

May 2008



**2008
Governor's Sterling
Award**

**Feedback
Report**

Miami-Dade County Government Information Center

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Introduction

The mission of the Florida Sterling Council is "to enhance Florida's competitive edge and quality of life through promotion, assessment, and recognition of performance excellence." The goal of the Governor's Sterling Award process is to improve organizational performance excellence throughout the State of Florida by using a proven, world-class management system that applies to public and private sector organizations. The Award is designed not only to recognize organizations that are leaders in performance excellence and can serve as role models for others, but also to provide a self-assessment opportunity to help your organization optimize its 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 presented. 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 your 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 strengths and opportunities for improvement on which your organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the Examiners' observations regarding your organization's key strengths and opportunities for improvement. In addition, this report includes a scoring range for each item. This percentage range is based upon the scoring guidelines which describe the characteristics typically associated with each percentage.

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 your organization's ability to analyze its continuous improvement effort and to achieve consistently higher levels of performance. Ultimately, the success of Florida depends on the success of your organization; by taking your organization to the next level, you are helping make Florida "a state of 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 Item. It depends on how important you think that Item or 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

The Miami-Dade County Government Information Center was formally established in 2006 through the consolidation of various County departments to serve as a central point for citizens to seek information and request a service. The organization recently acquired responsibility for additional services from the County, and plans are being made to acquire responsibility for more services in the near future.

The Miami-Dade County Government Information Center is in the early to intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Customer and Market Focus, and Process Management. Some of the most important strengths include:

- The organization's senior leaders are dedicated to providing services that exceed public expectations for government agencies. They have identified excellent customer service and continuous improvement and innovation as the organization's core competencies, and use these as the foundation for accomplishment of goals and attaining the vision. Senior leaders set and deploy the vision and values through the annual strategic planning process which results in the Business Plan and three-year Roadmap that goes beyond the requirements of the County. The organization develops and deploys initiatives (action plans) to achieve the four strategic goals. Each initiative has been assigned a project lead to ensure the action plans are deployed and objectives are achieved. Senior leaders have identified performance measures that are aligned to each of the goals and review them at monthly meetings to monitor progress. They also conduct periodic reviews on the progress of initiatives using an "Assignment Dashboard" and a standard model to manage assignments. Senior leaders also foster a culture of empowerment, creativity, and innovation, thus creating an environment for a motivated and high performing workforce to drive the organization further toward meeting its vision to transform the government experience through innovation.
- The organization has identified its customers and customer groups, which are external and internal customers. The external public customer group includes County residents, visitors, and potential visitors. The internal customers include County departments and elected officials. The organization anticipates public concerns with future products and services, and prepares for these concerns in a proactive manner through work system design, customer research data and information, and the Program Collaboration Base, which was established to design and deliver products and services based on customer input, data analysis, and through the use of cross-functional teams. Knowledge Base experts are assigned to internal customers and obtain information regarding information they would like to communicate to external customers. Additionally,

data and information collected from the Secret Shopper Program, Resident Satisfaction Survey, ServiceStat, and Webmaster feedback are used to determine customers or customer groups to pursue for future services or needs.

- The organization's two core competencies of excellent customer service and continuous improvement and innovation are used as the basis for many successful organizational and process improvements. The organization designs work systems with Strategic Customer Service Research and Development at the core of all functions and work processes. Internal and external customer needs drive the development and delivery of products and services. Work units collaborate with each other to ensure delivery of consistent information. For example, the Program Collaboration Base process was established to design and deliver products and services based on customer data analysis, and the use of cross-functional teams enhances the organization's work system by integrating services and streamlining the process internal customers use to acquire multiple services from various departments within the organization. To support work systems and daily operations, the organization has a robust operating system and multiple applications to collect and transfer data and information to the workforce and customers.

There are opportunities for improvements that include:

- The organization does not have a systematic process in place to ensure its strategic goals balance and address its key short and longer-term challenges. For example, there are no current goals or plans at the strategic level to address the acquisition and consolidation of other core functions such as the recent merging of Television and Campaign/Print. As there are expectations of further consolidation, the organization faces the additional challenge of integrating these functions and assimilating these groups into its culture, while maintaining high levels of performance in its other core functions. Without a timely approach to review strategic goals, challenges, and the changing environment, the organization may have difficulty ensuring improvement initiatives are aligned with all stakeholder needs as the organization is undergoing considerable change and growth.
- The organization must meet County and external customer expectations to communicate accurate and timely information about services provided by internal customers. The organization's internal customers are also suppliers because it relies on them to supply the information needed by external customers. Furthermore, internal customers are responsible for completing service requests made by external customers. However, because service requests are received by the organization, external customers view the organization as responsible for completing the requests. Therefore, the organization is dependent on internal customers to meet the needs of external customers to achieve excellent customer satisfaction. This tri-dimensional relationship with internal customers

creates a unique vulnerability for the organization, which it identifies as a strategic challenge.

- The organization is relatively new and is still in the beginning stages of formalizing the selection of its performance measures. Within the past year, two new functions have consolidated under its direction and additional services are expected in the future, so this presents a challenge in terms of agility and rapid integration of processes and measurement systems. The organization's planning and overall process management approaches are deployed in the 3-1-1 Answer Center and Web Portal area, but these are not yet deployed to all functions. A full system of key measures has not yet been developed to track progress toward goals, and there are no in-process measures for many work processes.
- The organization is in the early stages of systematically evaluating and improving its processes. Some improvements are made based on the analysis of data, some are made in reaction to complaints, and some are made because of the creative workforce being on the cutting edge of technology. However, the organization does not have a consist, repeatable, and repeated method of evaluating its processes, at the strategic or function levels, that is based on systematic analyses of internal, external, and comparative data and information. As a result, the organization may miss opportunities to assimilate and integrate new functions into its culture of high performance and customer focus, and it may also miss opportunities to create breakthrough improvements in its more refined processes.
- The organization is in the beginning stages of implementing methods to determine employee satisfaction. It conducted its first employee satisfaction survey last year and has started working on many improvements based on the results. However, the organization does not have an approach to determine unique key factors of workforce engagement and satisfaction for each of its different workforce groups and segments, which becomes increasingly important as consolidation continues. In addition, the organization has started some reward and recognition processes, but these are not implemented across all areas of the workforce to support high performance. Finally, the organization is in the early stages of implementing some of its approaches to succession planning and career development. The organization does not yet have a systematic process to evaluate the effectiveness of its workforce and leader development and learning systems.

The Organizational Performance Results category assesses Miami-Dade County Government Information Center's trended and comparative performance in those areas of importance to the organization's key business factors. Some of the strengths and opportunities for improvement in the organization's results include:

- Overall, the core services are in the early stages of developing trends. Results for the Web Portal show favorable trends including growth in visitors and portal availability. The number of visits increased from 823,167 in October 2005 to 2,543,329 in January 2008. System availability ranges from 98.5 to 100%. The 3-1-1 Answer Center results show favorable increase in call volume which has increased from 200,000 calls in October 2005 to 210,000 in January 2008 with service requests increasing from 8,200 in October 2006 to 12,000 requests in January 2008. Service request closure increased from 87% in September 2007 to 94% in February 2008.
- Segmented results are not reported for many key functions, internal customers, external customers, and the workforce.
- Additional opportunities for improvement found in the results include:
 - No internal customer satisfaction results are reported for County departments and elected officials.
 - Limited trend data for all core functions including customer satisfaction, product and service performance important to their customers, workforce outcomes, and process effectiveness outcomes are reported.
 - 3-1-1 Answer Center answer response time has increased with the increase in volume. The average speed of answer has increased from 38 seconds in October 2005 to two minutes in January 2008.
 - 3-1-1 Answer Center customer satisfaction has decreased from 87% in September 2006 to 85% in September 2007.
 - No comparative data are reported for any service outcomes, customer outcomes, financial outcomes, workforce outcomes, or process management outcomes.

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.

1.1 Senior Leadership

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how senior leaders guide and sustain the organization, communicate with the workforce, and encourage high performance.

Item Reference	Strengths
1.1a(1)	Senior leaders' primary method of setting and deploying the organization's vision and values to the workforce and customers is through the creation of a Business Plan and three-year Roadmap. Through a formal strategic planning process, the organization annually reviews and sets its mission, vision, values, and budget. The information is contained within its Business Plan and is formally adopted by the Board of County Commissioners annually. Every two years, the organization reviews and modifies, as necessary, its three-year Roadmap. This document takes a longer-term view, and in addition to the mission and vision, it also includes a description of four strategic goals, measurements of success, initiatives, timeframe for completion, and dependencies. The organization deploys its vision and values through monthly strategic planning meetings with the senior leadership team, division and section staff meetings, skip level meetings, its website, posters, and t-shirts.
1.1a(2)	Senior leaders personally promote an organizational environment that fosters and requires legal and ethical behavior through role model behavior, direct observations, transparency of operations, mandatory training for all employees, and enforcement of County policies and procedures. Shortly after the formation of the organization in 2006, all current employees were required to attend mandatory ethics training. New employees, as part of their orientation, are also required to take ethics training. Additional methods to promote and require legal and ethical behavior include: a hot line for reporting possible ethics violations; all employees are required to sign an anti-nepotism agreement; they must obtain

Item Reference	Strengths
	<p>permission for outside employment; and they must disclose gifts from vendors when valued at more than one hundred dollars.</p>
1.1a(3)	<p>Senior leaders focus on the organization's core competencies of excellent customer service and continuous improvement and innovation to create an environment for organizational performance improvement. For example, they develop an annual Business Plan and a three-year Roadmap incorporating learning from their SWOT analysis which includes analysis of customer and employee satisfaction survey results and frequent meetings with customers. Additionally, they ensure a variety of training and development opportunities are available to the workforce to build skills and capacity, and utilize input from cross-functional teams to improve performance. Senior leaders have created an overall culture that is high energy, creative, and fun where employees are motivated to continuously improve organizational performance.</p>
1.1b(2)	<p>Senior leaders identify key performance measures and conduct monthly strategic planning meetings to focus on actions to accomplish the objectives, improve performance, and attain the organization's vision. The organization creates an annual Business Plan and three-year Roadmap to achieve its vision. To monitor progress, senior leaders review performance measures and initiatives aligned to each of the four strategic goals in the Business Plan and Roadmap. They use a commercial computer program to collect and report the organization's performance. Examples of some of the measures senior leaders review monthly include: 3-1-1 average speed of answer, 3-1-1 total call volume, number of visitors served by the internet portal, percent growth of portal visitors month by month, number of portal subscribers, and financial and budget projections.</p>

