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## Introduction

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

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

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

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

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

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- Remember that you know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all their comments may be equally accurate.
- Understand that while we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your

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

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.
- Make a decision on how you will address all, some, or none of the opportunities in a particular category. It depends on how important you think the comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

## Executive Summary

Miami-Dade County General Services Administration, is in the developing 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:

- o The Department conducts several customer surveys and uses this information to design new projects or initiatives such as the renovations and improvements to parking garages, and to improve features and processes such as creating a web-based work order status tool. Projects and initiatives are loaded and tracked in the Active Strategy Enterprise system to ensure implementation. The Department collects and uses a large and varied amount of information to improve key services.
- o The Department has developed and deployed a wide variety of performance measures that are monitored and tracked. Performance data related to the measures are stored in the Active Strategy Enterprise web-based tool and are accessible to all senior leaders and managers. The results are organized by scorecards. In some cases, scorecards have three levels where a section level scorecard rolls up to a division scorecard which rolls up to the department scorecard. Action plans are labeled as initiatives within the scorecard system. The results are reviewed monthly by senior leaders and quarterly with the parent organization.
- o The Department manages 20 to 30 key value processes to provide high value to customers. The Department serves a critical role in County operations by providing essential services to support other County Departments. It takes this role very seriously and strives to make these processes as efficient and cost effective as possible. In some cases, such as business supply and fleet maintenance services, it has studied private competitors' pricing to ensure that its charges to County customers are very competitive. In addition, the Department has identified ways to significantly improve operations of the County after a disaster, such as a hurricane, by maintaining the ability to continue processing benefits claims, greatly increasing fuel reserve to maintain capability to provide fuel to the County fleet, and provide emergency generated electricity for many of the buildings that it manages.

There are also opportunities for improvement.

- o Senior leaders admit they are struggling to communicate with employees and ensure that they understand the vision and values of the Department. Most front line employees do not know the vision, and have never seen the annual business plan. The Department does not use tools such as internal newsletters either on paper or through the intranet. Front line employees, particularly in the shops and

maintenance areas rarely meet with senior leaders or even see them. Senior leaders also lament that they do not have a very robust employee recognition program. For example, one popular program “Breakfast with the Director” was discontinued because some employees were disconnected from the top layers of management, and they could not relate to the Department Director as their leader. Senior leaders also feel that they are so busy; they are reluctant to spend the time.

- o Overall, the human resource category is the Department’s weakest. The Department does not systematically collect any employee satisfaction or dissatisfaction data from surveys, meetings, or even exit interviews. Employees interact with their supervisors and the Section Heads on a regular basis, but no system is in place to ensure that employee input travels up the chain of command to the Division or Department levels. While turnover rate and retention are performance measures in the Department’s scorecard, there is no specific set of strategies or human resource plan to address the challenges of retention or communication.
- o The Department conducts a process each year to develop a business plan, but this leaves out some elements of an effective strategic planning process. For example, the process does not include an analysis of the key elements of strengths and weaknesses, and perhaps partially explains why the Senior Leaders lament that they are always in a reactive versus a proactive mode. In addition, the strategic planning process does not include a human resource plan or address the key challenges of employee communication, recognition, retention or succession.
- o The Department has identified key value added processes and requirements and are designing them to meet requirements; and there are many examples of these processes being improved to meet or exceed customer expectations, but the Department does not have a systematic approach to improve processes. Improvements seem to be ad hoc and measures are not monitored to determine whether the processes better achieve customer requirements. The only area where a standardized approach is deployed is within the internal IT or MIS section to ensure that changes are designed to meet needs.

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

- o Financial measures are strong. Since the Department provides services that generate revenues, financial information is closely monitored to ensure expenses are covered, prices remain competitive, and Departmental surpluses are kept to a minimum. The Department also strives to maximize returns to other County Departments through the sales of surplus equipment.

