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**2007  
Sterling Challenge**

**Feedback  
Report**

Miami-Dade County Juvenile Services 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.

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

The Miami-Dade County Juvenile Services Department is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Measurement, Analysis, and Knowledge Management, and Process Management. Some of the most important strengths include:

- o The organization's senior leaders use a systematic process for managing for innovation by selecting key comparative data through national research and assessment tools to create new value for the organization's stakeholders. For example, the organization initiated intervention and prevention programs such as the Serious Habitual Offenders Sibling Program to provide intervention services to siblings of habitual offenders, the Post-Arrest Diversion Program, a national model, and the Youthful Offender and Juvenile Alternative Services Programs. This process aligns to the organization's vision to significantly reduce the arrest rate in the county by providing alternative intervention and prevention services for youth at risk.
- o The organization uses a systematic process to address management accountability, program performance, fiscal and budgetary performance, and audit compliance through monthly reviews, quarterly reporting of the Top-level Balanced Scorecard, Resource Allocation Plan reporting, quality assurance compliance reviews, and the County's formalized performance appraisal process. For example, all accountability issues are addressed by the Director to senior management during weekly meetings. The Top-level Balanced Scorecard is discussed with senior managers who must provide explanations for each unit's scorecard status. Senior management is aware of data and trends that are not on target prior to meeting and must articulate to the Director and other senior management the cause of the variation. The Director is required to report the status of the organization's performance to the County Manager on a quarterly basis. In addition, key business partners receive updates on trends and data. For example, senior management performance appraisals contain objectives and are evaluated using a weighted system. In addition, the organization's senior leaders analyze and review organizational performance by evaluating outcome measures and other data to address areas of concern, and to establish special projects and initiatives for improvement. For example, on a quarterly basis the organization's objectives and outcomes are presented to the County Manager. This reporting of data led to the development of the Civil Citation Arrest Prevention Strategy and the Youthful Offenders Program.
- o The organization uses a systematic process for disaster preparedness that is aligned with the County's Continuity of Operations Plan (COOP) which is part of the County's Comprehensive Emergency Management Plan for disasters and emergencies. For example, the organization participates in table top exercises, which are mock-disaster drills, on a County-wide level to determine how various

disasters might impact the community and considers this analysis in its two-year Business Plan. The organization also ensures continued availability of data and information in the event of an emergency through backup and recovery procedures established by the County and the Continuity of Operations Plan. Also, technology staff are available on-site to ensure timely recovery of operations in the event of a systems failure, hard copy backups are stored off-site, and backup servers and the contracted maintenance provider are also available as needed. The organization is prepared to address emergency situations as they are developing, regardless of whether the emergency is natural or manmade, and necessitates evacuation or facility shutdown

There are also opportunities for improvement:

- o The organization is in the early stages of developing methods for determining primary customers' and employees' satisfaction and dissatisfaction. For example, the organization is in the process of creating a customer satisfaction survey, and is identifying at what service points to ask for input and what types of questions should be asked. In addition, the organization is also in the process of identifying what type of survey instrument would best provide employee satisfaction information.
- o The organization does not have a systematic approach to address how it receives input from the staff and how the organization can use that input to identify and share internal best practices. For example, all units have weekly staff meetings where staff can and do present issues, problems, and ideas. Staff members feel free to provide suggestions for improvement or ideas, yet there is no process in place to collect, document, or analyze issues, or provide feedback to the staff for the status of the issues, problems, or ideas. At one point in time, a suggestion box was implemented, and then it was removed. Beyond weekly staff meetings, there are no formal or informal mechanisms for the staff to provide give input to the leadership and to learn from each other.
- o The organization does not have a formal, standardized process to design new products, services, or processes or to improve existing products, services, or processes. For example, the organization created the Post-Arrest Diversion Program several years ago as the model for designing future new programs, yet the model is vague and does not provide clear aspects to address such as determining customers' expectations and identifying customer requirements, defining and documenting the new or existing process, and determining measures of success for the process to include in-process and results measures in order to sustain the process.

The Organizational Performance Results Category assesses Miami-Dade County Juvenile Services 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:

- o Results address key areas of importance and sustained improvement trends in the areas of service performance that are important to customers, with excellent levels of performance in the areas of reducing juvenile arrests and decreasing re-arrest rates for juveniles. These results show performance that exceeds relevant benchmarks and/or comparisons and link directly to organizational objectives and goals.
- o There are no satisfaction results for two key stakeholder groups for the Top-level Balanced Scorecard objective of *Improve the Satisfaction of Stakeholders with Organization's Services*. There are no satisfaction and dissatisfaction results for primary customers and employees.
- o There are limited or no results for trends or comparisons of competitors for some key areas of importance to the organization's strategy and objectives, including customer satisfaction and dissatisfaction; financial performance and marketplace performance; work systems performance and effectiveness; employee learning and development, and employee well-being, satisfaction and dissatisfaction; operational performance of key products, services, and support processes; and leadership and social responsibility.