Item Reference	Opportunities For Improvement
1.1a(1)	<p>Senior leaders do not have a systematic approach to evaluate and improve the processes used to set and deploy its vision and values. Since formal creation of the organization in 2006 by the Board of County Commissioners, the senior leadership team has implemented several approaches to setting and deploying its values including: the Business Plan; the adoption of a three-year Roadmap; a strengths,</p>

Item Reference	Opportunities For Improvement
	<p>weakness, opportunities, and threats analysis in 2007; and reviewing customer satisfaction and past organizational performance results. However, there is no systematic evaluation and improvement process in place to identify and prioritize improvement opportunities currently in place to set and deploy its vision and values to all stakeholders. As a result, the organization may miss innovative and breakthrough learning opportunities to engage employees, partners, and suppliers in commitment to the vision to transform government service experience through innovation.</p>
1.1a(3)	<p>Senior leaders do not have an approach in place to encourage organizational agility when addressing and overcoming key challenges to creating a sustainable organization for all core functions. For example, the organization has identified several key challenges to its sustainability, including funding and changing the culture of the internal customers and suppliers. To overcome these challenges, senior leaders have implemented a three-year Roadmap that includes four strategic goals, initiatives, measurements of success, and timeframes. However, because the most recent Roadmap was created in 2007 and is updated every two years, it does not reflect the current organizational structure or services provided. Television and Campaign/Print are included in the Business Plan, primarily from a budget perspective, but are not yet integrated into the Roadmap. Without a timely and agile systematic approach to include all aspects of the organization to ensure short and longer-term sustainability, the organization may have difficulty identifying new initiatives to overcome emerging challenges.</p>
1.1a(3)	<p>Senior leaders do not have a systematic approach to personally participate in succession planning and the development of future organizational leaders in all core functions. For example, the organization's Director supports mentoring of employees, but not all senior leaders participate in mentoring. Some employees have been temporarily assigned leadership roles in other departments to encourage future leaders, but this is not systematically accomplished. Lack of a fully developed and deployed plan for succession and developing future leaders may make it difficult for the organization to ensure leadership sustainability and overcome the key challenge of retaining talent.</p>

Item Reference	Opportunities For Improvement
1.1b(1)	<p>Senior leaders do not have a systematic process in place to evaluate and improve how they encourage frank, two-way communication throughout the organization. For example, the organization conducted its first employee satisfaction survey in October 2007 in an effort to encourage frank two-way communication. The results indicate the need for improved communications, and senior leaders have begun implementing several approaches to address these concerns. However, many of the current methods senior leaders use to communicate are limited to one-way communications that include: the website, posters, newsletters, the employee magazine, SharePoint, eNet, printed messages on paychecks, and emails. Without a systematic process to evaluate and improve two-way communication, the organization may miss opportunities to identify and share best practices that could contribute to its core competency of continuous improvement and innovation.</p>
1.1b(1)	<p>Senior leaders do not have a systematic approach to take an active role throughout the organization in reward and recognition programs to reinforce high performance and a customer and business focus. For example, supervisors complete annual employee performance evaluations, email individual employees for recognition, and the organization has implemented the WOW recognition program. However, only 3-1-1 Answer Center employees receive recognition through the WOW program, and nomination and selection is generated from an outside partner agency. Without a systematic approach for senior leaders to take an active role in recognition programs to reinforce high performance in all areas, the organization may not be able to achieve its recently added goal to promote employee engagement.</p>

1.2 Governance and Social Responsibilities

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe its governance system and how it addresses its responsibilities to the public, ensures ethical behavior, and practices good citizenship.

Item Reference	Strengths
1.2a(1)	Senior leaders use several methods to achieve accountability for management's actions. For example, they conduct monthly strategic planning meetings to review initiatives and performance measures aligned to each of the four key goals. Managers participate in employee performance reviews and project review sessions, track strategic and special project updates through the assignment dashboard, and review initiatives for the fiscal year with employees during strategy meetings. The organization accomplishes fiscal accountability by reviewing information from past budgets and utilizing it in future budget planning, closely monitoring the current fiscal year's budget, and measuring the ratio of budget to actual spending.
1.2a(2)	The organization uses a cascading system to evaluate the performance of its senior leaders. For example, County administration evaluates the Director on achievement of organizational goals and effectiveness in communicating direction. The Director conducts annual and mid-year goal reviews with the assistant directors and the chief of administration to deploy County goals, direction, and additional initiatives specific to the organization. The Director uses these reviews to evaluate each senior leader and helps focus on actions to improve performance and accomplish the organization's goals. Each senior leader submits an annual action plan with goals to the Director which are used to identify successes achieved, remaining opportunities for improvement, and plans to address opportunities.
1.2b(1)	The organization anticipates public concerns with future products and services, and prepares for these concerns in a proactive manner through work system design and use of customer research data and information. For example, the organization assigns a single point of contact for internal customers to ensure their information is accurate before it is made available to external customers. In addition, the

Item Reference	Strengths
	organization monitors systems to proactively fix technical problems before they are detected by customers.
1.2b(2)	The organization has implemented several approaches to promote ethical behavior of employees. The organization monitors the improper use of internet access and e-mail accounts, transparency of operations, direct observation, ethics hot line, mandatory ethics training, enforcement of County policies and procedures, and adherence to government sunshine laws. Key measures for monitoring employee ethical behavior include number of ethical violations, number of inappropriate behaviors, number of employee grievances, and number of EEOC complaints.
1.2c	The organization actively supports and strengthens its key communities through involvement and support of the United Way, sponsorship or participation in local charity walks, and disaster response. For example, the Director personally contributes as a United Way board member, and the organization's workforce participates through fund raising and individual donations to the United Way. Senior leaders and staff also sponsor or participate in charity walks to raise money and awareness of heart disease and breast cancer in the community. During emergencies, the organization's Continuity of Operations Plan ensures communication continues between government and residents, and employees are encouraged to participate in voluntary disaster relief services.

Item Reference	Opportunities For Improvement
1.2a(2)	Senior leaders do not have a systematic approach to use performance reviews to further develop and improve the effectiveness of the leadership system. For example, the Director and members of the senior leader team participate in annual and mid-year goal reviews to assess their personal leadership. However, there is not a systematic process in place to use the composite assessment findings from all leader evaluations to develop and improve the overall leadership effectiveness of the Senior Leadership Team necessary to address its key challenges and organizational sustainability. Without a systematic process to improve both personal leadership effectiveness and the leadership

Item Reference	Opportunities For Improvement
	system, the organization may not be able to overcome the challenges of maintaining quality and driving innovation in its products and services.
1.2b(1)	The organization has not formally identified its key compliance processes, measures, and goals for achieving and surpassing regulatory and legal requirements for all of the various core functions. For example, the organization adheres to the Americans with Disabilities Act, but a systematic inventory of key regulatory and legal requirements, including measures and goals, has not been completed. As a result, the organization may face regulatory or legal action that affects sustainability.
1.2b(2)	The organization does not have a process in place to measure and monitor ethical behavior of suppliers, partners, and stakeholders. For example, the organization monitors the ethical behavior of employees, but it has not developed an approach for monitoring the ethical behavior of other groups that also affect public perception and sustainability of the organization, such as its internal departments when they act as partners in completing citizen service requests like filling potholes. Without an approach for promoting and ensuring ethical behavior of suppliers, partners, and stakeholders, the organization may have difficulty meeting the requirements of external customers to provide timely and accurate information, and to be responsive to service requests.

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.

2.1 Strategy Development

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines its strategic challenges and advantages, and how it establishes its strategy and strategic objectives to address these challenges and enhance its advantages. It also asks the organization to summarize the key strategic objectives and their related goals.

Item Reference	Strengths
2.1a(1)	The organization conducts a formal strategic planning process annually during which the mission, vision, values, and budget are updated and a two-year Business Plan is created. Every two years the organization reviews and updates a three-year Roadmap that takes a slightly longer-term view. In addition to its mission and vision, the Roadmap includes key strategic goals, value-added for key stakeholders, measurements of success, initiatives, timeframes for completion, and dependencies. Key steps in the development of the Business Plan and Three-Year Roadmap include: define and evaluate by gathering input from customer and employee satisfaction survey results; review past performance of key indicators and conduct a strengths, weaknesses, opportunities, and threats analysis; design and plan; execute and implement; and measure and improve after initial implementation.
2.1a(1)	The organization has implemented several approaches to identify potential blind spots which it refers to as "gaps" or opportunities for improvement. These include the use of recent customer and employee satisfaction surveys results, Closed Loop data analyses, Secret Shopper Program, residential survey of 2005, monthly manager meetings, Service Stat, and the Workforce Management System. The organization's short-term planning horizon of one year is established primarily by the County. A long-term planning horizon of three-years has been established by the senior leadership team during its annual strategic planning process.

Item Reference	Strengths
2.1b(1)	<p>The organization has identified four key strategic goals within its three-year strategic Roadmap. They are: to increase access to government information and service; to improve the quality of information delivery by making it timely, accurate, consistent, and increasingly simple to access; to increase accountability for delivering customer service across the enterprise; and to promote employee engagement. The organization has identified strategic priorities and new initiatives for each strategic goal. For example, the following initiatives have been identified for strategic goal one: implementation of ServiceDirect; marketing of services; mobile device initiative; design and bundle services; and Florida 3-1-1 coalition and grant funding opportunities.</p>
2.1b(1)	<p>The organization has identified timetables for accomplishing the initiatives established to meet the four strategic goals. For example, five initiatives have been identified to meet strategic goal two, one of which is Portal-Knowledge-Base Integration. The timeframes for completing this initiative are: complete model for integrated content management systems by third quarter of fiscal year 2007-2008; and fully implement single solution content management systems by fiscal year 2009-2010.</p>
2.1b(2)	<p>The organization balances the needs of its key stakeholders through the deployment of its key competencies and four strategic goals. Within the three-year Roadmap, each strategic goal contains a description of the value-added for each of the three key stakeholder groups: County departments and partner agencies; County residents and visitors; elected officials, the County manager's office, and departmental executive staff. For example, strategic goal number three includes the following value-added description for County residents and visitors: an amplified public voice, which is conveyed through ongoing customer research initiatives, such as the County-wide Secret Shopper Program, the resident satisfaction survey, and quality assurance efforts.</p>

