

**May, 2006**



**2006**

# **Sterling Challenge**

## **Feedback Report**

Miami-Dade County Public Library System

**Table of Contents**

---

**Introduction** ..... 2

**Executive Summary** ..... 3

---

1.0 Leadership ..... 6

2.0 Strategic Planning ..... 11

3.0 Customer and Market Focus ..... 14

4.0 Measurement, Analysis, and Knowledge Management..... 19

5.0 Human Resource Focus..... 23

6.0 Process Management ..... 28

7.0 Organizational Performance Results..... 32

## 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 County Public Library System 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 County Public Library System is in the developing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, and Customer and Market Focus. Some of the most important strengths include:

- The Department has a deep commitment to a customer focus and response. Customers (patrons) can provide input directly and indirectly through multiple ways. It gets patron input through community outreach efforts, book selection and program attendance, face-to-face interaction, various input forms and surveys, internet interaction, focus groups and catalog usage statistics. The Department uses this information to identify the current and future demand for materials, programming, and service needs of its customer segments.
- The senior leaders are engaged and committed to ensuring that the highest quality service is delivered to their patrons each day while looking ahead by conducting the planning and creating strategies that will improve service in the future. They have successfully increased the budget each year to expand services through multiple ways including technology, more facilities, and more programs such as tutoring and special events. Leaders have communicated this vision to the staff.
- Senior leaders have created agility. By using the system of customer listening, they can quickly detect points at which something, such as certain materials in specific languages or programs that do not meet expectations for attendance, can be quickly addressed to increase patron satisfaction. In addition, because of the Department's position within the County Government, it must be responsive to directives that might come from County leaders. Senior leaders evaluate new information by using experience, evaluating practices from other organizations in the industry, and analyzing their own capability to formulate and deploy strategies that will be effective.
- The Department utilizes a variety of partnerships to expand its capabilities. Multiple partnerships are established with municipalities, other libraries, and non-profit organizations to fund, advocate and extend services that it could not accomplish on its own.

There are also opportunities for improvement:

- The Department has not fully developed action plans or a system to track its status. For example, the annual Business Plan typically identifies a project and a milestone, but does not include the action plan steps or process owner and how the plan will be tracked at regular intervals throughout the year. This type of information is usually discussed informally at the weekly meetings only if something is off track or becomes a problem. The Director or the administrators

have no way to look at this information independently at any point in time. The current system depends heavily on informal communication and individual administrators in ensuring projects are completed.

- Measures have not been identified in some strategic areas and day-to-day processes. For example, a challenge is to attract and maintain quality staff, but employee satisfaction data are not collected, segmented, or analyzed to determine key factors of employee satisfaction. Therefore, the Department may not have the opportunity to address potential reasons that employees leave the organization. The primary information gathered when a librarian assists a patron is just a hash mark that does not fully convey the level of service provided. In some important processes, measures are not tracked such as the time to move materials from one facility to another based on a patron request, or the efficiency of linking new materials into the database. Since the Department is in the earliest stages of creating an electronic scorecard system, there is an opportunity to define and track these data to evaluate performance in some areas not fully addressed.
- The Department has not identified all of its key support processes or their requirements. The Department depends on a variety of support processes that are important to maintaining the systems such as Information Technology, Facility Maintenance, Security, Book Acquisition, Material Delivery, Procurement and Human Resources, etc. These processes are either not addressed in the strategic plan or another plan, or are only partially addressed. Improvements that have been made in these areas over time cannot be evaluated in terms of time of money saved.
- Despite the number of ways the Department collects customer input, it does not have a systematic approach to collect and use customer complaint data. Complaints are usually resolved at the point of contact; however, the nature of the complaint is not usually recorded and saved. Serious issues are sent up of the chain of command, but these are not recorded either. Consequently, the data cannot be grouped by location or customer segment to provide additional insight into customer needs.

The Organizational Performance Results Category assesses the Miami-Dade County Public Library System'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:

- Results addressing some areas of importance to the organization are favorable and indicate sustained improving trends, such as door count, materials checked out, hours of operation, facility space normalized to the population, customer satisfaction, and size of the annual budget.

- Results for many key support and operational processes are not reported such as employee satisfaction, employee learning, employee development, retention, training effectiveness, materials delivery, procurement, book acquisition and work load.
- Comparisons to best in class or benchmarks are made informally, if at all, in almost all areas.
- Results indicate non compliance with the American Disabilities Act at seventeen of the forty facilities.