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

- o Develop processes to identify the key drivers of employee satisfaction, dissatisfaction, and retention while implementing methods of getting input from staff members. Hearing the "voice of the employee" across units and across shifts will help leaders to gain an additional understanding of the organization's internal strengths and weaknesses from the employees' perspective. Equally helpful in determining, and ultimately increasing, employee satisfaction is their collective involvement in work activities beyond the routine span of control. Discovering what employees are dissatisfied with and providing appropriate and timely solutions can have a direct, positive impact upon productivity, retention, and employee well-being.
- o Develop internal expertise in process management and problem solving skills throughout all units of the organization, to include establishing systematic methods for designing, improving, and standardizing processes. Process management entails quality in everyday work by every employee. In order to communicate effective work activities, leaders can support a systematic approach deep into the organization by using problem solving tools and

techniques. Repetitive practices that are designed, documented and communicated, and that are implemented and measured, assist unit and organizational performance by increasing productivity, efficiency, accuracy, and customer satisfaction.

- o Develop a process for succession planning, to include a process for determining competencies for leadership positions, and for attracting and developing leaders for the organization.

## 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: 50% – 65%**

### Strengths

- o Senior leaders set and communicate organizational vision and values to all employees through Business Review Meetings, Business Plan, email, open door policy, and posting of vision and values. For example, within the organization weekly partnership meetings, monthly department and Juvenile Justice Board meetings are venues for setting and communicating the vision and values. Senior management regularly meets with staff to develop open lines of communication and stresses the importance of organizational values. An employee was dismissed as a result of not being customer-focused and responsive to the public. The setting and communication of vision and values assists the organization in achieving its mission of providing a safe and secure environment to assess and process arrested juveniles and those at risk for the purpose of minimizing further delinquent activity and contributing to the development of future productive adult citizens.
- o Senior leaders promote an environment that fosters and requires legal and ethical behavior through open dialogue with staff, Quality Assurance Compliance review, transparency in audit results, the County's Rules of Conduct, and Administrative Orders. The organization's senior leaders use several approaches, as well as leading by example. For example, audit results are discussed with staff during weekly, monthly, and impromptu business review meetings, where violations of the County Rules of Conduct by senior management and supervisors result in dismissal. In addition, cases involving staff with arrested family members are assigned by the supervisor to another employee to avoid conflict of interest and ethic policy violations. Legal issues are handled by mandated contracts and Health Insurance Portability and Accountability Act requirements. Legal violations, such as inappropriate language by male staff towards female youth, have resulted in immediate dismissal. An environment that fosters and requires legal and ethical behavior ensures that the organization is committed to a high standard of professionalism that is ethical, efficient, effective, and fair to all.
- o The organization's senior leaders create an environment of performance improvement and employee learning through review of the Top-level Balanced Scorecard, research, identification and development of best practices, and recommendations by the Juvenile Justice Board and other partners. For

**Strengths**

example, the Juvenile Justice Board contains representatives from various community business partners, including the County's school board, in which new legislative changes are discussed with the Director or with designated staff. Senior leaders review cases to ensure that supervisors and other staff members follow mandated criteria. In addition, an in-house training unit provides state mandated training to all staff. National experts identify best practices in the juvenile justice field and recommend programs to senior staff for implementation. Senior management is encouraged to enroll in a strategic management course. These programs support the organization's values of efficiency, effectiveness, and fairness to all.

- o The organization's senior leaders create an environment of innovation through national research and assessment tools. The organization initiated several intervention and prevention programs based on this research. For example, the organization developed the Serious Habitual Offenders Sibling Program to provide intervention services to siblings of habitual offenders. This program was based on research that the siblings of habitual offenders are most likely to commit crimes. This ensures that the organization's vision to significantly reduce the arrest rate in the County, by providing alternative intervention and prevention services for youth at risk, and to properly assess and serve arrested youth in order to improve quality of life and reduce further involvement with the system, is achieved.
- o Senior Leaders communicate with and empower employees to accomplish organizational objectives through the Top-level Balanced Scorecard, the Business Plan, meetings, e-mail, training, performance appraisals, and educational incentives. For example, during the intake and assessment process, front line staff members have the ability to make judgments, based on criteria, whether a youth should participate in alternative diversion programs instead of detainment and arrest. Front line staff members determine eligibility for the Civil Citation Program for first and second time misdemeanors for youth who qualify. Staff are empowered through training, delegation of duties, special assignments, and projects. As a result, senior leaders foster a work environment that promotes accomplishment of the reduction of youth arrests through prevention and diversion programs.
- o The organization addresses management accountability, fiscal accountability, and independent internal and external audits through monthly reviews, quarterly reporting of the Top-level Balanced Scorecard, Resource Allocation Plan reporting, quality assurance compliance reviews, and the County's formalized performance appraisal process. For example, all accountability issues are addressed by the Director to senior management during weekly meetings. The Top-level Balanced Scorecard is discussed with senior managers who must provide explanations for each unit's scorecard status. Senior management is

**Strengths**

aware of data and trends that are not on target prior to meeting and must articulate to the Director and other senior management the cause of the variation. The Director is required to report the status of the organization's performance to the County manager on a quarterly basis. In addition, key business partners receive updates on trends and data. For example, senior management performance appraisals contain objectives and are evaluated using a weighted system. Front line staff members are aware of accountability issues and are informed by supervisors and/or managers of performance concerns within their areas of responsibility. This addresses the strategic challenges of creating a management structure that meets new challenges, maintaining operational integrity, and providing excellent customer service, as well as addressing the sustainability challenges such as funding issues, staff shortages, and state legislative changes.