Item Reference	Opportunities For Improvement
2.1a(1)	<p>The organization does not have a systematic approach for evaluating and improving its overall strategic planning process. For example, the organization has developed a formal strategic planning process and identified the key steps in the creation and deployment of its Business Plan and three-year Roadmap. However, there is no formal process in place to systematically evaluate and improve the planning process to ensure it keeps pace with consolidation and other changes. Without an approach for evaluating and improving the overall process, the organization's planning may not address all organizational challenges such as population growth, diversity of community, budgetary constraints, providing access to information, maintaining quality, and driving innovation in products and services.</p>
2.1a(2)	<p>The organization does not have a systematic process to collect and analyze relevant data and information pertaining to several key factors within the strategic planning process. For example, the organization is in the early stages of conducting a SWOT analysis, implementing employee surveys, and utilizing this information, as well as other data, to create its Business Plan and a three-year Roadmap to plan its future, which exceeds the County's requirements. However, all core services are not yet considered in the strategic planning process, and are not systematically included in: determining strengths, weaknesses, opportunities, and threats; major shifts in technology; markets and customer preferences; regulatory environment; long-term organizational sustainability; and ability to execute its strategic plan. Without a systematic approach to collect and analyze a variety of key factors pertaining to all its key services, the organization may not identify goals, strategic priorities, initiatives, and measures of success to ensure excellent service in all areas and overall sustainability of the organization.</p>
2.1b(2)	<p>The organization does not have a process in place to ensure its strategic goals balance and address its key short and longer-term challenges. For example, the primary method to address its short and longer-term challenges is the implementation and deployment of its three-year Roadmap. However, because the Roadmap is updated every two years, there is no timely or systematic process in place to rapidly update, modify, and ensure its strategic goals balance and address all its current, emerging, and longer-term challenges. For example, there are no current goals or plans at the strategic level to address the acquisition and consolidation of other</p>

**Item
Reference**

Opportunities For Improvement

core functions such as the recent merging of Television and Campaign/Print. As there are expectations of further consolidation, the organization faces the additional challenge of assimilating these groups into its culture, while maintaining high levels of performance in its other core functions. Without a timely approach to review strategic goals, challenges, and the changing environment, the organization may have difficulty ensuring improvement initiatives are aligned with all stakeholder needs when undergoing considerable change and growth.

2.2 Strategy Deployment

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it converts its strategic objectives into action plans, to summarize its action plans and related key performance measures or indicators, and to project future performance relative to key comparisons on these performance measures or indicators.

Item Reference	Strengths
2.2a(1)	<p>The organization develops and deploys initiatives to achieve its four strategic goals through the adoption of an annual Business Plan and three-year Roadmap. For example, new initiatives are updated or identified every two years in the three-year Roadmap and aligned to support the accomplishment of each strategic goal. Each initiative is assigned a project lead to ensure the action plans are deployed and objectives are achieved. Senior leaders also conduct periodic reviews on the progress of initiatives and projects using the "Assignment Dashboard" and a standard model to manage assignments.</p>
2.2a(2)	<p>The organization ensures that adequate financial resources and other resources are available to support the accomplishment of strategic initiatives through the development of an annual Business Plan, steering committees, and Charge Change Memorandums. An Information Technology Governance Steering Committee meeting is held by the County to determine financial resources needed for each initiative. The initiative and supporting financial information is included in the Business Plan. Once approved by the County, the initiatives are communicated to the organization's Director via Charge Change Memorandums. Charge Change Memorandums are utilized to hold senior leaders accountable for initiatives set forth within the Business Plan.</p>
2.2a(4)	<p>The organization has identified its key short and longer-term initiatives. Each is aligned to one of four strategic goals and is documented within the three year Roadmap. Short-term plans primarily revolve around the enhancements to current products and services and include: improvements to the usability and information architecture of the County's Web Portal; implementation of ServiceDirect; implementation of geographically-based portal personalization; semantic web development; and integration of online feedback surveys. Long-term action plans focus on the</p>

Item Reference	Strengths
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consolidation of enterprise-wide services including: consolidation of all County call centers into the 3-1-1 Answer Center; consolidated service delivery event repository through the ServiceStat system; creation of a consolidated knowledge base; implementation of a consolidated knowledge base; and implementation of a consolidated quality assurance effort.

Item Reference	Opportunities For Improvement
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2.2a(3)

The organization does not have a systematic method to establish and deploy modified action plans if circumstances require a shift in plans and rapid execution of new plans. For example, the organization formally updates new initiatives within its three-year Roadmap every two years, however, a systematic process to update the Roadmap if circumstances require a shift in plans for each of its core functions is not in place. There are no specific action plans in place to address new core processes acquired through consolidation. Without a systematic approach that is agile and responsive to changing organizational needs, the organization may not have the ability to successfully overcome newly emerging challenges and may inhibit its ability to continue to provide excellent service.

2.2a(5)

The organization does not have a formal process to identify key human resource plans to accomplish its short and long-term strategic objectives and action plans. For example, the organization recently added a fourth strategic goal to promote employee engagement. However, the existing 2007 Roadmap does not include any initiatives or measures of success relating to the new goal. Without a systematic approach to identify human resource plans or the ability to incorporate such a plan within its existing three year Roadmap to address short and longer-term strategic objectives, the organization may jeopardize its ability to successfully maintain its culture that is high-energy, creative, and fun, and motivated to continuously improve.

Item Reference	Opportunities For Improvement
2.2b	<p>The organization does not have a systematic or widely deployed approach in place to compare its projected performance with comparable organizations. For example, the organization has identified sources of comparative data for its 3-1-1 Answer Center and includes public call centers of similar market size. However, similar comparisons for other core services such as Web Portal, Television, and Campaign/Print are not in place or are in the early stages of development. Without an approach to compare all its key core functions to comparable organizations, opportunities to identify best practices and innovations may be missed.</p>

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines the requirements, needs, expectations, and preferences 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.

3.1 Customer and Market Knowledge

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines requirements, needs, expectations, and preferences of customers and markets to ensure the continuing relevance of your products and services and how you develop new business opportunities.

Item Reference	Strengths
3.1a(1)	The organization uses several methods to identify key customer groups including input from County administration, customer satisfaction results, WebTrends, and information from a County-wide citizen survey. The organization has identified its customers and categorizes these customers into two primary groups: external and internal customers. For example, the external public customer group includes County residents, visitors, and potential visitors. The internal customers include County departments and elected County officials.
3.1a(1)	The organization uses a variety of information sources to determine which customers and customer groups to pursue for current and future products and services. For example, Online Services uses WebTrends to measure user activity on the Web Portal and calculate unique visitors, geographic location of users, top web pages viewed, and top keyword phrase searches conducted. Knowledge Base experts are assigned to County departments and obtain information regarding all department key processes and information they would like to communicate to external customers. Additionally, the organization uses data and information collected from the Secret Shopper Program, Resident Satisfaction Survey, ServiceStat, and Webmaster feedback to determine customers or customer groups to pursue for future services or needs.

Item Reference	Strengths
3.1a(2)	<p>The organization uses a variety of listening and learning methods, which vary for different customer groups, to determine key customer requirements, needs, and changing expectations and for purposes of planning services and making improvements. For example, feedback from monthly meetings between the Customer Service Market Research and Development unit liaison and the County departments resulted in modification of the monthly report format. Data from WebTrends and Webmaster feedback resulted in several improvements to the design, content, and navigation of the Web Portal and websites. Other methods include direct telephone communication via the Call Center and the Closed Loop Program.</p>
3.1a(3)	<p>The organization uses the voice of the customer information and feedback to become more customer-focused, to better satisfy customer needs and desires, and to identify opportunities for innovation. For example, Online Services has modified its Web Portal site to become more customer focused by allowing customer personalization through "personas"; allowing citizens to complete service requests on-line rather than having to contact a person at the Call Center; and through email subscriptions providing information proactively to the customer. Customer Service Market Research and Development modified its monthly report format to better meet the needs of County departments. Campaign Support Services better satisfied customer needs and desires by prioritizing work products and improving communication procedures with the Office of County Commissioners. The 3-1-1 Answer Center Knowledge Base Encyclopedia was updated based on gaps in the Knowledge Base system as identified by a 3-1-1/Web Portal community survey. Television transformed its video format from video to digital allowing for easier storage and ability to share and distribute work products to its customers.</p>
3.1a(4)	<p>The organization uses several methods to keeps its external customer listening and learning methods current with business needs and directions, including changes in its marketplace. For example, the organization utilizes technology consultants to design and implement updates to listening and learning methods while transferring knowledge to organizational staff. The organization worked with technology consultants to create County-wide calendars of events for citizen use and developed portal email subscriptions. The organization also continually evaluates feedback and</p>

Item Reference	Strengths
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researches industry standards and trends to create innovation and improvements to listening and learning methods. The organization utilized a new method of listening and learning through engaging end-users in review and testing of the website in Portal Test Drive sessions.

Item Reference	Opportunities For Improvement
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3.1a(2)

The organization does not systematically evaluate the methods used to obtain voice of the customer information and to determine key customer requirements, needs, and changing expectations. For example, the organization utilizes a variety of methods for listening to customers; however, there is no systematic and repeatable approach for evaluating the methods used to determine key customer requirements, needs, and changing expectations and to determine which methods are most effective for internal and external customers and for purposes of planning services and making improvements. As a result, the organization may have difficulty meeting the challenge of changing the culture of County departments who supply information and respond to external customer service requests.

3.1a(2)

The organization does not have a systematic process in place to use complaint data for purposes of planning products and services, making work process improvements, and developing business opportunities. For example, the organization receives satisfaction information from external customers, receives feedback from internal customers, has a process to receive and record client complaints, and acts on many of these complaints to resolve them. However, the organization does not systematically track, use, and evaluate complaint data to plan new products or services and make work improvements across the organization. Without an approach to use customer complaint data to make process improvements or plan for new services or products, the organization may find it difficult to meet external customer expectations to provide government information and services in a timely and professional manner. Additionally, without systematic evaluation and use of internal customer complaint data, the organization may not be able to identify needed improvements to allow it to pursue additional customer groups or markets.

Item Reference	Opportunities For Improvement
3.1a(4)	<p>The organization has not fully deployed approaches to keep internal customer listening and learning methods current with business needs and directions. For example, for external customers, the Closed Loop program survey method was expanded from a telephone survey to include on-line access; and the Web Portal has been upgraded from a Portal I to Portal III, allowing for enhanced listening and learning methods. However, for internal customers, there is no systematic approach to keeping customer listening and learning methods current with business needs and directions, including changes in its marketplace. Without a fully deployed, evaluated, and integrated process to ensure its listening and learning methods are current with business needs for its internal customers, the organization may have difficulty transforming the government service experience through innovation and improving customer service across the enterprise, particularly as it continues to expand through consolidation.</p>

3.2 *Customer Relationships and Satisfaction*

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it builds relationships to acquire, satisfy, and retain customers and to increase customer loyalty. This section also asks your organization to describe how it determines customer satisfaction and dissatisfaction.