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

- Develop action plans more fully to include key measures and responsibilities so these can be more formally tracked throughout the year and included in the new scorecard tool.
- Obtain and use more results in key areas such as employee satisfaction, and operational performance such as book acquisition and linking and book deliveries. Determine quality measures that are more meaningful or useful in some areas to determine effectiveness rather than traditional measures such as door count or hash marks.
- Identify key support processes, requirements and measures to ensure that support processes are meeting expectations in important areas such as materials delivery and facility cleanliness which are key objectives.
- Develop a more systematic complaint management system that logs and analyzes complaints or issues periodically by customer segment as another way to strengthen understand varying needs between customer groups so that strategies to develop loyalty and retention can be developed.
- Develop a process to capture and track the sharing and deployment of best practices and process improvements and how these improvements have led to benefits such as time and money saved. The Department can then demonstrate efficiency and effectiveness to the public and commission to strengthen its position in the budget allocation process.

## 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: 70% - 85%**

### Strengths

- Senior leaders set and communicate the Departmental vision and values through their personal Management Appraisals, culture, regular meetings about expectations, an internal newsletter and emails. The Department develops strategic plans that reflect the vision and values of the County Government's strategic plan. It describes strategic goals and objectives, and is posted on the Department's internal web site. Administrator's performance plans (Management Appraisals) contain management/executive performance dimensions such as leadership; innovation, creativity, strategic vision, customer focus, and employee development and recognition. Administrators meet regularly with managers to discuss expectations and any issues relating to the vision, mission, and values that need to be addressed. Managers in turn meet regularly with staff to discuss expectations. In addition, important announcements or issues related to the vision and values are discussed occasionally in the online newsletter (Library Announcements) and emails.
- Senior leaders promote an environment that fosters legal and ethical behavior by ensuring compliance with the County Government's policies, training, and procedures. The County Government requires every new employee to attend ethics training and other employees to take refresher training. The Department acts on any report of employees who fail to take the required training to ensure compliance. The Department has established multiple ways that suspected ethical violations can be reported by providing the information to an internal Ethics Officer, Department's Human Resources

**Category 1 – Leadership  
(continued)**

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

manager, the employee's supervisor, any other manager, directly to the County Government's Ethics Officer or the Inspector General. Requests for review of possible ethical issues are evaluated and raised up through the chain of command and provided to the County Government's Commission of Ethics and Public Trust for an opinion. No violations of ethics have occurred within the Department in many years.

- Senior leaders create an environment of performance improvement, innovation, and employee learning. Branch managers are encouraged and expected to recommend ways to improve service and meet customer needs based on customer inputs, meet with experts to learn about new systems to benefit customers, examine ideas for improvement that come through the Department's ROLE (Recommendations for Optimizing Library Effectiveness) program and County Government's ESP (Employee Suggestion Program), learn about best practices at conferences and as members of organizations such as the Southeast Florida Library Information Network (SEFLIN) and deploy software to better manage performance results (Active Strategy). Non-professional employees can apply to enter a librarian internship program to be mentored and earn advanced degrees in library sciences. Employees can take training from partner organizations such as SEFLIN.
- Senior leaders create an environment for organizational agility. New branch book collections and programs must sometimes be changed or enhanced based on customer feedback despite carefully planned strategies. When this occurs, branch managers recommend changes to the administrative team and the Department reacts quickly to meet the new requirements. In addition, unplanned requests are sometimes made from the County Government's Board of Commissioners or the County Manager. The Department has learned to plan for such requests and modifications in its

**Category 1 – Leadership  
(continued)**

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

- budget and the reporting structure is designed to streamline deployment.
- Senior leaders communicate with, empower and motivate employees to accomplish organizational objectives. Communication with employees occurs through multiple ways: regularly scheduled meetings, an online newsletter (Library Announcements), email, and training. Assistant Directors are engaged and involved with staff. For example, the Assistant Director in charge of Branch Operations makes frequent, unannounced visits to branch facilities to ensure customer standards are consistently met and to interact with the manager and staff to learn about any issues. The Director has established a culture that encourages some risk taking in deploying new strategies. Senior leaders monitor the performance and customer feedback of new branches and programs so that modifications can be made if necessary and without assigning blame. Employees that interact directly with customers are empowered to meet customer needs even if it means occasionally “bending” a rule.
  - The Department addresses fiscal accountability by following the policies and procedures of the County Government’s Finance Department and Office of Strategic Business Management where all financial transactions are consistently reviewed, and management accountability is ensured by including key organizational objectives on management performance plans and conducting biweekly review of the status. The County Government conducts audits two to three times per year, and no violations have been reported since at least 1987. Quarterly financial reports are submitted to both the Office of Strategic Management and the County Manager’s Office, monthly internal expenditure reports are submitted to the Director and Assistant Directors to ensure fiscal compliance, and the Business Office makes certain County Government’s procurement guidelines are followed.

