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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 Building Department 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 Senior leaders monitor the organizational alignment of the Departmental Business Plan to the County Strategic Plan and compare target results to actual results which are reviewed on a quarterly basis. They report performance through the use of the Community Scorecard and Active Strategy Enterprise which is a web based performance management system. Through these methods and customer feedback on staff performance, satisfaction with timeliness of service, and quality of services provided, the organization is able to develop an awareness of changing customer requirements and expectations.
- o The organization identifies customers, customer groups, and has multiple methods to listen and learn about their requirements and changing expectations. Customer feedback has led to improvements such as one-stop permitting. The organization also builds relationships with individual and construction industry customers.
- o The organization backs up files on a daily basis (Full Image Back-up) to minimize data loss. The organization also has a generator on a tractor trailer which can power the entire building in case of a disaster, and a stand-by generator that powers critical computer equipment and limited lighting in case of an electrical outage. The Computer Services Section makes certain all programs are tested before they are moved into production. Back-up data are randomly checked to verify integrity, accuracy, and reliability of the reports. A variety of methods are utilized including: quality assurance programmers who test to verify integrity, accuracy, and reliability of data; managing accounts to ensure security and confidentiality; monitoring of internet and e-mail usage; and securing areas where sensitive computer information is stored.
- o The organization designs key products and services incorporating customer requirements. Performance measures are utilized to monitor, control, and identify improvement opportunities by implementing the Permit and Plan Tracking Systems, the Building Support System, and the monthly review of the Community Scorecard which measures financial, customer, and internal work flows.

There are also opportunities for improvement:

- o The organization does not have a systematic plan or process for participation in succession planning. There is a County-wide effort to develop some initiatives to

mentor employees; however, the organization may have to develop work-a-rounds for their positions that require technical licenses and certificates. Without a systematic plan or process to participate in succession planning, the organization may not be able to maintain excellent performance with a skilled and motivated work force, while maintaining quality customer service delivery which is critical to the organization's future success.

- o Another area for improvement is the lack of competitive data. There are no comparisons reported for permit issuance cycle time, residential or commercial plans reviewed/rejected, carry-over inspections, average time from complaint to initial inspection, cases closed prior to ticket issuance, unsafe structure case process time, or demolition of unsafe structures. Without the selection, collection and use of competitive data and information, the organization cannot determine its performance as compared to other similar organizations.
- o Although the organization shares some internal best practices within units, it does not share or transfer employee knowledge across all divisions and trades. Without the identification and sharing of internal best practices across divisions/trades, the organization may not be able to effectively learn what works best in other units, thus inhibiting the overall success of the organization.

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

Strengths:

- o Service performance important to the organization's customers show favorable results and trends in several areas. Examples include the electrical, mechanical, and plumbing inspections carry over. The Secret Shopper Program results have shown a favorable trend from 2001 to 2005.
- o Favorable results and trends are reported in some areas of work systems performance and effectiveness and employee well-being, such as a decrease in the total number of injuries from FY 2003 to the present.

Opportunities:

- o A number of key organizational results are not tracked and/or trended. Examples of results not tracked include: strategic planning (accomplishment of initiatives/ action plans); work systems performance and effectiveness (employee learning and development); human resource results (employee satisfaction/dissatisfaction and exit interview results); and leadership and social responsibility (ethics compliance).

- o Comparative and competitive data are not reported for most key measures important to the organization.

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

- o Continue to communicate the vision and values of the organization to all employees, check for understanding, and assist employees in linking their work to accomplishment of the vision.
- o Continue to develop and implement a systematic process to select relevant and meaningful measures throughout the organization. An integrated performance measurement system relies on in-process measures, leading and lagging indicators, and outcome measures and should be the basis for aligning all processes with the organization's goals and objectives. Include criteria for determining appropriate comparative data that includes competitors, where appropriate, and best-in-class sources to facilitate the process for setting short-term goals and long-term targets and guide the organization on its journey to performance excellence.
- o Track and use results for service processes, customer satisfaction, financial performance, human resource performance, operational performance, leadership, and social responsibility to evaluate the performance of processes and to set priorities for improvement.
- o Create a succession plan to prepare the organization and its workforce to meet future needs of its customers. All key leadership positions and all positions of special skills should be identified, then a plan for identifying individuals and developing them to fill those key positions as vacancies occur could be established.
- o Develop a systematic approach to: the employee performance management system for all employees that links to organizational performance and strategic goals; processes to evaluate the effectiveness of the organization's training initiatives; and determine and use employee satisfaction and dissatisfaction to improve the work environment.

