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**2008**

# **Sterling Challenge**

## **Feedback Report**

**Miami-Dade County Building Code Compliance  
Office**

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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 Sterling Challenge 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 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 strengths and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the observations of the Examiners regarding the 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 programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence* at the Challenge level. 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:

- o 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.

- 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.
- Although 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.
- You may decide to 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 Building Code Compliance Department is in the intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Customer and Market Focus. Some of the most important strengths include:

- The organization's leadership team exemplifies the organization's core values. Each senior leader personally promotes the importance of being above reproach to any public scrutiny; ethics are a high priority. Senior leaders are personally involved in the achievement of the organization's mission and strategic objectives, and participate in the Active Strategy Scorecard review. Leaders are beginning to create an environment for performance improvement in the department through the Active Strategy Scorecard and Sorties. The organization has identified key communities to support and strengthen through the county's community activities and professional construction associations, as well as participation in a wide variety of community and professional association events.
- The organization uses the Business Plan and the Active Strategy Scorecard to improve performance, to accomplish its mission, and to hold management accountable in overcoming the strategic challenges. This positions the organization to begin using basic measures to support organizational decision-making and work processes. Monthly performance meetings assess the progress of the organization relative to its strategic objectives.
- The organization identifies its multiple customer groups within the construction industry based on the regulated mandates and its key work processes. Customers include manufacturers, laboratories, plants, tradesmen, contractors, municipalities, and homeowners. Employees and managers build relationships with these key customer groups by getting involved in the community, participating in trade associations, and delivering education sessions at monthly Building Official meetings.
- The organization is beginning to assess customer and workforce satisfaction through a survey process. Surveys have been developed and are in the initial stages of deployment. Other mechanisms for customer feedback include five customer feedback initiatives within code compliance, and licensing that includes on-line renewals. Also, product approval and quality assurance audits will provide information that can be used to improve the key work processes across the organization.

There are opportunities for improvement that include:

Senior leaders have not systematically created an environment that encourages the workforce to contribute to high performance and to be innovative in operational

solutions that will improve efficiencies in work processes. Although senior leaders' personal commitment to the organizational vision and values has been demonstrated, these have not been fully deployed to the workforce. A systematic approach to two-way communication is not in place including the communication of results of the Active Strategy Scorecard and results of employee suggestions. Monthly meetings have been initiated but do not consistently focus on sharing data and information on performance excellence.

- The organization does not have a systematic approach for conducting the strategic planning process that addresses: its unique strengths, weaknesses, opportunities, and threats; the multiple customer groups and their requirements; and the shifts in technology to improve communications with the broad base of customers. The Business Planning Process does not address long-term objectives that affect the sustainability of the organization such as the potential growth of expanding product approval across the state of Florida and internationally. Without a systematic approach to identify challenges and advantages, and to determine ways to leverage those advantages for greater gains, the organization may not achieve short and long-term objectives.
- The organization does not have a systematic approach to analyze data and information. Analysis entails using data to determine trends, projections, and cause and effect that might not otherwise be evident. Analysis supports a variety of purposes, such as improving processes and accomplishing change management. For example, investigators are not collecting data to identify trends in contractor complaints. This information could be used to anticipate the needs of the community and might reveal problem areas that could be prevented in the futures.
- The organization does not use comparative data and information to support operational decision-making. While the organization's work is somewhat unique, the key work processes are all related to delivering customer service which is found in private, public, and non-profit organizations where comparisons could be made. Without comparisons the organization may select targets and goals that do not drive high performance.
- The organization does not systematically design work systems that coordinate internal and external resources to deliver products and services to the multiple customer groups and address conflicting customer requirements such as licensed and unlicensed contractors. The organization does not have a systematic approach to determine customer service requirements such as timeliness, consistency, and accuracy which could be used to measure process performance. Although the organization manages customer complaints about building code violations, it does not have a systematic approach to manage complaints about the timeliness and accuracy of its key work processes. This information could be a valuable source for understanding customer service requirements, then designing or improving work processes to meet these requirements and anticipate current and future public concerns.

