



**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

M E M O R A N D U M

TO: Honorable Chairperson Rebeca Sosa
and Members, Performance and Efficiency Commission

FROM: Charles Anderson
Commission Auditor

A handwritten signature in black ink, appearing to read "Charles Anderson", is written over the printed name and title.

DATE: February 3, 2011

SUBJECT: Miami-Dade County Scorecard Utilization Survey Results

As requested at the November 5, 2010 Performance and Efficiency Commission (PEC) Organizational Subcommittee Hearing, a blind survey concerning County scorecard utilization and effectiveness was conducted December 1 through December 8, 2010, using the web-based "SurveyMonkey" survey application. Invitations to participate were emailed to all County employees listed as scorecard users on a list provided by the Office of Strategic Business Management (OSBM). After screening to update email addresses and remove persons no longer in the County email system, the email invitation went to 1,528 employees, and 612 completed the survey, a 40% participation rate. One reminder email was sent on December 5 to invitees who had not yet participated.

Summary results are described below. More detailed responses and copies of the invitation to participate and the survey are appended as Attachments 1, 2 and 3, respectively.

Summary Results

Demographics (Questions 1-2).

- The majority of the 612 participants reported that they "provide or input data used in scorecards and/or dashboards" (59%) and/or were scorecard/dashboard "owners" (child 40%; parent 28%); some participants reported having multiple roles.
- Most participants reported that they were "other managerial/supervisory" employees (65%); 17% reported that they were "department/division/agency directors, assistant/deputy directors"; 2% reported they were County Executive Office or Board of County Commissioners management or staff employees; and 16% reported they were "other Miami-Dade County employees."
- Participants who reported they were "department/ division/agency directors and assistant/deputy directors" generally reported somewhat higher satisfaction with scorecards than did other employees. Nevertheless, their responses were far from unanimous. The relationship was not statistically analyzed but seems logical.

Overall Impact (Question 3).

- A majority of participants reported that the impact of scorecards on their department/division/work units' work was "positive or somewhat positive" in: "efficiency" (58%), "quality" (57%); "quantity" (50%); and "customer service" (51%).
- When asked about impact on "workload", 42% reported a "positive or somewhat positive" impact, and 14% reported "negative or somewhat negative" impact.

Performance Evaluations (Question 4).

- Most participants reported either "positive" or no impact on: their own performance evaluations (40% positive; 30% no impact) or on evaluations of employees they supervised or managed (32% positive; 28% no impact).
- Less than 2% of participants reported "negative or somewhat negative" impacts on performance evaluations.

Scorecard Uses (Question 5).

- A majority of participants reported making at least occasional use of scorecards for: "visualizing inputs/outputs/outcomes of work" (74%); "providing feedback for process improvements" (69%); "revising/updating the business plan" (65%); "informing coworkers of impact of their work" (64%); "prioritizing work" (60%); "developing new initiatives" (63%); and "providing information to the public" (51%).
- Some participants reported making at least occasional use for "making budget and/or expenditure decisions" (45%) and for "making staffing decisions" (39%).

Objectivity (Question 6).

- A majority of participants reported that scorecards were at least satisfactory in objectivity as tools to measure performance of: County government (80%); their department (80%); and themselves (74%).
- 24-25% of department/division/agency directors, assistant/deputy directors and other managerial/supervisory employees reported scorecards to be less than satisfactory or poor in objectivity as tools to measure their own performance; 34% of other employees reported the same perception.

Effectiveness (Question 7).

- A majority of participants reported that scorecards were at least satisfactory in effectiveness as tools to measure performance of: County government (77%); their department (75%); and themselves (70%).
- 25-31% of department/division/agency directors, assistant/deputy directors and other managerial/supervisory employees reported scorecards were less than satisfactory or poor in effectiveness as tools to measure their own performance or their departments' performance.