**Category 1 – Leadership (continued)**

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

- The organization anticipates current and future public concerns by participating in community functions and by staying abreast of the changing needs and demographics in the community to provide programs and services that are relevant and helpful to users. Branch Managers are responsible to visit schools, business offices, senior centers and attend homeowner association meetings as well as other events in their area. Senior Leaders meet with the County Mayor and Commissioners to discuss issues brought to the elected officials. Once current and future needs are identified, senior leaders prioritize the needs and work through the County's budget process to identify funding to address the needs.
- The Department supports and strengthens key communities by reaching out to special needs groups, providing space in local communities for tutoring and other programs, and partnering with many other organizations. Several thousand materials are mailed to homebound customers each year, and services are offered to customers who are blind or hearing impaired. Facilities are used as cultural hubs by hosting art exhibitions of both local and international artists and hosting programs with various book authors. More than 10,000 hours of computer training is provided each year to residents free of charge, and more than 30,000 elementary aged children receive at least 3 hours of tutoring each year in library branches. The Department partners with many organizations including local municipalities through formal agreements to provide library facilities and services throughout the County.

**Opportunities for Improvement**

- Senior leaders do not participate in succession planning. For example, succession strategies are deployed to encourage non-librarians to enroll into a librarian internship program and move into professional positions in the Department, but no similar program exists for the

**Category 1 – Leadership  
(continued)**

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

manager, administrator, or key positions, and it takes about twelve weeks to replace a position. An unexpected vacancy in a key position may result in lack of employee knowledge at critical times such as developing and justifying the budget, and may possibly negatively affect a key success factor of maintaining and increasing the available budget each year.

## 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 Department conducts its strategic planning process of its core services/roles by gathering input from various stakeholder groups through surveys, focus groups, documented input of staff from brainstorming meetings and key stakeholder groups. Strengths and weaknesses of the Department are analyzed as part of the process in order to decide the allocation of financial and human resources. The Department's strategic planning process is conducted by a planning committee of Department staff from various branch locations and representing various types of services. The planning committee develops goals and objectives with specific timelines. Staff are informed of the strategic plan and its components through established communication methods such as meetings, web posting and email.
- The Department's strategic planning process addresses technology as a major factor in achieving its goals and objectives. Staff members stay abreast of new technology by attending conferences, reading technological and library literature, and working very closely with suppliers dealing in technology. The Department's emphasis on technology is evidenced by the increase in personal computers by 200 between fiscal years 2000/2001 and 2004/2005, procurement of laptop computers for in-house use, replacement of obsolete personal computers, establishment of a web-based data management system (Horizon), online library card application, creation of a library intranet, email for all full time staff and wireless internet

**Category 2 – Strategic Planning (continued)**

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

access, which allows patrons to utilize their own laptops at facilities.

- The Department's strategic planning process addresses disasters and emergencies through a Continuity of Operations Plan and a plan specific to hurricanes. The Department conducts periodic reviews for evaluating the overall effectiveness of the plans including the purchase of hurricane preparation material in advance of hurricane season and conducting exercises to evaluate effectiveness.
- The Department's fiscal year 2005/2006 to 2009/2010 strategic plan establishes 46 short and long term objectives relative to its key strategic areas of Core Services, Facilities Plan, Marketing Plan, Development Plan, Programming Plan, Technology Plan, Training Plan, Staffing Plan and Evaluation Plan. In addition, these objectives are linked and consistent with the County Government's strategic plan.

**Opportunities for Improvement**

- The Department's key strategic objectives do not address its challenge of attracting and retaining quality staff. For example, the staffing plan contained in the strategic plan only addresses effective use of existing staff and review of staffing requirements. Without targeted objectives and action plans to recruit and retain employees, the Department may not be able to attract new employees who are highly qualified, and also increases the risk of losing current staff to competitive organizations.
- The Department has not fully developed and deployed action plans to achieve short- and long-term strategic objectives. While the assistant directors meet regularly with the director to review progress made on strategic goals and objectives, the Department does not have a systematic process to assess appropriate

**Category 2 – Strategic Planning (continued)**

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

resource commitments and align measures for work units. Without a system to develop and deploy action plans, it may be difficult for the Department to maintain alignment to strategic objectives and meet its vision of delivering excellence every day.

- The Department's key performance measures and indicators for tracking progress on action plans are not comprehensive. For example, while the Department's Capital Improvement Plan Building Status Report is used to track project milestones, expenditures, and status on a monthly basis, similar tracking and monitoring does not occur for other action plans such as the review of core services, staffing, and programming and outreach components. Without such an approach the Department may not be aligning its strategic objectives, challenges, and its competitiveness for a share of the County Government's revenues and sustained budget growth.

