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## INTRODUCTION

**T**he mission of the Florida Sterling Council is “To enhance Florida’s competitive edge and quality of life through promotion, assessment, and recognition of performance excellence.” The goal of the Governor’s Sterling Award process is to improve organizational performance excellence throughout the State of Florida by using a proven world-class management system that applies to public and private sector organizations. The Award is designed not only to recognize organizations that are leaders in performance excellence and can serve as role models for others, but also to provide a self-assessment opportunity to help your organization optimize its operations and results.

Your organization has completed its Sterling Challenge application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information presented. This Feedback Report is the culmination of the Examiners’ site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strengths and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the observations of the Examiners regarding the organization’s key strengths and opportunities for improvement. In addition, this report includes a scoring range for each item. This percentage range is based upon the scoring guidelines, which describe the characteristics typically associated with each percentage.

This report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence* at the Challenge level. These views are expected to enhance your organization’s ability to analyze its continuous improvement effort and to achieve consistently higher levels of performance. Ultimately, the success of Florida depends on the success of your organization; by taking your organization to the next level, you are helping make Florida “a state of excellence.”

Applicant organizations read and use feedback comments in different ways. We have gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.

- You know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all their comments may be equally accurate.
- Although we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your staff during interviews on a particular point, do not discount the whole feedback report. Consider the other comments and focus on the most important ones.
- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.
- You may decide to address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

## Executive Summary

The Miami-Dade County Seaport is in the beginning stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership. Some of the most important strengths include:

- The organization oversees one of the largest ports in the world with an estimated average monthly population of more than a quarter of a million passengers. A high energy focus adopted by the organization's Director centers on providing customer service excellence and increasing market share through his direct involvement with key customers and key stakeholders. This approach is taken a step further to include frequent personal contacts with all employee groups and key customer groups from around the world and in all operating areas within the organization. Many of the organization's key customer groups provide representatives to participate in monthly meetings to discuss concerns and to suggest actions for improving processes that may result in improved customer service and satisfaction.
- The organization's strategic and business plan link directly to its parent organization's strategic planning process. In undertaking this process the organization is acutely aware of its key competitors and has business plans prepared for the projected future growth of some customer groups and to overcome losses in market share in other customer groups. Additionally, the organization has identified its core competencies and aligned them with its business plans.
- The organization's workplace disaster and emergency, safety, and security preparedness plans are tested regularly to ensure that all personnel and the required equipment are capable of being used in an efficient and effective manner. The plans are reviewed and updated by local, state, and federal partners to ensure proper compliance. The organization was cited by one of its state regulators for being substantially compliant with Florida Statute 311.

There are opportunities for improvement that include:

- The organization's current strategic planning does not fully address strengths, weaknesses, opportunities, and threats, nor does it identify and establish timetables for its short and long-term objectives. Many objectives like "implementing new revenue streams" and "reducing operating expenses," are identified as ongoing with no correlated measure, target, or timeline for accomplishment. In addition, action plans in the form of initiatives are in place for some objectives, but many key objectives are missing related action plans. In addition, use of competitive and comparative data by the organization does not support operational and strategic decision making. There are very limited data available for measuring and monitoring daily organizational performance. Most measurement data are related to financial performance and activities which are measured on a monthly basis, and the data are not used for monitoring performance or action plans on an on-going basis to improve

organizational performance. Additionally, the organization has identified its core competencies; however, it has not linked its core competencies with its work processes to ensure employee activities support their accomplishment.

- The organization does not have a systematic approach to ensure organizational knowledge is collected, transferred, and shared within and across all work units and locations. Knowledge sharing is limited to certain departments and work teams such as the Maintenance Department, and some cross-functional team-based initiatives. In addition, the organization has a limited process to determine training and development needs of its workforce. Further, the organization's current performance management system does not support high performance work, nor does the development and learning system for leaders address performance improvement and leadership development. Leadership training and development are limited to mandatory ethics training, basic supervisory training, and a one-time customer service training. In addition, there are no systematic processes in place for training evaluation, measurement, or overall satisfaction of the various workgroups. Without systems to address employee engagement, training, and satisfaction, the organization may have difficulty maintaining the required workforce readiness to stay competitive with the projected growth in volume of its key customer groups.

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

- The organization has some favorable results for its financial, market, and operational, performance. For example, market and financial revenues increased from \$2.2 million in October 2007 to \$3.8 million in February 2008. Organizational operating expense shows a favorable decrease from \$27 million in the third quarter of 2005 to \$16.6 million in the second quarter of 2008. Additional measures for response to tenant service requests met the targeted 10 days for completion 100% of the time for the past five quarters. Emergency repairs were completed within 24 hours for four of the five quarters ending March 2008.
- The organization has unfavorable results for some key customer groups. For example, revenue results for a key customer group experienced an unfavorable trend during the 28 month period from \$1.80 million in October 2005 to \$1.76 million in February 2008. Year-to-date tonnage for the same customer group declined 15.7% compared to the same period of the previous year.
- There are no financial and market results reported for some strategic plan outcomes such as the reduction of operating expenses of cranes, costs of consultants for project management, and competitive revenue improvement programs.
- There are no results reported for a variety of performance areas key to the success of the organization. These include: customer satisfaction, dissatisfaction or complaints; employee engagement, satisfaction, retention, training, or productivity;

leadership and regulatory areas concerning legal and ethical behavior; and achievement of strategic plan goals.