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 promote an environment that fosters and requires legal and ethical behavior through the Commission on Ethics and Public Trust. This ethics commission is authorized to investigate complaints related to the organization's Code of Ethics and conflicts of interest. Depending on the severity of the unethical behavior, the organization can follow the Ethics Commission recommendation by following its progressive discipline process. This commission also conducts required ethics training for all new and current employees as well as workshops for staff with a goal geared toward improving awareness, decision-making, and heightened standards of conduct.
- Senior Leaders communicate with, empower, and motivate employees to accomplish organizational objectives and improve performance in a variety of ways. They have established and use multiple processes of communication with employees including e-mails, weekly staff meetings, and employee educational workshops. Supervisory positions and above have performance evaluations that measure progress in accomplishing their performance measures and unit objectives. The organization empowers line staff employees through the establishment of lead worker positions and cross-training programs. Newly implemented reward and recognition programs such as "The Attendance Game" (TAG), "On the Spot" and the gain-sharing program for the inspectors, motivate and encourage employees to excel in their daily job duties.
- The organization addresses management accountability, fiscal accountability, and independent internal and external audits through several mechanisms including an annual external audit conducted by an independent accounting firm to ensure that financial statements are prepared in accordance with generally accepted accounting principles. Internal operational performance and financial audits are conducted through the County's Audit and Management Services Department and the Office of Strategic Business Management with the purpose of identifying opportunities for improvement, promoting operational efficiency and effectiveness, and ensuring the organization conducts its daily business in an ethical manner. The organization also ensures management accountability through consistent monitoring of its strategic initiatives through monthly management meetings to

Strengths

ensure strategic initiatives are on track, and performance measures are being met.

- The organization actively supports and strengthens key communities through consistent methods of communication including providing several educational workshops annually with professional and builders' associations to inform them on plan review, permit issuance procedures, and changes in the Florida Building Code. The organization supports and strengthens community relationships through the Director's monthly call-in radio show where he answers questions regarding current public concerns relating to code enforcement and hurricane clean-up and rebuilding. The organization also provides financial support through employee assistance programs and charitable organizations like County-wide initiatives with United Way, American Heart Association, American Cancer Society and the March of Dimes. It further supports its key communities by providing the inspections for the Habitat for Humanity homes, Christmas toy drives, and care packages for mobilized troops.

Opportunities For Improvement

- The senior leaders do not fully communicate the organization's vision and values to all employees. For example, although the organization has a fully deployed mission statement that most employees could easily articulate, they do not have a fully defined vision for the organization's future or values that they communicate to their employees. The Director and Deputy Director have a vision to change public opinion regarding the Department's purpose and function, but the vision is neither fully defined nor deployed throughout the organization. There is a lack of consistent understanding of values where the leaders discuss ethical behavior and accountability, and employees value exceptional customer service. Without a clearly defined organizational vision and values to communicate to all employees, the organization may not be able to achieve its mission in providing efficient, accountable, and responsive building permit processing and enforcing regulations governing building and unsafe structures while responding to the building industry and protecting citizens.
- Senior leaders do not systematically create an environment of performance improvement, innovation, and employee learning. For example, some improvements have occurred in the department, but these were generally not generated at the employee level. Most of the technological advancements were developed and implemented from the Director's office, and some of the newly implemented process improvements were initiated through a County audit by the Office of Strategic Business Management. Without a systematic process to create an environment of performance improvement and innovation for all

Opportunities For Improvement

employees, the organization may not be able to achieve its County's Strategic Planning priority to continuously improve the performance and capabilities of its operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.

- The organization does not have a systematic plan or process for participation in succession planning. For example, although there is a County-wide effort to develop some initiatives to mentor employees, the Department has not yet developed a plan that may specifically have to deal positions that require technical licenses and certificates. Without a systematic plan or process to participate in succession planning, the organization may not be able to maintain excellent performance with a skilled and motivated workforce, while maintaining quality customer service delivery which is critical to the organization's future success.
- The organization does not have a systematic process is in place to anticipate current and future public concerns and prepare for them in a proactive manner. For example, the organization has multiple methods to attain customer feedback, especially in the form of complaints, and it reactively resolves those complaints in a timely manner; however, other than hurricane preparedness, there is no method to anticipate future concerns to proactively plan and avoid, or drastically reduce, their impact. Without a systematic process the organization may not be able to obtain the County's Strategic Planning priorities of improving the quality of life for all residents and protecting the safety and quality of its neighborhoods.

