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2006 Sterling Challenge

Feedback Report

Miami-Dade Fire Rescue Department

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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.

The Miami-Dade Fire Rescue Department 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.

The 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.* 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.

EXECUTIVE SUMMARY

The Miami-Dade Fire Rescue Department is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Human Resource Focus. Some of the most important strengths include:

- The organization clearly supports innovation from the very top to the front line employees. Employees feel comfortable identifying work process issues to leaders at all levels. Those leaders fully support the employees in making improvements to anything, from a tool to a process, to make things more effective or safe. Furthermore, the organization provides specialized units such as Research and Development to support those initiatives. Outstanding efforts are recognized in numerous ways. The organization has been recognized on a national level for its efforts.

- The organization has an extensive and comprehensive disaster management plan. The nature of the industry is such that disaster and emergency situations are its primary function. The organization has made extensive efforts to ensure that the organization considers the impact of such events on its employees beyond its participation during and after such events. These efforts balance the needs of the organization while minimizing the impact on employees and the requirements of them during such events.

- The organization is heavily involved in the community. Strong efforts are made regarding proactive community outreach on a constant basis through its education and prevention programs. In addition, the organization makes strong efforts to support the community through the basic business functions during service provisions. Finally, direct involvement is made through strong participation in community groups and events.

There are also opportunities for improvement:

- There are a number of systems that require further deployment. The strategic planning process, the internal audit system, various communication tools, and others appear to be strong approaches, but require full deployment to various areas either through continued cycles of business, or push-outs to the field areas.

- The organization possesses extensive data that are not used in conducting business on a daily basis or reviewing annual improvement efforts. Data collected at the aggregate level such as response time are not deployed to the field on an on-going basis to review and improve performance or maintain daily motivation. Other data, such as training feedback which are available on a case-by-case basis are not aggregated regularly to identify systemic issues that may

be impacting performance. Long-term trends and projections are generally not available, although the information needed to create them is available.

- Employee systems such as evaluation, succession, and retention are not connected to the higher level goals of the organization. Performance reviews are not linked to organizational performance and employees who are not under the initial probationary period or are not senior leaders do not find them particularly useful. Additionally, Human Resources does not track or review information relative to these systems such as how many are performed on a timely basis.

The Organizational Performance Results Category assesses Miami-Dade Fire Rescue 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 exist in key measures such as Out-of-Service Time, Station Construction, Response Time for life threatening calls and structure fires, Anti-venom delivery, and Plans reviewed.

- Strengths also exist for internal performance such as employee recognition, employee certification, and Light duty days.

- Comparative and competitive data are not provided.

- Results are not reported for key performance in areas such as Human Resources, Customer Satisfaction, and Strategic Goals such as reducing property loss due to fire.

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

- Develop measures for areas such as Customer Satisfaction from various customer groups and segments and Employee Satisfaction measures from employees. Make key strategic goals such as reducing loss due to fire concrete and measurable.

- Continue the deployment of key systems such as the Strategic Planning Process and other recent process improvements and developments.

- Develop a systematic approach to the Employee appraisal system for most employees that links to organizational performance and strategic goals.

- Develop a consistent approach to process design and improvement that integrates the needs of the customer with the needs of the employees. Ensure all key areas such as short- and long-term feasibility, financial viability, and key

performance areas are consistently addressed during the creation of new and innovative processes and services, as well as when improvements are made.

1.0 Leadership

The **Leadership** Category examines how the 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.

Category 1 - Leadership

This category summary addresses the organization's **Senior Leadership,** and **Governance and Social Responsibility.**

Scoring Range: 50% - 65%

Strengths

- The organization sets and communicates the vision and mission to senior leaders through the annual strategic planning workshop where in turn Business Plans are prepared with input from Division Managers, Departmental Managers and other key staff. After the organization's main Business Plan is developed, each division develops its own Business Plans, and objectives to support the organization's plans. Division Business Plans are presented to the senior executive staff for open communication and approval. The mission and vision are further communicated to employees through the Annual Report, quarterly newsletter "Hot Topics", the MDFR Library, morning briefings to field staff, email communications, visual postings at fire stations and through Fire Chief and Directors' visits to fire-rescue stations

- Senior leaders promote an environment for legal and ethical behavior through training and accountability measures. Background checks are conducted for potential employees and new employees attend orientation training which covers applicable policies such as Sunshine Law, Public Records Retention, Code of Silence, HIPPA and ethics training. Firefighters are required to take an oath to observe and obey the provisions of the County Home Rule Charter. Employee accountability is addressed through informal counseling and formal progressive discipline which includes suspension and dismissals. The establishment of an Internal Investigations Manager position provides internal investigation functions independent from the Internal Affairs Section. Additionally, financial controls are built into procedures such as grant management policies and required approvals for

Category 1 – Leadership (continued)

This category summary addresses the organization's **Senior Leadership,** and **Governance and Social Responsibility.**

purchasing requests through the Purchase Request Memorandum (PRM) system.