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

- Establish and define work processes for all key operating areas by developing process maps or flow charts along with operating procedures that show how work is done within departments and across departments and functions. Create baseline cycle time measures and analyze where bottlenecks exist, so improvement actions may be developed and implemented to increase the efficiency of processes and productivity of departments. Draw on internal proven practices that are currently in place to begin the improvement of work processes in other departments. Establish on-going process measures to ensure gains in efficiency are sustained and to be aware of emerging barriers to efficiency as they develop. Use comparative measures and results from competitors and external high performing organizations to identify proven practices that can be adopted or adapted for use, as appropriate.
- Improve communication within and across all departments and throughout the organization by publishing departmental results on in-process performance measures of productivity and other results outcomes, in addition to overall financial results. This may provide opportunities to celebrate success and to seek ideas for improving work processes, customer satisfaction, and employee satisfaction. Improved communications may serve to identify areas of duplicated effort and enable the elimination of the same or similar work in multiple locations across the organization.
- Employ automation and technology by expanding the use of the Data Stream software that is currently in use by the maintenance department. Apply this system, if practical, to gather and process customer complaints and comments to enable centralized data collection from all key customer groups. This may provide the organization with a system for measuring the satisfaction of key customer groups, resulting in the ability to measure and monitor on-going customer satisfaction and dissatisfaction. Use of this or other software or technology to measure performance can enable the enhancement of the current organizational scorecard. This could enable the organization to measure and monitor key outcomes, customer satisfaction, employee satisfaction, and process performance, in addition to the financial and customer volume performance that is the current focus of the scorecard. Additional technology such as transponders for the automated billing for access to the organization's premises and for automated tracking of truck traffic flow could serve to improve revenue and provide a key measure of overall daily performance. Traffic flow efficiency and consistency can be used to celebrate and advertise success in this key area of organizational performance.

## 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

- Senior leaders set the organization's vision based on the county's vision of "Delivering Excellence Every Day" established by the governing County Manager and the Executive Mayor. The Director communicates and shows commitment to the organization's vision through weekly staff meetings with senior leaders and some middle management staff, his open door policy, leading by example, and meetings throughout the year with staff at all levels. The Assistant Directors also meet frequently with their direct reports and staff to ensure the vision is communicated throughout all levels of the organization. During the staff meetings, senior leaders reinforce the vision and explain and discuss the organization's goals. Meetings are scheduled on varying days and times to ensure participation by staff in all departments and across divisions including the second shift.
- The organization's senior leaders personally promote an environment of legal and ethical behavior by setting an example of demonstrated accountability through proactive involvement in the daily interactions of departmental operations, and quick, consistent action to remediate any instances of inappropriate behavior. Once hired, all employees are held accountable for their actions through required ethics training. In addition, the organization has internal controls, policy and procedure guidelines, competitive procurement and purchasing practices, chain-of-command financial approvals, and counseling and progressive disciplinary procedures, including the possibility of termination from employment, for violations of ethical or legal behavior. For example, senior leaders ensure contracts are completed ethically and legally by enforcing strict policies and procedures to prevent "leaking" confidential contract information.
- The organization's senior leaders create an environment promoting innovation by empowering staff to "think outside of the box" and to be creative. Senior leaders encourage employees to participate in the county Employee Suggestion Program where employees submit innovative ideas and suggestions which may result in improved work processes and cost savings. For example, the maintenance division designed an innovative way to automatically self-lubricate the conveyor belt system for baggage handling, thereby saving the organization money and improving customer satisfaction. The idea may also be implemented as a best practice at other sites, saving the county additional money.

**Strengths**

- The senior leaders communicate key decisions, encourage two-way communication, engage the entire workforce through informal interactions and various strategic meetings, and take an active role in reward and recognition programs. The organization's Director holds meetings with staff to convey the organization's direction, and senior leaders hold informal interactions with staff to motivate employees and promote organizational priorities, which helps the senior leaders understand issues and obtain support from departmental personnel. In addition, the Director meets with staff members at all levels of the organization for open discussions, and all senior managers have an open door policy affording staff the opportunity to communicate concerns to them. Senior leaders are involved in the Employee of the Year program where each senior leader nominates an employee from his/her division, and the Director selects the Employee of the Year. Additional employee recognition occurs at the division level and includes Employee of the Month.
- The organization's senior leaders review performance measures on a monthly and quarterly basis. For example, senior leaders review data including revenue, expenditures, parking and tenant dollars, and cargo tonnage. If results are unfavorable, an Assistant Director initiates action which may include a meeting with staff to discuss the issue and required actions. The Director and Assistant Directors meet monthly to review and report on the organization's Business Plan objectives. The senior leaders also review financial reports regarding revenues and expenses.
- The organization reviews and achieves management accountability through the Management Performance Appraisal Process for senior managers. The departmental objectives, as reflected in the Business Plan, are tied into the senior leaders' annual performance appraisal. Fiscal accountability is reviewed and achieved through reports which are sent to the Office of Management and Budget and via working closely with annual internal and external audits. For example, an audit of accounts receivable was recently completed. Internal controls on expenditures, procurement, and grant management have been established to ensure financial transactions meet established competitive and financial standards. Purchasing requests must be approved through the chain of command. The Office of the Inspector General has a full-time employee assigned to the organization to ensure accountability by looking for irregularities in construction contracts or incidents of theft or fraud, such as abuse of the phones.
- The organization's senior leaders address adverse impacts on society, address current and future public concerns, and prepare for these concerns in a proactive manner through active participation on community boards and meetings, public forums, and with the media. Public concerns are identified