Item Reference	Strengths
3.2a(1)	<p>The organization builds relationships to acquire customers, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals through several approaches. For example, the organization assigns a liaison for key internal customers. The Customer Service Market Research and Development unit provides data analysis and process improvement recommendations to its County department customers based on the needs of the individual customer department. Online services held a "Build It Workshop" specifically geared to users of the County Building Department and allowed end user input into the design of the website. Online Services develops and maintains websites tailored to fit the needs of each County department; and modified the Web Portal to become more customer focused by allowing customer personalization through "personas", email subscriptions, "white glove" service, and allowing citizens to complete service requests on-line rather than having to contact a person at the Call Center.</p>
3.2a(2)	<p>The organization has key access mechanisms to enable customers to seek information, conduct business, and make complaints and ensures that these contact requirements are deployed to all people and processes involved in the customer response chain. For example, the key access mechanisms are the Call Center and the Web Portal. The Call Center provides information on County services, and provides an avenue for the public to request services and make complaints. Customer contact requirements for the Call Center are deployed through scripts developed by each County department for services they provide. The County departments are responsible for updating scripts if changes are made to policy or process. If changes are significant, call specialists are notified via email or trained to ensure the new processes are understood. The Web Portal allows customers to pay property taxes on-line, research court records, communicate with technical support, and make</p>

Item Reference	Strengths
	complaints. Internal customers can seek information and make complaints through the assigned liaison or at regular meetings with department staff.
3.2(a)3	The organization manages customer complaints based on the mechanism through which the complaint is received. For example, complaints received via the Call Center are handled and resolved immediately by the call specialist. Internal Call Center complaints are entered in the Customer Service Request system for resolution. Complaints received for County departments are forwarded to the appropriate department for resolution. Complaints received through the Web Portal are forwarded to the appropriate department, and Online Services personnel receive and monitor resolution of the complaint. Complaints received through surveys, including the Closed Loop program, are all received by the Customer Service Market Research and Development section and forwarded to the appropriate County department for resolution. Although there is no written policy, the expectation for the organization to resolve complaints is immediately or within 24 hours.
3.2b(1)	The approaches to determine customer satisfaction and loyalty differ among customer groups; and the organization makes improvements based on customer satisfaction information. For example, for public customers the organization utilizes comprehensive market research, the Resident Satisfaction Survey, the Closed Loop program for residents utilizing the Call Center, Telephone 3-1-1 and Web Portal Awareness and Satisfaction survey, and use of a Secret Shopper Program targeting experiences with the 3-1-1 Answer Center. Satisfaction methods for internal customers include informal feedback, quarterly follow-up customer evaluation forms sent by Campaign Support Services to departments provided for in previous quarter, and through joint Customer Service Market Research and Development and County department meetings. Examples of Online Services improvements based on customer satisfaction results include the initiation of a marketing campaign to raise public awareness and usage of the Web Portal and development of "personas" for individualized user interface. 3-1-1 Answer Center improvements include the development of a training program to improve employee knowledge and information provided to customers; improving the transfer procedures between the Call Center and County departments; and implementation of a quality assurance function to internally "shop" call handling quality.

Item Reference	Strengths
3.2b(2)	<p>The organization follows up with customers on the quality of products, services, and transactions to receive prompt and actionable feedback. For example, Graphics employees immediately follow-up upon completion and production of materials for County departments. The Webmaster responds promptly to emails sent by Web Portal users to suggestions or concerns, and the "Was this helpful" Web feature allows users to enter comments and actionable feedback. The Closed Loop program is designed to initiate a follow-up contact with customers upon completion of a service request and asks customers about their experiences with the call specialist and the provision of service by the County department providing service. Additionally, Customer Service Market Research and Development follows up on services and products at monthly meetings.</p>
3.2a(4)	<p>The organization keeps approaches to building relationships and providing customer access current with business directions. For example, the organization continually receives customer feedback through various mechanisms, researches industry standards and web page development methods, and analyzes this information to keep up-to-date with business needs and requests. The organization has modified its Web Portal to become more customer focused by allowing customer personalization through "personas"; allowing citizens to complete service requests on-line rather than having to contact a person at the Call Center; and implementing email subscriptions for Web Portal users.</p>
3.2b(4)	<p>The organization has approaches to keep customer satisfaction determination methods current with business needs and directions. For example, Customer Service Market Research and Development reviews the satisfaction survey tools and methods used periodically to make changes based on business and organizational needs. This review is completed with input and feedback from the customers receiving results of the surveys. Additionally, the organization utilizes outside vendors to conduct a Resident Telephone Survey and researches industry expertise on survey design. The content and design of the Closed Loop program survey instrument was modified, and the process for administering it was updated to allow the customer to respond via website or by telephone. The Secret Shopper Program has also been modified to meet business needs. The Campaign Support Services Customer Evaluation feedback form was modified so customers could complete online rather than in paper format.</p>

Item Reference	Opportunities For Improvement
3.2a(3)	<p>The organization does not have a systematic and widely deployed process to ensure customer complaints are resolved effectively and promptly; and complaint data are not aggregated and analyzed for use in improvement throughout organization. For example, Call Center complaints are entered in the Customer Service Request system as a commendation or complaint. When customer complaints are received because an open service request has not been completed by County departments, the organization expects the responsible County department to resolve the complaint. However, the current system is not designed to track complaints against the organization. Without a tracking system that collects complaint data, ensures prompt and effective resolution and closure of complaints, and aggregates and analyzes data, the organization may lose an opportunity to continue to meet customer expectations, build relationships with its customers, and meet the core mission to provide quality and timely services to customers.</p>
3.2b(1)	<p>The organization does not systematically determine customer satisfaction and make improvements based on customer satisfaction information for all core functions. For example, the organization has several systematic methods of customer satisfaction determination for public customer groups; however, the organization is in the early stages of deployment of a systematic approach for determining satisfaction and making improvements based on customer satisfaction information for internal customers. Without a process to determine internal customer satisfaction and make improvements based on that information, the organization may not be able to ensure organizational alignment of customer priorities and needs, and may lose an opportunity to secure other potential internal customers or markets.</p>
3.2b(3)	<p>The organization does not have an approach to systematically obtain and use customer satisfaction levels from competitors, similar organizations, or industry benchmarks. For example, the organization obtained 2005 customer satisfaction levels information for Web Portal usage from industry benchmarks; however, there is not a systematic, continuous approach to obtaining and using customer satisfaction levels for appropriate key organizational processes from competitors, similar organizations, or industry</p>

Item Reference	Opportunities For Improvement
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benchmarks. Without an approach to systematically obtain and use customer satisfaction levels from competitors, similar organizations, or industry benchmarks, the organization may not identify gaps that, when addressed, could lead to breakthrough innovations that could help it meet the challenges of comparing government to private industry, providing optimal access to information, maintaining quality of service, and driving innovation in products and services.

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 and how it manages its information technology. Also examined is how your organization reviews and uses reviews to improve its performance.

4.1 Measurement, Analysis, and Improvement of Organizational Performance

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it measures, analyzes, aligns, reviews, and improves its performance through the use of data and information at all levels and in all parts of the organization and how it systemically uses the results of reviews to evaluate and improve processes.

Item Reference	Strengths
4.1a(1)	<p>The organization selects, collects, and aligns data and information for tracking daily operations and for tracking overall organizational performance. For example, the organization collects data through telephone surveys, WebTrends, the Call Management System, the Workforce Management System, and the Secret Shopper Program. On a monthly basis, the organization reviews the measures on its scorecard. Measures are aligned with scorecard perspectives and strategic goals. For example, some customer-related measures are: increase access to Government Information, 3-1-1 average speed of answer, and 3-1-1 total call volume. Some customer-related measures for other areas include: number of visitors served by the internet portal; portal visitors – percent growth month over month; number of portal subscribers; percentage of Board of County Commissioners' government meetings successfully broadcast on TV; percentage of Board of County Commissioners' government meetings successfully webcast; and create one enterprise advertisement per month. Also, the organization includes financial, internal, and learning and growth measures.</p>
4.1a(3)	<p>The organization keeps its performance measurement system current with business needs and directions by using a variety of operating systems and applications. For example, Customer Service Request software enables customer service profile maintenance, customer service event tracking, generation of correspondence, and</p>

Item Reference	Strengths
	customer contact logging. The ServiceStat web-based solution enhances internal performance-based management and public value by tracking the receipt of external customer requests for service. The MetricsHub serves as a repository for all data from which monthly reports are produced for organizational and County managers.
4.1a(1)	The organization has identified its key short-term financial measures and uses them to support organizational decision making. For example, the organization tracks expenditures, revenues, and positions filled utilizing a scorecard. The Chief of Administration reviews the short-term measures at a minimum of once each week to measure the ratio of budget to actual spending and positions filled.
4.1b(1)	The organization reviews organizational performance and capabilities to assess organizational success and progress relative to strategic objectives. For example, senior leaders review performance and capabilities during monthly meetings. Once per quarter representatives from the County attend. As a result of these meetings, the organization redesigned the Web Portal based on data gathered regarding department needs. In addition, the organization cross-trained thirty-seven transportation employees that merged with the Call Center to reduce call time.
4.1b(1)	The organization utilizes performance reviews to assess the organization's ability to respond rapidly to changing organizational needs and challenges in the operating environment. For example, Web Portal and Strategic Customer Service Research and Development utilize the SCRUM methodology to track progress and maintain on-time performance throughout the project life cycle. The SCRUM process involves daily 15 minute meetings to track deliverables and deliver tangible results. Each SCRUM team has a team master responsible for performance. The team is often composed of cross-functional members, and it assigns tasks in two-week "sprints".
4.1b(2)	The organization translates organizational performance review findings into priorities for continuous and breakthrough improvement and into opportunities for innovation. It prioritizes findings based on strategic goals and deploys them to workgroups through communication from leadership and management, training, and

Item Reference	Strengths
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evaluations. For example, the telephone survey findings identified the need to increase awareness of both the Web Portal and the 3-1-1 Answer Center. As a result, the organization developed the following priorities to improve awareness: redesign of the portal, postcard mailings, increased advertising, and technology upgrades. Another example is when scorecard results indicated underperforming queue and hold time measurements, the organization optimized call load distribution, increased training, and implemented additional feedback mechanisms.

Item Reference	Opportunities For Improvement
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4.1a(2)

The organization does not have a systematic process in place to effectively select and use key comparative data and information to support operational and strategic decision making and innovation. For example, the organization uses some comparative call center data; however, it does not have a systematic process for selecting and using key comparative data and information for all key functions. Without an effective, systematic process for using key comparative data and information, the organization may find it difficult to remain the provider of choice for the County.

4.1a(3)

The organization has not fully developed an approach to ensure that the performance measurement system is sensitive to rapid or unexpected organizational or external changes. For example, a few measures were added to the scorecard when new functions were added; however, there is not a systematic approach for modifying the performance system with the recent merger. Without a systematic approach to ensure the performance management system is sensitive to unexpected change in all areas, senior leaders may not have information needed to make decisions affecting sustainability and organization success.