- Senior Leaders support the establishment of teams to design new services, and develop performance improvement initiatives. Programs such as Elder Links, Anti Venom and Motorcycle Emergency Response Team (MERT) were developed as new initiatives to address identified needs in the community. Grant funding was obtained to purchase voice activated smoke alarms to distribute to needy families in the community with children. Innovation is encouraged through the Employee Suggestion Program, open acceptance of employee proposals for improvement initiatives, open door policies for communication, the development of new equipment from the Research and Development Bureau and various training opportunities. For example, through a submission to the Employee Suggestion Program from a Special Operations unit, raised platform "air elevators" are being built to practice repelling without using fuel.

- Senior leaders communicate with employees to reinforce the vision and organizational goals through several mechanisms which include station visits, email, posting of information on the online library, periodic rides with field units and through Directors' and Operations' staff meetings. Operation Chiefs communicate updates and policy changes to Battalion Chiefs who further provide updates and information to field staff. Employees are motivated to achieve performance excellence through formal recognition programs, promotional ceremonies, merit awards, tuition refunds, educational incentives, and certification programs. These efforts are aligned with the organization's mission to provide responsive, professional, and humanitarian fire rescue services essential to public health, safety and well being.

Category 1 – Leadership (continued)

This category summary addresses the organization's **Senior Leadership,** and **Governance and Social Responsibility.**

- The organization addresses fiscal accountability through organizational alignment of fiscal operations, quarterly financial reporting through the Financial Accounting Management Information System (FAMIS) which tracks revenue and expenditures and internal and external audits. The organization's fiscal functions are delineated by areas of budgeting, finance, procurement and accounts payables. This delineation of functions separates areas of responsibilities and provides a check and balance system with appropriate supervisory oversight prior to the expenditure of funds. External auditing is conducted by an independent accounting firm hired by the County. Audits are also conducted by the County's Audit and Management Services (AMS) Department with findings reported to the County Manager and Board of County Commissioners. The Senior Management Performance Appraisal provides an evaluation tool to assess executive management performance relative to objectives of Departmental Business Plans.

- The organization actively identifies supports and strengthens key communities by participating in a wide range of activities. For example, the Public Affairs unit provides public safety programs and demonstrations in several languages to educate and prepare the community. The Annual Report and the Hot Topics newsletters are developed to provide the community information regarding current organizational issues. Information is disseminated to the community on topics such as car seat placement and swimming pool safety. The Smoke and Carbon Monoxide Detector and the Junior Lifeguard programs provide outreach activities to the community. Employees are encouraged to attend and participate in memberships with other professional Fire and Emergency Medical Service organizations and to attend Community Council, and City and Commission meetings to network and obtain input from the community.

Category 1 – Leadership (continued)

This category summary addresses the organization's **Senior Leadership,** and **Governance and Social Responsibility.**

Opportunities for Improvement

- The organization does not have a process in place to monitor the effectiveness of its ethics training or to systematically address changes to ethics policies to employees. For example, employees are provided ethics training at orientation; however, interviews of employees at the division level and at fire rescue stations indicated that employees are not provided refresher training on these topics. Without a process to monitor effectiveness of this training, the organization may be unable to assure or maintain an ethical public safety staff, a key public safety goal.

- The organization does not have a systematic process to communicate and tie field staff to key organizational goals. For example, all stations are not regularly visited, and visits that do occur are infrequent. In addition, information that is posted to the online library and email notifications are not presented in a format which field staff can recognize as vital information in the attainment of organizational objectives. Without a process to align communication methods to key organizational objectives, senior leaders may be unable to achieve the goals outlined through Strategic and Division Business Plans further impacting attainment of the organization's vision and mission.

- The organization does not have a systematic effective method to motivate employees. For example, the current performance appraisal process does not provide motivation for employees or outline performance goals to motivate employees to attain long-term organizational goals. Employees are currently self motivated by the pride and their commitment to their work. Without a process to motivate employees in alignment with key organizational goals, the organization may be unable to maintain employee self motivation over the long term, thereby impacting employee retention and attainment of public safety goals.