- o The organization addresses adverse impacts on society of its products, services, and operations, anticipates current and future public concerns and prepares for those concerns in a proactive manner through continuous dialogue with national researchers; community partner meetings; and federal, state, and local legislative and judicial changes. For example, senior management monitors legislative and judicial changes at the local, state, and federal level in order to prepare for upcoming changes that may adversely affect the community, minimize any impact, and recommend a proactive strategy. The organization meets with community partners and stakeholders to identify issues and develop and implement appropriate plans of action. Senior leaders are assigned community partners as liaisons to address and be aware of public concerns. Information obtained and provided at these community partner meetings is discussed at the Business Review meetings. This ensures that the organization addresses the key stakeholder needs and partnership with the community to provide a safe and secure environment to assess and process arrested juveniles and those at risk.

**Opportunities For Improvement**

- o Senior Leaders do not participate in succession planning. While the organization rotates managers into the positions of the Director and Deputy Director when they are not available, there is no formal performance evaluation of these managers' performance, and there is no formal system for identifying the competencies required for these senior leadership roles. Without a plan for identifying leadership competencies, skills, experience, and/or attributes of existing or recruited employees, an unexpected event resulting in the departure of staff in a senior position could hinder the organization's ability to fill the position in a timely manner. This may result in filling the position with a candidate who is lacking the necessary competencies and continuity of direction to lead the organization in

**Opportunities For Improvement**

meeting its strategic objectives and goals and may hinder the competitive performance for the organization.

- o The organization does not actively support and strengthen key communities. For example, the organization's support of key communities is identified by the County, such as support for the United Way, the American Heart Walk, and the Breast Cancer Awareness Walk. Organizational support for these activities over the past three has been low. As a result, the organization's efforts to strengthen community alliances and partnerships with community agencies may not be fully achieved. Without a method of supporting and strengthening communities that involve participation from employees throughout all the units, the organization may become isolated from community activities that build, support, and maintain relationships.

## 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

- o The organization uses the County's web-based software system to conduct its strategic planning process, which is in alignment with the County's five-year strategic plan. Community issues, contract requirements, and governing laws are considered during the planning process. As a result, a Business Plan and Top-level Balanced Scorecard were developed by the organization. All managers are included in the development process and most have personal ownership of objectives. The plan's objectives are monitored and reviewed on a monthly basis by the organization's leadership team. Interested business partners from the county are invited to attend at any time and results are presented quarterly to other County departments for review. Participating in and supporting the County's strategic planning process better prepares the organization to achieve its mission of providing a safe and secure environment to assess and process arrested juveniles and those at risk.
- o The organization's strategic planning process addresses technology and disasters and emergencies through its two-year Business Plan. For example, technology such as a multi-tiered positive identification with the criminal justice databases, which includes the Automated Fingerprint Information System, is vital to the organization's ability to properly identify arrested juveniles. Also, technology is fundamental to the organization's ability to collect and analyze data. For example, the achievement of one of the organization's primary objectives, decreasing re-arrest rates, is supported by the utilization of technology such as Rite Track, a software program used by the Post-Arrest Diversion Program to process arrested juveniles. In addition, the organization's strategic plan addresses preparedness for disasters and emergencies. This plan is aligned with the County's Continuity of Operations Plan which is part of the County's Comprehensive Emergency Management Plan for disasters and emergencies. The organization participates in "table top exercises," which are mock-disaster drills on a County-wide level, to determine how various disasters might impact the community. Addressing technological needs for data collection and analysis is vital to the organization's service as a centralized processing, referral, and evaluation center for all arrested juveniles in the county. Disaster and emergency readiness is crucial to meeting the strategic challenges of

**Strengths**

maintaining operational integrity and maintaining a full staff during natural disasters and emergencies.

- o The organization's key short- and long-term strategic objectives are part of the organization's two-year Business Plan. The majority of the organization's objectives address the County's public safety strategic plan. Objectives are developed and revised by senior leaders and managers by examining community needs, current processes and trends, and feedback from stakeholders during monthly Business Review meetings. Mandates by statute, such as ensuring the safety and security of juveniles, are categorized as short-term objectives. Many of the organization's objectives are determined to be short- or long-term based on budgetary issues. For example, the objective for the Civil Citation Program was moved from a long- to a short-term objective as the funding became available. Identification of objectives enables the organization to create initiatives to address its key objective of decreasing juvenile arrests.
- o The organization develops action plans to achieve short- and long-term strategic objectives using the County's Active Strategy Enterprise system to create the Top-level Balanced Scorecard. This organization's Top-level Balanced Scorecard is divided into customer, financial, internal, and learning and growth perspectives. For example, the Violence Intervention Project and the Civil Citation program are action plans, referred to as initiatives, developed in the customer section of the Scorecard. Action plans are essential to achieving short and long-term strategic objectives which directly impact meeting all of the organization's strategic challenges.