Impacts (Question 8). [Somewhat similar to and with similar results to Question 3 but more detailed and not focused on participants' individual departments/work units.]

- A majority of participants reported that scorecards had "positive impact" or "more positive than negative" impact on: performance (53%); efficiency (51%); and effectiveness (50%). 40-42% reported mixed impacts.
- Fewer than 10% reported "negative impact" or "more negative than positive" impact.

Overall Impact on Performance and Efficiency in Participants' Departments (Question 9).

- 52% of participants reported scorecards improve performance and efficiency in their departments.
- 23% of participants, including 20% of “department/division/agency directors, assistant/deputy directors” reported no improvement.
- 25% of participants reported “no opinion.”

What Would You Change (Question 10). [239 comments submitted by 180 respondents.]

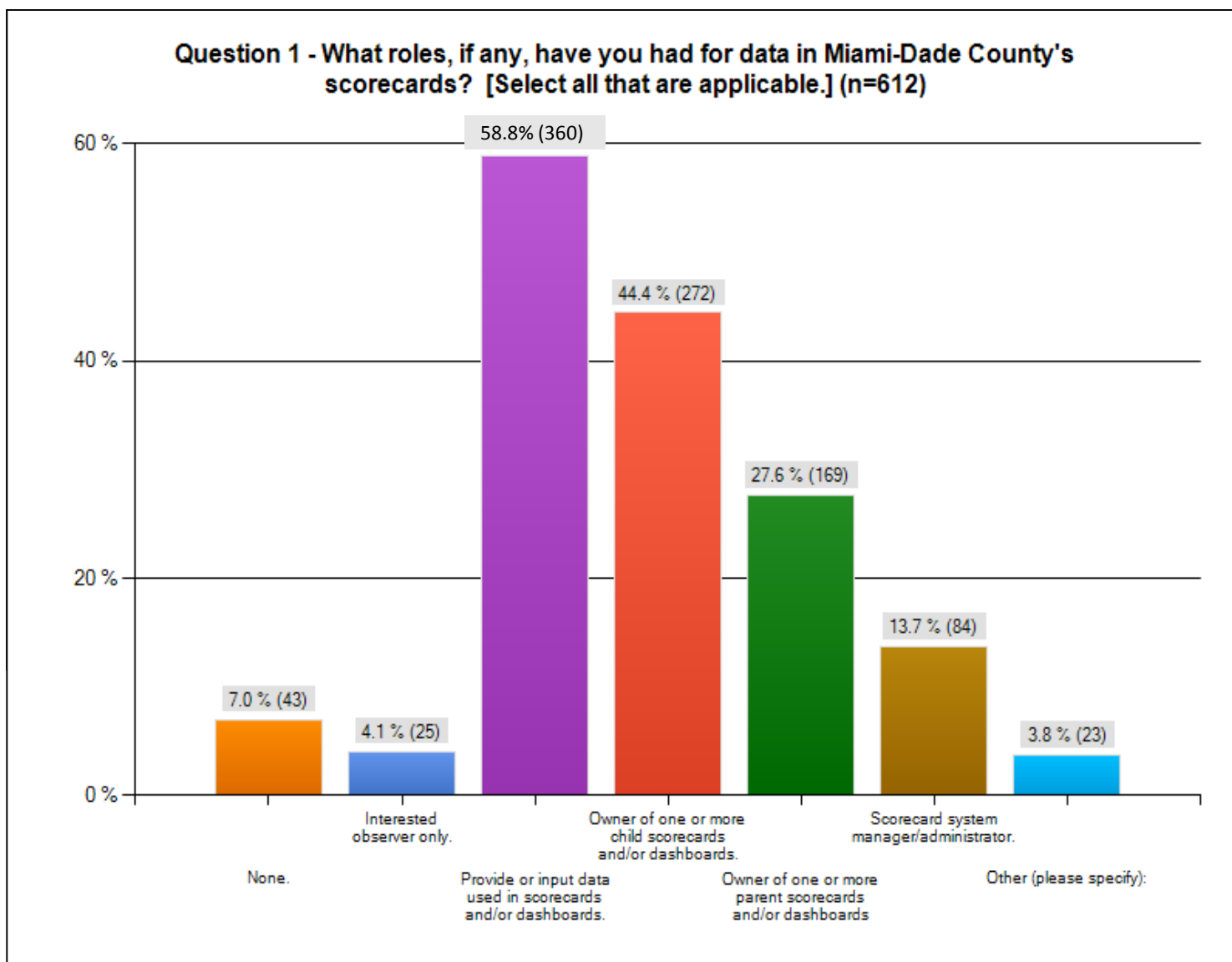
- The most frequent comments discussed: need to improve measures (68); opening scorecard system access and use (32); need to simplify (28); and suggestions to eliminate the entire system (26).
- Less frequently discussed categories also had numerous insightful comments, such as on needs to: improve the system architecture & data structure (17); integrate information systems (10); and broaden stakeholder input & outreach (8).
- Troubling, but infrequent, comments included: need to see “red flags as opportunities to learn & improve, not to reprimand”; use of “downward facing red flags which are perceived as punitive”; and desire for greater management input & feedback.