Category 1 – Leadership (continued)

This category summary addresses the organization's **Senior Leadership,** and **Governance and Social Responsibility.**

- The organization does not have a systematic process to conduct internal audits of Divisions, programs, or services. For example, some audits have occurred through the Program and Staff Review Division such as for Finance and Emergency Medical Services; however, this process is not systematically implemented or deployed in the organization. Without a systematic process to conduct internal audits, the organization may be unable to ensure that the organizational value of being accountable to the public is realized.

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.

Category 2 – Strategic Planning

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

Scoring Range: 30% - 45%

Strengths

- The organization has a systematic approach to strategic planning. The organization's Business Plan is developed during the annual Strategic Planning Workshop. It is comprised of the organization's 15 Division Business Plans which are prepared by each division. The plans are prepared based on the County's goals to serve the citizen's of the County and utilize the goals set by the County as well as sets goals for their own divisions to better meet the County goals. Upon finalization, the plan is communicated by placing it on the organization's intranet site, which is available to all employees.

- The strategic planning process integrates key areas of importance by various means. Technology is integrated by developing or buying software that will help implement new programs in the various Departments' strategic plans. Competitors are integrated by having plans that involve community leaders being informed about the financial impact of merging the organization with municipalities, or having the municipalities continue having their own fire rescue Department. Financial risks are integrated by having plans to increase funding beyond the usual ad-valorum taxes, using innovative ideas to obtain grant money or other income increasing ideas, such as billing the patients for air rescue. Strengths and weaknesses are addressed using a performance metric of safety goals. For example, a weakness was identified when fires on vessels on the waterways were not always quickly accessible, resulting in loss of property and possibly loss of life. To save more lives and property on the vast area of water in the area, a new fireboat program was planned and is being

Category 2 – Strategic Planning (continued)

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

implemented. Disasters and emergencies are addressed by a comprehensive plan that includes not only the ability to continue serving the residents of the County, but also has a comprehensive plan that addresses the safety of the employees and their ability to do their job during a disaster.

- The organization's key strategic objectives address the organizational challenges by establishing objectives that mirror the challenges. For example, one major challenge is the rapidly increasing growth in population which is addressed with the five year plan that includes building and staffing several new fire/rescue stations. Utilizing the DECCAN system, the organization was able to project where to build new stations based on service data, traffic flow, and natural geographic boundaries. The implementation of additional services addresses the organization's mission to protect people, property and the environment by providing responsive, professional, and humanitarian fire rescue services essential to the public health, safety and well-being.

- The organization's development of action plans to achieve strategic objectives is accomplished through the use of performance templates in the Business Plans. These templates define the goal, the desired outcomes, the key performance indicators, the programs/initiatives associated, and the related strategies. Performance measures denote tasks to be completed as well as ownership of the measure.

Opportunities for Improvement

- The organization does not have time frames established for each of their key objectives. The annual Business Plan identifies the goals, and a two-year plan is used to guide decision making; however, there are no milestones established for specific goals. For example, one of the public safety goals is to reduce response time. Most

Category 2 – Strategic Planning (continued)

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

divisional plans included some sort of reduction of response time in their goals; however no plan indicated a target date to achieve the goal. Without a clear definition of what reduction is expected by when, the organization may not make sufficient progress to achieving the Public Safety's goal to reduce response times.

- Business Plans (or Action Plans) are not deployed to all levels of the organization. For example, while most front line leaders are aware of the strategic plan, they are not acquainted with the templates or action plans. Without a process to deploy measurable action plans, the organization may be at risk of failing to achieve strategic objectives, which could keep them from being the premier fire rescue Department in the nation.

- The organization sets key performance measures for tracking progress in the Departmental strategic plan and the 15 Business Plans. While the measures are identified to use for tracking progress, the organization does not have a process to monitor the progress towards achieving the results. For example, tasks are used in plans to obtain measures, but are not measurable. An actual plan includes such tasks as "Initiate hiring process for technician; coordinate with Management Information Systems (MIS) to establish maintenance reporting system using service request system; and survey all operations dive equipment and document its physical condition into a data base that will aid in future budget projections and increase safety." Without a process in place to track progress on key performance measures, the Department may not be able to prove they are the premier Department in the nation.

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, 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.

Category 3 – Customer and Market Focus

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Scoring Range: 30% - 45%

Strengths

- The organization serves 1.6 million residents and has defined broad customer groups. For example, the Elderlinks program specifically serves the elderly population through assessments of their living conditions and needs during traditional medical responses. Additionally, the Fire Prevention unit segments fire inspection customers into two groups, builders and business owners. The Marine Services Bureau serves the needs of the boating public.