### Strengths

through emails, phone calls, and at public meetings and forums. For example, traffic and congestion issues are a concern of the public. The organization's Tunnel Project is designed to alleviate congestion to and from the organization. This project has raised public concerns regarding cost to the public and traffic congestion at the exit of the tunnel. These issues are proactively addressed through senior leader and middle management participation in community meetings, public forums, and through use of the media. Nearby residents have expressed concern regarding noise, and the senior leaders addressed their concerns through regular meetings with the residents and action to reduce noise by facing sirens away from the residences.

### Opportunities For Improvement

- The organization's senior leaders have not identified organizational values to be communicated to all employees. For example, different senior leaders identify different things such as accountability, "putting in an 8-hour day," and customer service as important; however, there is not a systematic approach to set and communicate values throughout all divisions in the organization. Without setting and communicating organizational values to all employees, the organization may fall short in achieving strategic goals and objectives including: enhanced customer service; convenience and security at every level of contact; meeting existing and future demand levels for passengers and cargo; and meeting budget targets.
- The senior leaders do not systematically create an environment of performance improvement and workforce learning in all areas of the organization. For example, the Management Performance Appraisal Process derives performance measures for senior leaders from the county's Strategic Plan, the organization's Business Plan, and the budget. Leaders are evaluated on these outcomes via their annual performance appraisal. Middle management and other employees also receive annual evaluations; however, these appraisals are not tied directly to performance improvement. In addition, the organization provides employees the opportunity for training and educational opportunities through the county's tuition reimbursement program, and all staff recently participated in the customer service training facilitated through the local university, but training and learning are not occurring in all areas of the organization. Training and educational opportunities are initiated by a request of the employee, not as a result of the organization strategically promoting workforce learning. Without a systematic approach to ensure performance improvement and workforce learning at all levels and across all divisions, the organization may not be able to maintain high levels of customer service for current customers and prepare for the projected substantial growth and volume in the customer base.

## 2.0 Strategic Planning

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

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

### Strengths

- The organization begins its strategic planning process by using the goals outlined within the county's Strategic Plan. The senior leaders and the Chief of the Management and Budget Division develop an annual Business Plan which communicates strategic priorities and performance objectives to meet the desired outcomes established by stakeholders. The Business Plan is the compilation of the organization's five divisions' objectives and drives the annual operating and capital budget. Key performance objectives identified in the Business Plan are continuously monitored and reviewed on a monthly and quarterly basis. Targets and measures are added each year as a result of changes in the business environment.
- The organization's strategic planning process addresses customers, the regulatory environment, sustainability, and its ability to execute the plan. The process begins with an evaluation of the business environment that includes an assessment of customers such as monthly cruise industry meetings and the impact of parking fees; the regulatory environment such as those outlined by Florida Department of Law Enforcement, Florida Statute 311; and the Department of Environmental Protection regulations. The organization also considers competitive information, such as the parking fees at similar organizations, during the planning process. Sustainability is addressed by focusing on the need to increase revenues and decrease expenses. The senior leaders discuss significant factors critical to the implementation of the plan.
- The organization has a process to identify strategic challenges. The organization identifies its strategic challenges by receiving input from the county and through public forums and monthly cruise industry meetings. The organization's three strategic challenges are: enhancing customer service, convenience, and security at every level of contact; meeting existing and future demand levels for passengers and cargo; and meeting budget targets.
- The organization identifies ten key strategic objectives. They are: achieve "substantial compliance" with Florida Statute 311.12; implement more cost-effective security measures; emphasize cargo tonnage growth by at least 4% per year after fiscal year 2008; increase passenger growth by 1% per year; complete

**Strengths**

capital programs on a timely basis and within available budget; identify, fund, and implement needed capital expenditures for infrastructure; implement innovative new revenue streams; maintain expenses within 5% of original budget; maximize revenue from existing operations; and reduce operating expenses including cost of operating cranes.