- o The Department collects and tracks data related to numerous measures, but almost none of these are compared to benchmarks or “best-in-class” levels. Comparisons include only an internal goal level, some of which seem to be arbitrary. In addition, little historical data have been collected so that trends can be discerned in most cases. The absence of historical data within the Active Strategy Enterprise system seems to be related to a combination of factors including the implementation of new measures, changing the metrics over time, and failure to obtain and use historical data from paper records.

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

- o Establish a human resource planning process that strategically addresses the key challenges of communication, recognition, retention, and succession for key positions. In addition, the planning process should incorporate analyses of systematically collected employee satisfaction and dissatisfaction information. Action plans that address each of these areas with performance measures should also be developed and deployed within the Active Strategy Enterprise system to track progress on reaching objectives in these areas.
- o Establish a process to acquire and use effective comparative data and levels for key performance measures. Comparisons should be based on benchmarks that stretch the organization to achieve and maintain high levels of performance such as a “best-in-class” level. Annual action plans can include interim goals that move the organization toward achieving the benchmarked levels.
- o Include an analysis of the Department’s strengths and weaknesses each year during development of the business plan, and address issues that anticipate potential challenges so that the Department can become more proactive.

## 1.0 Leadership

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

**Scoring Range: 30% - 45%**

### Strengths

- Senior leaders set organizational vision and values through the strategic planning process. Early in the strategic planning process, senior personnel are involved in the identification and development of the Department's purpose, mission, vision, and values which are written in the Department's business plan. The Department director meets monthly with senior level staff to ensure performance is in line with the department's business plan. The development of the purpose and vision is critical to the strategic challenge of ensuring all employees receive the vision of senior management.
- Senior leaders promote an environment that fosters legal and ethical behavior through "leading by example." The Division Directors create an environment using a strong role model process for the employees to emulate. Additionally, all employees are required to attend annual ethics training and to sign the dual employment agreement. This annual ethics training will help maintain a positive perception with the customers.
- Senior leaders create an environment of performance improvement and innovation through a monthly review process. Divisions review progress monthly through the Active Strategy Enterprise system. When variances are indicated, the leaders initiate corrective action. By continually monitoring the processes, the Department may be able to provide services that consistently exceed customer expectations.
- The Department addresses management and fiscal accountability through the annual budget process and the use of the Active Strategy Enterprise system. The Active Strategy Enterprise web-based performance monitoring system requires managers to regularly report on the status of measures, projects, and initiatives, and budget targets in their Divisions. These items are outlined in the business plan and aligned with the County's strategic plan, and become part of the manager's annual executive appraisal. Holding the Division Directors accountable may aid in achieving the Department's mission to deliver the highest quality service at the most competitive prices to support County agencies and departments.
- The Department addresses adverse impacts on society of its products and services, and anticipates current and future concerns by responding to the

## Strengths

environmental needs in a proactive manner. For examples, the Department has taken the initiative to mitigate the impact on the environment by modifying the printing process which eliminates production of hazardous waste. Also, the carpet replacement program was determined to be causing problems within the landfills, and the Section Head initiated a contract with a company to recycle the waste carpet. Protecting and preserving the environment will help in meeting the Department's vision to be recognized as critical to the success of County operations.

## Opportunities For Improvement

- The senior leaders do not communicate organizational vision and values to all employees. For example, the vision and values were developed during the strategic planning process and rolled out to the Divisions; however, there is no follow-up to ensure the employees have an understanding of these principles, and most employees are not aware of the vision and values. Without a method to fully communicate or reinforce the vision and values to all employees, the Department may not be able to overcome the strategic challenge of communication of organizational messages and vision.
- Senior leaders do not create an environment for employee learning nor do they participate in succession planning. For example, employee training is currently limited to their specific job functions. Cross-functional training has not been systematically deployed, nor have training opportunities been provided so employees can become knowledgeable in other service areas. Additionally, no succession plan exists, and there is no training to prepare employees to be promoted into senior positions. Without a systematic program for employee training and an implemented succession plan, the Department may not be able to meet the strategic challenge of retaining quality employees or replacing key positions in a timely manner.
- Senior leaders do not communicate with employees to empower and motivate them to accomplish organizational objectives and improve performance. For example, individual Divisions tend to act independently from one another rather than working together to achieve overall Departmental goals and objectives. Effective communication does not exist below the level of the Division Directors. Without commitment from the senior leaders to reinforce the Departmental vision, employees may not perform to their highest potential and cross-departmental improvement opportunities may be missed.
- The Department does not identify, support, and strengthen key communities strategically. For example, beyond programs conducted County-wide to support charitable organizations, the Department has no process in the annual business