### 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: 50% - 65%**

#### **Strengths**

- The Department identifies its customers as anyone who might have contact with the library, including in person, over the phone, online, via inter-library loan of materials, or utilizing any of its programs or services. It identifies customer groups by demographic groups such as age, special need, language, and ethnicity to identify customer needs including programming, materials, and services. The Department does this through a variety of methods including: focus groups; outreach to schools, businesses, and community groups; census data; face-to-face feedback with the customer, Patron Communication Forms, Audience Evaluation Forms, suggestions in branch suggestion boxes, and the Ask-A-Librarian function on the Department's website. Additionally, each Branch Manager is responsible for identifying the customer groups at the branch locations to specialize programs and services to better meet the needs of each community. Branch Managers identify these groups through observation, communication with staff, review of Patron Communication Forms and suggestions and community outreach.
- The Department listens to customer requirements and changing expectations through a variety of ways: community outreach efforts by Branch Managers and senior leaders; observation of customer preferences such as book selection and program attendance; face-to-face interaction; Patron Communication forms, Program Evaluation forms; materials request forms; Ask-A-Librarian chat information; surveys and focus groups; and catalog usage statistics.

**Category 3 – Customer and Market Focus (continued)**

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

The Department uses this information to identify the current and future programming and service needs of its various customer segments such as using the Purchase Alert System to identify the number of resources requested versus availability to better satisfy their customers' needs. In particular, it is used by Branch Managers to determine what programs and services to provide at a particular branch location, such as a Portuguese storytelling hour for a large Portuguese population or bilingual children's books for English-speaking children with Spanish-speaking parents.

- The Department builds relationships to acquire customers, repeat business, and gain positive referrals by enlisting senior staff, branch managers and various staff to provide outreach to communities through school, council, and neighborhood meetings and by building partnerships with businesses and organizations. The Strategic Plan contains Programming and Outreach and Marketing Plans with objectives of providing and expanding programs for customers. The Department utilizes various forms of marketing to target new and current customers, including: print advertisements, television and radio announcements, flyers, and pamphlets dispersed at community and branch locations written for English, Spanish, and Creole-speaking customers. It maintains a fluid collection of materials of interest to different age and ethnic groups, written in various languages, to meet the interests of various customer groups. And because the Department recognizes that every interaction between a customer and the Department directly impacts whether that customer will return, all staff are encouraged and trained to "go the extra mile" to meet and exceed customer expectations.
- The Department enables customers to seek information, conduct business, and complain in person, by telephone, and online. In addition to being available in person at all branch locations; many of the Department's services are available

**Category 3 – Customer and Market Focus (continued)**

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

through the Internet twenty-four hours a day, seven days a week, year-round. Customer complaints made in person may be resolved at the point of contact, referred to a supervisor or administrator, or documented in Patron Communication Forms available at all branches. Staff receive training in Customer Service Core Competencies such as “respond to customer complaints in a courteous and sympathetic manner and communicate constructively with challenging patrons” and are encouraged to resolve concerns and complaints at the lowest possible level with the leeway of occasionally bending the rules to satisfy the customer.

- The Department determines core competencies and key customer contact requirements through the committees, staff input, benchmarking, and utilization of experts from other companies such as Bellsouth and Disney for customer service and Burdines-Macy's for dressing for success. To develop the Department's Customer Service Core Competencies, a committee was formed to research best practices, get staff's input, and put together a plan to take to senior leaders which was approved and communicated throughout the Department in training sessions. Key customer contact requirements such as Telephone Procedures were created after meeting with industry leaders and are communicated through orientation and refresher training and made available on the intranet. The Department has built a culture of customer service and through these training sessions stresses friendly, efficient customer service through its various methods of customer contact.
- The Department manages the receipt and resolution of customer complaints through a process that begins at the service point of contact, empowering employees to resolve the issue and allowing them to make allowances on things such as reducing or waiving overdue fines. Staff are encouraged to resolve complaints at the lowest possible level. If not able to resolve the complaint, the employee can

**Category 3 – Customer and Market Focus (continued)**

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

refer the customer to his or her supervisor for resolution of the problem, or encourage customers to fill out a Patron Communication Form which is available at all service stations. If not resolved at the building or Department manager level, or if it involves a policy issue, the complaint is sent to the Library Administrator or Assistant Director for resolution. Complaints that roll up are reviewed at the supervisory or administrative level on an individual basis to determine if counseling, coaching, training, or a strategic or policy action might resolve the issue and prevent similar complaints in the future. Complaints made directly to the County Government are logged and sent to the Library and must be responded to in a timely manner, which depending upon the severity of the issue may be the next day or a few weeks.

**Opportunities for Improvement**

- The Department does not have a process in place to analyze customer complaints from all customers and all locations to look for trends or potential future problem areas. While staff are empowered to resolve complaints at the lowest possible level, those complaints that are resolved at service points are not recorded for analysis. Without a system in place to analyze all complaints resolved at all levels from the various branches and over time, the Department might not be able to meet its Guiding Principle of being efficient and effective by missing the opportunity to identify and address recurrent complaints or predict and prevent future ones.
- The Department does not use customer satisfaction and dissatisfaction information for actionable improvement strategies. For example, the Ask-A-Librarian link on the organization's home page has become a forum for questions related to library policy or suggestions about service, but this information is not being compiled and analyzed with a system to create performance reports on customer

**Category 3 – Customer and Market Focus (continued)**

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

satisfaction for regular management review. Lack of such a systematic approach might keep the organization from being fully accountable and responsive to the changing needs of their community and meeting their vision of delivery of excellence every day.