**Opportunities For Improvement**

- The organization's strategic planning process does not fully address strengths, weaknesses, opportunities, threats, or shifts in technology. The strategic planning process includes an evaluation of the business environment which addresses customers, the organization's regulatory environment, and ability to execute the plan; however, there is no systematic process in place to assess strengths, weaknesses, opportunities, or threats, or technology. Unless the organization's strategic planning process addresses all elements critical to its success, it may be difficult to make the desired progress on its strategic initiatives and objectives, and the organization may be hindered in meeting its primary goal of promoting growth in the cruise and cargo industries.
- The organization does not identify its strategic advantages during the strategic planning process. Although the organization identifies its strategic challenges through alignment with the governing authority's strategic plan, public forums, and monthly cruise industry meetings, there is no systematic process in place to identify its strategic advantages. Without a process to identify and leverage the organization's advantages over competitors, it may miss opportunities to expand its domestic and international passenger and cargo business.
- The organization does not have a systematic approach to determine which objectives are long and short-term or the timetable for accomplishing them. For example, the objective "implement new revenue streams" is considered an ongoing objective, but does not have a measure or target associated with it or a timetable for accomplishing the objective. The same is true for the objective to "reduce operating expenses." Without clearly designated long and short-term objectives and timetables for accomplishing them, it may be difficult for senior leaders to effectively monitor performance and progress toward goals, and could hinder the organization in its desire to fully develop and manage the organization. This may result in less than desired performance in the organization's ability to: enhance customer service, convenience, and security at every level of contact; meet existing and future demand levels for passengers and cargo; and meet budget targets.

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**Opportunities For Improvement**

- The organization does not have a systematic process to develop action plans to achieve strategic objectives. Although action plans, in the form of initiatives to be accomplished, are determined for each performance measure, these do not include plans that address resource commitments or time horizons for accomplishment. In addition, some objectives, such as “achieve substantial compliance with Florida Statute 311.12” and “implement innovative new revenue streams” do not have initiatives or action plans associated with them. Without a systematic process to develop action plans, the organization may have difficulty meeting its strategic objective of meeting existing and future demand levels for passengers and cargo.

### 3.0 Customer and Market Focus

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

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

#### Strengths

- The organization has identified its customers groups which reflect some natural market segmentation. The eighteen customer groups are identified as: cruise line operators, cruise line passengers, custom brokers and freight forwarders, labor unions, ocean shipping lines, security services, ship brokers, stevedores, terminal operators, towing and tug operators, foreign consulates and trade offices, trade associations, transportation companies, trucking companies, vessel chandlers and suppliers, warehousing, distribution and storage companies, and port tenants. Segmented groups include: cruise line passengers, and port tenants as customers; and suppliers and partners including cruise line operators, ocean shipping lines, foreign consulates and trade offices, trade associations, and transportation and trucking companies.
- The organization uses the voice of the customer to determine key customer requirements, and uses the information to better satisfy customer needs and desires and to identify opportunities for innovation. For example, the organization meets monthly with cruise and cargo customers. Extensive communication and negotiations are undertaken to determine requirements before entering into contracts. For example, customer input was used to identify opportunities for innovation when the suggestion for use of baggage carousels in the terminals was accepted and implemented. Public forums are coordinated yearly in an effort to address industry issues and stakeholder concerns to identify solutions. These interchanges ensure that customer needs are recognized. The organization added a “helpful” button on its website, which provides another method for customers to offer innovative suggestions.
- The organization has several ways to build relationships to acquire customers, to meet and exceed expectations, to increase loyalty, and to gain positive referrals. For example, the organization’s management proactively nurtures relationships with shipping line executives throughout the world and engages in dialogue with leaders of a multitude of public and private entities. Public forums are coordinated annually to address industry issues and stakeholder concerns to identify solutions. The cruise industry meetings are held monthly with cruise and cargo customers. The organization requires its workforce to complete a

## Strengths

Customer Service Training Program developed by a local university. Loyalty is gained by being responsive and addressing customer concerns and complaints. Positive referrals are gained through the new Speaker's Bureau, tours, trade shows, press kits, and cruise and cargo guides.

- The organization enables its customers to seek information and conduct business by providing multiple mechanisms including personal contact, telephone, the Internet, and e-mail. The organization employs a website that provides electronic access to information designed to assist in conducting business with the organization. Through customer suggestions, applications and renewals for ID badges, required for access to the organization's facilities, have been added to the website. The Speaker's Bureau offers opportunities for the community to hear from the organization's representatives on matters of community interest. The organization utilizes a new customer service communication center accessible by telephone and email for response, resolution, and follow-up regarding customer inquiries.

## Opportunities For Improvement

- The organization does not have a systematic approach to clearly identify customers and customer groups beyond its natural segmentation. For example, the organization has identified eighteen customer, supplier, and partner groups, but there is no systematic approach to distinguish and determine specific requirements among and between customers, stakeholders, suppliers, and partners. This may result in the organization missing opportunities to focus on key customers and to retain and grow its cruise and cargo business in order to remain the "cruise capital of the world."
- The organization does not have a systematic approach to determine key customer contact requirements. For example, the organization attends and participates in community meetings and events including public forums, trade shows, and county meetings; has redesigned its website; and sends fliers to customers. However, other approaches in the organization vary depending on the department and include direct telephone contact, mailings, and emails. Without a systematic process in place to determine customer contact requirements, the organization may not have effective, consistent communication with its customers which may hinder loyalty, the building of relationships, and ultimately may result in the loss of customers and impede future growth.