Attachments: (1) Scorecard Utilization Survey Responses
(2) Email Invitation Template
(3) Miami-Dade County Scorecard Utilization Survey

c: Jennifer Glazer-Moon, Special Assistant/Director, Office of Strategic Business Management

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Question 1



Note: Responses total more than 100% because respondents could select multiple categories.

Attachment 1 - Scorecard Utilization Survey Responses

Question 1

Question 1 - What roles, if any, have you had for data in Miami-Dade County's scorecards?

[Select all that are applicable.]

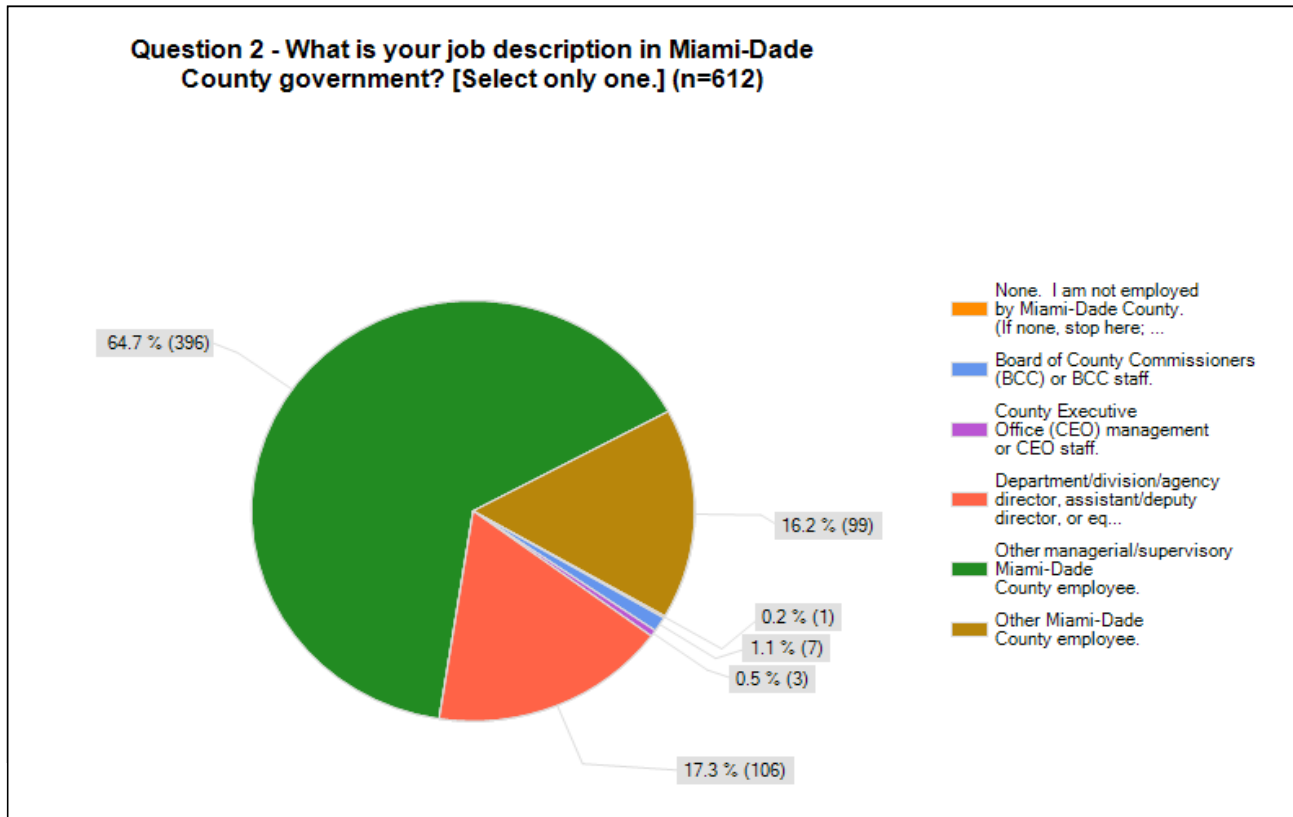
Answer Options	Response Percent	Response Count
None	7.0%	43
Interested observer only	4.1%	25
Provide or input data used in scorecards and/or dashboards.	58.8%	360
Owner of one or more child scorecards and/or dashboards.	44.4%	272
Owner of one or more parent scorecards and/or dashboards	27.6%	169
Scorecard system manager/administrator.	13.7%	84
Other (please specify):	3.8%	23
<i>answered question</i>		612
<i>skipped question</i>		1