2.0 Strategic Planning

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

Scoring Range: 30% - 45%

Strengths

- The organization conducts its strategic planning process to ensure that its Business Plan is aligned with the vision and objectives set forth in the County Strategic Plan, and with the organization's mission. The Strategic Plan includes objectives and priorities that are specific to the organization, and these are incorporated directly into the organization's Business Plan. Additionally, the county's vision statement has been adopted by the organization as its motto. The Business Plan is aligned through the county strategic priorities, reviewed, and updated annually. Supervisors share the Business Plan and strategic objectives with employees in staff meetings. Progress on the Business Plan objectives and performance measures are tracked through the Building Scorecard that is accessible to all employees and the Active Strategy Enterprise that is accessible down to the Division Director level only.
- The organization's strategic planning process addresses technology, disasters, and emergencies through the inclusion of technology initiatives in the Business Plan, the development of the Continuity of Operations Plan (COOP) and the Hurricane Manual. Technology is addressed in the Business Plan Key Programs and Initiatives Section which outlines the organization's objectives to enhance the website to allow viewing of plans, and expansion of electronic plan review. The COOP and Hurricane Manual outline how the organization will prepare for an emergency or disaster and continue operations in the aftermath of an event. The Hurricane Manual is updated annually and provided to every employee in the organization. The COOP is provided to the Director, Deputy Director, Division Directors, and any supervisor identified as a team lead in the plan.
- Key short and long-term objectives and the timetable to accomplish them are developed within the organization's Business Plan process. The Business Plan outlines short and long-term objectives that are developed from the County Strategic Plan and the Director's priorities and initiatives. The Director, Deputy Director, and Division Directors review objectives and Information Technology (IT) staff are also involved for IT objectives. The Building Scorecard Detail Report provides the timetables for accomplishing the objectives. This information is communicated to staff through the Business Plan and the Scorecard. It is also

Strengths

shared through the chain of command by Division Directors to supervisors to employees during staff meetings.

- The organization has a process to use key strategic objectives to address the challenges identified in the Organizational Profile. Reducing the time for permitting, recruitment and retention of staff, response time for citizen complaints, and code enforcement were identified as challenges in the Organizational Profile and are objectives addressed in the organization's Business Plan. The challenge presented by the future annexation and incorporation to ensure sufficient funds for transition of services are also addressed in the organization's Business Plan. Additionally, a Compensation Initiative was developed to address the organizational challenge of hiring and retaining essential personnel. Objectives to address the strategic challenges identified in the Organizational Profile are communicated to staff in the same manner as the Business Plan and other objectives. The Building Scorecard is used to communicate progress on the objectives and is available on the organization's website.

Opportunities For Improvement

- The strategic planning process does not address competitors or similar providers. For example, the Business Plan identifies changes in the Florida Building Code that creates competitors by allowing permitting services to be done by private providers, but it does not include a strategy or objective to address the impact on the organization. The lack of strategies to address competitors such as the private providers may hinder the organization's ability to retain technical staff and revenues, and may negatively impact its sustainability in an increasingly competitive environment.
- The strategic planning process does not address financial risks. For example, the Business Plan states that the organization must meet budget targets; however, it does not include a strategy or objective to ensure that targets are met. Although monthly financial reports are prepared for the Director and Deputy Director to monitor revenues and expenditures, deployment does not extend to the Division Directors or supervisors, and they are not involved in the review of expenditures for their area. The Finance and Administration Division Director monitors financial reports and alerts the appropriate Division Director when budgets are not on target. Without the ability to proactively identify and plan for potential financial risks, the organization may not be able to operate and manage within available resources.

Opportunities For Improvement

- The organization does not develop and deploy initiatives (action plans) to achieve short and long-term strategic objectives. For example, a Compensation Initiative to address recruitment and retention was developed, but no other initiatives (action plans) were identified, and the Compensation Initiatives do not include essential elements of an action plan such as the timetable for accomplishment or commitment of resources. The lack of an effective process to convert strategic objectives into action plans that can be deployed throughout the organization may hinder the organization's ability to accomplish those objectives for success and sustainability.
- The organization does not have key performance measures or indicators for tracking progress on initiatives (action plans). For example, the Compensation Initiative was identified as an action plan for recruitment and retention of staff, but there are no performance measures or indicators identified to track progress on this initiative. The organization does have a variety of performance measures and indicators for strategic objectives that are tracked, but no similar performance measures or indicators are identified for initiatives. The lack of an effective process to track performance initiatives that are developed to achieve strategic objectives may hinder the organization's ability to execute the plans and to identify opportunities for improvement and success.