- The organization gathers customer requirements through three primary methods. Service provision needs are projected by using data from sources such as census growth indicators. Direct feedback is gathered during customer contacts by Operations staff and organization staff from attending municipalities, County community Council, homeowners' association, and builders' association meetings. Finally, customer needs are gathered during the Community Affairs Bureau Customer Service Survey.

- Customer relationships are built through various methods. For example, services such as free walk-in blood pressure screenings, and the Community Affair's Smoke Detector Installation Program are used to build relationships. Additionally, the organization obtains information on customer expectations from public comments made at Board of County Commission, municipal and community council meetings.

- The organization has a variety of methods to

Category 3 – Customer and Market Focus (continued)

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

enable customers to seek information, conduct business or file complaints. For example, web-based technology is available, as are numerous publications in several languages distributed at many community locations. Local newspapers share seasonal safety information and a regular fire-rescue column is published weekly in community newspapers. Additionally, participation in the County's 311 program provides a single access point for any non-emergency information.

- The organization addresses customer complaints though the policy and procedure I-K-9, Citizen Complaints. This procedure is deployed and is available as needed from the online library and in hardcopy format. Within this process all complaints are investigated, documented and disseminated to the appropriate areas for resolution, and the Internal Affairs section is responsible for logging all complaints. For example, Air Rescue adjusted a landing zone as a result of a noise complaint.

Opportunities for Improvement

- The organization does not have a systematic approach to further segment existing customer groups and deploy key customer contact requirements in all areas. For example, the broad customer groups of elderly and boaters have not been further segmented similar to that of the Fire Prevention unit, which segments all inspection customers further into builders and business owner groups. Without a comprehensive approach to further segment customer groups in all areas and communicate the key customer contact requirements, the organization may not be fully equipped to learn and meet customer expectations.

- The organization does not measure customer satisfaction for all business lines and for specific service segments such as the elderly and snake bite victims. For example, the Community Affairs

Category 3 – Customer and Market Focus (continued)

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Bureau utilizes a Customer Service Survey to measure customer satisfaction with each community presentation. Without a systematic process for determining customer satisfaction in all areas, the organization may not meet its goal to be the premier fire rescue Department in the nation.

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.

Category 4 – Measurement, Analysis, and Knowledge Management

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance,** and **Information and Knowledge Management**.

Scoring Range: 30% - 45%

Strengths

- The organization selects and collects data in a systematic way to track overall organizational performance. For example, internal data are collected from the Computer Aided Dispatch (CAD) System, to determine overall response time by Fire, Life Threatening, Non-Life Threatening and Other Calls. This information is available by Division, Battalion and Station level.

- The organization selects and uses key comparative information to make improvement to operations. Best practices from other organizations typically of similar size and service mix, are adopted to improve performance. For example Air Rescue adopted the practice of using two pilots in order to improve safety.

- The organization reviews organizational performance through internal quarterly process reviews. For example, Executive staff review workload measures, response times at the organizational level, and then address changes in these processes through one-on-one meetings with managers.

- The organization ensures the continued availability of data and information, and hardware and software systems in the event of an emergency through generators, and backup and recovery of data procedure. For example, data back-up sets are stored off-site to ensure safe storage and to eliminate the possibility that an event at the main data center will not only affect live data but backed up information. Double redundancy generators placed at the Headquarters and Communication buildings

Category 4 – Measurement, Analysis, and Knowledge Management (continued)

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance,** and **Information and Knowledge Management**.

ensure availability of hardware and systems in the event of power failure.

- The organization collects shares and transfers employee knowledge through e-mails, meetings, training, post incident analysis and an internal virtual library. For example, post incident analyses are used to create training for operational staff, and memos are posted on the organization's virtual library where they can be accessed from any computer, including those placed in the trucks for future references.

- The organization ensures the security, reliability, accuracy, and confidentiality of data through various methods. For example, data encryption, firewalls and anti-virus measures are used to protect medical and operational data; electronic passes are used to limit building access; and accuracy is ensured through financial penalties to contracted provider if patient care reports are key punched inaccurately. Through these protections, the organizational value of accountability to the public can be realized.

Opportunities for Improvement

- The organization does not use data and information in a systematic way to analyze organizational performance. The organization collects data and information from the Computer Aided Dispatch system and Oracle database to track overall performance; however, the organization does not stratify data down to station and shift level to make determinations of where improvements are needed. Without a process to use data and information, the organization may potentially miss an opportunity to improve on its lowest performing units and achieve public safety goals.