**Opportunities For Improvement**

planning process or elsewhere to determine communities that may be key to accomplishing its vision and mission. Without a strategic process to identify and support community organizations or causes, the Department may miss opportunities to enhance its positive image.

## 2.0 Strategic Planning

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

**Scoring Range: 30% - 45%**

### Strengths

- The Department conducts a strategic planning process using a systematic approach. For example, the Director communicates budget priorities to Division Directors to guide the development of business plans. Section managers provide input for operational objectives and measures. The Director then reviews and selects those that align with the County's plan. Aligning the Department's strategic plan with the County's overall plan may ensure that it meets other departmental customers' needs efficiently.
- The Department's strategic planning process addresses technology, competitors, financial risks, disasters, and emergencies. The Department uses competitor data and feedback from customers by the use of customer satisfaction surveys. The strategic challenge of financial risk is addressed by examining each objective's risk versus benefit, projecting future revenue and expenditure streams, and preparing and submitting budgets that align with the County Manager's priorities. Disasters and emergencies are addressed by Hurricane and Continuity of Operations Plans. Technology is addressed as needed, for example, replacement of AS400 platform to keep current. Addressing these strategic challenges in the planning process can help ensure that the Department remains competitive and is recognized as critical to the success of County operations.
- Several key short- and long-term strategic objectives and timetables for accomplishing them have been identified. For example, construction of the Overtown Transit Phase II is projected for June 2009, construction of a multi-use facility is planned for September 2008, and multiple General Obligation Bond projects are planned for completion in 2010. With the establishment of objectives and timetables for each, the Department may effectively implement policies enacted by the County.
- The Department develops and deploys action plans to achieve short- and long-term objectives through meetings with Division Directors, section heads, and other personnel with key responsibilities. After the Director reviews and selects those that align with the County's plan, they are then deployed through the Action

**Strengths**

- Strategy Enterprise system. Achievement of action plans ensures attainment of the Department's vision.
- Several key performance measures for tracking progress are identified in the Department's scorecards. The organization tracks completion of project milestones for the: Infill Housing initiative, Sterling Challenge, Sparkle Program, Library Capital Plan, Overtown Transit Station, and Children's Courthouse. Performance measures communicate priorities for ongoing projects and help to achieve the Department's mission and vision.

**Opportunities For Improvement**

- The Department does not systematically address its strengths and weaknesses in the annual strategic planning process. For example, strengths and weaknesses were examined one time in 2003, but they are not currently included in the annual strategic planning process when the business plan is developed. Many things have changed since that time including customer groups, competitors, and services. By not recognizing and understanding its strengths and weaknesses the Department may not address current issues, improve performance, and ensure the sustainability of the Department.
- Key strategic objectives do not address all of the challenges identified in the Organizational Profile. The strategic challenges of employee recognition, fluctuating real estate markets, communication with employees, and succession planning are not being addressed, do not appear in the Active Strategy Enterprise system of scorecards, and no action plans have been implemented. Without a clear plan to address all the strategic challenges, the Department may not be able to retain quality employees and communicate the Department's messages and vision.