The Organizational Performance Results category assesses the Miami-Dade County Building Code Compliance Department'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:

- Ⓜ The organization has positive results and trends in some areas of product and service delivery including achieving 100% of invoices processed in 21 days, and a significant increase in the number of product approvals, and revenue less expense net margin.
- Customer service performance results show positive results and trends in the area of applications initially reviewed at 98.6%, and response to contractor complaints.
- The organization has a significant opportunity in the selection, collection, use, and analysis of data to run and improve its day-to-day operations. There are many critical items where there are no results reported because data are not tracked such as: ability to meet all customer requirements, by customer segment; outcomes of all key processes; key in-process measures and indicators; and the comparative data so the organization can see its performance relative to competitors and best performers.
- Ⓜ Limited or no results are reported for financial, customer and market outcomes, accomplishment of strategic objectives, workforce engagement, and for leadership outcomes.

In order to help the Miami-Dade County Building Code Compliance Department's management move to the next level on its journey for performance excellence, the Sterling Examination Team recommends the following:

Develop a strategy for all levels of management to consistently communicate to, and hear from, the workforce at all levels. Consider including quarterly or two to three times a year communications by the Director to all employees at different sessions so everyone can participate. Agenda items may include the results of the Quarterly Performance Reviews, data, and information on customer feedback, strategic initiatives, goals and objectives, performance excellence activities, reward and recognition, and questions from the audience. Another level of communication could be the monthly department meeting with similar agenda items plus themes or discussion points on an organizational value every month presented by the Chief or managers within the department. A final level of communication could be a one-on-one between the supervisor and every employee. This major effort demonstrates what a high performing organization may do to create an effective and frank two-way communication system while respecting the chain of command.

Further develop your business/strategic planning process to include an annual environmental scan which anticipates customers' expectations, new business

and partnering opportunities for product approval, workforce development and hiring needs, technological developments, the evolving e-business environment, changes in construction industry, evolving regulatory requirements, and changes in community and societal expectations and needs. Conduct a strengths, weaknesses, opportunities, and threats analysis. Define, refine, and prioritize strategic objectives based on resources, budget, and business objectives; then identify them as short or long-term objectives. Develop action plans and communicate the outcomes of the strategic planning process to the organization. Capture the lessons learned at the end of the cycle and make improvements to the process for the next year.

Administer the newly developed employee survey, and analyze the data, identifying opportunities for improvement. Consider creating focus groups or work teams around the opportunities for improvement to collect more information on the problem area and involve the workforce in the solutions. Communicate the results of the survey, the plans, for improving employee satisfaction, and progress on the plans. In general, members of the workforce feel engaged when they find personal meaning and motivation in their work and when they receive positive interpersonal and workplace support. Identify the key factors that build trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, and performance accountability. These key factors may include training and career development, effective recognition and reward systems, equal opportunity and fair treatment, and family friendliness.

Develop a process management system to standardize key operational and support work processes. This could include mapping the work the organization accomplishes. Include the products and services of each work process as well as the end user of the products and services. Identify the key customer requirements using the results from the Feedback Initiatives, and develop outcome indicators to track on the Active Scorecard. Then prioritize the work processes based on the strategic initiatives, customer satisfaction, employee satisfaction, and gaps in process performance. Identify the critical process points and inputs that will predict the outcome of the process. Track on the Active Strategy Scorecard. The identification of the organization's work system provides an understanding in how the internal processes and external resources are coordinated to develop, produce, and deliver products and service to customers.

## 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 personally promote an environment that fosters, requires, and results in legal and ethical behavior by being held to a higher standard of conduct as they face issues on a daily basis. The senior leaders have set a no-gift policy for themselves, which exceeds the requirements of the county Ethics Code, and they role model the behavior during lunches with industry groups. When ethics are violated, senior leaders take immediate action and close the security gap. By setting the ethical standards higher than required by the county and following through with discipline, senior leaders show their commitment to being honest, ethical, and fair to all.
- Senior leaders are beginning to develop an approach to create an environment for innovation and workforce learning. Technical staff attend training on an annual basis to maintain their proficiency and to expose them to the latest building products in the construction industry such as Green Roofing. As the organization has a reputation for product approval involving High Velocity Hurricane Zone products, technical staff members serve on state and national technical advisory committees.
- Senior leaders create a focus on action to accomplish the organization's mission and strategic objectives and to improve performance through the Active Strategy Scorecard and Sorties. Managers and staff capture data and information for the scorecard and Sortie initiatives for the senior leaders to review monthly and quarterly, depending on the frequency of the indicator. Sortie initiatives, within the Code Compliance Division, address the goal of increasing the number of legal contractors and compliance with the county code. Senior leaders meet monthly with managers to review the performance measures on the Active Strategy Scorecard, and they report to the Assistant County Manager on a quarterly basis.