**Opportunities For Improvement**

- The organization does not have a systematic approach for managing and learning from customer complaints. For example, the organization has implemented a customer service communication center for response, resolution, and follow-up of customer concerns, inquiries, and complaints. Customer calls and emails received through the customer service communication center are investigated and documented. However, the responses to complaints, inquiries, and concerns received outside the customer service communication center have varying approaches depending on the department. There is no process to ensure that all complaints are handled within the established 24 hour standard to respond to customers. Also, not all complaints are compiled and analyzed. Without a systematic process to track and segment all customer complaints and inquiries and to use the data, the organization may not be able to learn how to prevent reoccurrence of the same or similar problems, concerns, and questions in the future. This may hinder the organization's ability to determine priorities for improvements for its customers and its ability to resolve customer issues. As a result, this may negatively impact the organization's ability to meet the strategic objective of enhancing its customer service.
- The organization does not have a systematic process for determining customer satisfaction and dissatisfaction. The organization relies on anecdotal information from customers and customer complaints as indicators of customer satisfaction. Without a systematic process in place to quantify customer satisfaction and dissatisfaction, followed by analysis, the organization may not be successful in identifying and correcting the causes of customer dissatisfaction, which may have an inhibiting effect on retaining current customers and achieving its top priority of doubling or tripling in size by 2020.

## 4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. Also examined is how your organization reviews and uses reviews to improve its performance.

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

### Strengths

- The organization has a method for the selection of data and information. For example, key organizational performance measures are determined by the Chief of the Management and Budget Division. These measures are aligned with objectives in the Business Plan and include: business volume targets, such as number of passengers and seaport tonnage; budgetary concerns, such as maintaining budget targets, decreases in revenues, and reducing operating expenses; completion of capital improvement projects and business improvements; and operational measures, such as hiring staff and completing required trainings.
- The organization selects key comparative and competitive data through publicly available sources of comparative data to gauge its operations against similar organizations around the world. For example, sources of comparison data are used in contract negotiations and permitting, for historical comparison, and for financial forecasts including annual reports, tariff rates, and maritime industry associations. One key component of information gathering comes from interaction with both current and potential customers to better understand customer goals and needs.
- The organization manages information resources to ensure the continued availability of data and information and hardware and software systems in the event of an emergency. For example, servers supporting the organization are “clustered” so that a redundant server is always waiting to immediately and automatically take over if a server fails, and a second redundant site is equipped in case the primary site is inoperable. Disaster recovery is ensured through the Information Technology Section’s established backup and recovery procedures in which data and information are backed up daily and transmitted to the county technology department located several miles from the organization. Data are also intermittently backed up throughout the week and sent to an offsite facility in New York. The data availability is tested on a regular basis to ensure it is functioning correctly from the New York site. Hardware systems are maintained to be current with business needs, departmental direction, and technological changes through replacement schedules. Software reliability is ensured through a 24-hour, 7-days-

**Strengths**

a-week on-call Information Technology Department programmers who respond to software failures.

- The organization ensures data reliability and security through access to computer applications, and the information provided, by a system that is controlled by a user ID and password, which must be requested and approved through the Information Technology supervisor. There are different levels of access and functionality that are assigned, within the software, to each user based on the employee's position and the submitted request. Data reliability is ensured through server data back-up procedures that run automatically.

**Opportunities For Improvement**

- The organization does not use data and information for tracking overall daily operations. For example, the Gate Security Office monitors the number of trucks that are processed, inbound and outbound, through the gate system on a daily basis. This information is shared with the county Police Department and is used to anticipate any decreasing trends in truck traffic to help anticipate the possibility of a truck driver strike, which could affect the daily operations of the cargo yards. However, there is no systematic approach for tracking in-process measures for daily operations in other departments. Without ongoing measures of daily operations the organization may have difficulty knowing whether or not the organization is achieving the desired performance with department-wide critical success factors of: enhancing safety and security, improving revenue generation, improving infrastructure cleanliness, and improving customer relations.
- The organization does not use key comparative and competitive data and information to support operational and strategic decision-making and innovation. Comparative and competitive data are obtained from annual reports of similar organizations and a variety of industry associations, but there is no process in place to systematically use this information for innovation. Additionally, there is not a systematic process in use to select measures available from multiple sources for comparisons throughout the organization. For example, comparisons are used to determine new contract rate requirements, yet no comparisons are used to recruit new customers. Without a process to select and use comparative and competitive data to drive decision making and innovation, the organization may miss opportunities to gain information that could help address its strategic challenge of increasing international commerce.
- The organization does not consistently use its performance data to set priorities for improvement. For example, performance data are used in the Permit Unit for historical comparison and financial forecasts. However, there is not a systematic

### Opportunities For Improvement

approach to use performance data to set priorities for improvement across the organization. Without a systematic process for setting priorities for improvement, it may be difficult for the organization to effectively allocate resources for the accomplishment of its stated strategic challenges of enhancing customer service, meeting current and future demands for passenger and cargo, and meeting budget targets.