## 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 Department selects, collects and uses data and information for tracking overall Departmental performance. Data are initially selected and collected to respond to the Annual Statistical Report for Florida's Public Libraries, the Public Library Data Service Statistical Survey, Standards for Florida Public Libraries 2004, the County Government's Strategic Plan and the Library Business Plan. Selected data are used for tracking daily operations, preparing monthly reports for review and for providing performance feedback throughout the Department. Senior staff meet monthly to review/discuss performance measures in the Department's new scorecard. Data and input are used to help the senior leaders select needs that relate to their primary mission of maintaining and improving library services reflecting the informational, educational, and recreational needs of the diverse community. Information on hours of operation is used for increasing staffing and funding. Trends, in the way patrons request information and the need for computer training is changing, provide information for future planning.
- The Department selects and uses key comparative data and information to support annual strategic decision-making. Data correlated with the Strategic Plan is compared informally to information in Bowker's Annual: Library and Book Trade Almanac, The Annual Florida Library Directory with Statistics Report and Standard for Florida Public Libraries 2004. Comparisons to libraries with similar demographics such as Houston Public Library, Queens Public Library, and Maloma County Government Library are also made. Results are

**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.**

used to make operational and strategic decisions such as increasing staffing levels to support Critical Success Factors found in the Departmental Business Plan and Outlook, Fiscal Year 2005/2006.

- The Department analyzes and reviews Departmental performance in some areas by regularly monitoring the Strategic Plan and Department scorecard comparing expected results to actual results. Informational reviews enable the Department to rapidly respond to changing Departmental needs and challenges such as reviewing the number of materials checked out, enabling staff to make decisions as to where to allocate money for purchase of materials. Priorities for improvement are set at weekly meetings by Senior Leaders. One example is the restructuring of the Capital Plan after Hurricane Wilma, when priorities changed, buildings were retrofitted with hurricane windows, and other projects had to be rescheduled.
- The Department ensures the continued availability of data and information and hardware and software systems in the event of an emergency through its commitment to and participation in its Continuity of Operations Plan. This plan addresses mission essential functions, access to operationally vital records and databases, alternative facilities, personnel issues and coordination, and testing, training and disaster exercises. Essential data are backed up daily and stored offsite twice a week in a secured location. In addition, a temporary backup system for material circulation is maintained.
- The Department manages knowledge to collect, share, and transfer employee knowledge and to identify and share internal best practices through a number of methods. These methods include committee participation, training, participation in the "Train-the-Trainer" model, timely meetings in a variety of formats, cross training, seminars, sharing knowledge with coworkers after

**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.**

attending workshops, established Core Competencies, gathering input for procedures manuals, County Government and Library websites, Library Announcements, professional memberships, monitoring professional publications, emails, and effective follow up by Directors and Administrators. When a new customer greeting was established, Administrators did spot checks by calling their branches or listening to how employees greeted customers as they visited the different locations.

- The Department ensures the integrity, reliability, timeliness and accuracy of data and information through a variety of approaches such as: evaluating procurement reports, incident reports, and cataloging of new materials for exceptions; reevaluating policies and procedures; training; following-up on meeting feedback; annual updating of the plans; Intranet access to plans and policy documents; pragmatic spot checking; and established parameters to formally analyze statistics and discuss their validity. Redundant systems are built in for critical information to guard against system failure.

**Opportunities for Improvement**

- The Department does not collect data and information for all key Departmental measures and processes. For example, it does not collect data related to staff retention, a key challenge, or performance data for processes such as book deliveries, book acquisition, book linking, training effectiveness, or hiring cycle times. In addition, although the Department tracks some work load measures traditionally tracked in its industry, and uses some to justify budgetary funding, there is a lack of more qualitative measures and a need to work on improving the data collection methods. Without a fully systematic process for collecting, analyzing, and learning from data in all areas of importance, the Department may have difficulty overcoming its strategic challenges including

**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.**

attracting and maintaining quality staff and improving processes.

- The Department does not select effective data and information for some key Departmental measures for tracking overall organizational performance. For example, library door count statistics do not necessarily translate into meaningful workload measures and the number of reference information responses does not translate into the effective delivery in person, by phone, electronically, and by mail of reference information. Further, training evaluation data do not translate into improved job performance. The lack of meaningful and effective data and actionable information may affect the Department's ability to meet the County Government's guiding principles of being efficient and effective, and accountable and responsive to the public.