The organization has some processes in place to achieve management and fiscal accountability through management performance reviews and the fiscal county ordinance. Fifty percent of senior leadership performance reviews are tied to definable objectives related to the organization's strategic challenges. Associated costs to achieve community objectives in the Business Plan are integrated into the budget, and the new fiscal county ordinance requires the organization to justify any changes to line items in the budget above 10%. Reviewing performance helps ensure resources are allocated in an effective and efficient manner.

### Strengths

The organization identifies key communities to support and strengthen through the county's community activities and professional construction associations. The organization participates in many of the county community events such as: the Habitat for Humanity Blitz, the Blood Drive, Baynanza, and fundraising for the United Way. Many technical staff represent the organization in the community by volunteering for leadership positions in professional associations such as the Building Officials Association of Florida. Community involvement helps the organization build relationships with the public and engage them in the vision of building together for a better future.

### Opportunities For Improvement

- Senior leaders have not systematically deployed the organization's vision and values to all employees. For example, senior leaders have defined and personally show their commitment to values, such as being customer-focused and customer-driven, by assisting in field work and participating in audits; however, many employees are not aware of the organization's vision and values that lead to a high performing culture. Without a process to ensure staff have a clear understanding of the organization's vision and values, senior leaders may be hindered in their ability to fully engage all employees in the behaviors needed to strive for excellence in their responsiveness to the public.
- Senior leaders do not personally participate in the development of future leaders. For example, Lead Worker positions are used to provide opportunities for staff members to experience more responsibility as supervisors; however, there is not a systematic process to determine overall development of leaders. Senior leaders rely on individuals to take the initiative to schedule training through the county for their personal development. Although there may be few career progression opportunities internally, the development of future leaders across the organization may help to align resources to improve overall performance and identify innovative solutions which deliver effective and efficient services. Without senior leaders' personal involvement in the development of additional leaders, the organization may not maximize the talent of its staff to become leaders within operational work processes, and may hinder its ability to have future organization-wide leaders prepared to continue to address increasing demands for quality service.
- Senior leaders do not systematically encourage two-way communication and engage the entire workforce to accomplish the organization's objectives. For example, there are many venues to communicate with staff such as: staff meetings, employee suggestion boxes, emails, "The Water Cooler," and the

**Opportunities For Improvement**

Director's open-door policy. These venues do not provide a continuous flow of information where staff openly offer suggestions. As a result, the organization may miss opportunities to hear general improvement or innovative ideas that could lead to the uniform administrative regulation and oversight of the building construction process.

The organization does not systematically anticipate future public concerns and prepare for these concerns in a proactive manner. For example, the organization has a customer complaint system for contractors and building officials; however, the data are not analyzed to anticipate future concerns. Without a systematic approach to anticipate public concerns related to the application of building codes and construction licensure laws, the organization may not be able to address increasing demands, such as those related to crane operations, and could risk changes that weaken building codes.

## 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: 10% - 25%

### Strengths

The organization completes a Business Plan, aligned to the county strategic plan, every two years. The organization's short-term Business Plan addresses some of the identified strategic challenges under the major anticipated accomplishments/milestones for Fiscal Year 2007-2008 and also for Fiscal Year 2008-2009. For example, objectives targeting resident and business voluntary compliance, a consistent means of achieving code compliance, and empowering the community, address the key challenge of voluntary compliance. These goals are aligned with the county goals, and measures are set in the Active Strategy Scorecard which leaders review monthly.

The organization ensures adequate financial resources to achieve short-term strategic objectives through the annual budget and resource allocation process. The budget planning process includes submitting a proposed budget to the county Budgeting Department for approval every year and gaining final approval from county commissioners. Any variances greater than 10% in the operating budget must be justified to the county. Any special requests must be justified and approved by the Budget Department. Since the organization generates a profit from Product Control Certification and must still operate within the county budget structure, there is a large carryover revenue source from year-to-year. The carryover revenue is used as a reserve-funding source to address any unanticipated needs related to the short-term objectives.