3.0 Customer and Market Focus

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

Scoring Range: 30% - 45%

Strengths

- The organization identifies customers, customer groups and market segments through a broad range of strategies. Meaningful information about customers, their actions, and industry behavior is obtained by numerous venues such as trade-specific workshops, meeting exit surveys, community meetings, and regularly scheduled Design Professional Day meetings. These workshops and meetings are led by knowledgeable senior leaders and supervisors and provide the attendees the opportunity to provide feedback. The variety of offerings supports the needs of the different customer groups and stakeholders and provides the organization with a vital window on the market. This creates the ability to design and balance appropriate services aligned to meet and exceed customer and stakeholder needs and build relationships with the community.
- The organization listens and learns to determine key customer requirements and changing expectations and uses this information to better satisfy customer needs. Tailored listening strategies include workshop and meeting exit surveys, a complaint tracking system used in the enforcement of potential code violations, and by collecting, tabulating, and distributing customer comments regarding their service experience through the use of the Customer Service Evaluation Forms located throughout the lobbies of the building. Customer and stakeholder feedback directly led to one-stop permitting and policy changes such as the implementation of a graduated penalty system. Such strategies allow the department to offer relevant services and change ways of doing business to keep pace with customer, stakeholder, and community needs and expectations.
- The organization builds relationships with customers to meet and exceed their expectations, increase loyalty and repeat business, and gain positive referrals. Actionable information from customers and the construction industry is used to improve processes. The Design Professional's Day is specifically intended as a cooperative partnership approach to foster better relations and grow customer satisfaction. Additionally, the creation and implementation of the Inspector's Checklist improved uniformity of inspections and code interpretation increasing process integrity and customer confidence and satisfaction. Along with prompt

Strengths

response to complaints, these actions enhance the reputation of the department and builds trust within the community.

- The organization enables customers to seek information, conduct business, or complain through numerous strategies. Enabling mechanisms include: Wal-Mart style greeters; telephone, fax, email, and in-person contact capability; and web-enabled interactive applications such as the Plan Tracking System. Design Professional's Day, trade-specific workshops, and various brochures are also available. In addition, the Department Director conducts a monthly radio call-in show at a local Spanish-speaking radio station. This allows access to customers, citizens, and industry officials to interact with questions, comments, concerns, or suggestions. Complaints are handled through an open-door policy, phone, email, and the Secret Shopper Program. Such enabling strategies align to the County's Five Strategic Planning Priorities of continuously improving the performance and capabilities of its operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.
- The organization manages customer complaints through Customer Service Evaluation Forms, exit surveys of customers attending plan examiner meetings, and evaluation surveys on educational workshops. For example, a form entitled Plan Examiner Meeting Survey is used to gather customer perspective on meetings with plan examiners. Another approach involves numbered "buck slips" to manage and track complaints forwarded to the organization from the Mayor's Office or County Administration. Once the complaint or concern is received, an administrative secretary logs the complaint, assigns a "buck slip" to appropriate personnel, monitors, and tracks the completion of the response. Information received from the Secret Shopper Program is tabulated, and the results are shared with senior leaders and Division Directors who, in turn, share with the section supervisors and where applicable, employees.

Opportunities For Improvement

- The organization does not determine key customer contact requirements or effectively deploy these requirements to all employees. For example, the Department does not have a process to gather and analyze information regarding customer preferences for hours of operation, language used, or method of contact. The Department defines customer contact requirements as being greeted timely, professionally, and courteously from its perspective but does not include the diverse perspectives of its customers. Further, there is no systematic approach for determining how customers want to be addressed or interacted with other than through random customer comments and complaints.

Opportunities For Improvement

In addition, responses to complaints and general requests by customers for information are printed in English when the organization defines its patrons to include Spanish and Creole speaking who may have a limited ability to read and understand English. The Department is beginning to change the modes for customer access through the continued expansion of technology. Lack of a process to consistently understand and deploy key customer contact requirements such as multi-lingual, and cultural and ethnic preferences may affect the organization's ability to achieve customer service excellence.