## 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**      **Strengths**

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

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

- The Department manages work and jobs to promote cooperation through distinct but related divisions: 1) Branch Operations and Youth Services, 2) Main Library, Collection Development and Automation, 3) Marketing, Media Relations & Support Services, 4) Outreach & Special Services, and 5) Capital Construction & Fiscal Operations. Each division is assigned an Assistant Director and Strategic and Business Plan goals to monitor. The Director meets weekly with Assistant Directors to communicate cross-divisional issues and reinforce cooperation. Issues from each meeting cascade throughout the different levels of the Department by using formal and informal meetings between the various directors, managers, and staff. In addition, cross-functional committees are also used to oversee specific initiatives such as Juvenile Management, On-line Products and Supervisory Certification System to promote vital communication on these topics.
- The Department manages work and jobs to promote individual initiative, empowerment, and innovation by consciously building a culture that values positive relationships based on loyalty, trust, and mutual respect. With this cultural foundation in place, staff members are then empowered and encouraged to make decisions and share improvement suggestions. Improvement suggestions can be shared through informal conversations with supervisors or formally shared through the Department's suggestion program, ROLE (Recommendations

### **Category 5 – Human Resource Focus (continued)**

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

to Optimize Library Effectiveness). This suggestion program offers time off compensation of a day or two for improvement ideas that are implemented. In addition to the Department's ROLE program, staff members can participate in the County Government's Employee Suggestion Program (ESP). This program offers monetary awards for efficiency suggestions that net the County Government savings.

- The Department's employee performance management system supports high performance work. The Department is in the beginning stages of using its performance management system as a means to contribute to the achievement of the Strategic Plan and Business Plan action steps. The County Government's Employee Appraisal System aligns administrative staff evaluations to job performance on specific Strategic Plans and Business Plan goals and objectives that each administrator is held accountable for during the year. The Department supports high performance with other staff members by addressing work performance at yearly evaluations. These evaluations are based on core, job-specific competencies that the Department identified as necessary to be successful. Employees may receive special recognition and merit increase for above satisfactory or outstanding performance.
- The Department actively recruits employees to meet current and future demands using several approaches. These methods include implementing an in-house intern program to help prepare current employees for possible promotions and nurturing partnerships with two state university Librarian programs that allow students to become familiar with senior leaders and potential employment opportunities. In addition, the Department sends a diverse group of employees to attend state and national conferences. These staff employees promote the Department during interactions with current librarians attending conference activities. A staff member regularly presents a Departmental

**Category 5 – Human Resource Focus (continued)**

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

introduction and employment opportunities to both middle and high school students throughout the year.

- The Department supports succession planning at staff levels by offering trainings to librarians interested in being promoted to administrative positions. These trainings include various levels of leadership that are delivered by the South East Florida Library Information Network's Leadership Development Program (SEFLIN), and other SEFLIN trainings to increase job skills and knowledge needed to help complete the Supervisor Certification Program. The Department has also created a robust in-house Intern/Trainee Program that targets paraprofessionals and pages interested in becoming librarians to be cross-trained in various aspects of the job. The program also provides tuition reimbursement for college work. Senior leaders take a personal interest in developing these interns and help to actively seek other grant opportunities toward the continuing cost of completing a degree. These initiatives support the Department's efforts to meet the strategic challenge of attracting and maintaining quality staff.
- The Department ensures staff training contributes to its strategic goals and objectives by empowering the Training Department to systematically analyze the Strategic and Business Plan goals and objectives as a method to identify key current and future training needs. The Training Department works with Assistant Directors and Managers to prioritize the identified training issues and set training parameters. The Training Department then develops the training, and identifies potential trainers to help deliver the training upon completion of an in-house Train-the-Trainer Program.
- The Department motivates employees to develop and utilize their full potential through several mechanisms. First, staff are encouraged

### **Category 5 – Human Resource Focus (continued)**

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

to pursue the Department's core value of continuing education by providing a tuition reimbursement program for all employees. Second, the Department has an annual dinner celebration to recognize staff members achieving educational and career milestones. Family members are invited to join the festivities and participate in the recognition ceremony. In addition, employee educational, career and work accomplishments are published in an internal publication, Library Announcements.

- The Department ensures workplace preparedness for disasters and emergencies by developing and fully deploying a Continuity of Operations Plan (COOP) and a Hurricane Plan, in addition to conducting periodic planning sessions to simulate disasters for evaluating the overall effectiveness of each plan. Plan objectives include ensuring the safety of all occupants, continuing essential operations, protecting critical equipment, records, and other assets, minimizing damage and losses within facilities, implementing procedures for an orderly response and recovery from an incident, assuring continued leadership communication, and complying with legal and statutory requirements. In addition, the Department has developed an Emergency Section in its Policy and Procedures Manual to help staff members during emergency situations.