### Opportunities For Improvement

- The organization does not have a systematic approach for conducting its strategic planning process. For example, the organization completes a Business Plan template every two years as part of the county strategic planning process; however, there is no formal process for determining the input to the Business Plan that addresses the organization's unique services that generate fees from the licensing program and revenues from the product control certification. Without a systematic strategic planning process, it may be difficult to align the organization for current and future expansion of the

### Opportunities For Improvement

market for product approval while facing the challenges of the government budget cuts.

- The Business Planning process does not address the strengths, weaknesses, opportunities, and threats of the department. For example, the strengths, weaknesses, opportunities, and threats (SWOT) analysis is conducted at the county level, and the department currently relies on the county's SWOT results, in combination with its own experiences and knowledge, to complete the Business Plan. However, the county's SWOT analysis does not address this department's strengths of unique technical knowledge, the product approval process, or the opportunity to expand the product approval business internationally. Without systematically incorporating a department level SWOT into the planning process, the organization may miss opportunities to create strategic initiatives that leverage its strengths to identify innovative solutions for unlicensed contractors, and to sustain its competitive position for product approval.
- The Business Planning process does not proactively address shifts in technology. For example, the Building Code License renewal application was recently added to the web when staff recognized the lines for license renewal were getting very long; however, technology opportunities are not identified for added effectiveness during the strategic planning process. For instance, the Contractor Enforcement Unit requires investigators to manually process paperwork in the office, rather than using their laptops in the field, which may cause redundancy of work. Without a systematic process to address changing technology at a strategic level, the organization may miss opportunities to increase efficiencies by streamlining work processes, decrease maintenance and paper costs, and may not overcome its challenge of improving turnaround time for product approval.
- The organization does not address all customers and markets in its Business Planning process. For example, the organization uses the county customer survey results to determine customer requirements; however, the organization does not have a process to include input from its multiple customer groups such as: contractors, manufacturers, municipalities, engineers, architects, lawyers, and potential customers outside of the county limits, who are not included in the county customer survey. Without a systematic approach to include the organization's unique customer groups in its strategic planning process, the organization may not be successful in designing work systems to meet all current and potential customer needs.
- The organization does not have a systematic process for identifying strategic challenges and strategic advantages. For example, senior leaders identify challenges and advantages for the organization through their institutional knowledge, everyday experiences, and monthly performance meetings; however, there is not a fact-based consistent process to determine potentially negative pressures or positive capabilities that may influence the

### Opportunities For Improvement

organization's future success. Without a systematic approach to identify strategic challenges and advantages, the organization may miss opportunities to capitalize on and leverage its successes to increase its competitive position for contractor licensing, certifications, and product approval that could lead to increased revenues.

The organization's Business Plan does not address long-term objectives and a timetable for accomplishing them. For example, the Business Plan identifies milestone accomplishments for each year within a two-year period, and short-term initiatives are identified in the Active Strategy Scorecard. However, other than capital budget items, there is no process to determine longer-term objectives needed to create a sustainable future for the organization. Without a systematic approach to plan for the longer-term, the organization may not be successful in developing a culture that delivers high performance and markets new products and technologies outside of the county.

The organization does not have a systematic process for developing and deploying action plans to achieve short and long-term strategic objectives. For example, the Active Strategy Scorecard approach requires senior leaders to identify initiatives and tasks to close the performance gap. However, the organization does not develop action plans to achieve the short-term milestones in the Business Plan. Leaders track measures in the scorecard and intervene when performance isn't where they want it to be, but there is not a process to plan the steps needed for success. Without a systematic proactive approach to develop and execute strategic action plans, the organization may not be able to balance resources and develop the innovative ideas needed to continue providing quality service to the community while overcoming its challenges such as rapid urban growth and immigration.

### 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.

**Scoring Range: 30% 45%**

#### Strengths

The organization identifies customer groups through regulated mandates and the specialized nature of its business. Customers include: manufacturers seeking Notice of Acceptance; laboratories seeking certification for testing and plants for production; tradesmen and contractors seeking licensing; homeowners and licensed contractors wanting resolution of complaints; engineers and architects seeking product approval; and municipalities seeking compliance education. By identifying customer groups, the organization is better positioned to deliver specific value for each group that may lead to greater customer satisfaction ratings.