**Opportunities For Improvement**

- o The organization does not address competitors in its strategic planning process. While the organization indicates it does not have direct competitors or analogous organizations to use as comparisons, each county in the state is required to provide similar services to its respective county such as records management, human resources, payroll, and management information systems. Without a method to identify and compare with other similar organizations or with another organization that may provide comparable services, the organization may be unable to address its strategic challenge of providing excellent customer service.
- o The organization does not determine timetables for accomplishing short- and long-term strategic objectives. While the organization has starting and ending dates identified for many of its initiatives, it does not have timetables specified for the management and progress of its objectives. Without a process in place to develop short- and long-term strategic objectives with a timetable to accomplish them, the organization may be unable to allocate the appropriate resources or

**Opportunities For Improvement**

attention to accomplish its objectives which may result in the organization's inability to meet its strategic challenges.

- o The organization's key strategic objectives do not address the challenges identified in the Organizational Profile. While the organization lists the critical factors in the Business Plan that may pose challenges, such as (1) addressing legislative requirements and judicial rulings, (2) continuing to ensure quality services and expanding services, and (3) maintaining staffing levels, there are no strategic objectives to address each of the challenges. In particular, staff retention is mentioned in three of the four challenges; however, none of the objectives in the Business Plan directly address staff retention. Without aligning strategic objectives to corresponding challenges, the organization may be unable to create appropriate and effective initiatives for the achievement of its mission and vision.
- o The organization does not have key performance measures for tracking progress on action plans or initiatives. While the organization uses project management indicators, such as beginning and ending times of an initiative, the organization does not use in-process measures as key performance measures in its Top-level Balanced Scorecard similar to the practice used by the Intake, Assessment, and Training Unit to track in-process measures for arrests processed within the established cycle times. Establishing and utilizing key performance measures is essential to producing action-plan results and ensures the organization has a system in place to manage performance to fulfill strategic plan objectives.

### 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

- o The organization identifies customers, customer groups and market segments. The organization's approach to identification of its customers, customer groups, and market segments is based upon its mission and services. The organization commits its resources in partnership with the community to provide a safe and secure environment to assess and process arrested juveniles and those at risk, utilizing state of the art assessment instruments and technology in order to determine the individual issues of juveniles for the purpose of minimizing further delinquent activity and contributing to the development of future productive adult. Identification of the organization's customers, customer groups and market segments assists in the identification of customer needs as they relate to the strategic challenge of maintaining operational integrity and providing excellent service to juveniles and their families.
- o The organization listens and learns to determine key customer requirements and changing expectations to better satisfy customer needs. The organization participates in community groups such as the Youth Crime Task Force, weekly staff and agency partner meetings, County Public Schools, Children's Trust Fund, Gang Reduction Project, and meeting with other stakeholders to identify developing trends and changes in legislation that may affect its customers. Information is shared with the senior management and staff. Changes are made through email, memoranda, standard operating procedures, and sharing information during monthly and weekly departmental staff meetings. For example, after a district court ruling requiring arrested youth to be seen within 24 hours of arrest, all parties involved met and determined that a minimum of three court calendars would be required as opposed to the previously required one court calendar per day. Changes were made by the workgroup to meet customers' needs. For example, the Civil Citation Program resulted in youth being released without being arrested. Youth voiced a lack of understanding as to why some youth were released sooner than others who had been at the facility longer. This misunderstanding resulted in restructure of youth release process. Listening and learning to the voice of the customer can assist the organization in meeting its key stakeholder requirement to ensure the safety of the community from juvenile crime.

**Strengths**

- o The organization builds relationships to meet and exceed customer expectations. Methods used to build relationships with customers include employee participation on various community boards, agencies, and groups on the local, state, and federal levels. These activities assist in developing and providing the highest level of quality services to the community. For example, the Post-Arrest Diversion Program work group looked at all policies and procedures from each agency to determine how to ensure a client's appearance before the court within 24 hours of arrest. The Anti-Violence Program is a new prevention initiative designed to engage the community in the reduction of youth violence throughout the county. Building relationships with customers will assist the organization in meeting its mission of building partnerships within the community and meeting or exceeding customer needs and expectations.
- o The organization enables customers to seek information and conduct business. The organization provides information to its primary customers through direct interaction at the three points of processing, interviews with parents, and written correspondence. All customers can obtain information through the County-wide 311 system, the switchboard system, the County and the department websites, and by calling the department directly. Customers receive information through weekly and monthly partnership meetings, e-mail, participation in public meetings, and workgroups. Requests for information are reviewed and handled by the organization's Public Information Officer. Grievances can be communicated through the organization's County-sponsored three-step grievance policy. By providing specific information when customers and stakeholders need it, the organization can serve as a resource to the community.
- o The organization determines key customer contact requirements and how requirements are deployed to all employees. The organization follows the key contact requirements established by the County and through contracts and grants. For example, contract requirements for the Clinical Assessment Unit mandate multiple home visits at specified intervals by the particular program. These requirements are provided to the respective staff through on-going trainings, staff meetings, individual interactions with supervisors, memoranda, emails, and procedural updates. This will enable the organization to reach its value of a commitment to a high standard of professionalism.