- The organization does not have a systematic approach to ensure data accuracy and integrity. For example, business rules embedded into each financial software program allow the manually entered ship manifest information to be cross-referenced with the billing invoice. If the two systems do not reconcile, the account cannot be closed out. However, there is no systematic process in place to ensure data accuracy and integrity in other areas of the organization. Without the ability to ensure data accuracy and integrity across the organization, it may be difficult to determine accurate performance objectives and targets that are measurable and meaningful, and that can be used to assist the organization in its desire to retain customers.
- The organization does not have a systematic approach to ensure the timeliness of data and information throughout the organization. For example, the organization addresses data management within the Permit Unit, where the time to process a permit request has been reduced from three months to one week by streamlining work processes. However, there is no consistent approach to ensure timeliness in areas of the organization outside of the Permit Unit. Without a process to ensure timeliness of its data, the organization may not meet customer needs. This may result in an unfavorable impact on the retention of current customers, as well as, added difficulty in attracting new customers.
- The organization does not have a systematic approach to manage organizational knowledge to collect and transfer workforce knowledge, to quickly identify, share, and implement best practices, and to use relevant knowledge in the strategic planning process. Information sharing and knowledge transfer is limited to department and division meetings and informal transfer during division operations. For example, DataStream software is being used in Facilities Procurement and Information Technology to track work requests through to completion. However, there is no systematic process to share the practice in other areas such as customer service, complaints, and procurement across the organization. Without a process to identify, share, and implement process and practice improvements and to transfer workforce knowledge, the organization may miss opportunities to improve the productivity of the workforce. This may negatively impact the organization's ability to operate effectively and efficiently as the customer base and customer volume increases.

## 5.0 Workforce Focus

The **Workforce Focus** Category examines how your organization engages, manages, and develops its workforce to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans. Also examined is your organization's ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.

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

### Strengths

- The organization determines some key factors that affect workforce engagement and satisfaction through direct feedback from formal and informal discussions with employees and employee groups, and through an open door policy to access management. For example, the Director routinely meets with various employees throughout the organization to determine factors associated with employee satisfaction, and managers and supervisors model the open door policy. This helps leaders to engage and understand the needs of the workforce at all levels to gain the trust and respect of management, and for employees to learn and understand the strategic direction and vision of the organization.
- The organization uses a structured multi-stepped county recruitment process within a budgetary framework to determine the recruitment needs of each division. During the hiring of recruits, employees are extensively interviewed, and background checks are performed. This process includes a nation-wide search for upper management positions. Diversity of the workforce is achieved through the team-based selection process to meet the changing needs of the organization and to reflect a cultural diversity representative of the community. Additionally, placement and retention are aided by a structured compensation plan, and benefit and employee pay incentive programs.
- The organization ensures workplace health, safety, and security for different environments through a security program that incorporates advanced security technologies, including a new gate complex, to more effectively manage and monitor ingress and egress onto the property. The addition of radiation portal monitors for inbound cargo, a network of closed-circuit video cameras to monitor activities throughout the property, and computerized tracking of driver credentials increases the ability of security personnel to effectively evaluate, track, and control all cargo access and movements. Additionally, staff members are provided security training. The organization complies with Federal Occupational Safety and Health Administration standards and regulations, and security is measured by on-site inspections from federal, state, and local regulatory agencies. These initiatives have enabled the organization to be in substantial compliance during the most recent Florida Department of Law Enforcement audit of security regulations and requirements.

**Opportunities For Improvement**

- The organization does not determine the key factors that affect workforce engagement and satisfaction for different workforce groups and segments. For example, while the organization determines some of the workplace issues through employee feedback from formal and informal discussions with the Director, managers, and supervisors, as well as with its open door policy, there is no systematic process in place to collect information by employee workgroup, segment, or classification. Without a process in place to identify the key factors that affect workforce engagement and satisfaction for various workgroups and segments, the organization may miss opportunities to support its key success factors related to employees. These include: treating employees with respect, and offering appropriate training, employment, recognition, and benefit opportunities that are fair and equitable to each employee.
- The organization does not employ a systematic process which fosters a culture conducive to cooperation, and skill and knowledge sharing within and across all units and locations. For example, skill and knowledge sharing is limited to certain departments and work teams, such as the Maintenance Department where job sharing is practiced by rotating non-skilled workers through the maintenance shops to acquire new skills. Additionally, some knowledge sharing takes place with the cross-functional team-based initiative for the organization to substantially meet the Florida Department of Law Enforcement compliance regulations. However, there is no systematic process to ensure cooperation and skill sharing across organizational lines and workgroups except within localized areas. Without a systematic process for the workforce to cooperate, and share skills and knowledge, the organization may miss opportunities to attain, maintain, and improve a motivated workforce and achieve ongoing effective engagement of employees. This may result in less than desired levels of support for its vision of “Delivering Excellence Every Day.”
- The organization’s workforce performance management system, including policies, services, and benefits, does not support high-performance work and workforce engagement at all levels to achieve action plans. For example, Administrative Services employee performance ratings are linked to results, Business Plan objectives, and strategic performance measures; however, there is no systematic approach to support high-performance work and workforce engagement to achieve action plans and organizational goals at other levels of the organization. Without a systematic process to identify, link, support, and engage the workforce to achieve action plans, the organization may find it difficult to retain employees, and may not attain key goals and initiatives, such as meeting budget targets or improving customer satisfaction.