The organization builds relationships to acquire customers and gain positive referrals through its industry related associations, collaborations, and community meetings. For example, the Product Control examiners attend trade association meetings to explain the application process and the documents required to receive product approval from the organization. The Code Compliance Specialists conduct monthly Building Official meetings to inform the public and municipalities of changes in the building codes. By building collaborative relationships with manufacturers, the department is expanding its competitive influence in the construction industry across the state of Florida and is working toward the achievement of its mission of safeguarding the community through the uniform administration, regulation, and oversight of the building construction process.

The organization enables customers to seek information and conduct business through e-mail, Internet, telephone, industry-related meetings, the industry monthly newsletter "Cornerstone," media stories, and brochures. Customers can access the department's Internet website to renew contractors' licenses, file complaints against contractors, and identify manufacturers' approved products. In the *FY 2007-08 Adopted Budget and Multi-Year Capital Plan*, the organization includes plans to enhance its website for automated tracking of quality assurance audits and real time file updates of information.

The organization has designed surveys to determine customer satisfaction. As part of the organization's Five Feedback Initiatives, surveys were developed to measure satisfaction among the various customer groups. For

### Strengths

example, a survey is designed to measure satisfaction with the contractor complaint process, the electronic renewal process, the licensing process, the product approval process, and the quality assurance audit process.

### Opportunities For Improvement

- The organization does not have a systematic approach to determine key customer service requirements. For example, the organization understands the requirements around the products it delivers such as licenses, certifications, and product approvals; however, there is not a process in place to identify overall expectations such as timeliness, consistency, and accuracy or requirements of each specific customer group. Without a systematic process that leads to an understanding of all key customer requirements, the organization may miss opportunities to increase voluntary compliance and engage customers in the vision of building together for a better future.
- The organization does not systematically determine and deploy key customer contact requirements to all people and processes in the response chain. For example, department employees are required to take annual customer service training from the county, but there is no department level process to determine any unique customer contact requirements, nor is there a method to ensure the training is applied to all key work processes. Without a systematic process to apply contact standards consistently, the organization may spend resources on training that may not positively impact customer satisfaction with services provided by the organization.
- The organization does not manage organizational customer complaints and learn from them. For example, the Mayor's office has a process to receive formal complaints and route them to the Director's office for a timely response, and customers complain to investigators and examiners regarding timeliness and accuracy, but the receipt and resolution of the complaints are not tracked. Specifically, the Code Enforcement Unit investigators receive 70 — 100 complaints a week, and each unit investigator has a unique process to organize complaint information; however, there is no systematic approach for receiving complaints from the customer with regard to the organization's performance, nor is there a process to aggregate and analyze the complaints for root causes or trends. Without a formal complaint management system, the organization may waste valuable time and resources solving the same issue several times rather than looking across the organization, and the organization may not be perceived as providing a business-friendly environment by its customers.

## 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.

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

### Strengths

- The organization selects, collects, and aligns data to track organizational performance through the department Business Plan and the Active Strategy Scorecard. The Active Strategy Scorecard is divided into four perspectives: customer, financial, internal, and learning and growth. Each perspective has measures associated with Business Plan goals, and some of the measures are comprised of workload and process performance. The scorecard measures may assist the organization in making fact-based decisions.
- The organization reviews organizational performance through the Business Plan and Active Strategy Scorecard on a monthly and quarterly basis. Senior leaders assess progress relative to strategic objectives at monthly performance meetings. The Director meets on a quarterly basis with the Assistant County Administrator to review the Active Strategy Scorecard. This systematic approach of reviewing performance provides reliable information to guide improvement and can lead to the identification of opportunities for innovation for delivering excellent public service.
- The organization manages information resources to ensure continued availability of data and information and hardware and software systems during emergencies. For example, the county's Continuity of Operations Plan outlines emergency procedures including information technology system back-up protocols. These plans trigger additional system backups designed to ensure that as soon as the electrical power infrastructure is returned, the organization will have access to all computer resources. This continued information technology helps to ensure the continuity of information resources for the workforce to provide services to customers.
- The organization ensures the reliability, accuracy, and security of data and information through data checks. For example, the contract licensing information is checked by the supervisor against monthly audit reports. These data checks help ensure commitment to the quality of the information that is used by customers.