4.1b(3)

The organization does not systematically incorporate the results of performance reviews into the systematic evaluation and improvement of key processes. For example, the organization uses results from monthly and quarterly performance reviews to identify many improvement initiatives in the 3-1-1 Answer Center and Web Portal, but a lack of outcome and in-process measures for new processes does not provide results necessary for systematic review

Item Reference	Opportunities For Improvement
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in all areas that could lead to improvements. Without a systematic approach to incorporate performance results into process reviews, the organization may have difficulty meeting its mission to improve customer service across the enterprise.

4.2 Management of Information, Information Technology, and Knowledge

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it ensures the quality and availability of needed data, information, software, and hardware for its workforce, suppliers, partners, collaborators, and customers and how your organization builds and manages its knowledge assets.

Item Reference	Strengths
4.2a(1)	The organization makes needed data and information available and accessible to the workforce, collaborators, and customers. For example, the organization utilizes the following systems to make data available to the workforce and collaborators: e-Net or employee portal, Sharepoint, Quickplace, "In the Loop" magazine, "What is New" newsletter, Intranet, Customer Service Request System, Knowledge Base Management System, WebTrends, Webmaster, ServiceStat, WebSphere Portal, Workforce Management System, and Secret Shopper. The organization makes data available to customers through the Web Portal and ServiceStat.
4.2a(2)	The organization utilizes a method to ensure that hardware and software are reliable, secure, and user-friendly. For example, the organization has a framework for requirement management, which ensures that purchased software is reliable, secure, and user friendly. It involves consolidation of criteria, use of case development and documentation, reference verification and consultation, and usability testing. With internally-developed software, the requirements management process is equivalent; however, custom changes to improve security, usability, and reliability typically take shorter turnaround time and are carried out with more active user involvement. For on-line services, the organization utilizes a process in which the customer provides job-specific requirements via an intake survey and is given the opportunity to review the product prior to launching.
4.2a(3)	The organization ensures continued availability of hardware and software systems and continued availability of data and information in the event of an emergency. For example, the Continuity of Operations Plan (COOP) recovers essential functions at an alternate location for approximately 30 days and provides guidelines to ensure that all personnel know their roles during the emergency. If the Web

Item Reference	Strengths
	<p>Portal goes down, the organization utilizes a server redundancy system that displays a back-up 'two-tier' index page. This prevents residents from losing access to departmental websites. Access to the Call Center telephone service is secured and generators are available. The COOP includes community damage assessment and reporting after an emergency.</p>
4.2a(4)	<p>The organization keeps data and information mechanisms available and current with business needs and directions and with technological changes. For example, the organization contracts with a technology partner for the provision of the Customer Service Request System, software that enables electronic submission of service requests. Under this contract, the technology partner maintains the organization's software licensing agreements in order to facilitate continuous upgrades. In addition, the organization subscribes to research services to stay current with business needs and directions and with technological changes.</p>
4.2b(1)	<p>The organization uses several methods to ensure accuracy, integrity and reliability, and security and confidentiality of data and information. For example, the organization has a rotation quality assurance system for ensuring data are accurate. The organization has a 'bug' tracking system in which employees can enter a problem in the system for a recurring malfunction in a program, and a ticket will be generated for the correction of the malfunction. The organization maintains data and information integrity and reliability with the County's information technology services, protected servers, and collaborative solutions such as e-Net and SharePoint. Security and confidentiality are ensured through technical support and the controlled login requirements for access to data and information.</p>
4.2b(2)	<p>The organization utilizes many methods to manage the collection and transfer of workforce knowledge. For example, the organization collects and communicates knowledge through the use of the following systems and processes: e-Net, Quickplace, Sharepoint, WIKI, Web 2.0 Tech, monthly and quarterly meetings, Active Strategy Enterprise, daily SCRUM meetings, Blog Cabin, and ServiceStat.</p>

Item Reference	Opportunities For Improvement
4.2a(1)	<p>The organization does not make needed data and information available and accessible to the workforce, suppliers, and customers of the functions that recently merged. The organization uses multiple systems to make data and information available to the workforce and employees in regards to the Call Center; however, the organization has not yet integrated similar systems for its new functions including Television and Campaign/Print. Without a systematic approach to make needed data and information for all services available to the workforce and customers, the organization may have difficulty transforming the government service experience through innovation, and improving customer service across the enterprise.</p>
4.2b(2)	<p>The organization does not have an approach for managing organizational knowledge that accomplishes rapid sharing of best practices or the transfer of all relevant data and information to customers, partners, and collaborators during the planning process. For example, the organization collects and manages a large amount of data and information. However, the knowledge management system does not identify the most relevant information derived from key work process measures and in-process indicators to communicate to customers, partners, and collaborators, to use during strategic planning, and to use for the purpose of sharing best practices. Lack of a comprehensive knowledge management system that prioritizes vast amounts of information and rapidly transfers that to a variety of stakeholders may cause difficulty for the organization in overcoming the strategic challenge of transferring its customer-focused culture to internal customers.</p>

5.0 Workforce Focus

The **Workforce Focus** Category examines how your organization engages, manages, and develops its workforce to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans. Also examined is your organization's ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.

5.1 Workforce Engagement

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it engages, compensates, and rewards its workforce to achieve high performance, how workforce members are developed to achieve high performance, how workforce engagement is assessed, and how those results are used to achieve high performance.

Item Reference	Strengths
5.1a(1)	The organization determines the key factors that affect workforce engagement and satisfaction through the adoption and use of the Gallop Leadership Survey Template. For example, the gallop survey questions are focused on the following areas: career and skills development, communication, emotive, empowerment, leadership, praise and recognition, workload, employee commitment, and overall satisfaction. The organization administered its first survey in October 2007. Based on the results of the survey, the organization is deploying various approaches to promote workforce engagement and improve one-way and two-way communication within units and across the organization.
5.1a(2)	The organization's leaders use various methods to foster an organizational culture conducive to high performance and a motivated workforce to accomplish empowerment, innovation, and the ability to benefit from the diverse ideas, cultures, and thinking of the organization's workforce. For example, empowerment is accomplished through the use of cross-functional and ad hoc teams throughout the organization. The Innovation Lab provides employees with access to the latest technology, which empowers employees to be creative and innovative. The organization held a retreat, at the suggestion of one of its employees, in collaboration with a local university. The Ropes Retreat brought together the diverse ideas, cultures, and thinking of employees from all units to promote teamwork, creative thinking, and problem solving.

Item Reference	Strengths
5.1b(1)	<p>The organization's workforce development and learning system addresses the needs and desires for learning and development identified by its workforce through many training and development opportunities and benefits. The organization offers on-going computer and other training, in-house departmental and specialized job specific training including the 272 hours of required training, annual refresher training, and ongoing Knowledge Base updates for the call specialist. The organization coordinates onsite educational opportunities offered by a local university for employees to obtain bachelor and master's degrees, and the County offers tuition reimbursement. In addition, there are opportunities for coaching and mentoring, and for attending external training and industry conferences.</p>
5.1b(2)	<p>The organization's development and learning system for leaders utilizes various educational, development, and training opportunities to address the development of personal leadership attributes, ethical business practices, organizational knowledge, and organizational performance improvement. For example, eNet provides a link for professional networking and collaboration among the organization's leaders and leaders from other departments within the County. A Supervisory Certification Program is offered, and the Director recommends books and articles for the senior leaders to read to develop their personal leadership attributes, as well as other topics to increase their development and learning. Organizational performance improvement efforts include external training and industry conferences. Senior leaders and future leaders also gain knowledge of performance improvement through work-related experiences in leading cross-functional or ad hoc teams established to problem solve and improve on processes. Several of the senior leaders are adjunct professors at a local university and collaborate with the university to sponsor an internship program to assist the organization in performance improvement.</p>
5.1b(4)	<p>The organization manages career progression of its workforce through various means. For example, senior leaders identify employees who have interest in career progression through departmental performance reviews, assessment of employee skills and abilities, delegation of assignments with high standards and goals, and empowerment for employees to lead cross-functional teams. Senior leaders encourage employees to seek additional</p>

Item Reference	Strengths
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educational and industry training opportunities and to utilize the County's tuition reimbursement benefits. Positions are advertised within the organization, and individuals who are interested in career progression, and are qualified, are promoted within the organization.

Item Reference	Opportunities For Improvement
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5.1a(1)

The organization does not have an approach to determine unique key factors of workforce engagement and satisfaction for each of its different workforce groups and segments. For example, the organization uses the questions from the Gallup Survey to determine workforce engagement and satisfaction for the workforce as a whole; however, no process is in place to determine the key factors that are specific to the various work groups and functions. Without a systematic process to determine the most important drivers that motivate and satisfy different groups in different work areas, the organization may not be able to implement the systems necessary to attract and retain employees who reflect the diverse cultures, ethnicity, and language of the community it serves.

5.1a(2)

The organization does not have a systematic process to foster an organizational culture conducive to high performance and a motivated workforce to accomplish two-way communication. For example, the organization has many approaches to provide information to the employees; but there is not a consistent process to ensure the information shared through the supervisory levels is understood by the line employees and that feedback from employees reaches the senior leaders. The organization is beginning to address this issue, but does not yet have a systematic process to accomplish two-way communication with its employees. As a result, the organization may not be able to foster an organizational culture conducive to high performance and a motivated workforce to meet the customers' expectation of fast, reliable technologies and accurate information.