- The organization does not systematically use key comparative or competitive data to support strategic decision-making. For example, the organization has not identified its standing in

Category 4 – Measurement, Analysis, and Knowledge Management (continued)

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance,** and **Information and Knowledge Management**.

terms of response time as compared to peers of similar size and service mix. Additionally these data are not used to set performance goals and targets during strategic planning. Without an approach to use key comparative or competitive data, the organization may fail to meet its Vision to be the premiere fire rescue Department in the nation.

- The organization does not analyze segmented organizational performance data to set priorities for improvement. For example, data and information are available at the aggregate level for the Department; however, stratification of data and information is not being performed to station level. Without a process to utilize performance data to establish improvement priorities, the organization may be unable to meet its competitive challenge of transitioning Departmental culture toward embracing "results-oriented government".

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.

Category 5 – Human Resource Focus

This category addresses the organization's **Work Systems, Employee Learning and Motivation,** and **Employee Well-Being and Satisfaction.**

Scoring Range: 30% - 45%

Strengths

- The organization organizes and manages work and jobs to promote cooperation, individual initiative, and empowerment through employee participation in the development of Division Business Plans and by encouraging active participation in committees and teams. For example, the Five Year Service Plan for fire-rescue delivery planning, was developed by a cross sectional team of employees. Additionally, team participation, the Employee Suggestion Program, and participation in the Research and Development Bureau encourages employee innovation at their work sites. For example the Occupational and Health Bureau tracks employee injuries and exposures and routinely addresses safety concerns from the field in collaboration with the Research and Development unit to remedy identified problems. As a result of numerous ankle injuries from exiting trucks, step specifications were modified to reduce injuries. Employees in each of the divisions are nominated for demonstrating initiative and outstanding performance in attaining the organization's Business Plan. They are recognized during the Director's Monthly Staff meetings which support the organization's values of commitment to leadership in public service, innovation, and valuing and respecting each other.

- High-performance work is supported for new recruits and senior leaders through the employee performance measurement system that is directly related to an employee's effectiveness on the job and achievement of the organization's

Category 5 – Human Resource Focus (continued)

This category addresses the organization's **Work Systems, Employee Learning and Motivation,** and **Employee Well-Being and Satisfaction.**

Business Plan. For example, the organization supports high performance with new recruits through daily and monthly reviews of their progress and immediate feedback by their supervisors. Senior leaders are rated on their success in meeting the performance objectives linked to outcomes in the Business Plan.

- The organization has a systematic recruitment and hiring process to meet current and future needs of the organization. The process begins with a position description, followed by vacancy announcements. Candidates are then extensively screened. Civilian applicants submit resumes to a competitive hiring process and undergo a panel interview. The organization recently expanded its recruitment efforts by adding recruitment teams to job fairs, high schools, colleges, churches and gymnasiums. The organization has a hiring plan with a five year forecast projecting the numbers of firefighters needed to staff the new services and stations from fiscal year 2005/2006 through fiscal year 2009/2010. Additionally, the organization has included a more objective testing process in an effort to maintain a diverse workforce representing the multi-ethnic and culturally diverse community.

- The organization evaluates education and training through a variety of methods. Recruits must pass the state certification process, and quarterly testing on policy and procedures on a quarterly basis. Surveys are conducted to evaluate training courses, and post incident analysis provides feedback for lessons learned to be integrated with training. Emergency Medical Service Quality Management review reports and interview work crews to identify strengths and areas in need of improvement.

- The organization motivates and encourages all employees to utilize their full potential through various educational, training, and promotional opportunities. Education and training is offered to employees in a myriad of ways including on-line

Category 5 – Human Resource Focus (continued)

This category addresses the organization's **Work Systems, Employee Learning and Motivation,** and **Employee Well-Being and Satisfaction.**

and on-site classroom instruction through cooperative working agreements between the Department and the local colleges. Additionally, the Department offers the Tuition Refund Program, incentive pay for the achievement of college degrees, and 100% reimbursement for paramedic training.

- The organization has a process to improve workplace health, safety, security, and ergonomics for all employee segments through numerous committees that review health and safety incidents. For example, clerical support and administrative staff ergonomics has improved with changes made to headsets and consoles. Security needs for all personnel has increased by eliminating key entry into all the Department buildings/stations, providing identification badges for building access, and limiting access to personnel to specific areas within the buildings. Additionally, the organization continuously identifies ways to increase safety associated with fire rescue such as providing light-weight flame-retardant gear, upgrading radio equipment, and improving employee health through services provided by the Critical Incident Stress Management Program and Employee Support Services.