- The organization does not have a systematic process to determine customer satisfaction and dissatisfaction and use the information for improvement. For example, although the organization has several mechanisms such as surveys and complaint tracking in place to obtain some customer feedback, there is not a consistent Department-wide process to formally and routinely gather input on customer satisfaction and dissatisfaction, or to analyze the data and use the information for improvements. Without a systematic process to collect, analyze, and use satisfaction data, the organization may not be able to continuously build relationships and grow satisfaction, particularly with the current challenge of competition from private providers and incorporation of local municipalities.

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 organization selects, collects, and uses data and information for tracking overall organizational performance by utilizing the Plan Tracking System and the Community Scorecard. The organization utilizes the Plan Tracking System to track plan review deadlines, monitor performance measures related to inspection services, and has developed and implemented the Building Support Service to monitor performance related to enforcement activities. For example, the organization reviews data obtained from monitoring plans throughout the permit process to identify bottlenecks in the system. This aligns with the key objective of streamlining the permit process to reduce review cycles and issue permits faster. In addition, the organization systematically monitors the key performance measures and strongly relies on technology to collect and process the necessary data to track and quantify organizational performance.
- The organization ensures the continued availability of data and information and hardware and software systems in the event of an emergency in a variety of ways. The organization backs up files on a daily basis to minimize data loss, and once a month, all files are backed up and sent to the County's downtown location. The Network Manager tests the integrity of the system daily. The organization also has a generator on a tractor trailer which can power the entire building for five days in case of a disaster, and a stand-by generator that powers critical computer equipment and limited lighting in case of an electrical outage for up to two days.
- The organization ensures the integrity, reliability, accuracy, timeliness, security, and confidentiality of data and information through the Computer Services Section. All programs are tested and piloted before they are moved into production. Back-up data is randomly checked to verify integrity, accuracy, and reliability of the reports. A variety of methods are utilized including: quality assurance programmers who test to verify the integrity, accuracy and reliability of data; managing accounts to ensure security and confidentiality; monitoring of internet and e-mail usage; and securing areas where electronic system such as the mainframe are housed.

Opportunities For Improvement

- The organization does not select, collect, or use comparative or competitive data and information to support operational and strategic decision making. For example, the organization does not use comparisons to similar counties or competitive data to understand how well it is doing in different processes such as permit issuance cycle time, residential or commercial plans reviewed/rejected, carry-over inspections, average time from complaint to initial inspection, cases closed prior to ticket issuance, unsafe structure case process time, or demolition of unsafe structures. Without the selection, collection, and use of competitive data and information, the organization cannot determine its performance as compared to other similar organizations and may not be able to generate new customers and necessary revenues to sustain operations at current levels.
- The organization does not have a systematic process to use its review and analysis of performance to set priorities for improvement. For example, although the organization uses the Community Scorecard and the Active Strategy Enterprise to measure and track performance, these are not used to set priorities for improvement. The organization is able to make adjustments to initiatives that are reported in “Red”; however, without a systematic process to set priorities for improvements, the organization may focus on too many areas of improvement and may not have sufficient resources to address emerging operational challenges such as adequate staffing and financial resources.
- The organization does not manage knowledge to collect, share, and transfer employee knowledge, and to identify and share internal best practices. For example, the organization shares some internal best practices within units, but it does not share or transfer employee knowledge across all divisions and trades. While some cross-training occurs to share knowledge when the permitting and cashier clerks are rotated through the various work units to achieve a better understanding of what coworkers do, there is no system overall to share information and best practices between and among different units of the organization. Without the identification and sharing of internal best practices across divisions and trades such as procurement, scheduling, or complaint resolution, the organization may not be able to effectively learn what works best in other units, ensure succession planning, and may inhibit employee growth and the overall success of the organization.

5.0 Human Resource Focus

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

Scoring Range: 10% - 25%

Strengths

- The organization organizes and manages work and jobs to promote cooperation, individual initiative, empowerment and innovation to achieve its initiatives (action plans). The organization utilizes Lead Workers and cross-training of clerical staff in some units such as the Building Support Section and the Collection Unit within the Unsafe Structure Section. Lead Workers are assigned based on knowledge, not length of employment. Employee/management meetings are regularly scheduled and include topics related to unit specific issues. A recent outcome included a unit-wide recall notice of a faulty pool valve resulting in high potential for harm if installed in newly constructed pools. The awards and recognition program recently acknowledged a field unit supervisor who discovered potential for harm when inspecting a structure resulting in a complete building evacuation.
- The organization recruits, hires and retains new employees to meet current and future needs of the organization. Technical positions are actively and continuously advertised through several avenues. Examples include advertisement in local newspaper, web-site through Human Resources, employee publications, departmental monthly updates, outreach to related associations and trade unions (plumbing, electrical, etc.), ads in technical publications, and employee referrals. Those who recruit new hires receive one hour of administrative leave. Initiatives to retain technical staff include required annual technical continuing educational units organized through Miami-Dade College and offered six Saturdays per year. Technical staff receive pay for weekend hours, and the County has adjusted the pay scale from salary steps to a range system which allowed for an increase in technical salaries.
- The organization provides employee education and training that contributes to the achievement of its initiatives (action plans). A combination of mandatory and non-mandatory continuing educational opportunities is made available to employees. Several examples include the mandatory orientation Ethics training and Ethics updates, level V, available on-line, Customer Service Excellence training, Supervisory Certification training, Writing Skills, Difficult Customer