### **Opportunities for Improvement**

- The Department does not have a systematic process to evaluate the effectiveness of all education and training taking into account both individual and Departmental performance. Although the Training Department uses evaluation feedback from students during training to improve the training courses themselves, there is not a systematic process that measures or tracks how learning is retained or applied, or how it impacts employee performance on the job. Without systems in

**Category 5 – Human Resource Focus (continued)**

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

place to evaluate the effectiveness of education and training, it may be difficult for the Department to determine whether training leads to effective skill development.

- The Department does not have a systematic process to improve health and ergonomic issues. Although the Department aggressively addressed ergonomic concerns several years ago and currently addresses health and ergonomic issues that filter up to senior leaders' attention, there is not a systematic approach to ensure all health and ergonomic concerns are identified and are being addressed. This may result in a loss of staff effectiveness and employee satisfaction, which ultimately adds to the challenge of maintaining quality workers.
- The Department does not determine employee satisfaction and dissatisfaction or use it to improve the work environment. Although, the Department does provide opportunities for employees to raise issues in staff meetings, utilizes a chain of command, uses a Labor Management Committee, provides yearly employee evaluations, and offers exit interviews to determine employee satisfaction and dissatisfaction, there is not a systematic method to gather, analyze, and use data to measure employee satisfaction and dissatisfaction. As such, it may be difficult for the Department to fulfill the guiding principle of being diverse and sensitive to employees' needs and, therefore, may be unable to attract or maintain a quality staff, one of the Department's strategic challenges.

## 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 Department determines many key product, service, and support processes that create or add value for customers and stakeholders based on its Mission and Vision and its core professional practices, which focus on delivering excellence everyday and maintaining and improving public services reflecting informational, educational and recreational needs of their diverse community. Key product, service and support processes identified by the Department and addressed in the strategic plan include resource sharing and service delivery tailored to meet resident's needs: accessibility to patrons; renovation and maintenance of facilities; provision of safe and Americans with Disabilities Act compliant facilities; fiscal operations; organizational evaluation; and programming and outreach focusing on literacy; programs specific to children, teens and adults; and diverse cultural programs and activities.
- The Department has identified its key support processes as those that support the delivery of its main products and services of 1) collections and lending materials; 2) providing information on request; 3) providing cultural, informational, and recreational programs; and 4) serving as a community space. These processes include effective acquisition and distribution of library materials, effective delivery in person, by phone, electronically and by mail of reference/information responses; designing and implementing programs that interest the community; and processes that make library facilities available.

**Category 6 – Process Management (continued)**

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

- The Department designs service and support processes by gathering customer needs and wants through various methods. For example, patron survey data, program evaluations, and feedback from Branch Managers are used to identify requirements and goals and objectives in the Library's Strategic Plan, which is updated quarterly. The data and information gathered are reviewed and become formal goals and objectives in the organization's Strategic Plan that are aligned to customer needs and wants and assigned to administrative areas. In addition, specific standards are built into contracts with book vendors and custodial services related to the timely delivery of materials and cleanliness of facilities.
- The Department uses some performance measures to monitor, control, and identify opportunities for improvement in some key product, service and support processes, such as the number of various types of items checked out, program attendance, computer usage, incident reports, computer usage, library square footage per capita, hours of operation, and number of facilities open at least five days per week.
- The Department uses ongoing monitoring as part of the strategic planning process to make sound business decisions. It improves key product, service, and support processes by staying abreast of customer needs, the industry's newest technologies and by reading professional literature and attending conferences. For example, since the 1990s the Department has opened nine new facilities, relocated four branches to larger facilities, provided bookmobile service at 40 stops, lengthened operations at five facilities from five to six days per week, added Sunday service at six locations, initiated tutoring services, installed wireless computer access, and instituted web-based services.
- The Department ensures adequate financial resources to support key product, service, and

### **Category 6 – Process Management (continued)**

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

support processes in a variety of ways. For example, the Department successfully competes with other County Government Departments for a share of available revenues; establishes reciprocal relationships with community partners for services and support that benefit the Department and its patrons; receives contributions of money and services from a variety of private corporations; collaborates with other County Government agencies; and receives support from the Public Library Foundation for fund raising and Friends of the Library System for advocacy and volunteers. The Department also successfully pursues grants that are beneficial to the Department and support its Mission and Vision, and effectively networks within the community to develop support.

- The Department ensures the continuity of operations in an emergency through deployment of the Continuity of Operations Plan and the Emergency Section in its Policy and Procedures Manual. Periodic planning sessions are conducted to simulate disasters for evaluating the overall effectiveness of the Continuity of Operations Plan, which focuses on the safety of occupants, continuity of essential operations, protection of critical equipment and records, minimization of damages to facilities, response and recovery, continuation of leadership and assurance of compliance with regulations. In addition, the Continuity of Operations Plan and the Emergency Section in its Policy and Procedures Manual are required to be discussed with all staff in preparation for hurricane season, and meetings are held after hurricanes, resulting in improvements to how the Department responds.