- The organization uses a comprehensive approach to ensure workplace preparedness for disasters and emergencies. The Department maintains a Continuity of Operations Plan (COOP) and will respond to emergencies directed at their operations through implementation of these directives. For example, annually, in preparation for the Hurricane season, a checklist is sent out to all divisions for a review and update. Once a hurricane warning has been issued, a pre-storm call-in is initiated to all staff in each of the divisions to determine which employees will be reporting for duty. A post-storm call-in is made in each of the divisions to verify the whereabouts and welfare of all personnel. If any employee does not call-in, an employee welfare task force

Category 5 – Human Resource Focus (continued)

This category addresses the organization's **Work Systems, Employee Learning and Motivation,** and **Employee Well-Being and Satisfaction.**

is sent to check and locate all missing personnel. The activation plan does not require all employees, both civilian and sworn, to be on duty. During the emergency, each station is assigned a station administrator position to remain on-site and Battalion Chiefs are double staffed. If any additional staffing is required, call-back officers are contacted to report to their assignment. Should the shortage of fuel occur and impact employees' ability to get to work, the Department has established a cooperative agreement with gas stations to provide fuel for employees to get to work during a hurricane.

Opportunities for Improvement

- Employee evaluations are not linked to the organization's Business Plans to contribute to the achievement of action plans and support high performance work. For example, Accounts Payable and Fire Prevention Divisions' performance evaluations are directly related to the employee's effectiveness on the job and the achievement of the organization's Business Plan; however, all other fire rescue and Special Operations Division employees' performance evaluations are considered to be subjective and untimely by employees, and the evaluations do not link to the organization's objectives. As a result, the organization may fail to meet its strategic challenge to transition the Departmental culture toward embracing "results oriented government".

- The organization does not have a retention program to meet current and future needs of civilian employees. For example, there is a high turnover rate for communication dispatchers in the first year of hiring. There is not a direct relationship between the mentoring, training, and recognition activities provided and retention for this segment of employees. Without a systematic approach to retention, the organization may fail to meet the strategic challenge of an accelerated hiring plan for next

Category 5 – Human Resource Focus (continue)

This category addresses the organization's **Work Systems, Employee Learning and Motivation,** and **Employee Well-Being and Satisfaction.**

three years to meet increased service demands and efforts to maintain a diverse workforce representing the multi-ethnic and culturally diverse community.

- There is no systematic process to accomplish succession planning for all leadership and management positions. For example, lower ranks are allowed to perform their superior's activities in their absence, but there is no evaluation of their performance related to promotional opportunities. Civilian personnel are not prepared to assume leadership positions in the organization. The organization may be at risk of not effectively meeting its value of Developing Leadership in Public Service.

- Education and training are not linked to the achievement of the organization's Business Plan. For example, no training specific to strategic objectives is identified, only that required for standard operating procedures. Without an approach to identify and deploy training that is integrated with the organization's strategic objectives, there may be a gap in skills necessary to achieve the organization's goals and vision.

- There is no systematic process to determine employee satisfaction in the workplace. For example, information is not obtained from grievances or open discussions with employees and used to determine key employee satisfaction and dissatisfaction issues or how this information could be translated into improvement opportunities. Without a process to systematically assess employee satisfaction, the organization may be unable to maintain a diverse workforce and may risk turnover that could further exacerbate the challenge to continue an accelerated hiring plan for the next three years to meet increased service demands.

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.

Category 6 – Process Management

This category addresses the organization's **Value Creation Processes,** and **Support Processes and Operational Planning.**

Scoring Range: 50% - 65%

Strengths

- The organization uses the Strategic and Business Planning processes to determine key product, service, and support processes that create or add value for customers and stakeholders. For example, the Marine Rescue unit, a key service, was developed in order to reduce the loss of boats at the marina due to impediments such as the inability to respond to calls at the marina in a timely manner. Also, Business Plans and performance indicators are evaluated and performance objectives for each of the Divisions are monitored monthly. The organization uses performance comparisons to national standards, and benchmark best practices against other fire Departments to reassess the needs of the community.

- The organization's key product, service and support processes include Fire Suppression, Emergency Medical Services, Air Rescue, Hazardous Materials, Ocean Rescue, Marine Services, Anti-Venom Program, Motorcycle Emergency Response Team, Urban Search and Rescue, and Technical Rescue Teams. The support processes include training, educational opportunities, comprehensive communications, facilities, Quality Management, and administrative functions.