### Opportunities For Improvement

- The organization does not have a systematic approach to determine training and development needs across the organization. For example, the organization's workforce development and learning system is limited primarily to informal input from employees and managers. There is not a systematic process to determine training and development needed to support core competencies, strategic challenges, and action plans to ensure that the workforce has the requisite knowledge and skills across all departments to accomplish action plans. Although the organization has several listening mechanisms, including its open door policy across all management levels and the County Employee Suggestion Program, it does not have a systematic process in place to aggregate ad hoc training and development requests from all employees. Without a systematic approach to determine training and development needs of its workforce and to satisfy those needs with appropriate development and training, it may be difficult for the organization to meet its primary goals which include promoting growth in cruise and cargo industries and ensuring every user can conduct business safely, effectively, and efficiently.
- The organization's development and learning system for leaders does not address development of personal leadership attributes, development of organizational knowledge, and performance improvement, change, and innovation. For example, training and development for leaders is limited to mandatory ethics training, a one-time customer services training, and basic supervisory training offered through the county and a state educational institution of higher learning. Without a systematic process to provide leadership development and learning opportunities for its leaders, the organization may be unable to support its learning and growth key success factor regarding employee training and treating employees with respect. This may lead to inadequate preparation of both existing and future leaders. As a result, the organization may experience difficulty sustaining the workforce capacity necessary to realize the organizational objective of doubling or tripling its current customer base and volume by the year 2020.
- The organization does not have a systematic process to assess or measure workforce satisfaction. For example, determination of employee satisfaction is limited to occasional feedback during the Director's, managers' and supervisors' open door discussions, and meetings at the department and division levels. There is no systematic process for the collection, aggregation, and use of this information for all employee groups. Without a systematic process to assess and measure workforce satisfaction, the organization may miss opportunities to identify areas for improvement related to satisfaction and to take appropriate action on them. This may result in a decrease in employee productivity and could hinder the organization's ability to support projected growth of the customer base and volume in the cruise and cargo industries.

## 6.0 Process Management

The **Process Management** Category examines how your organization determines its core competencies and work systems and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability. Also examined is your organization's readiness for emergencies.

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

### Strengths

- The organization has identified its core competencies as operating a safe and secure seaport; determining infrastructure needs to meet customer demands and expectations; and meeting all port budgetary and financial requirements. These competencies support the organization's long standing mission and are aligned with the organization's Business Plan, which is continuously monitored and adjusted based on changes in the business environment.
- The organization coordinates some internal work processes to develop and deliver services to its customers. For example, following a request to transition from spot checking cruise line employees to screening full crews, the Security, Cargo and Passenger Operations, and Maintenance groups redesigned the process for screening full crews through security. This redesigned work process supports the organization's department-wide critical success factor of enhancing safety and security.
- The organization ensures work system and workplace preparedness for disasters and emergencies by designing security and emergency plans to meet local, state, and federal guidelines in the event of a natural disaster, emergency, or terrorist attack. All plans are reviewed and updated with the United States Coast Guard, Florida Department of Law Enforcement, and other federal, state, and local departments. The organization was recently found to be in substantial compliance with Florida Statute 311, as notified by the Florida Department of Law Enforcement.
- The organization shares information about revised and improved work processes through in-house staff meetings, job site postings, and electronic mailings. Employees at all levels are aware of the Director's meetings with direct reports. The heads of Cargo and Passenger Operations, Maintenance, and Security recently worked on a joint project at terminal H to change the way cruise line employees are screened for clearance. This improved process was discussed at staff meetings.

**Opportunities For Improvement**

- The organization does not have a systematic approach for determining its core competencies nor are its core competencies linked to its key work processes. For example, the organization has identified three core competencies which support its mission and are aligned with its Business Plan; however, there is no further alignment with the action plans that support the organization's Business Plan. Without a systematic process in place to link that which the organization does well, with key enabling support processes needed to maintain its strategic advantage, the organization may find it difficult to achieve its key strategic goal of increased commerce.
- The organization does not employ a systematic approach to design and coordinate work processes necessary to deliver services to customers. Although Cargo and Passenger Operations, Maintenance, and Security worked on a joint project to change the way by which cruise line employees are screened for clearance, the organization does not utilize a systematic, deployed approach to coordinate work processes to develop, produce, and deliver services across the entire organization. This lack of coordination may hinder the organization's ability to support growth in cruise and cargo industries and to ensure every user can conduct business effectively and efficiently.
- The organization does not have a systematic approach to identify key work processes and requirements throughout the organization. For example, the Permit Unit has identified its key work process steps which allowed it to take action to reduce permit processing time from three months to one week. However, there is no systematic approach to identify processes across all divisions of the organization. Without a systematic approach to identify work processes that are most critical to its success, the organization may not be able to identify, manage, and measure work processes to make improvements. As a result, the organization may be unable to perform as efficiently and effectively as necessary to satisfy customer and stakeholder requirements. This may hinder its ability to expand, renovate, and maintain the organization's capabilities to meet industry growth for cruise and cargo operations.
- The organization does not have a systematic approach for the organization to improve work processes to achieve better performance and improve services. While different departments are beginning to make progress with efficiency and effectiveness, such as getting trucks through the screening process faster, and the use of the Data Stream software to improve the tracking and timely completion of work orders, there is no systematic approach for reducing operating cost, or duplication of effort, rework, and process delays. In addition, there is no process in place for measuring and improving productivity across the organization. Without a systematic approach to improve work processes, the organization may not be able to maintain its current customer base while growing the capability to support the projected industry growth.