### Opportunities For Improvement

- The organization does not systematically collect and use data and information for tracking overall daily operations. For example, investigators receive 70 – 100 complaints a week, but this information is not collected from each investigator to track the progress of the complaint or the resolutions on a daily or weekly basis. Without a systematic process to collect, review, and use data in all areas of the organization, such as that used for the overall monthly and quarterly reviews at a strategic level, it may be difficult to manage the workload, identify opportunities to proactively reduce the workload, and effectively improve the day-to-day processes including turnaround time for product approval.
- The organization does not use comparative data and information to support operational decision-making. For example, while the organization has some unique processes, these key work processes are all related to delivering customer service in other private, public, and non-profit organizations. In-process and outcome measures related to accuracy, timeliness, or satisfaction could be compared to give additional perspective to performance. Without a process to select and use comparative data, the organization may select targets and goals that do not lead to breakthrough learning and sustained high performance.
- The organization does not analyze organizational performance to set priorities for improvement and ensure that conclusions are valid. For example, the code specialists review plans and conduct inspections during the municipal visits; however, the results of the reviews are not collected and analyzed to identify improvement opportunities across key work processes. Analyzing results over time may also help to ensure conclusions are valid prior to taking action on improving training materials or making major changes to the process. Without a systematic process to analyze cause and effect relationships and turn data into usable information, the organization may not identify process inefficiencies that may inhibit its ability to deliver outstanding regulatory service.
- The organization does not systematically manage organizational knowledge to identify, share, and implement best practices. For example, an award-winning database was created by the Product Approval Section, but it has not been implemented or adapted by other sections in the organization. In addition, there is not a consistent process in place to capture and share workforce knowledge among different groups of employees, nor is that knowledge captured for use in the strategic planning process. Without a systematic process for sharing knowledge and best practices at all levels, the organization may miss opportunities to identify and leverage innovative processes for streamlining and improving its overall services.

## 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.

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

### Strengths

- The organization's workforce development and learning system addresses needs identified by the workforce by offering a variety of training opportunities. Some courses offered through the county include speech and language classes, technical and computer courses, and personal growth and improvement. All staff, including upper management, are required to attend yearly customer service and diversity training, as well as special technical training and additional courses and seminars to improve their work skills. The organization encourages and supports specialized developmental training for all departmental staff in various functional areas as part of its efforts to continually improve service delivery and professional development.

Allocations for training are identified in the budget for fiscal year 2007-2008.

- The organization has recently designed an employee survey to assess workforce engagement and satisfaction. The survey instrument was designed using examples from private and other government organizations. The survey includes ten focused questions centered on employee engagement and satisfaction. For example, it addresses leadership, communication, training, and overall employee satisfaction. Upon completion, the results may lead to opportunities for higher levels of engagement in achieving high performance and building together for a better future.

### Opportunities For Improvement

- The organization has not yet deployed a system to determine the key factors that affect workforce engagement. For example, supervisors and managers have various informal methods to determine engagement in their individual areas, but currently there is no process that spans the entire organization. The organization plans to administer an employee survey, which will provide these key factors associated with workforce engagement. Without this systematic assessment process in place, the organization may find it difficult to fully engage the workforce in creating more efficient processes that will streamline the work within the organization.

### Opportunities For Improvement

- The organization does not have a systematic method to accomplish two-way communication that fosters a culture conducive to high performance. For example, senior leaders review the performance of the organization using the Active Strategy Scorecard; however, this information, is not systematically shared with supervisors and staff. Staff are not consistently informed about key initiatives, such as the Sterling Challenge, and there is not a systematic process for them to share information up the chain of command. Without a systematic approach to communication that flows laterally, from the bottom up, and from the top down, the organization may not be successful in actively engaging the workforce in higher levels of performance to improve key work processes and the overall performance of the organization

The development and learning system for leaders does not systematically address personal leadership attributes and organizational improvement. For example, the county offers supervisory training; however, not all leaders systematically receive this training so that they can effectively, efficiently, and fairly deal with personnel issues. Additionally, other opportunities for leadership development, which could include personal leadership attributes, organizational performance improvement, change management, and innovation, are not offered. Without a systematic approach to the development of current and future leaders, the organization may not create an environment where the employees are encouraged and comfortable with sharing ideas for improvement.

The organization does not have a systematic approach for managing and organizing the workforce to accomplish strategic objectives. For example, recording secretaries are cross-trained by attending other board meetings so that they can fill in as needed; however, Code Compliance Specialists are assigned to their area of expertise and if they are unavailable to address issues in that area, the issues will not be resolved until they return. Without systematically organizing and aligning the workforce with key work processes, strategic objectives, and action plans, the organization may not find the resources to continuously improve the effectiveness and efficiency of the organization while delivering services to meet the needs of the community.