Strengths

training, continuing education unit opportunities for certified and/or licensed technical staff, and health promotion information. The organization also offers the Tuition Reimbursement Program which has been and is currently being utilized by employees.

- Workplace health, safety, security, and ergonomics are improved by the organization through a variety of activities including the establishment of a *Wellness Program*; monthly newsletter; and workshops and seminars on subjects such as weight loss, financial planning, retirement, and stress relief. The organization also provides a workplace environment that is free from hazards and in compliance with U.S. Department of Labor, Occupational Safety and Health Administration. The Safety Committee is charged with reviewing work procedures and safety practices. For security, identification cards are issued to access work areas. In addition, the Accident Review Board is responsible for reviewing accidents outside the workplace in order to reduce the number of incidents and to escalate awareness of how to avoid/react to potential dangerous situations.
- The organization ensures workplace preparedness for disasters and emergencies by providing a Hurricane Manual to all employees. The manual is reviewed and updated annually based on the previous year's experiences, and is amended to meet the needs of the community and departmental responsibilities. Updates usually consist of contact information, and the manual is available on-line as well as hard copy. Technical staff receives a new hurricane kit with tools to support field efforts before each season. Effectiveness of the plan, employee familiarity with the plan, and having an up-to-date version are essential to a quick, safe, and effective event response.

Opportunities For Improvement

- The organization does not have an employee performance management system for all employees that supports high-performance work and contributes to the achievement of action plans. For example, management evaluations are aligned to the Business Plan and to the achievement of initiatives (action plans), and they are eligible for merit raises based on performance; however, there is not a similar performance management system for non-management employees. Without a performance management system for all employees that reinforces their roles in meeting strategic objectives, the organization may not fully engage its workforce in the execution of its Business Plan, and could also miss opportunities to reward and recognize high performing employees.

Opportunities For Improvement

- The organization does not have a process to ensure effective succession planning for leadership and management positions. No process exists to identify the key attributes, competencies, knowledge, skills and abilities needed for senior leadership and management positions. There is no process to identify and assess and fill gaps through additional training or staff development initiatives. Lack of a systematic process for succession planning may interfere with the organization's ability to maintain excellent performance with a skilled and motivated workforce which is critical to future success.
- The organization does not evaluate the effectiveness of education and training initiatives taking into account individual and organizational performance. Exits surveys are provided at the end of each training opportunity; however, no process is implemented to compile and utilize the results for performance improvement. Also, there is no system to ensure the education and training offered leads to career progression or enhanced performance that positively affects the organization's objectives and initiatives. Without a consistent process to evaluate the effectiveness of education and training on individual and organizational growth, the organization's efforts to build and maintain a workforce conducive to performance excellence may be hindered.
- The organization does not have a systematic process to motivate employees to develop and utilize their full potential. For example, employees are not effectively motivated by County-wide programs for reward and recognition. The organization is in the early stages of developing and implementing initiatives such as The Attendance Game (TAG) awarding leave hours for non-use of sick leave, On the Spot recognition, and gain sharing. In addition, the sharing of outstanding service or best practices resulting in recognition is not effectively communicated to motivate employees to utilize their full potential. Without a systematic and well deployed approach for recognizing employees, the organization may not meet its goals of employee satisfaction, motivation, and retention.
- The organization does not determine employee satisfaction and dissatisfaction or use the information to improve the work environment. There is no process being utilized to obtain employee satisfaction or dissatisfaction in regard to overall operations. Information from exit interviews, workshop surveys, and grievance processes is collected but is not used to improve the work environment. Without identifying employee satisfaction/dissatisfaction, the organization may miss opportunities to address all employee concerns to create and sustain an environment of high productivity.