5.1a(3)

The organization's workforce performance management system does not consider rewards and recognition that support high-performance work and workforce engagement in some areas of the organization. For example, the organization implemented a WOW

Item Reference	Opportunities For Improvement
	<p>award program for Call Center employees who demonstrate excellent customer service. However, there are no other formal methods to recognize employee performance that are fully deployed. The lack of a systematic approach to reward and recognize its employees for high-performance and engagement in all program areas, and to link these rewards to the achievement of the organization's goals, may impede the organization's ability to meet its new goal, to promote employee engagement and to retain high quality employees.</p>
5.1b(3)	<p>The organization does not have a systematic process to evaluate the effectiveness of its workforce and leader development and learning systems. For example, the organization assesses workforce and leader development through employee performance reviews and successful accomplishment of unit and individual objectives, and training is initiated or improved when performance is low. However, the organization does not have a systematic process to evaluate the effectiveness of its development and learning systems to determine the impact these opportunities and expenditures have on the performance improvement of its workforce and leaders. Without a systematic process to determine the effectiveness of its workforce and leadership development and learning systems, the organization may spend its limited resources on training that does not produce desired results, especially given the organization's challenge of budgetary constraints from state-mandated budget cuts.</p>
5.1b(4)	<p>The organization does not have a systematic approach to accomplish effective succession planning for management and leadership positions. For example, some senior leaders and other key managers are approaching retirement and have begun to identify individuals within the organization to mentor and groom to assume leadership positions, but there is not a comprehensive fully-deployed plan to identify and train individuals for succession of the senior leaders and other employees who have highly technical, innovative, and creative roles within the organization. The organization has some processes for career progression and professional development for current leaders, but there is not yet a systematic succession planning program. As a result, the organization may lose organizational and technical knowledge and skills that support the high-energy, collaborative, empowered, and innovative culture that is centered on meeting the needs of the organization's customers.</p>

Item Reference	Opportunities For Improvement
5.1c.(1,2)	<p>The organization does not have a systematic process to assess workforce engagement and workforce satisfaction. For example, the organization has completed its first employee satisfaction survey and is taking action on some of the results, but the organization has not yet completed the first evaluation cycle of the new employee survey assessment tool to determine the effectiveness of the tool, and the impact the deployment and integration of this approach has made on employee engagement. As a result, the organization may not have the necessary information to keep current and address any key changes that may affect engagement, satisfaction, and employee retention over time, particularly as it acquires new programs.</p>

5.2 Workforce Environment

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it manages workforce capability and capacity to accomplish the work of the organization and how it maintains a safe, secure, and supportive work climate.

Item Reference	Strengths
5.2a.(1)	<p>The organization assesses workforce capability and capacity needs, including skills, competencies, and employee levels through various methods. For example, resources are assessed during the strategic planning process, the County's classification system is used to determine skills and competencies needed to complete initiatives, and the Program Collaboration Base Process is used to integrate skills and competencies. The Workforce Management System is used to increase work scheduling at the Call Center.</p>
5.2a(2)	<p>The organization utilizes the County's systematic processes and the PeopleSoft Human Resources System to recruit and hire new employees. For example, the processes and system establish the classification and compensation level of positions, processes approvals for advertisement through the budget office, and places advertisements internally and externally allowing online resume submission in the People Soft System. The system also screens and ranks applicants based on classification, years of experience, and education. The process includes the formation of interview teams and questionnaires, scheduling and conducting interviews, and selecting the most qualified applicant. The new People Soft System has reduced the recruitment and selection time from an average of 90 to 55 days. The new system allows the organization to print the resumes and rate them as they are submitted to the system rather than waiting until the closing date. In an effort to decrease the number of days to fill a position to within 45 days from advertisement, supervisors have deployed this process and have been able to fill most of the positions within 45 days from advertisement, with some exceptions for hard to fill positions.</p>
5.2a.(3)	<p>The organization manages and organizes the workforce to capitalize on its core competencies of innovation and customer service to achieve the agility to address changing business needs. For example, the Web Portal utilizes innovative technology to develop richer content and more customization features. The 3-1-1 Answer</p>

Item Reference	Strengths
	<p>Center utilizes devoted personnel for updating Knowledge Base information, and assigns shifts for the call specialists to be responsive to peak call times and special events that are determined with the workforce management tool. In addition, the SCRUM methodology and Program Collaboration Base process allow the organization to mobilize teams to address changing business needs.</p>
5.2a(4)	<p>The organization has various approaches to manage its workforce, its needs, and the need to minimize the impact of potential workforce reductions. For example, the organization deployed the following approaches to minimize the impact of potential workforce reductions from the recent merger with two other County departments. It placed adversely affected employees from the mergers into vacancies within the organization; reclassified vacant positions to meet the knowledge, skills, and abilities of these individuals and the units; and provided center specialist training to an adversely affected administrative secretary who became a call specialist upon the successful completion of this required training.</p>
5.2b.(1)	<p>The organization ensures workplace health, safety, and security through various methods. For example, employees with family or personal medical needs are offered flexible work schedules, the opportunity to work from home, and family medical leave. The Biggest Loser Program was created where teams are formed to promote healthy eating and exercise. The County collects worker's compensation injury statistics and holds quarterly safety meetings. The organization has a safety coordinator who attends the safety meetings and distributes safety tips and other information to employees through the employee magazine, eNet, bulletin boards, and emails. Safety inspections of the buildings are conducted, and facility management personnel, senior leaders, and safety coordinators are alerted when safety hazards are identified. The County conducts fire drills, and fire wardens are designated to ensure everyone is evacuated from the buildings in a timely and safe manner. Some of the fire wardens are certified in CPR, first aid, and AED. Workplace security is ensured by issuing photo identification badges which are required to enter the building before and after hours, and security guards are contracted to escort employees from the building to the parking garages after hours.</p>
5.2b(2)	<p>The organization supports its workforce via benefits that are tailored to the needs of a diverse workforce and different workforce groups</p>

Item Reference	Strengths
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through various ways. For example, benefits offered include: full medical, dental, vision, life, and disability insurance; a 457 pretax savings plan and flexible spending accounts; and membership in the state retirement system. In addition, employees are eligible for: 13 paid holidays; vacation, sick, and family medical leave; tuition reimbursement and professional development opportunities; use of the employee fitness center and onsite child care; and salary increases for cost of living adjustments.

Item Reference	Opportunities For Improvement
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5.2a(1)

The organization does not have a systematic process to evaluate and integrate its methods used to assess workforce capability and capacity needs throughout the organization. For example, the organization utilizes the strategic planning and the annual Business Plan process, the Program Collaboration Base process, and the workforce management tool to assess workforce capability and capacity needs; however, there is no systematic process to evaluate the effectiveness of these methods and ensure these assessment methods are integrated throughout the organization with all consolidated functions. As a result, the organization may not be able to maintain sustainability and meet its strategic challenge of attracting, training, and retaining talented employees needed to implement the goals and objectives throughout the organization.

5.2a(2)

The organization does not have a systematic process to retain new employees. For example, the organization is committed to fostering a positive work environment where employees are empowered to be creative and innovative; however, there is no systematic process or plan in all of the divisions and units to retain new employees. Without a systematic process to retain employees, the organization may not be able to assimilate new employees into its culture and may not overcome one of its key challenges of retaining its 216 highly disciplined, focused, self-directed employees.

5.2a(3)

The organization does not have a systematic process to manage and organize its workforce to address its strategic challenges. For example, the organization is in the early stages of strategic planning, and it does not yet have a systematic process to ensure it has the

Item Reference	Opportunities For Improvement
	<p>capacity and capability throughout the organization to manage and organize its workforce to address its short-term and long-term strategic challenges. For example, the Workforce Management System is utilized to ensure staffing levels in the Call Center to accomplish current work, but there is not a defined method to manage and organize employees across all functions for current needs and to consider future requirements based on strategic direction and issues. Workforce capability may also include the ability to build and sustain relationships with internal and external customers, as well as innovating and transitioning work processes to meet changing business, market, and regulatory demands. The lack of a systematic process to manage and organize its workforce to address strategic challenges across all functions could adversely impact the organization's ability to maintain stability and meet the human resources requirements needed to attain its vision of transforming the government service experience through innovation.</p>
5.2b(1)	<p>The organization does not have a systematic process to review performance measures and improvement goals for workplace factors of health, safety, and security. For example, the organization has approaches to promote workplace health, safety, and security, but it does not have a consistent process to identify and review performance measures and improvement goals in these areas throughout the organization. Without a consistent method to determine and review the effectiveness of health, safety, and security processes, the organization may not be able to ensure an environment and culture conducive to a high-performing and high-energy workforce.</p>

6.0 Process Management

The **Process Management** Category examines how your organization determines its core competencies and work systems and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability. Also examined is your organization’s readiness for emergencies.

6.1 Work Systems Design

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines its core competencies and designs its work systems and key processes to deliver customer value, prepare for potential emergencies, and achieve organizational success and sustainability.

Item Reference	Strengths
6.1a(1)	<p>The organization determines core competencies during the strategic planning process and utilizes them to drive the mission. Its core competencies are continuous improvement and innovation, and excellent customer service which are used to drive improvement initiatives. For example, eGov has initiatives to consolidate the service Knowledge Base and integrate customer knowledge data and information systems. Online Services has initiatives to upgrade web pages such as animating children’s web pages. The Customer Research and Development Department has an initiative to expand use of the Program Collaboration Base process to align various public interfaces and package services which will reduce the number of employees internal customers must contact to make information available through various channels. The core competencies improve the organization’s competitive position and give the organization an advantage over other departments competing for positions and funding from the County whose mission is to provide expertise and resources to support and facilitate excellent service delivery.</p>
6.1a(2)	<p>The organization designs work systems with Strategic Customer Service Research and Development at the core of all functions and work processes. Internal and external customer needs drive the development and delivery of products and services. Work units or sections collaborate with each other to ensure delivery of consistent information. For example, the Program Collaboration Base process is established to design and deliver products and services based on</p>

Item Reference	Strengths
	customer data analysis and through the use of cross-functional teams. The Program Collaboration Base process enhances the organization's work system by integrating services, and streamlining the process internal customers use to acquire multiple services from various departments within the organization.
6.1a(2)	The organization determines which processes will be internal or external based on: organizational core competencies; employee skills, knowledge, and experience; customer needs; cost; and ethics. For example, Secret Shopper services are provided externally to reduce costs from \$55 to \$16 per shop, and advertisement placement is purchased from external newspapers to satisfy internal customers' needs for broader exposure.
6.1b(1)	The organization's key work processes are based on the core competencies to deliver customer value. Key work processes include the 3-1-1 Answer Center, the Web Portal, Strategic Customer Service Research and Development, Television, and Campaign/Print. These key work processes are further expanded to include primary sub-processes. For example, the 3-1-1 Answer Center manages daily center operations and develops and maintains the Knowledge Base of information. The Web Portal process includes website design, content, and multimedia services, and the development and enforcement of policies regarding user interface design, information architecture, and content accuracy. The Strategic Customer Service Research and Development process includes: overseeing the Secret Shopper Program; collecting, analyzing, and reporting on customer service data; and implementing the branding and image program. Television includes the production and broadcast functions, and Campaign/Print focuses on advertisements, designing graphics, translating, and photography.
6.1b(2)	The organization uses various methods to determine key work process requirements, incorporating input from customers, partners, suppliers, and collaborators. It analyzes product and service design requirements and data trend and usage, investigates errors or 'bugs' and tests the results, collects external customer feedback via surveys, gathers input from internal customers, and continuously communicates with key technical partners. For example, the organization uses select fonts when designing web pages, based on partner input regarding industry standards and customer input on preferences.