**Opportunities For Improvement**

- o The organization does not have a method to increase loyalty and gain positive referrals. While the organization interacts with its primary and secondary customers on a regular basis with the intent to foster good will towards its services, it does not have a systematic approach to increase loyalty and gain positive feedback. For example, while parents have requested to be notified as soon as possible after the respective child arrives at the facility, this is not

**Opportunities For Improvement**

systematically occurring across all shifts of the intake and assessment unit. Secondly, law enforcement, youth, and staff have requested protective covering from the weather at the intake and assessment entrance. This issue is currently being addressed by senior management. Without a systematic approach to increase loyalty and gain positive referrals, the organization may find it difficult to meet its mission of partnering with the community to provide a safe and secure environment by reducing juvenile crime, effective community partnering, and encouraging customers to speak well about the services received.

- o The organization does not manage customer complaints. Senior leaders and staff receive complaints from primary and secondary customers. While senior leaders and staff are empowered to resolve complaints at the time of the occurrence, there is no formal process to compile data on complaints or further manage how the complaint is handled. For example, when parents voice complaints about timely notification after a child enters the facility, there is no formal mechanism in place for the customer to submit a complaint or for the organization to compile, analyze, and resolve the complaint. Without a systematic complaint management approach, the organization may be unable to determine its effectiveness in relation to customer expectations and thus may be unable to make adjustments based on customers' needs.
- o The organization does not determine customer satisfaction and dissatisfaction or use the information for improvement opportunities. For example, while the organization participates in the County's Secret Service Shopper Program to receive feedback from a customer's perspective, the organization has received limited feedback with approximately five encounters since September of 2006. Without a systematic method for receiving regular feedback on services, the organization may not be aware of service inefficiencies with primary and secondary customers. Lack of feedback may negatively impact the provision of excellent services to arrested youths, their families, and the community hindering improvement in operational performance.

## 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: 50% - 65%**

### Strengths

- o The organization selects, collects, and uses data for tracking overall performance on its core service processes through the Top-level Balanced Scorecard. Data for scorecard measures are obtained from the Data Warehouse, which includes several databases such as the Criminal Justice Information System and the RiteTrack case management system. Reports generated using this data are created for trending, monitoring, and improving case management, and customer and stakeholder services. This includes identifying, addressing, and matching needs of customers to new services including the Juvenile Alternative Sanctions and the new Civil Citation diversion programs. Tracking of service performance provides the organization the opportunity to monitor and improve customer service delivery, and to address the underlying factors which determine success for its five-year arrest reduction goal.
- o The organization selects key comparative data from state and national trends on arrested juvenile populations, and uses the information to support and influence operational, programmatic, and strategic decision making. Trended arrests data from the Data Warehouse, which was selected as a National Demonstration Model for the White House Office of Drug Control Policy, are segmented by arrest types, ethnic backgrounds and age groups, and are used for comparison of outcomes. Outcome comparisons assist the organization to better understand and analyze its population challenges and customer service delivery needs, and to improve organizational performance by addressing customer requirements through innovative programming, such as the Post-Arrest Diversion Program which is a national model also recognized by the Office of Juvenile Justice and Delinquency Prevention, and the Youthful Offender and Juvenile Alternative Services Programs.
- o The organization analyzes and reviews organizational performance by evaluating outcome measures and other data to address areas of concern, and to establish special projects and initiatives for improvement. For example, on a quarterly basis the organization's objectives and outcomes are presented to the County Manager. This reporting of data led to the development of the Civil Citation Arrest Prevention Strategy and the Youthful Offenders Program. Through analysis and review of its scorecard performance data, senior leaders identify opportunities for

**Strengths**

improvement and provide centralized processing, referral, and evaluation services required for early intervention during the initial phases of arrested juveniles' involvement with the criminal justice system.

- o The organization ensures continued availability of data and information in the event of an emergency through backup and recovery procedures established by the County and the Continuity of Operations Plan (COOP) developed by senior leaders. Technology staff are available on-site to ensure timely recovery of operations in the event of a systems failure, hard copy backups are stored off-site, and backup servers and the contracted maintenance provider are also available as needed. Internal tracking systems are available twenty-four/seven to allow for continuous monitoring of service delivery. System uptime and performance were evident during Hurricane Wilma when systems remained continuously available to ensure rapid on-time processing of all arrests during the storm so that no backlogs occurred, as commended by a key business partner. Continuous system availability allows the program staff to complete work with minimal delays and without losing critical data due to technological interruption.
- o The organization ensures the reliability, integrity, and timeliness of data and information through data encryption, routine data audits, graduated system permissions, and network firewalls to provide protection against corruption of the databases, unauthorized access, and misuse of critical information. Anti-virus software is incorporated into all data processing systems and work stations to ensure functionality and availability of network servers and desktop computers. Individualized accounts and passwords are required for all user access in order to achieve and maintain the security and confidentiality of data inputted and retrieved. Standardized training and user agreements are provided to address and communicate departmental operating procedure requirements and mandatory employee usage standards. Maintaining the safekeeping and cleansing of data and information facilitates organizational operations by maximizing access to and availability of reliable information.