The organization does not have a systematic approach to measure and improve workplace health and safety. For example, the county provides safety equipment such as security cameras and card-only access for entry; however, the organization does not have a systematic method for measuring or improving the health and safety of the staff. When an incident report was submitted indicating an employee was experiencing pain in her wrist and hand, measures were taken to address the matter, but no information was recorded and analyzed to determine if there were other staff members experiencing similar issues. Without a systematic approach to measure and improve workplace health and safety, the organization may continue to react

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to isolated incidents and not address the overall health and safety of the organization.

## 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.

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

### Strengths

- The organization's key work processes contribute to customer value, organizational profitability, organizational success, and sustainability. For example, the code compliance office contributes to customer value and organizational success by ensuring contractors are licensed, by enforcing and interpreting codes uniformly, and by offering continuing education for code-certified personnel. The product control office contributes to profitability and sustainability by generating revenue through the product approval process. The organization is known internationally as the leader in product approval based on the quality reviews and cost effective services to manufacturers. Manufacturers all over the world seek this organization's certification, which may give this department an opportunity to expand for further growth in fee-based services.
- The organization ensures work systems and workplace preparedness for disasters or emergencies through the Continuity of Operations Plan and the Hurricane Plan. These plans outline extensive emergency procedures for employees, and identify how the department functions are addressed in the event of a disaster. The emergency plan is discussed and updated with senior leaders every April, and the Hurricane Plan is reviewed every June. The plans are discussed with staff. The organization coordinates emergency responses with local building departments and code enforcement agencies in disasters. For example, after the hurricanes of 2004 there was a need to expedite roofing product approvals. The Product Control Department shifted personnel to decrease turnaround times of approving roofing products from six months to three months. These work systems and emergency plans help the organization in achieving its mission of safeguarding the community through uniform administration, regulation, and oversight of the building construction process.

### • Opportunities For Improvement

- The organization does not have a systematic approach to determine its core competencies. Although the organization knows what to do on a day-to-day basis, the core competencies have not been identified which are the areas of

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expertise that provide a competitive advantage. For example, of the three primary revenue sources, the product control certification may have the most potential growth, but there is not a consistent process to determine which areas provide a competitive advantage. Without identification and leverage of this advantage and other core competencies, the organization may lose business, and its source of income may be threatened by competitors outside of the county.

- The organization does not systematically design and coordinate work systems of internal work processes needed to deliver services and products to its customers. For example there are several internal work processes to manage complaints, but each process is different, and there is no linkage across processes. Product control has a database to track complaint information, and code compliance investigators have a manual method that varies from investigator to investigator, but there is no coordination between the two processes. Without a full understanding and coordination of how the work across the organization is accomplished, redundancies and inefficiencies may occur which could negatively impact costs, as well as customer and employee satisfaction with outcomes.
- The organization does not incorporate input from customers and suppliers to determine key work process requirements. For example, the department uses regulatory guidelines to determine the key work process requirements; however, there are other customer and supplier needs that are not systematically incorporated into the design of work processes. Specifically, unlicensed contractors may face unknown barriers when applying for licensing because there is not a systematic process to get input from this group. Without incorporating input from all groups of customers, potential customers, and suppliers in the design of services, the department may miss opportunities to increase the number of legal contractors, and to meet and exceed customer requirements in building together for a better future.
- The organization does not systematically measure work processes to ensure the outcomes meet customer and organizational needs. For example, the Active Strategy Scorecard is used to measure the outcomes of key work processes such as application reviews, quality assurance audits, and certificate of competency audits. However, there are no process measures or in-process predicting measures, linked to the outcome measures in the scorecard. Without measuring the work processes that produce the desired outcomes for the organization and customers, the organization may not be able to streamline processes by identifying sources of inefficiencies, and may not overcome its strategic challenge of maintaining quality service for its municipalities.
- The organization does not have a consistent approach for improving work processes to achieve better performance. For example, the product control process was improved by using process mapping techniques; however, the

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organization does not systematically apply this approach to other key work processes such as the licensing application process at the front counter. Without a systematic performance improvement process across the organization, other areas of the department may not be able to identify inefficiencies and may not meet challenging customer requirements.