### 3.0 Customer and Market Focus

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

**Scoring Range: 50% - 65%**

#### Strengths

- The Department learns of changing customer expectations and uses this information to better satisfy customer needs. For example, customer feedback indicated a need to see the status of their buildings and design projects more easily, and how their money was being spent. In response, a web-based system was designed for tracking the progress of work. Customers can now check the status of their projects on-line, and each month work order meetings are held to follow up on projects and to show how each project is progressing. This enables the Department to fulfill its vision of being recognized as critical to the success of County operations.
- The Department meets and exceeds customers' expectations in some cases by customizing services to meet their needs and by procuring specialized products. For example, in the Materials Management Division, an e-signed certificate is now used as a certified letter receipt saving employee time and over \$60,000 annually in postage for the customer. This shows a commitment to the mission of delivering the highest quality service which will contribute to the customers' positive perception of the Department.
- The Department enables customers to seek information and conduct business through the use of various technologies. For example, information is accessible about availability of services by dialing 311 or on the Department's web page, an online business supply catalog, and Fleet Management's online appointment system. Giving customers a variety of ways to seek information increases the likelihood that the Department can provide information to customers about how the Department can be a critical partner in helping them fulfill their individual missions.
- The Department uses customer satisfaction and dissatisfaction information for improvement. For example, customer surveys are conducted in the Parking Section, Security, Business Supplies, Workers Compensation, Employee Benefits, Liability, and the Secret Shopper program. In one example of response to survey comments is that parking garages have been painted to improve appearance. All surfaces were re-stripped to improve crowded conditions, and

**Strengths**

lighting improvements were made for safety. By having a systematic approach to use customer feedback to improve processes, the Department is able to give special attention to ensure customers are satisfied with services.

**Opportunities For Improvement**

- The Department does not have a system in place to proactively increase loyalty and repeat business, or gain positive referrals. For example, Fleet Management reacted to ensure its prices were competitive with private suppliers after the loss of business when the Fire Department took some of its business to other suppliers. In the Materials Management Division, election form printing was given originally to an outside vendor because of competitive pricing, so the Division acquired equipment to reduce the cost of products for customers to regain customers. Without a systematic process in place to anticipate needs of customers and remaining competitive, the Department may not have the ability to compete with private sector and other County Departmental service providers.
- The Department does not deploy customer contact standards to all employees and customer contact standards vary throughout the Department. Other than general guidelines provided by the County, there are no consistent standards or expectations for customer contacts, and there is no training on specific departmental expectations. Lack of a standardized process may contribute to problems between customers and front line staff, and the Department may have difficulty meeting its priority of fostering good customer relationships.
- The Department does not have a systematic process to manage customer complaints. For example, other than comments on specific surveys like the parking customer surveys, customer feedback or complaints are not captured for analysis to identify areas of improvement to customer products and services. As a result, the Department may be missing key information by not capturing and analyzing complaint data from a variety of sources, which may impair the organization's ability to deliver the highest quality service.

## 4.0 Measurement, Analysis, and Knowledge Management

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

**Scoring Range: 30% - 45%**

### Strengths

- The Department selects, collects, and uses data and information for tracking overall performance. Performance measures are identified and developed at the division level, tracked using Active Strategy Enterprise System, and reviewed regularly by management. For example, Administrative Services Division collects and uses data to ensure that the Division is meeting its 10-day timeframe to issue vendor payments, as well as its 30-day goal for invoice processing. Using data and information to track overall performance ensures delivery of the highest quality services in a timely manner, ensures fiscal responsibility and stability, and assists the Department in self-assessment.
- The Department selects and uses some key competitive data and information to support operational and strategic decision-making using industry performance standards where appropriate. Competitive data are gathered in areas such as pricing, operating costs, and vehicle repair statistics. For example, the Materials Management Division conducted a cost analysis comparing its ability to deliver office supplies at a better rate than business supply competitors, the Design and Construction Division utilizes industry standards to compare construction cost per square foot for various building types, and the Fleet Management Division utilizes data from industry competitors. Competitive data analysis provides Departmental improvement opportunities in order to deliver the highest quality service at the most competitive prices.
- The Department analyzes and reviews organizational performance to set priorities for improvement. Performance is tracked and reported through Active Strategy Enterprise system, evaluated against historical performance or against goals, and reviewed on a monthly and quarterly basis by senior management. For example, the Fleet Management Division collects and uses data to track performance measures toward timely preventative maintenance in Light Fleet to evaluate employee performance, identify areas for improvement, and to determine valid staffing levels. Performance tracking and measurement assists the Department in identifying priorities for process improvement.
- The Department ensures the continued availability of data and information and hardware and software systems in the event of an emergency through the