**Opportunities For Improvement**

- o The organization does not analyze and review organizational performance to set strategic priorities for improvement. While senior leaders collect, review, and analyze data to support development of the President's National Drug Control Strategy and its service programs, such as Civil Citation Program, Intensive Delinquency Diversion, and Youthful Offenders Program, there is no process in place for setting strategic priorities. Without a process to set priorities based upon critical needs for improvement of organizational performance, the organization may be unable to improve its ongoing programmatic service delivery

**Opportunities For Improvement**

mechanisms, adequately implement and assess its new prevention and diversion activities, or continue to meet its annual goals for reducing juvenile arrests.

- o The organization does not manage knowledge to identify and share internal best practices. While the organization holds weekly staff meetings, distributes departmental directives and email, and conducts mandatory employee training and testing, it does not manage organizational knowledge by identifying internal best practices, identifying who obtains and uses information from meetings and training, and determining how knowledge is used and shared among departments and employees. For example, while a lessons learned approach is used with staff across shifts for all Protective Action Response Reports, this best practice is not standardized across the organizational departments to improve both individual and unit performance. Without identifying, maintaining, and sharing knowledge and best practices throughout the organization, it may lose valuable employee knowledge through separations and transfers, possibly adversely impacting its arrest reduction goals and internal core service processes.

## 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: 30% - 45%**

### Strengths

- o The employee performance management system supports high-performance work which contributes to the achievement of action plans. For example, the organization uses a performance management system that is merit based and connects the employees' performance to the County's wage and salary program. All employees receive an annual performance appraisal. If performance is satisfactory in all areas, a merit pay increase is received in addition to a cost of living adjustment. Also, if performance is outstanding in every category, a special pay increase may be awarded as well. This process facilitates communication between supervisors and staff, ensuring that employees understand how performance is critical to the department's mission, goals and objectives. The performance based pay plan is the primary recognition method in use by the organization.
- o The organization recruits and hires new employees and retains competent staff in order to meet current and future staffing needs. For example, the organization uses a recruitment process governed by the County. Position vacancies are advertised in newspapers and on the department web portal. New staff members are recruited from local and out-of-town colleges and universities. For example, since 2005 four staff members who interned with the organization have been hired into full time positions. In addition, one volunteer has been hired as well. To support the philosophy of *promotion from within* for vacancy opportunities, extensive training is provided for promotional development to meet the organization's ongoing recruitment needs. For example, 25 promotional opportunities were filled from within since the organization's restructure in 2005. Over half of the organization's employees, including several in entry level positions, have advanced degrees. Several managers have attended the Strategic Management course offered at a local university. One staff person is working a flexible schedule in order to complete her clinical requirements. The philosophy of *promoting from within* challenges employees to reach their full potential and enhances morale and retention.

**Strengths**

- o The organization prepares staff to move into leadership and management positions. For example, when the Director and/or Deputy Director are not available, managers take turns acting in these capacities. This occurs on a rotating basis and for a long enough period that the managers are able to perform the job duties of these two senior leaders giving others the opportunity to observe their performance. Likewise, some unit supervisors encourage staff to take turns acting as lead workers in their absences. Informal mentoring takes place during this process. Supervisors and managers are encouraged to further their education in business and leadership areas. Recently, senior management functions were divided due to the growth of the organization, giving management staff experience in multiple areas and the opportunity to work with others who have experience in different areas. All managers participate in the development of the Business Plan and the Top-level Balanced Scorecard, even if they are not assigned accountability to specific measures on the Scorecard.
- o Education and training contribute to the achievement of action plans through the new employee training program and the required refresher training for experienced staff. For example, new staff members are required to receive 120 hours of training in their first 120 days. Experienced staff members take 24 hours of refresher training annually. In addition, staff receives training on computer systems, intake and assessment tools, and disaster/emergency preparedness continually. Managers are encouraged to take advantage of the Tuition Reimbursement Program. Over 70 percent of the work force is educated beyond high school and over 13 percent of the work force is highly educated with advanced degrees. In addition, multiple managers support that proper training is key, as it reduces the department's potential liability and increases performance.
- o The organization ensures workplace preparedness for disasters and emergencies. For example, the County supports the Continuity of Operations Plan that all County departments take part in developing and updating. The department takes part in disaster rehearsal exercises. The County maintains a *Blue Book* of all staff and contact information. All of the organization's positions are classified as essential in times of emergency. All staff members know what to do in case of an emergency, such as fire, evacuation, fights, and hurricanes. The Continuity of Operations Plan can be implemented by any manager or shift commander during an emergency or during an event that disrupts agency operations for more than 12 hours. The facility also participates in the Office of Emergency Management quarterly meetings to address preparedness for emergency situations.