## 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.

**Scoring Range: 10% .25%**

### Strengths

- Product and service performance results show favorable trends for the four year period from FY 2004-2005 to FY 2007-2008. For example:
  - *Participation in Industry Liaison Meetings* (Figure 7.1-3) shows an increase from 49 in FY 2006-2007 to 83 in FY 2007-2008;
  - *Quality Assurance Audits of Manufacturers and Labs* (Figure 7.1-6) shows an increase from 32 to 80;
  - *Percentage of Invoices Processed in 21 Days* (Figure 7.1-8) shows an increase from 32% to 100%, exceeding the goal of 80% for FY 2007-2008; and
  - *# of Product Approvals* (Figure 7.1-15) shows an increase from 817 to 1630 per year.

Product and service results show increases for *Building Code Seminars* (Figure 7.1-4) from 18 in FY 2005-2006 to 37 in FY 2006-2007, and *Industry Liaison Meeting Participation* (Figure 7.1-3) from 49 in FY 2005-2006 to 83 in FY 2006-2007.

- Customer service performance results show favorable trends for the four year period from FY 2004-2005 to FY 2007-2008. For example:
  - *Applications initially reviewed w/in 15 days* (Figure 7.2-1) increased from 97.79% to 98.6% in FY 2007-2008;
  - *Product Approval Applications Reviewed w/in 45 Days* (Figure 7.2-3) increased from 81 % to 88%; and
  - *Response to Contractor Complaints* (Figure 7.2-6) increased from 57 in 4th quarter 2006 to 100 in the last 3 quarters.
- Financial performance results show favorable trends. For the five year period from FY 2002-2003 to FY 2006-2007 *Revenue Less Expense* net margin went from \$7 million to \$19 million.
- For the 4-year period from FY 2004-2005 to FY 2007-2008:
  - *Full Time Positions* (Figure 7.3-3) increased from 62 employees to 88 employees;
  - *% of Projects using Consultants* (Figure 7.1-12) decreased from 40% to 8%; and

### Strengths

- # of Currently Licensed Building Inspectors (Figure 7.3-7) increased from 543 to 603.
- Operational performance results show favorable trends for the four year period from FY 2004-2005 to FY 2007-2008. For example:
  - *Respond to Unlicensed Contractor Activity* (Fig. 7.5.3) decreased from 37% to 18%;
  - *Conduct Contractor Vehicle Checkpoints* (Fig. 7.5.4) increased from 4 per quarter to 5; and
  - *Process Code Personnel Certification Applications Timely Manner* (Fig. 7.5.5) remained consistent high at 100% for the past 4 years.

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- Some product and service performance results show unfavorable trends for the four year period from FY 2004-2005 to FY 2007-2008. For example:
- *Opinions on Board Appeals* (Figure 7.1-7) decreased from 100% to 95%;
  - *Certificate of Competency (cc) Plant Audits* (Figure 7.1-17) decreased from 100% to 67%; and
  - *Product Approvals Requiring Multiple Reviews* (Figure 7.1-20) increased from 43 to 174, with a high of 323 in FY 2006-2007.
- A result reported for workforce engagement and development performance shows an unfavorable trend for the four year period from FY 2004-2005 to FY 2007-2008 where *Training Workshop Hours Provided for Specialized Skills Florida Building Code Training* (Figure 7.4-5) decreased from 150 hours to 132 hours.
  - Some results do not include trends over time. For example, *Total Number of Hours Spent on FBC Activities* (Fig. 7.5-1) has one data point of 2963 hours because tracking started the first quarter 2007-2008.
  - Some results are not reported related to:
    - industry growth;
    - leadership and social responsibility, such as accomplishment of strategic objectives and action plans;
    - customer and market satisfaction, dissatisfaction, and loyalty; and
    - workforce engagement, including employee training and satisfaction, leadership development, and capability and capacity.
  - Some results show a flat trend for the time period FY 2004-2005 to FY 2007-2008. For example, *Vacancy/Turnover rate of employees* (Fig. 7.4-7) had rates of 15% in FY 2004-2005, 4% in FY 2005-2006, 14% in FY 2006-2007, and 10%

**Opportunities For Improvement**

in **FY** 2007-2008.

Comparative results, including comparisons with competitors, for products and services, customer, financial, workforce, and operational performance are not reported.