- The organization monitors and identifies improvement opportunities to key services through performance measures identified in the Business Plan. For example, out-of-service on front line equipment, average response time for life threatening calls, and number of structure fires are some of the performance measures utilized by Executive Staff and Division

Category 6 – Process Management (continued)

This category addresses the organization's **Value Creation Processes,** and **Support Processes and Operational Planning.**

Chiefs/Managers on monthly and quarterly basis to monitor performance and process improvement.

- The organization improves key product, service and support processes to achieve better performance and to keep the organization current with business needs and directions through self-monitoring, training/educational efforts, benchmarking, technological advancements, and fostering an environment that expects and encourages implementation of change. For example, the DECCAN Modeling System is used to identify workload, performance trends, and analysis of workload distribution geographically; the Fire Prevention Division uses an automated reporting system to assess effectiveness of field inspectors and to collect data to support training needs; Telestaff, a computer rostering system is used in scheduling personnel for special events; and the County Employee Suggestion Program is utilized to reward staff for program enhancement and cost-saving ideas.

- The organization ensures adequate financial resources to support those key product, service, and support processes through annual Business Planning and resource allocation processes and maximization of alternative funding sources such as obtaining certification to operate Air Rescue under Federal Aviation Regulations Part 135 which allows the organization to charge for some air transport services. Also, the organization developed a Five Year Plan that contains the financial model that projects revenues and expenses during the next five fiscal years and predicts annual revenues from grants and other funding sources.

- The organization ensures continuity of operations in the event of an emergency through the Continuity of Operation plan (COOP), the Hurricane Plan, and the Incident Command System (ICS). For example, the plan is activated when an emergency beyond the scope of the

Category 6 – Process Management (continued)

This category addresses the organization's **Value Creation Processes,** and **Support Processes and Operational Planning.**

standard operating procedures occurs, is designed to reduce confusion created during a disaster, and provides a framework for recovery and restoration of critical systems, voice/data communications, business processes, and facilities.

Opportunities for Improvement

- The organization does not have a systematic approach to design product, service, and support processes to meet current and changing customer and other stakeholder requirements. Key factors in process design such as new technology, acquisition cost, agility, and cycle time are not used in the development of new services. For example, the Motorcycle Emergency Response Team (MERT) program has been halted due to exorbitant maintenance costs. The motorcycles were donated and no initial analysis on acquisition and maintenance costs for continuity of operations were performed. Without a systematic approach that addresses design services based on clearly specified customer needs, the organization may fail to provide new services to meet customer expectations.

- The organization does not use performance measures to monitor, control, and identify improvements of key processes at the Battalion and Station levels. For example, while the organization has measures to monitor and control the overall total unit availability for Fire Suppression, Emergency Medical Services, and Air Rescue, there is no similar mechanism to track and monitor these processes at the Battalion and Station levels. Without a tracking system, the organization may fail to achieve its vision of becoming the premier organization in the country.

7.0 Organizational Performance 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.

Category 7 – Organizational Performance Results

This category addresses the organization's **Product and Service Outcomes**, **Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results,** and **Leadership and Social Responsibility Results.**

Scoring Range: 10% - 25%

Strengths

- The organization has some key results for strategic objectives (goals) called the County Public Safety Goals. For example, the Departmental Quarterly Performance Report provides results for the *Design and Construct Six New Fire Stations by End of FY2004-2005* (Table 7.1.4) in which 5 of 6 were completed, *Decrease " out-of-service" time on front-line equipment from two days to less than 24 hours by end of FY2005 and 20 hours by end of FY2006* (Quarterly Performance Report) which as of FY2005, the average out-of-service time was 11.87 hours, *Perform Preventive Maintenance (PMs) of Heavy Fleet within +/- 1,000 miles of the manufacturer's recommended schedule on all equipment* (Quarterly Performance Report) with results of 85% on schedule, *Increase Air Rescue Unit Availability to 100% by end by FY2005-2006* (Quarterly Performance Report) with results of 97.65%, and *Install Computer Aided Dispatch Systems, Mobile Computer Units and Automated Vehicle Locator* (Quarterly Performance Report) with a result of 100% installed.