**Opportunities For Improvement**

- o The organization does not motivate employees to develop and utilize their full potential. The County has an employee recognition program, yet the department does not participate in this process or one similar to it. The organization's reward program is limited to an annual merit-based pay increase and a cost of living adjustment and to mandatory education and training. Without participation in the employee recognition program, the organization may not be able to engage all employees to achieve the County's mission of delivering excellent service everyday.
- o The organization does not measure workplace safety, security, and ergonomic factors. Although the organization ensures employee representation on Countywide and internal workplace safety meetings, the line staff employees are not involved in safety issues. Regular ergonomic reviews are not conducted. Incidents of safety and security issues are not tracked, such as use of force incidents, behavior incidents, and injury data. For example, each intake office has a panic button; however, the button does not work when the access door is open. An intake worker had an issue with a youth acting out in an intake office and was unable to ring for help. The manager responsible for safety does not have any measures on the Top-level Balanced Scorecard. Without a method to measure workplace factors, the organization may incur unexpected and preventable safety, security, and ergonomic issues.
- o The organization does not determine employee satisfaction and dissatisfaction. For example, any issues, problems or ideas that staff members may have are presented to their respective direct supervisors or during the weekly staff meetings. Supervisors may or may not take the issue forward. In either event, staff members do not receive feedback and may not know if their concerns are considered. At one point in time, the organization implemented an employee suggestion box. The suggestion box was used by the staff, yet the organization did not respond to the suggestions and the box was later removed. Without a systematic process to measure staff satisfaction and dissatisfaction, the organization may be unable to achieve its strategic challenge of staff retention or maintain the ability to improve the work environment.

## 6.0 Process Management

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

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

### Strengths

- o The organization determines key products, services, and support processes that create value for customers and stakeholders through the strategic planning process. During strategic planning meetings, senior leaders develop strategies for addressing key concerns as related to vital challenges within the community. The Business Plan and the Top-level Balanced Scorecard measures are evaluated to ensure that key services and processes are identified and addressed. Federal laws and mandates, state statutes, County ordinances, administrative directives, contractual requirements, statistical data, community input, and internal review of the processes are considered for key products, services, and support process decisions. This process is important to enable the organization to partner with the community to provide a safe and secure environment for the development of future productive adult citizens.
- o The organization's key products, services and support processes are divided into two main areas: Intake, Assessment, and Training; and Clinical Unit and Case Management. Within Case Management, six diversionary services have been implemented to address the goal of reducing the number of youth arrests. Support processes include facilities, records management, personnel, administration, training, and budget. These services enable the organization to fulfill its four delivery mechanisms: Intake and Screening Component, Diversion Services Continuum, Prevention Continuum, and Clinical Unit.
- o The organization follows an informal process to design new products and services to meet current and changing customer and stakeholder requirements. The organization combines information from national experts, researchers, and consultants with the use of primary and secondary customer data to determine new programs drawing from past experiences. While considering a new product or service, the organization considers the population to be served, geographic location, services that could be offered, how clients would be processed in and out, and alternative treatment plans. This process was used for the Post-Arrest Diversion Program, resulting in a processing continuum. This processing continuum was used to design the Civil Citation Program, which was implemented in August 2006 as a pilot program with the County's school system. When the numbers were considerably low after six months of implementation,

**Strengths**

- the program was expanded to include another law enforcement agency, and the numbers grew by 600 percent within three weeks. Input from primary and secondary customers in the process design will enable the agency to better meet the needs of the customers and stakeholders.
- o The organization identifies performance measures to monitor, control, and identify improvement opportunities in key service processes as part of the County-wide strategic planning process and Business Plan Development. Performance measures are identified for some key product and service processes; number of youth arrested and processed, percentage of referred youth successfully completing diversion programs, percentage of non-detainable arrested youth recommended for diversion services, and number of appropriate referrals/assessment tools. These performance measures are tracked on the Top-level Balanced Scorecard, which was deployed to the senior leaders in 2006. Continued deployment and use of these approaches may further improve performance and support the organization's goal to successfully reduce juvenile arrests.
  - o The organization improves key product and service processes to achieve better performance and stay current with business directions by involving national researchers and experts in the planning and implementation of its programming. Input into improvement approaches is achieved through weekly staff meetings, agency partner meetings, community forums, and brainstorming sessions. The organization's informal approach enables it to remain very fluid and innovative, while building on previous successes in program development. For example, the organization was able to adjust the court calendaring from one per day to three per day to ensure that detainable youth attend hearings within 24 hours. Also, a procedure was changed for specific programs to move from open slots to waiting lists, using the clinical assessment tools as a guide. This process supports the organization's desire to offer innovative programs and participate on the national demonstration project.
  - o The organization ensures adequate financial resources to support key product, service, and support processes as a part of the parent organization's annual business planning and resource allocation process. Performance measures include customer, financial, internal, and learning and growth, and are addressed within the Top-level Balanced Scorecard and goals are linked to the resource allocation plan, which is further divided by activity. This is fully deployed at the senior leader level throughout all units. This resource allocation process is linked to performance outcomes, assists with decision-making for resource allocation adjustments, and ensures program sustainability.
  - o The organization ensures continuity of operations in the event of an emergency through the County's Continuity of Operations Plan. The organization is prepared

**Strengths**

to address emergency situations as they are developing, regardless of whether the emergency is natural or man-made, and necessitates evacuation or facility shutdown. For example, during hurricane preparations in 2005, the organization had to shut down because of its location in a flood zone. Releasable youth were sent to their homes and detainable youth were sent to a detention center. The staffing ratio was lower than normal, but operations were able to resume within 12 hours of the area being deemed safe. This process allows the organization to accomplish the operational strategic challenge, including the maintenance of a fully staffed twenty-four/seven operations during natural disasters, staff shortages, and emergencies.