Nr. Other (please specify):

- 1 Provide data for scorecard maintenance and review division status
- 2 Executive owner
- 3 I am in charge of 2 strategic areas...I work with Departmental managers re: scorecards
- 4 Deploy cascading child scorecards and train other department users
- 5 I no longer enter data in Active Strategy; however, my responses will reflect my own experiences.
- 6 Ensure owners submit data in a timely manner
- 7 supervisor review of scorecard data
- 8 I have not provided input for the past two years.
- 9 Assist other depts. in refining scorecards and measures
- 10 Helped set up / develop Medical Examiner Department scorecard measures
- 11 Input data
- 12 Provided training and facilitation of business planning process
- 13 Part of my job functions
- 14 Analysis of data
- 15 Used for analysis
- 16 Providing support for departments scorecards
- 17 Analyze and use the scoreboard for assessment.
- 18 Maintain and enter data into scorecard.
- 19 No longer actively involved in the scorecard.
- 20 Compiled and input data while at Public Works
- 21 Scorecard enterprise system support
- 22 The administration of our Scorecard is not managed by another staff member.
- 23 Used the system only for viewing

Attachment 1 - Scorecard Utilization Survey Responses

Question 2

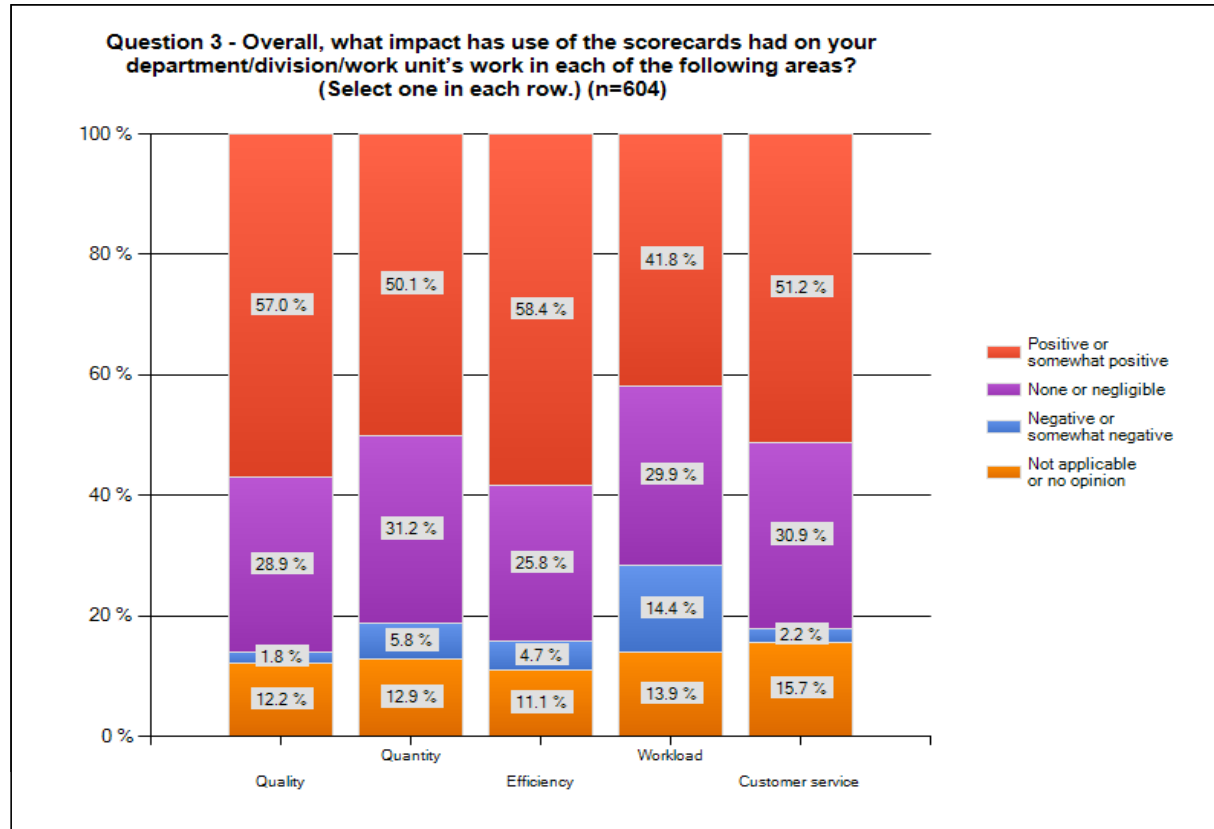


Question 2 - What is your job description in Miami-Dade County government? [Select only one.]

Answer Options	Response Percent	Response Count
None. I am not employed by Miami-Dade County. (If none, stop here; you do not need to answer further questions. Thank you for your time.)	0.2%	1
Board of County Commissioners (BCC) or BCC staff.	1.1%	7
County Executive Office (CEO) management or CEO staff.	0.5%	3
Department/division/agency director, assistant/deputy director, or equivalent.	17.3%	106
Other managerial/supervisory Miami-Dade County employee.	64.7%	396
Other Miami-Dade County employee.	16.2%	99
answered question		612
skipped question		1