- The organization's key service performance outcome is to have reduced response times. Emergency response times are favorable with results of the *Average Response Time To Life Threatening Calls in Minutes* (Table 7.1.1) reduced from an average of 7.23 minutes in FY2000 to 6.96 in the first quarter FY2006, the *Average Response Times Structure Fires* (Table 7.1.2) reduced from an average of 6.9 minutes in FY2000 to 5.18 minutes in the first quarter FY2006, the *Average Communication Dispatch*

Category 7 – Organizational Performance Results (continued)

This category addresses the organization's **Product and Service Outcomes**, **Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results,** and **Leadership and Social Responsibility Results.**

Time (Quarterly Performance Report) reduced from an average of 58.15 seconds in first quarter FY2005 to 47.94 seconds in fourth quarter FY2005, the *Total Response Units* (Table 7.1.3) increased from 89 units in FY2000 to 108 units in first quarter FY2006, and finally the *Percentage of Anti-Venom being Delivered* (Quarterly Performance Report) within specified time has been 100% within the past five months from October 2005 to February 2006. Non-emergency response times for *Response Time of Fire Plans Reviewed within 9 Days* (Quarterly Performance Report) have a result of 98.43% being completed within 9 days, which is a steady trend since third quarter FY2004, and exceeds the organization's goal by 3.43%.

- Per the survey conducted by the County, parent organization, customer satisfaction shows favorable results for the Fire and Emergency Medical Services. The overall rating (Very Satisfied or Satisfied) for the *Quality of Services provided by the Fire Services* (Table 7.2.2) is 82% compared to the US Average of communities with 350,000+ population of 81% and the Emergency Medical Services is 79% compared to US Average of 78%. These results are also favorable compared to the County overall rating of 51%, and compared to Police Service's rating of 61%. In addition 2% of residents thought that Fire Services needed improvement, and 4% thought Emergency Medical Services needed improvement, compared to 16% of Police Services needing improvement (Quarterly Performance Report).

- Employee effectiveness, satisfaction, and learning and development show favorable results. The effectiveness is rated through the *Percentage of Personnel submitting suggestions receiving Employee Suggestion Program* (Table 7.4.1) which increased from 76% in FY2000 to 90% in FY2005 and the *Board of Merit Awards Presented* (Table 7.4.2) increased from 121 to 275 during the same timeframe. Employee satisfaction is rated through the *Grievances Filed*

Category 7 – Organizational Performance Results (continued)

This category addresses the organization's **Product and Service Outcomes**, **Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results,** and **Leadership and Social Responsibility Results.**

by Personnel (Table 7.4.3) declined from a high of 74 in FY2004 to 38 in FY2005, after a steady increase from FY2001 to FY2004. Employee learning and development is rated through the *Number of Sworn Personnel Certified as Emergency Medical Technicians or Paramedics* (Table 7.4.4) in which certified emergency medical technicians increased from 629 in FY2003 to 694 in FY2006 and certified paramedics from 927 in FY2003 to 1,200 in FY2006. Employee well-being results indicate a decrease in the *Average Number of Days an Employee is on No Work/Light Duty Status from On the Job Injury* (Table 7.4.5) which decreased from 48.3 in FY2004 to 42.56 in FY2006.

- Leadership and social responsibility results, including organizational citizenship in support of key communities, indicate a steady increase in the number of elderly persons provided advocacy assistance and the number of community affairs presentations provided to the community, as *The Elderlinks Program Referrals* (Table 7.6.1) increased from 327 in FY2003 to 499 in FY2005, and the *Fire Safety Presentations* (Quarterly Performance Report) increased from 900 to 1000 during the same timeframe.

Opportunities for Improvement

- Most Results for strategic objectives (goals) called the County Public Safety Goals, and Business Plan Goals with related Key Organizational Measures for FY2005 are not reported. These include, but are not limited to: *Reduce Response Time in Agricultural Areas, Reduce Property Loss and Destruction, Improve Patient Survivability, Easy and Coordinated Access to Information, Professional and Ethical Staff, Increased Community Awareness, Safety Awareness and Preparedness, and Increased Awareness of Appropriate 911 Usage.*

Category 7 – Organizational Performance Results (continued)

This category addresses the organization's **Product and Service Outcomes**, **Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results,** and **Leadership and Social Responsibility Results.**

- Results for comparative and competitive performance are not reported.
- Results are not reported for all performance and improvements in key areas for service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibilities. For example the organization does not report results for the accomplishments of the operations in the Fire Alarm office, the individual stations, nor the various battalions, nor for ethical compliance, effectiveness of employee hiring, customer perception of feeling safe and comforted, customer perception of elderly and human treatment, the effectiveness of training, employees well-being, community affairs outreach programs, and adverse effects of services on the environment.
- Per *Employee Injury and Illness 2005 Annual Report, prepared by The Office of Safety Risk Management Division, GSA* the total number of injuries has increased 13% from FY2003 to FY2005 with 467 injuries to 527 injuries respectfully. Minor injuries increased from 332 to 357 and disabling Injuries increased from 135 to 170 in the same time frame.