## Strengths

Continuity of Operations Plan, which provides for a move to alternate facilities with sufficient space, equipment, and infrastructure to support operations for 30 days, backup of data, and offsite storage. For example, Risk Management has space in an offsite hardened facility (Lightspeed Building) to ensure ability to process payments. Ensuring the availability of data and computer systems in the event of an emergency is consistent with the vision of being recognized as critical for the continued operation of County government.

## Opportunities For Improvement

- The Department does not use best-in-class comparative data and information to support operational and strategic decision-making. Despite the fact that data are stored in Active Strategy and various scorecards, these data are not compared to benchmarked results that represent best practices for similar activities inside or outside the local government sector. Without comparative data, the Department may not have an effective reference to gauge actual performance and miss critical improvement opportunities.
- The Department has not developed or deployed a systematic process for learning from managing organizational knowledge, sharing employee knowledge or best practices. For example, the departmental newsletter, which was an opportunity to share information, has been discontinued. The business plan is not distributed to front line employees, and there is no process to transfer organizational knowledge from employees who are preparing to retire. The Department may have difficulty maintaining key success factors such as efficiency, timeliness, and quality without a process to ensure that employee knowledge and best practices are captured and managed.
- The Department does not have a systematic process to ensure the integrity, reliability, accuracy, and timeliness of data. Though security administrators control access for security and confidentiality of some departmental data and information, there is no clear process to evaluate the reliability, accuracy and integrity of data. The Department may jeopardize the reliability or quality of services it provides, such as procuring property insurance, administering employee benefits, and the safety and loss prevention program if data become corrupted or unusable. Without processes in place to monitor and evaluate accuracy of data, the department may not be able to ensure fiscal responsibility and stability.

## 5.0 Human Resource Focus

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

**Scoring Range: 10% - 25%**

### Strengths

- The Department utilizes several strategies to recruit, hire, and retain new employees to meet current and future needs of the organization that include an open competitive hiring process, promotion from within of highly qualified individuals, a competitive benefits package, opportunities for advancement, training, job security, cost of living and merit raises, and flex time. For example, the Department's Design and Construction Services utilizes the County Manager's Office student internship Management Program to recruit local Art Institute college students who to earn credit while also receiving on the job training, and has resulted in hiring some of the students post-graduation. In addition, these students also introduce new technology and ideas to Department employees. Deploying multiple strategies encourages employee recruitment and may address the key challenge of retention.
- The Department motivates employees to develop and use their full potential through the County tuition reimbursement program, encourages employees to seek more education, provides promotional opportunities, pays incentives for employees, and recognizes outstanding performance. For example, the Fleet Management Division supervisors and technicians who complete Automotive Service Excellence certifications receive salary supplements that may lead to promotional opportunities for high performers. In addition, the Design and Construction Division is seeking Departmental certification for The Leadership in Energy and Environmental Design Green Building Rating System™ that is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. The Department's commitment to employee career development addresses the Departmental strategic challenges of employee compensation, recruitment, and retention.
- The Department improves workplace health, safety, and security through the Countywide Safety Program that is responsible for the development of safety policies and procedures that ensure appropriate levels of training, and provide employees with the tools to safely perform their jobs. The Department's Safety Committee reviews employee accidents for the purpose of identifying cause,

## Strengths

preventing reoccurrence, recommending corrective actions, and minimizing safety hazards in the workplace. The Department supplies necessary safety equipment based on specific trades. By developing and ensuring essential safety policies and procedures, the Department maintains compliance with regulatory agency safety requirements to keep employees safe.