Item Reference	Strengths
6.1b(3)	<p>The organization uses work system design, customer research data and information, innovative online solutions, and the Program Collaboration Base to ensure work processes are designed to meet customer requirements. For example, the organization merged different communication channels with the Program Collaboration Base process to provide packaged services to internal customers, and updates web page content within 24 hours to meet the internal customer need to provide current information to external customers. Additionally, the organization incorporates new technology and necessary training through technology partnerships; reduces cycle time and increases productivity with the Workforce Management System; and reduces cost by outsourcing the Secret Shopper quality assurance process and implementing the Reverse 3-1-1 process.</p>
6.1c	<p>To ensure work system and workplace preparedness for disasters or emergencies through prevention, management, and continuity of operations, the organization has a Continuity of Operations Plan (COOP) supported by the National Inter-agency Incident Management System. For example, the COOP establishes policies and guidance to ensure the execution of the County's mission essential functions in the event that the agency or facility is threatened or incapacitated, and the relocation of personnel and functions is required. The COOP outlines the purpose, objectives, scope, authority, concept of operations, responsibilities, and procedures for alerting, notifying, activating, and deploying employees, and the three implementation phases of the plan: activation, alternate operations, and reconstitution and termination.</p>
6.1c	<p>The organization conducts various exercises to ensure work system and workplace preparedness for disasters and emergencies. For example, it conducts an annual nuclear power test and quarterly siren tests with nuclear plants and participates in an annual statewide hurricane exercise. The organization improved recovery support as a result of these exercises by changing the process for providing damage information to the Emergency Operations Center. Raw data is now provided via the web instead of hourly printed reports to allow for real-time information and custom report generation.</p>

Item Reference	Opportunities For Improvement
6.1b(2,3)	<p>The organization has not fully deployed approaches for determining key external customer requirements and designing processes to meet them for Campaign/Print and the Television work units or sections. For example, the 3-1-1 Answer Center, Strategic Customer Service Research and Development, and Web Portal use customer data and information to ensure work processes meet requirements of external customers. However, these approaches have not yet been deployed to other areas of the organization. Without deploying methods for determining key requirements and using them to design work processes to all work units or sections, the organization may have difficulty achieving its goal to increase access to information and service.</p>
6.1b(1,2,3)	<p>The organization does not have a systematic, repeatable process to evaluate how key process requirements are identified and how they are incorporated into work processes to achieve organizational success and sustainability. For example, the organization rapidly responds to customer input and has recently implemented the Program Collaboration Base to integrate some work processes. However, without conducting regular evaluation cycles to review the effectiveness of methods used in identifying and incorporating key work process requirements such as cycle time for web page redesign and customer research reports, it may be difficult for the organization to ensure its work system continues to support the core competency of continuous improvement and innovation.</p>

6.2 Work Process Management and Improvement

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it implements, manages, and improves its key work processes to deliver customer value and achieve organizational success and sustainability.

Item Reference	Strengths
6.2a(1)	The organization uses customer, partner, and collaborator input to manage work processes. For example, it uses feedback received from WebTrends and Web Wizard emails to manage the update of web content and design web pages, and Secret Shopper feedback to manage Call Center external customer service delivery; and it uses Wiki Systems, SharePoint, training from technology partners, and external customer surveys to assist in managing multiple work processes.
6.2a(1)	The organization uses a variety of methods to ensure day-to-day operations meet key process requirements. For example, Web Portal Managers review multiple mailboxes of customer feedback throughout the day to ensure employees are responding promptly. Strategic Customer Research and Development and eGov Managers use the SCRUM methodology to track the status of projects on a daily basis. Knowledge Base specialists stop a call, review the process, and coach a call specialist on the correct process and expected outcome when he or she is not completing a transaction as prescribed by the protocol. Television personnel are cross-trained to perform more than one function to ensure production and broadcast in the absence of employees.
6.2a(1)	The organization uses the following key performance measures to control and improve work processes. For example, some 3-1-1 Answer Center measures include: average speed of answer; average handle time; number abandoned calls; number phone initiated service requests; percent service requests closed; and number knowledge-base topics updated. Some Web Portal measures are: number Webmaster emails answered w/in 24 hrs; number portal subscribers; percent portal availability; and number portal visits. Strategic Customer Service Research and Development measures the number of recommendation reports delivered and the number Secret Shops completed. Television measures the percent of meetings broadcast and the percent of

Item Reference	Strengths
	meetings webcast. Finally, Administration measures the number of invoices processed within 45 days, the number of hires processed within 45 days, and a Campaign/Print measure is the number of advertisements per month.
6.2a(2)	The organization uses several methods to prevent defects and service errors. For example, designers, developers, and technical and business users implement extensive product and solution testing prior to deployment and after a significant online product change. In addition, website quality assurance processes focus on accuracy of web content and reliability of web navigation, and standards are taught in web publishing training. Television procures high quality equipment to prevent defects in production and broadcasting. The organization has internal customers review service request questions before implementing, and uses a quality assurance rotation function to prevent errors in reports prior to delivery to internal customers.
6.2a(2)	The organization minimizes costs associated with inspections and audits. For example, the organization outsourced the Secret Shopper customer service delivery inspection process and reduced the cost from \$55 to \$16 per shop. It also implemented the Reverse 3-1-1 process to follow up on completed service requests and saved employee time that was used to call or mail post cards.

Item Reference	Opportunities For Improvement
6.2a(1)	The organization has not identified key measures to use in controlling and improving some defined key work processes, and has not identified in-process measures for some areas. For example, the organization does not have measures for Television production, design graphics, translation, photography, collection of customer service research data, or implement branding/image program.
6.2b	The organization does not have a systematic process to evaluate and improve some key work processes to reduce variability, and keep current with business needs and direction. For example, a translator eliminated the editing rework cycle for translating print by requesting training and software to produce graphics, resulting in faster and more accurate translation and use of less resources.

Item Reference	Opportunities For Improvement
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However, there is not a consistent evaluation and review of many new core processes that will ensure the organization will understand the effectiveness and efficiency of operations. Without conducting regular evaluation cycles to review work processes and share lessons learned, the organization may find it difficult to remain in the forefront of customer service delivery within the County, which helps to sustain the organization during political changes and budget cuts.

7.0 Results

The **Results** Category examines your organization's performance and improvement in all key areas – product and service outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process-effectiveness, and leadership outcomes. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

7.1 Product and Service Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key product and service performance results. Results should be segmented by product and service types and groups, customer groups, and market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.1a	Product and service performance results for <i>Number of Portal Subscribers</i> (Figure 7.1) show a favorable increase during the one-year, four-month period from October 2006 to January 2008. Portal subscribers increased from 18,000 subscriptions in October 2006 to 25,000 subscriptions in January 2008.
7.1a	Product and service results for <i>Service Request (SR) Closure Performance</i> (Updated Results) show a favorable increase during the six-month period from September 2007 to February 2008. Service requests closed within the individual determined County department goals increased from 87% in September 2007 to 94% in February 2008.
7.1a	Product and service results for <i>County's Published Telephones Replaced as a results of additional services integrated at 3-1-1</i> (Updated Results) show a favorable decrease during the two-year period during 2006 and 2007. Published telephone numbers decreased from 786 published numbers in 2006 to 723 published numbers in 2007.
7.1a	Product and service results for <i>3-1-1 System Availability</i> (Updated Results) show sustained high performance during the 9 month period from April 2007 to January 2008. Results show 100% availability during the months of June 2007 as well as August 2007 with a return to approximately 99.9% for the next 3 months, a slight drop occurs

Item Reference	Strengths
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during the month of December with a return to the 99.9% availability in January 2008.

- 7.1a Product and service performance results for *miamidade.gov Portal Availability* (Updated Results) show sustained high performance during the seven-month period from August 2007 to February 2008 of almost 100%. The Portal Availability trend ranged from 98.5 to 98.7% for the reporting period.

Item Reference	Opportunities For Improvement
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- 7.1a Service performance results for *3-1-1 Answer Center Performance* (Updated Results) show an unfavorable increase in the average answer time during the one-year, four-month period from October 2005 to January 2008. Average speed of answer increased from 38 seconds in October 2005 to two minutes in January 2008. The merger between the 311 Call Center and Transit in February 2007 contributed to this increase.

- 7.1a Service performance results for *3-1-1 Answer Center Performance* (Combined) (7.1) show an unfavorable increase in the average handle time during the one-year, four-month period from October 2005 to January 2008. Average handle time increased from 2:20 minutes in October 2007 to 3:50 minutes in January 2008. The merger between 311 Call Center and Transit in February 2007 contributed to this increase.

- 7.1a Service performance results for *3-1-1 Answer Center Performance* (7.1) show an unfavorable increase in the percent of abandoned calls for 3-1-1 Answer Center during the one-year, four-month period from October 2005 to January 2008. The percent of abandoned calls increased for 3-1-1 from 12% in October 2005 to 14% in January 2008.

- 7.1a Service performance results important to the organizations customers are not reported for Television and Campaign/Print.

Item Reference	Opportunities For Improvement
7.1a	There are no comparative results reported for product and service outcomes from the Call Center, Website Maintenance, Television, and Campaign/Print.

7.2 Customer-Focused Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key customer-focused results for customer satisfaction, customer-perceived value, and customer loyalty. Results should be segmented by product and service types and groups, customer groups, and market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.2a(2)	Customer satisfaction results for <i>Overall Rate of Accuracy of Information - % Rounded</i> (Updated Results) show a favorable increase over the 11-month period from October 2006 to August 2007. Percent accuracy increased from 80% in October 2006 to 83% in August 2007 with only one drop to 69% during January 2007.
7.2a(1)	Customer satisfaction results for <i>"Was this Helpful" Link Results</i> (Updated Result) show a favorable decrease in unhelpful responses and a favorable increase in helpful responses during the 5-month period from October 2007 to February 2008. The number of not helpful responses received decreased from 43% in October 2007 to 37% in February 2008. The number of helpful responses received increased from 57% in October 2007 to 63% in February 2008.
7.2a(1)	Customer satisfaction results for <i>Overall Satisfaction Level with 3-1-1 Calling Experience</i> - from Secret Shopper (Figure 7.5a-1) show a favorable increase during the 16-month period from October 2006 to January 2008. The percentage of satisfaction increased from 79% in October 2006 to 83% in January 2008. In January 2007 the organization dropped to a 65% satisfaction rate only to continue to increase to 75% in March 2007 and then increased again in August 2007 to 83%. Results exceeded the goal of 80% in four of the last five Secret Shops.
7.2a(1)	Customer satisfaction results for <i>Satisfaction level with 3-1-1 delivery</i> (no figure) show variable but positive performance from October 2006 to February 2008. Satisfaction ranged from a low of 81% to a high of 95% with all months exceeding the target of 80%.