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: 30% - 45%

Strengths

- The organization determines its key products and services from the Florida Building Code and County Codes to safeguard public health, safety, and the general welfare of its citizens. Senior leaders use the County Strategic Plan and the Organization's Business Plan to add value for customers and stakeholders in order to set priorities and enforce the County Codes. For example, the organization has deployed the web portal for customers to track plans, monitor inspector routes, and to allow customers to inquire about codes and fees, and to register for trade workshops.
- The organization identifies its key products, services, and support processes. Products and services include: permit processing and issuance, certificate of occupancy issuance, remediation of unsafe structures and abatement of code violations, certificate of 40-year old buildings, certification of boilers, and maintain and provide building permit records and communication and information services. Support processes include personnel services, procurement management, financial services, and computer services.
- The organization designs products, services, and support processes to meet current and changing customer and stakeholder requirements by reviewing the Community Scorecard on a monthly basis and updating the Business Plan annually. The Department's performance measures and plan review process are also available for the public through its web site. Senior leaders communicate current or revised department priorities to all employees through inter-department email, memos, and regularly scheduled staff meetings. The Director and Deputy Director have an open-door policy for employees and the general public to raise issues of concern and dissatisfaction for resolution. Communication with the Department's stakeholders such as communicating revisions to the Florida Building Code is provided through educational workshops conducted by the organization. Additionally, customer needs are determined through feedback received from customer surveys, customer exit surveys, and the Secret Shopper Program.

Strengths

- The organization uses performance measures or indicators to monitor, control, and identify improvement opportunities in key service and support processes by implementing the Permit and Plan Tracking Systems, the Building Support System, and the monthly review of the Community Scorecard which measures financial, customer, and internal work flows. Further, process improvements have been identified as a result of two comprehensive studies that provided feedback to the organization directly from external customer and stakeholder groups. The Development Advisory Committee includes a panel of industry professionals and community representatives to provide input on the County's plan review process. Additionally, the Office of Strategic Business Management met with customer groups to provide process improvement recommendations. A total of 29 county-wide recommendations were provided, and 12 were specifically for the organization. The organization has also employed technology by implementing a Vehicle Tracking System which allows Division Directors and supervisors to track the speed, location, route and schedule of inspectors, and adjust the schedules as needed.
- The organization ensures continuity of operations in the event of an emergency so that time sensitive business can be resumed. Employees at all levels of the organization communicate that they are knowledgeable and have the most recent copy of the Hurricane Manual which is updated annually and distributed to all employees prior to the beginning of the hurricane season. In preparation for an emergency the organization has two stand-by generators that are maintained by the General Services Administration and are tested at least once a month for reliability.

Opportunities For Improvement

- The organization does not have a systematic process to determine its support processes that create value for stakeholders and customers. For example, key products and services are determined from the organization's regulatory functions which are established by Florida Building Code and County Code to safeguard public health, safety and general welfare of its citizens, but there are no criteria by which support processes are identified. Without a process to determine its key support processes, the organization may not ensure it has all necessary functions to be able to sustain service necessary for the safety and well-being of its customers.
- The organization does not have a systematic process to improve key service and support processes to achieve better performance. For example, there is no standard improvement methodology built into the design of processes to ensure systematic evaluation and improvement. The organization has done two

Opportunities For Improvement

comprehensive studies, with the Development Advisory Committee and the Office of Strategic Business Management, which provided feedback for improvement in the form of recommendations; however, this review is not built into the processes to provide continual opportunities for improvement in a timely manner. Without methods to effectively discover and manage improvement opportunities, the organization may not be able to achieve the accuracy and timeliness in the permitting process that customers expect, and could put the organization at risk in a competitive environment.

- The organization does not have a systematic process to ensure adequate financial resources to support key products, services, and support processes. For example, the organization's operating budget is primarily proprietary and revenues are derived from fees and fines collected, but there are no processes in place to do cost analysis for providing key services to ensure fees are adequate to fund positions and operations in an environment where building is on a slower than expected trend. Without a systematic process in place the organization may not be able to ensure continued financial stability necessary to maintain 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