### **Opportunities for Improvement**

- The Department has not identified all of its key support processes. For example, the Department depends on some internal processes not identified in the strategic plan

**Category 6 – Process Management (continued)**

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

such as procurement, recruitment, and hiring, and strategic planning. Without identifying all key support processes, the Department may not recognize these as opportunities to collect data and improve performance and to achieve the guiding principle of being efficient and effective.

- The Department has not identified performance measures to monitor, control and identify improvement opportunities for all key product, service and support processes, such as the effective delivery in person, by phone, electronically and by mail of reference/informational responses and those processes that make libraries available as a meeting space, nor in book acquisition and linking. In addition, customer expectations related to the effective delivery of reference/informational responses, such as pleasant staff and quick and accurate responses, are not tracked and have no related performance measures. In the absence of performance measures to monitor, control and identify opportunities for improvement in all key product and service processes, it may be difficult for the Department to determine if key customer expectations of pleasant staff and quick and accurate responses are being met and if there is a need for improvement in key areas.

## 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: 30% - 45%**

### Strengths

- The Department's product and service performance results for door count and materials checked out have increased from Fiscal Year 2000-2001 to Fiscal Year 2004-2005 (Table 6) with door counts increasing from 5,706,252 to 6,236,556 and materials checked out increasing from 4,686,791 to 6,473,660. The Department exceeds the median visits and reference transactions as reported for libraries with a legal service population over one million and is in the upper quartile for program attendance.
- The Department's product and service performance results for hours open exceed the industry standard for extending hours of operation and almost meet the Exemplary level of hours of operation as defined by the Florida Library Association Standards for Public Libraries 2004. This has been accomplished largely by increasing operation from five to six days a week at five locations and by opening on Sundays at six other locations over the last five years. The Department has moved towards the industry standard for square footage per capita of .6 square feet from 0.33 square feet per capita in Fiscal Year 2003-2004, with a Capital Growth Plan to increase this to 0.39 by the end of Fiscal Year 2005-2006.
- The Department's customer satisfaction and dissatisfaction results indicate that customers satisfied with the Department's collections have increased from 95% to 96% from 2003 to 2005 (Table 7). Results also indicate that customers satisfied with the quality of the Department's reference/information service have increased

**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.**

from 96% to 97% from 2003 to 2005, and that customers satisfied with the quality of the programs offered by the library system have increased from 95% to 96% from 2003 to 2005. The Department provides two tables (Tables 8 and 9) showing results of the 2003 County Government Resident Services Satisfaction Survey which indicate that the Department (under the heading of Recreational/Cultural Activities) rated 75% good and very good, making it the second highest rated Department in all of the County Government's services (Table 9), as well as rating 61% favorable or highly favorable in the Quality of Life Indicator (Table 8), the highest Departmental rating.

- Financial performance results show the Department's budget has increased over the previous five fiscal years, as depicted in Library Budget (Table 10). This continued budget growth, from \$39,047,000 to \$84,436,000, along with dedicated funding for a Capital Plan has facilitated the opening of nine new facilities over the past five years and precipitated the scheduling of 12 more facilities to be opened over the next six years. The Department's Fiscal Accountability results indicate the Department has never overspent its budget or misappropriated funds.
- The Department's work systems performance and effectiveness results show that staff levels decreased per facility from about 16 in Fiscal Year 1990-1991 to about 13 in Fiscal Year 2005-2006. These results also show that the Department has increased service to the public in eight major areas since the 1990's. These areas include: opening an additional new facilities, relocating four branches to larger facilities, providing 40 stops for the Bookmobile, additional operating hours, implementing tutoring in Science, Math, and Reading at all facilities, wireless access and laptop lending at all facilities, and implementation of an interactive virtual reference program.

**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.**

- The Department's results for accomplishment of strategic objectives, as stated in the application, show favorable trends in the areas of materials checked out (Table 6-"Door Count/Materials Checked Out") and budget growth (Table 10 – "Library Budget").

**Opportunities for Improvement**

- The Department's product and service results do not include comparison versus industry leaders and comparison against best in class.
- The Department does not have comparative results for indicators of customer satisfaction and dissatisfaction.
- Financial and marketplace performance results indicate that the Department does not have comparison data for budget in the area of taxpayer return on investment.
- The Department does not report employee well being, satisfaction and dissatisfaction results. The Department is missing comparison and competitive results for employee learning and development and for full time staff/facilities.
- The Department does not have operational performance results in the areas of delivery of materials to branches, exception management in the materials procurement process, position vacancies, retention and for timely payment of invoices.
- The Department does not report results for the accomplishment of the strategic objective of marketing. Comparison results for the strategic objectives of expansion of services, increased hours of operation and training are not reported. Also, results for key measures of Departmental Citizenship and measures of workload/staffing are not reported. Results for regulatory, legal and ethical results indicate non-compliance with the Americans with Disabilities Act at seventeen Departmental facilities.