- The Department ensures workplace preparedness for disasters or emergencies by updating the County Hurricane Manual annually, the Continuity of Operations Plan (COOP), and the County's Disaster Assistance Employee Emergency Operations Center Essential Standard Operating Procedures. The Department participates in mock exercises, and supervisors and staff conduct periodic review of emergency measures. In addition, Automatic External Defibrillators are installed in buildings with designated staff trained on proper usage to provide first responder assistance in the event of a medical emergency. The Department has written emergency evacuation policies and procedures and Tabletop Exercise-After Action Reports to improve emergency response that supports collaboration between other county agencies. The COOP establishes policy and guidance to ensure the execution of the Department's mission essential functions in the event daily operations are threatened or incapacitated.

## Opportunities For Improvement

- The Department does not have a systematic process to manage work and jobs to promote cooperation, individual initiative, empowerment, and innovation to achieve action plans. Although teamwork is fostered between supervisors and staff, and in some areas such as IT services teamwork is standard, senior leaders do not systematically encourage cross-functional teamwork to leverage Departmental action plans to facilitate process improvement initiatives. Without a systems approach to teamwork, the department may have difficulty overcoming the strategic challenge of communication of organizational messages and vision that guides employees in achieving action plans efficiently and effectively.
- The Department does not have an employee performance management system that contributes to achievement of action plans. For example, annual employee performance evaluations may include recognition for exemplary work, but no standard process in place to link employee performance plans to the Department's annual business plan and action plans. Without a systematic process to ensure that employees are linked to achievement of action plan objectives, the Department may not be able to deliver the highest quality services at the most competitive prices to support County agencies.
- The Department does not have a systematic process to accomplish effective succession planning for leadership and management positions. Although there

### Opportunities For Improvement

are Departmental processes to encourage employees to obtain special licenses, credentials, and training to prepare them in their areas of responsibility, and supervisors attempt to mentor, there is no defined and consistent plan to develop future leaders and managers. Lack of a succession planning process may negatively impact the Department's ability to secure the leaders it needs for sustainability and future success.

- The Department does not have a systematic process to evaluate how employee education and training contributes to achievement of action plans. For example, although the Department has facilitated multiple training seminars and programs, business plans or action plans do not identify human resource training needs or provide linkage to performance improvement opportunities. Without a systematic process of strategic deployment for action plans and evaluation of employee education and training, the Department may not be able to impact the key challenges of employee recruitment and retention, and communication of Departmental vision and values to employees.
- The Department does not evaluate the effectiveness of education and training taking into account individual and organizational performance. Although the Department conducts post-training evaluations, there is no linkage to individual performance such as employee performance plans or organizational performance such as the annual business plan or scorecards. Without a systematic method to assess training effectiveness, the Department may be missing key learning opportunities and may not use its resources in the most effective and efficient manner.
- The Department does not have a systematic process to determine employee satisfaction and dissatisfaction to improve the work environment. While employee satisfaction and dissatisfaction may be shared between supervisors and staff, there is no process for collection and analysis of information and employee feedback to improve the workplace environment. Without a systematic process to regularly assess and analyze employee satisfaction and dissatisfaction, the Department may miss opportunities to effectively improve employee motivation, morale, and operational efficiency.