- o Service performance important to customers show favorable trends and levels for the past 17 months for meeting or exceeding goals as indicated by *Average number of Electrical Carry Over, Average number of Mechanical Carry-Over, Average number of Plumbing Carry-Over Inspections, Average number of Carry-Over Inspections, all disciplines, Average number of Building Carry-over Inspections. Average number of Roofing Carry-over Inspections* shows positive trend from June 2006 to achieving target in January 2007.
- o The *Percent of Residential Plans Reviewed within Deadlines Established by Ordinance* at or near target of 100% for past 17 months and performance remains above 95% for *Percent of Commercial Plans Reviewed within Deadlines Established by Ordinance*.
- o As shown in the *Average Number Days from Complaint Received to Initial Inspection* performance is at or near the target of 14 days from October 2006 through February 2007.
- o Results from FY2004-2005 to FY2005-2006 show an increase of 17% in the total number of permits issued, a 30% increase in the number of inspections performed and a 12% increase number of plans processed.
- o Customer satisfaction results show favorable trend from 2001 to 2005 as shown in the *Secret Shopper Program* and achieved the target of 4.0 on a scale of 1-5 in 2005.
- o As shown in *Plan Review and Inspection Workshops 2006*, the goal of 13 workshops in 2006 was achieved and 12 workshops are scheduled in 2007. Surveys results for workshops held in 2006 reflect overall customer satisfaction of over 4.0 on a scale of 1 through 5.
- o Financial Performance and Marketplace Performance show favorable trend and results as reported in *Revenue Summary Chart*. Total revenue increased from

Strengths

\$47,633,000 in FY2004-2005 to \$55,084,000 in FY2005-2006. The increase is due in part to increase in roofing permits related to hurricanes in 2004. The organization is projecting a decrease in revenue for FY2006-2007 due to a slow down in new construction.

- o Work systems performance and effectiveness, employee well being and learning show favorable trends as noted by a decrease in the total number of injuries from 25 in FY2003-2004 and FY2004-2005 to 17 in FY2005-2006.
- o Results reflect 25 participations in FY2004-2005 and FY2005-2006 for the Tuition Reimbursement Program.
- o Operational performance of key service process shows favorable trends and levels:
 - o *Percent of Expired Permit Cases Closed Prior to Ticket Issuance* shows compliance levels have risen from 93.82% in the first quarter of 2006 to 97.27% in November 2006.
 - o *Percent of Other Cases Closed Prior to Ticket Issuance* shows the level of voluntary compliance has steadily risen from 55.65% to 76.93% which is better than target for the past 17 months.

Opportunities For Improvement

- o Service performance important to customers show unfavorable levels and trends as shown in *Percent of Plans Rejected (Other Applications Except Plan Revisions)* which is above the target of 50 days with an increase from 55 days in October to 62 days in January 2007.
- o The *Percent of Plans Rejected (Minor Alterations, Repairs and Additions)* have not achieved the target of 25 for past 17 months with an average number of days of 30 or more from July 2006 through January 2007.
- o *Permit Issuance Cycle Time for New Residential Construction* shows an increase from 170 days in January 2006 to 262 days in October 2006 in the average time from application acceptance to permit issuance. The average time plans are with customers increased from 20 to 208 days from January 2006 to October 2006. The average process time shows slight increase from 50 to 54 days from January 2006 to October 2006.
- o *Average Unsafe Structure Case Processing Time* shows the processing time exceeded the target for the months of January and February 2007. The goal was

Opportunities For Improvement

increased from 240 to 315 days in October 2006 due to the increase in processing time for enhanced title searches.

- o Work systems performance and effectiveness results are not reported for employee learning and development, and satisfaction/dissatisfaction including exit interview results.
- o Results for turnover and vacancy rates show a negative trend and an increase from 6.2% of the positions vacant in March 2006 to 11.8% of the positions vacant in October 2006. As indicated in *Number of positions in the Building Department*, the number of filled positions has declined from 330 in FY2003-2004 to 319 positions filled at the end of the first quarter, FY 2006-2007.
- o Results are not reported for the number and percent of required employees participating in training programs, including training for supervisors and greeters.
- o There are no results reported for *40/50 Year Re-certification and Enforcement & Unsafe Structures Cases* regarding the number of cases converted to unsafe structure and the number of buildings recertified.
- o Maintaining filled technical positions is a key support process to the organization and results reflect the number of plan examiners filled decreased from 43 of 44 in FY2004-2005 to 40 of 46 currently filled. Staffing for technical position, inspectors reports that 88 of 108 positions are currently filled, a decrease from 93 of 108 in FY2004-2005.
- o Results for accomplishment of initiatives (action plans) are not reported.
- o Leadership and social responsibility for regulatory, legal and ethical compliance results are not reported. Ethics training is tracked by the date each employee completes the training; however, trend and levels for organization compliance were not reported. Results were not reported for the total number of ethics violations.
- o Comparative and competitive data are not reported for most key measures.