Item Reference	Opportunities For Improvement
7.2a(1)	Customer satisfaction results for <i>3-1-1 Answer Center and Web Portal Resident Satisfaction Telephone Survey</i> (Figure 7.2a-2) show an unfavorable decrease in satisfaction and an unfavorable increase in dissatisfaction during the two survey periods, one in September 2006 and the second in September 2007. Satisfaction decreased from 87% in September 2006 to 85% in September 2007 and dissatisfaction increased from 1% in September 2006 to 4% in September 2007.
7.2a(1)	There are no customer satisfaction or dissatisfaction results reported for the internal customer group which includes County departments and elected officials.
7.2a(1)	There are no customer focused satisfaction comparative results from the Call Center, Website Maintenance, Television, and Campaign/Print.

7.3 Financial and Market Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key financial and marketplace performance results by customer or market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.3a(1)	Financial performance results for <i>Budget vs. Actual Expenditures Comparison</i> (Updated Results) show a favorable variance during the two-year, four-month period from October 2005 to January 2008. The ratio of budget dollars to actual expense for each of the three fiscal years was 85.87% in FY 2005-2006, 99.16% in FY 2006-2007, and 98.52% from October 2007 to January of 2008.
7.3a(1)	Financial performance results for <i># Days Calculated From Date Invoice Received to Date Voucher Paid for Year 2007 – 2008</i> (Updated Result) show a favorable increase during the 3 quarters from April 2007 to February 2007. The number of invoices paid within the 45 day goal went from 68% compliance during the third quarter 2007 to 98% compliance for the first two months of the second quarter 2008.
7.3a(1)	Leadership fiscal accountability results for <i>Revenue Totals Service Level Agreements</i> (Updated Result) show a favorable increase during the one-year, four-month period from October 2006 to January 2008. Revenue from service line agreements increased from \$1,086,380 for FY 2006-2007 to a projected \$1,295,350 for FY 2007-2008 to date.
7.3a(2)	Market growth results for <i>Portal Visitor Trend</i> (Figure 7.1a-2) show a favorable increase for the one-year, four-month period during October 2006 to January 2008. Portal visitor numbers have increased from 608,000 visitors in October 2006 to 869,000 visitors in January 2008.
7.3a(2)	Market growth results for <i>Portal Visitor Trend</i> (Figure 7.1a-2) show a favorable increase during the 28-month period from October 2005 to January 2008. The number of visits increased from 823,167 in October 2005 to 2,543,329 in January 2008.

Item Reference	Strengths
7.3a(2)	Market growth results for <i>Portal Visitor Growth Trend</i> (Figure 7.1a-1) show a slightly favorable increasing trend during the two-year, four-month period between October 2005 and January 2008. Portal growth during the last three months of reporting has grown from just over 22% to 22.5% to 23% nearing the target of a 25% growth rate.

Item Reference	Opportunities For Improvement
7.3a(2)	There are no financial or marketplace comparative results from the Call Center, Website Maintenance, Television, and Campaign/Print.
7.3a(1)	Results for indicators of financial performance important to the organization are not reported for: viability and financial returns; financial impacts related to department, division, and unit growth; and technological advancements.
7.3a(2)	Results for indicators of marketplace performance important to the organization are not reported for market share or position, or market share growth for new core processes.

7.4 Workforce-Focused Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key workforce-focused results for workforce engagement and for its workforce environment. Results should be segmented to address the diversity of the workforce and workforce groups and segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.4a(2)	Workforce results for <i>Staff Turnover Rate and Performance History – 3-1-1 Call Specialist</i> (Updated Results) show a favorable decrease during the two-year, four-month period from October 2006 to January 2008. 3-1-1 call specialist turnover decreased from seven in October 2006 to two in January 2008.
7.4a(1)	Workforce results for <i>eNet User Login Trend</i> (Figure 7.4) which assists with enhanced employee communication, shows a favorable increase during the 13-month period from January 2007 to January 2008. eNet user logins increased from 1,311 in January 2007 to 2,843 in January 2008
7.4a(1)	Workforce development results for <i>Call Specialist Training</i> (Figure 7.4a-1) show the target and actual hours for refresher and new business training. The target for the first three quarters beginning FY 2006-2007 was 30 hours and performance met or exceeded that in Quarters 1 at 35 and Quarter 2 at 30. Quarter 3 dipped to 25 hours and then increased to 40 hours exceeding the Quarter 4 target of 20 hours. The Call specialist training target decreased to 15 and was met for Quarter 1 FY 2007-2008 due to the slowdown in acquiring new units thereby decreasing the training needs.
7.4a(3)	Workforce safety results for <i>Minor Injuries and WC Claims</i> (Updated Results) show a favorable decrease during the period from 2005 to year-to-date 2008. The number of workers compensation claims reduced from five in 2005 to zero claims year-to-date in 2008.
7.4a(1)	Workforce satisfaction results for <i>Employee Recognition Award</i> (Updated Results) show a favorable increase for the nine-month period from June 2007 to February 2008. 3-1-1 Call Specialist "Shopping for WOW " award recipients increased from four in June 2007 to eight in February 2008.

Item Reference	Strengths
7.4a(1)	Workforce satisfaction results for <i>Employee Survey Scores</i> (Updated Results) for the initial survey October 2007 show the five highest scoring satisfaction areas as: Emotive at 77.23%, Overall Satisfaction at 72.60%, Career & Skills Development at 72.18%, Workload at 71.17%, and Empowerment at 70.68%.
7.4a(2)	Workforce results for <i>Workforce Performance Evaluation</i> (Figure 7.4a-2) show 24% of employees received an outstanding evaluation, 63% received above satisfactory, 13% received satisfactory, and there were no evaluations in the needs improvement range.

Item Reference	Opportunities For Improvement
7.4a(1)	Workforce satisfaction results for <i>Employee Survey Scores</i> (Updated Results) for the initial survey October 2007 show the three lowest scoring satisfaction areas as Communicate at 66.23%, Leadership at 61.30%, and Praise & Recognition at 53.28%.
7.4a(1)	No comparative results are reported for Workforce-Focused Outcomes.
7.4a(1)	There are no results for workforce performance outcomes reported for Television, and Campaign/ Print.

7.5 Process Effectiveness Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key operational performance results that contribute to the improvement of organizational effectiveness, including its readiness for emergencies. Results should be segmented by product and service types and groups, by processes and location, and by market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.5a(1)	Process effectiveness results for <i>3-1-1 Answer Center Call Volume Trend – ASE Indicator</i> (Figure 7.1a-4) show a favorable increase during the two-year, four-month period from October 2005 to January 2008. Call volume for 3-1-1 Answer Center increased from 200,000 calls in October 2005 to 210,000 calls in January 2008.
7.5a(1)	Process effectiveness results for <i>3-1-1 Initiated Service Requests</i> (Figure 7.1) show a favorable increase during the one-year, four-month period from October 2006 to January 2008. Service requests initiated by the 3-1-1 Answer Center increased from 8,200 requests in October 2006 to 12,000 requests in January 2008.
7.5a(2)	Process effectiveness results for <i>Secret Shops Completed and Findings Reports Delivered</i> (Figure 7.2a-3) show favorable increases during the six quarters from FY 2006-2007 to FY 2007-2008. The number of secret shops performed increased from 95 during the first quarter FY 2006-2007 to 1,150 during the second quarter FY 2007-2008 and the final recommendation reports provided increased from three reports during the first quarter FY 2006-2007 to seven reports during the second quarter FY 2007-2008.
7.5a(2)	Process effectiveness results for <i>Knowledge Based (KB) Phone Entries and Topics</i> (No Figure Number) show a favorable increase in the number of new topics during the four-year period from January 2005 to January 2008. Knowledge based topics increased from 1,861 in January 2005 to 3,778 in January 2008.
7.5a(2)	Process effectiveness results for currency of systems, <i>3-1-1 Knowledge Base Management System</i> (7.5a-3) show submissions for the timeframe December 1, 2006 to February 3, 2008. New topics vary by week but 374 have been added, and 5,177 topics have been modified.

Item Reference	Strengths
7.5a(2)	<p>Process effectiveness results for <i>Portal Stickiness - Average Visits and Average Visitors</i> (Updated Results) show favorable increases during the 28-month period from October 2005 to January 2008. Visitors increased from 278,420 in October 2005 to 869,186 in January 2008 and Visits increased from 823,167 in October 2005 to 2,543,329 in January 2008.</p>
7.5a(2)	<p>Process effectiveness results for <i>Portal Submissions</i> (Figure 7.5a-5) show sustained high levels of posted updates from January 2007 to January 2008 ranging from a low of 1963 in December 2007 to a high of 3,024 in August 2007. All monthly updates surpass the target of 1,000.</p>

Item Reference	Opportunities For Improvement
7.5a(2)	<p>Process effectiveness results for <i>Answer Quotient</i> (Figure 7.5a-2) show a flat performance trend below established goals during the twelve-month period from October 2006 to September 2007. The percent of customers' inquiries handled within the first call was 82% in October 2006 and trended within 3% to 83% in September 2007. Only one of the reporting months met the target of 85% in July of 2007.</p>
7.5a(1)	<p>Process effectiveness results for workplace preparedness for disasters or emergencies are not reported. Also not reported are results for Television and Campaign/Print.</p>
7.5a(1)	<p>There are no comparative results reported for process effectiveness.</p>

7.6 Leadership Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key governance and senior leadership results including evidence of strategic plan accomplishments, ethical behavior, fiscal accountability, legal compliance, social responsibility, and organizational citizenship. Results should be segmented by organizational units, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.6a(5)	Organizational citizenship results for <i>United Way Fundraising Drive</i> (Updated Results) show a favorable increase during the two-year period including 2006 and 2007. Charitable contributions to the United Way increased from \$10,442 during the 2006 campaign to \$22,894 during the 2007 campaign.
7.6a(2)	Leadership and social responsibility results for <i>New Employee Ethics Training</i> (Updated Results) show sustained high performance during the four-quarter period from January 2007 to December 2007. New Employee Ethics Training remained at 100% for each reporting quarter.
7.6a(2)	Leadership and social responsibility results for <i>GIC Administrative Oversight</i> (Updated Results) show sustained high performance during the timeframe from 2005 to 2008-to-date. The number of ethical violations has remained zero for all reporting periods. The number of OSHA violations remained at zero for all reporting periods. There was only one grievance filed during the reporting period.

Item Reference	Opportunities For Improvement
7.6a(1)	No results are reported for accomplishment of organizational strategies and action plans.
7.6a(1)	There are no comparison results provided for legal/regulatory and social responsibility outcomes relative to the data from the Call Center, Website Maintenance, Television, and Campaign/Print, or from the nine comparative call centers identified by the organization.