## 7.0 Results

The **Results** Category examines your organization's performance and improvement in all key areas – product and service outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process-effectiveness, and leadership outcomes. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

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

### Strengths

Financial and market results in *Seaport Passenger Revenue* (Figure 7.3.2) show an overall favorable increase from \$2,200,000 in October 2005 to \$3,830,000 in February 2008, with variances through the period. The total passenger count of 571,456 through November 2007 exceeded the total for the same period in the previous year of 558,105.

Financial and market results in *Seaport Operating Expenses* (Figure 7.3.3) show a favorable decline over the three year period from the first quarter of fiscal year 2005 through the second quarter of fiscal year 2008, with expenses decreasing from a high of \$27,000,000 in the third quarter of fiscal year 2005 to \$16,442,000 in the second quarter of fiscal year 2008. Results for the quarter ending March 31, 2008 showed expenses under budgeted amount by \$1,712,000.

Workforce development results in *Complete 100% of Mandated Training Programs* (Figure 7.4.1) show sustained results over a two-year period from first quarter of fiscal year 2006 through the fourth quarter of fiscal year 2007, with 100% compliance in mandated trainings.

Operational performance results reported in:

- *Completed Tenant Service Requests Within 10 Days* (Figure 7.2.1) show sustained results for 5 quarters from January 2007 through March 2008. The performance result is 100% completed within 10 days for all 5 quarters
- *Complete Emergency Repairs within 24 Hours* (Figure 7.2.2) show a favorable increase from 96% to 100% for a fifteen month period from January 2007 through March 2008. The performance result was 100% completed within 24 hours for 4 of the 5 quarters.
- *Have Gantry Cranes Available 98.9%* (Figure 7.5.1) shows sustained results over a two-year period from October 2005 to October 2007, with crane availability equivalent to or exceeding the targeted availability rate of 98.9%.
- *Complete Terminals D&E on Time* (Figure 7.5.2) shows favorable results for timeliness in completion of capital programs over a seven quarter period from the first quarter fiscal year 2006 through the third quarter fiscal year 2007.

## Opportunities For Improvement

Service performance results reported in:

- *Seaport Cargo Tonnage Monthly* (Figure 7.1.1) show an unfavorable trend during the period October 2005 through January 2008 from 800,000 to 600,000 tons.
- *Seaport Passengers Monthly* (Figure 7.12) show a variable trend during the period October 2005 through January 2008. Monthly passengers fluctuated from 250,000 to 450,000 between 2005 and 2007, and as of January 2008 monthly passengers total 379,000.

No comparative results data are reported for other similar organization or competitors for measures such as:

- *Seaport Cargo Tonnage Monthly* (Figure 7.1.1)
- *Seaport Passengers Monthly* (Figure 7.12)
- *Complete Emergency Repairs within 24 hours* (Figure 7.2.2)
- *Seaport Cargo Revenue* (Figure 7.3.1)
- *Seaport Passenger Revenue* (Figure 7.3.2)
- *Seaport Operating Expenses* (Figure 7.3.3)
- *Complete 100% of Mandated Training Programs* (Figure 7.4.1)
- *Have Gantry Cranes Available 98.9%* (Figure 7.5.1)
- *Complete Terminals D&E on Time* (Figure 7.5.2)

Many levels, trends, and comparisons are not reported for service performance, customer-focused, financial and market, workforce-focused, and process effectiveness outcomes, and operational performance measures identified as critical to the organization. Examples include:

- Time to process trucks;
- Security Breaches;
- Safety Measures;
- Customer Satisfaction, dissatisfaction, complaints, and measures of loyalty;
- Reduction of operating expenses, cost of consultants for project management, and security costs;
- Financial audit results;
- Competitiveness of rate for cargo;
- Workforce climate including training effectiveness and satisfaction, recognition, employee performance appraisals, and union grievances;
- Workforce satisfaction and dissatisfaction;
- Workforce and leader development;
- Traffic and cargo flow;
- Information Technology down-time;
- Hazardous adverse events;
- Warehouse and inventory efficiency;
- Hurricane readiness checklist;

### Opportunities For Improvement

- Regulatory compliance, audits and breaches;
- Transportation strategic plan goals and objectives; and
- Throughputs, e.g. containers, Twenty-foot Equivalent Units (TEUs), terminal acres, and TEU's per acre.

Financial and market results in *Seaport Cargo Revenue* (Figure 7.3.1) show an unfavorable trend during the 28 month period from October 2005 through February 2008. The values range from \$1,800,000 in October 2005 to \$1,760,000 in February 2008. Year-to-date cargo tonnage of 142,139 TEU's for the same period is down from the prior year's total of 163,943 TEU's. In addition there are no financial and market results provided for some strategic plan outcomes and critical success factors such as:

- A reduction of operating expenses of cranes;
- Costs of consultants for project management;
- Cost effectiveness of security;
- Cost savings in engineering divisions; and
- Competitive revenue improvement programs.

There are no results reported for measures of leadership including accomplishment of strategic objectives, ethical behavior and stakeholder trust, fiscal accountability, regulatory and legal compliance, and organizational citizenship in support of key communities such as:

- Illegal and ethical violations;
- Transportation; and
- Achievement of strategic plan goals and objectives, and five year plan results.