations in the event of disasters, particularly those that occur with little or no warning. For example, the distributed systems do not have the same secure levels of back up and information is not as easily retrievable as it is from the mainframe systems and are, thus, more vulnerable.

7.0 Results

The **Organizational Performance Results** Category examines your organization's performance and improvement in key business areas – product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

Scoring Range: 30% - 45%

Strengths

- Positive results were reported for system availability. For the period from 1-06 to 11-06, *Core Metro Availability, Exchange Availability,* and *Mainframe Production Systems Availability* showed positive results from 99.95% to 100%, 99.99% to100%, and 99.99% to 100%.

- Mostly positive results were reported for *Data Center Workload Measures Yearly Comparisons.* For the period from 1996 – 2006, there were mostly positive trends for: online taxes from 600,000 to 1,200,000; test jobs from 600,000 to 950,000; tape mounts stable from 50,000 to 50,000; and production jobs from 725,000 to 1,300,000. Lines printed decreased from 375,000 to 325,000.

- Positive results were reported for *Delivery of Radio Communications* (Figure 7.1-5) from January 2006 at 100% through December 2006 at 100%. 2006 Year-end performance was also 100%.

- Positive results were reported for *Computer Equipment Repairs Within 48 Hours*, *Telephone Equipment Repairs Within 48 Hours,* and radio vehicle installations. The computer repairs increased from 94.02% in December 2005 to 96.05% in February 2007, while telephone repairs increased from 84.81% in December 2005 to 92.27% in February 2007. The percent of radio vehicle installs completed on time was 95% in December 2005 and 99% in February 2007.

- Positive results were reported for *Service Level Agreements*. FY 2005-2006 through FY2006-2007 shows Application Service Level Agreements increased from 48 to 59 and Desktop and Voice Service Support Service Level Agreements increased from 43 to 44.

- Positive results were reported in 2006 for different costs:
  - portable radio repair (per unit) was $152.39 for the organization compared to $198.00 for an industry benchmark average.

Strengths

- radio network maintenance (per unit) was $19.15 versus $93.75.
- maintaining desktops was $216 versus $1,126.
- Intel server costs were $3,120 versus $6,352.
- voice network costs were $148 versus $527.
- data attached user costs were $133 versus %516.
- costs per transaction were $24.74 versus $26.31.

- Productivity improvements were 4% ($4.5 million) from 2006 to 2007 and $1.8 million in 2005/06.

- Positive results were reported for *Project Management Professionals.* The number of professionals trained ranged from 1 in 2004 to 19 in 2006.

- Positive results were reported for the Project Management Office. The overall *Number of Milestones Scheduled vs. Number of Milestones Met* increased from 67% in 2005 to 75% in 2006. *Planned Budget/Schedule vs. Actual Budget/Schedule* scores increased from 2.5 (out of 3) in 2005 to 2.75 (YTD) in 2006 for these projects.

- Positive results were reported for *Paper Reduction Utilization*. Paper printing decreased from 80.9 million pages in 2001 to 53.3 million in 2006.

- Positive beginnings of a trend were reported for *United Way Contributions* from $15,000 in 2006 to $30,000 in 2007.

Opportunities For Improvement

- Unfavorable results were reported for *Reduction in SPAM (*Figure 7.1*)* with a current performance at 49% blocked for the time period October 2006 to February 2007. Current performance has declined over the past few months and in December 2006 dropped slightly below benchmark (50%) and has stayed there through February 2007. Also, the percent of public facing and critical servers with current patches installed was at 96% with a goal of 100% for March 2007.

- Higher average costs were reported for *Mainframe Cost per Used MIPS.* The organization's average cost of $15,656 compares unfavorably to $12,058 for an industry comparison. Unix server costs were $14,603 versus $12,131. Average

Opportunities For Improvement

cost per Service Center call was $29 versus the organization's goal of $27.60 as of February 2007.

- Results were not reported for the following:
  - service effectiveness.
  - user friendliness of systems.
  - complaints.
  - workplace health, safety, ergonomics.
  - employees retention.
  - training effectiveness.
  - employee suggestions.
  - employee satisfaction.
  - risk mitigation.
  - collaboration.
  - legal/ethical compliance.
  - audit results.

- No comparisons were provided for: system availability, workloads, productivity improvements, service level agreements, training, and computer and telephone repair requests within 48 hours.

- Comparisons reported were against industry averages, not "best in class."

- There were missing trends for system availability, email, costs, training, customer satisfaction, and productivity improvements.