## 6.0 Process Management

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

**Scoring Range: 50% - 65%**

### Strengths

- The Department determines key product, service, and support processes that create or add value for its customers and stakeholders through alignment to the County's strategic plan, formal and informal methods such as workshops, surveys, focus groups, and walk-arounds. The Department lists at least 26 key processes that add value for its customers and stakeholders and adapts existing or adds new processes based on customer feedback. One example is preventive maintenance to buildings. About three years ago, the Department recognized that it could have a positive impact on the public by improving the maintenance and esthetics of the buildings it manages which led to the Sparkle Program. By identifying processes important to its customers, the Department is continues to focus on those that are critical to support the County.
- The Department's divisions have a variety of internal and external product, service, and support processes. In addition to the 22 key processes provided to external customers, key internal processes include recruiting and hiring, processing vendor payments on behalf of the divisions, and providing information technology technical support to departmental users. These processes are necessary for daily operations and the continued operation of County government.
- The Department designs product, service, and support processes to meet current and changing customer and other stakeholder requirements by responding to customer needs. For example, after holding workshops, the Department surveyed employees regarding their health care preferences, and followed up with focus groups, and a healthcare forum for additional feedback. As a result, the Department will be offering three plan choices, as well as, opportunities for seasonal and temporary employees to directly purchase and utilize health care programs not previously offered, thus providing an incentive for employee retention.
- The Department has identified a number of performance measures to identify improvement opportunities in key product, service, and support processes within the Active Strategy Enterprise system. For example, the Materials Management Division has established a target 5-day delivery time for business supplies, and

## Strengths

the Accounting Section of the Administrative Services Division has a goal of collecting at least 80% of the prior year's receivables. In addition, the Fleet Management Division measures cost center financial performance to achieve financial balance in each functional area and to identify revenue deficiencies. Using measures to identify improvement opportunities is critical to high quality service delivery and fiscal responsibility.

- The Department monitors key product, service, and support processes with a variety of performance measures. For example, the Materials Management Division monitors color copy production for quality, the Information Technology Section of the Administrative Services Division monitors system downtime, and the Fleet Management Division monitors productivity through performance measurement. In addition, the Design and Construction Services Division monitors construction contract performance and per square foot construction costs through measures and indicators in Active Strategy Enterprise system. Monitoring key processes through measurement enables the Department to set priorities for process improvement and provide high quality products and services for the continued operation of County government.
- The Department ensures adequate financial resources to support key product, service, and support processes through the budget process, timely billing, keeping collections up to date, spot market pricing, reducing the potential for fraud, and by selling surplus assets to the public at the County Store and via Internet auctions. The Risk Management Division developed an internal Special Investigations Unit to target the potential for fraudulent Worker's Compensation and Liability claims, and seeks and collects restitution payments from offenders. Ensuring adequate financial resources helps to meet the customer requirement to operate in a fiscally responsible and stable manner.
- The Department ensures continuity of operations in the event of an emergency through a number of strategies including the Continuity of Operations Plan, the Hurricane Plan, the Disaster Assistance Employees Emergency Operations Center Essential Standard Operating Procedures, and FEMA training. The Fleet Management Division has acquired an additional fuel truck and is stockpiling diesel fuel reserves, and the Facilities and Utilities Division is refurbishing older generators for use in support buildings. The Security Management Section of the Facilities and Utilities Division monitors alarms, guards facilities, staffs the Emergency Operations Center, and secures property in the event of an emergency. Ensuring continuity of operations in the event of an emergency secures the Department's role as a key support service provider to County departments, employees, other municipalities, and the general public.

**Opportunities For Improvement**

- The Department does not systematically improve value creation and support processes to achieve better performance. While there are many examples of improvements throughout the Department, these are not strategically identified or prioritized, and tend to be reactive rather than proactive. There is no consistent improvement methodology built into the design or the management of key service and support processes. Without a systematic process to plan, analyze, implement improvements, and measure the benefits, the Department may not be able to continuously improve the performance and capabilities of County operations.