**Opportunities For Improvement**

- o The organization does not have a process to systematically design new products, services, or processes to meet current and changing customer and stakeholder requirements. For example, an informal process was used by the organization for a scanning project in 2005. Meetings were conducted to determine the scope, importance, retrieval methods (such as last name, identification number, arrest date), and quality control measures. The program was abandoned within one year of implementation. The organization created the Post-Arrest Diversion Program which is a national model with comparative data and trends, yet a similar process was not used for other processes to include considerations such as a cost/benefit analysis, resource requirements, goal development, shareholder impact projections, and/or potential societal influence. Without a systematic design methodology and input from customers, the organization may not be able to ensure that it will meet the requirements of the customers and improve efficiencies of the organization.
- o There is not a systematic process to identify performance measures to monitor, control, and identify improvement opportunities in key support processes. For example, the organization has identified performance measures for many key service processes such as the percentage of non-detainable youth released within six hours; however, there is not a similar system in place to measure support processes, such as measures of timeliness, efficiency, or accuracy for the Personnel, Administrative, and Training units. Development and tracking of performance measures may enable the organization to concentrate on contributing to the development of future productive adult citizens.

## 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: 10% - 25%**

### Strengths

- o The organization's current levels, trends, and comparisons for service performance that are important to customers show favorable performance with county juvenile arrests over a six-year period, from 2001 through 2006.
  - o County arrests in 2001 totaled 15,040, steadily decreasing to 10,860 arrests in 2006 for a 27.8% favorable decrease in levels and trends. This compares favorably with two large in-state counties during the same period. One county totaled 8,470 arrests in 2001, unfavorably increasing to 9,336 arrests in 2006 for a 10.2% increase. A second in-state county totaled 9,869 arrests in 2001, unfavorably increasing to 11,184 arrests in 2006 for a 13.3% increase.
  - o The organization compares favorably to two major cities with one large city totaling 11,887 arrests in 2001, unfavorably increasing to 12,458 arrests in 2006 for a 4.8% increase while the second large city totaled 29,485 arrests in 2001, decreasing to 28,829 arrests in 2006 for a 2.4% decrease.
- o The organization's current levels and trends for service performance important to customers show favorable performance for the strategic planning process requirement of decreasing re-arrest rates for a nine-year period from 1998 through 2006. Repeat offenders in 1998 totaled 3,897, favorably decreasing to 1,139 in 2006 for a 70.8% decrease.
- o The organization's current levels and trends for financial performance show favorable performance for *Arrested and Prevention/ Intervention* (Figure 7.3) for a four year time period. In fiscal year 2002-2003, the cost for an arrest was approximately \$4,200, with the arrest costs increasing to approximately \$5,100 in fiscal year 2005-2006. In fiscal year 2002-2003 the cost for prevention and intervention services was approximately \$2,900, decreasing to approximately \$2,200 in fiscal year 2005-2006, showing the organization saved the community over 50% of arrest costs by using prevention and intervention services.

**Strengths**

- o The organization's current levels for employee learning and development show favorable performance for the Learning and Growth Top-level Balanced Scorecard objectives of *Develop Juvenile Services Direct Care Staff Competency through Cross Training and Skill Development*:
  - o Over a two-year time period from fiscal year 2004-2005 through fiscal year 2005-2006, *Percent of Direct Care Staff Trained through Cross-training and Skill Development* (Figure 7.1(4)) favorably increased from 70% to 97%.
  - o Pre-service training of 120 hours trained within 120 days was 100% compliant from May 2005 to May 2006.
  - o Direct care staff training of 24 hours of refresher training for existing staff was 100% compliant from January 2006 to May 2006.
- o The organization's current levels and trends of operational performance of key service and support processes show favorable performance for a nine-year period from 1998 through 2006. *Percentage of Arrests Processed within Six Hours* (Figure 7.5(1)) favorably increased from 45% to 53%.
- o The organization's current levels for leadership responsibility of accomplishment of strategic objectives and regulatory compliance show favorable results. For strategic objectives in 2006, the organization met or exceeded 54% of its objectives. For fiscal year 2005-2006, quality assurance standards and contract requirements met 100% compliance for all 12 monitoring visits. The organization exceeded its annual goal of 80% to achieve 86% overall program performance monitoring rating and 100% compliance.

**Opportunities For Improvement**

- o There are no results for trends or comparisons of competitors for key measures for:
  - o customer satisfaction and dissatisfaction; financial performance and marketplace performance.
  - o work systems performance and effectiveness.
  - o employee learning and development, and employee well-being, satisfaction and dissatisfaction.
  - o operational performance of key products, services, and support processes.
  - o leadership and social responsibility.
- o There are no results for current levels, trends, and comparisons of key measures for customer satisfaction and dissatisfaction.

**Opportunities For Improvement**

- o There are no results for the Top-level Balanced Scorecard objective of *Improve the Satisfaction of Stakeholders with Organization's Services*.
  
- o There are no results for current levels, trends, and comparisons for employee satisfaction and dissatisfaction.