## 7.0 Results

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

**Scoring Range: 30% - 45%**

### Strengths

- *Monthly on time vehicle preventive maintenance inspections* achieved a consistent level of more than 95% from October 2005 to March 2007.
- A measure of satisfaction based on the County's Secret Shopper Program increased from an average score of 3.4 in 2002 to 4.0 in 2005 on a scale from 1 to 5 with 5 being the best. The percentage of satisfied customers with parking services that are very satisfied increased from about 56% in 2004 to 65% in 2006. This measure is linked to the scorecard for the Administrative Services Division and the strategic objective to increase customer satisfaction with parking services. The percentage of customers satisfied with security services in 2006 was 100% for security guard/screening services and 100% for the security operations center.
- The percentage of County employees that agreed or strongly agreed that they were satisfied with the overall value provided by their medical plan in 2006 ranged from 80% to 92% depending on the plan; increased from 85% in 2006 to 95% satisfaction in 2007 with the benefits open enrollment process; and 89% satisfied in 2006 and 2007 with the quality of communication materials provide by the Benefits Administration. Customers of printing graphics services rated the service at a mean rate of about 3.8 for February and March 2006 on a scale from 1 to 4 with 1 meaning "completely disagree" and 4 "completely agree".
- Current levels for key measures for product and service performance that are important to the Department's customers are indicated by the successful performance of the Department's invoicing and collection of service charges. For example, the *Percentage of receivables* indicated 97% received in 2006.
- *Revenues returned to department from surplus property sales* increased from \$2.8 million in FY 2005 to \$5.7 million in FY 2006; *Revenues from rent, vehicle and internal service charges* increased from \$170.5 million in FY 2005 to \$210.8 million in FY 2007.

## Strengths

- Operational Performance results for *IT Response Time* shows favorable trends from FY 2006 Q1 to FY 2006 Q4. Response time was within the prescribed 24-hour time from 52% to 100%; *Total Operating Expenses per Square Foot* shows favorable trends from FY 2005 to FY 2006. The cost was \$8.58 for FY 2005 and \$8.28 for FY 2006. The Building Operators Managers Association operating expense rate was \$8.73 for the same time period; *Supply Delivery Time* shows favorable trends from December 2005 to February 2007. The average delivery time decreased from 6 days in December 2005 to 3 days in February 2007.
- Accomplishment of strategic objectives indicates favorable results for the first quarter of FY 2007 as shown in the Active Strategy Enterprise system. Action plans are entered into the system as individual projects and progress is tracked as percentage of completion. Most items show at or above target goals. Financial Accountability results show positive position over the three-year period from FY 2004-2005 to FY 2006-2007 in *Financial Summary*. Revenues have exceeded expenditures for the period and this overage is currently projected at \$21.7 million.

## Opportunities For Improvement

- There are no comparisons to benchmarks such as a “best-in-class” level for key indicators from similar or competitive organizations for:
  - Departmental Scorecard such as *Secret Shopper Score, Requests for Information Complete Time, Budget Expense, Budget Revenue, Library Capital Plan, Number of General Obligation Bonds Completed, Number of Work Orders Completed, Customer Satisfaction and Dissatisfaction.*
  - Financial Performance such as *Surplus Property Sales, Collection Subrogation Payments, Receivables, Collection of Fleet Warranty Reimbursements, Capital Cost, Operating Cost, Personnel Cost, Emergency Management Cost, Failure Rates, Response and Recovery Times.*
  - Work Systems Performance such as, *Open Positions Filled, Filled Positions, Temporary Positions, Vacant Positions, and Training/ Seminars.*
  - Operational Performance such as *Vendor Invoice Processing, Timely Vendor Response, Fleet Equipment Performance, Elevator Metrics, Generator Metrics, and Timeliness of Worker Comp Payments.*
- Customer loyalty, the percentage and length of time parking patrons have been using the parking facilities, for one year or more has declined from about 88% in 2004 to 78% in 2006.

**Opportunities For Improvement**

- Work systems performance results indicate a flat trend for *Filled vs. Vacant Positions* from FY 2006 Q1 to FY 2007 Q1. The rate was steady at 8%.
- There are no results for key measures or indicators of Regulatory, Legal and Ethical Compliance.
- Organizational citizenship results are not reported on the Departmental Scorecard such as support of key communities.