Attachment 1 - Scorecard Utilization Survey Responses

Question 3

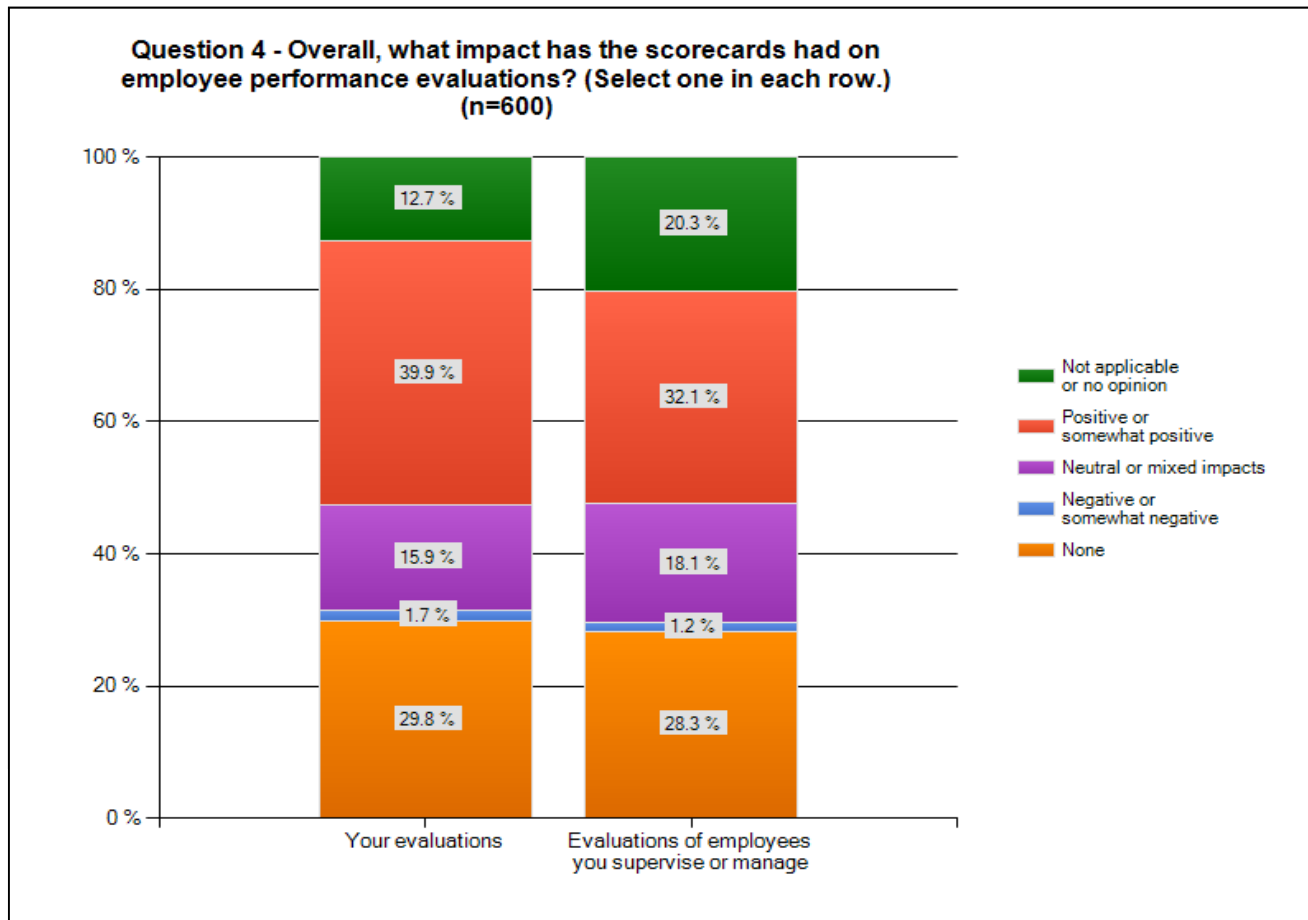


Question 3 - Overall, what impact has use of the scorecards had on your department/division/work unit's work in each of the following areas? (Select one in each row.)

Answer Options	Not applicable or no opinion	Negative or somewhat negative	None or negligible	Positive or somewhat positive	Response Count
Quality	73	11	173	341	598
Quantity	76	34	183	294	587
Efficiency	66	28	154	348	596
Workload	82	85	176	246	589
Customer service	93	13	183	303	592
<i>answered question</i>					604
<i>skipped question</i>					9

Attachment 1 - Scorecard Utilization Survey Responses

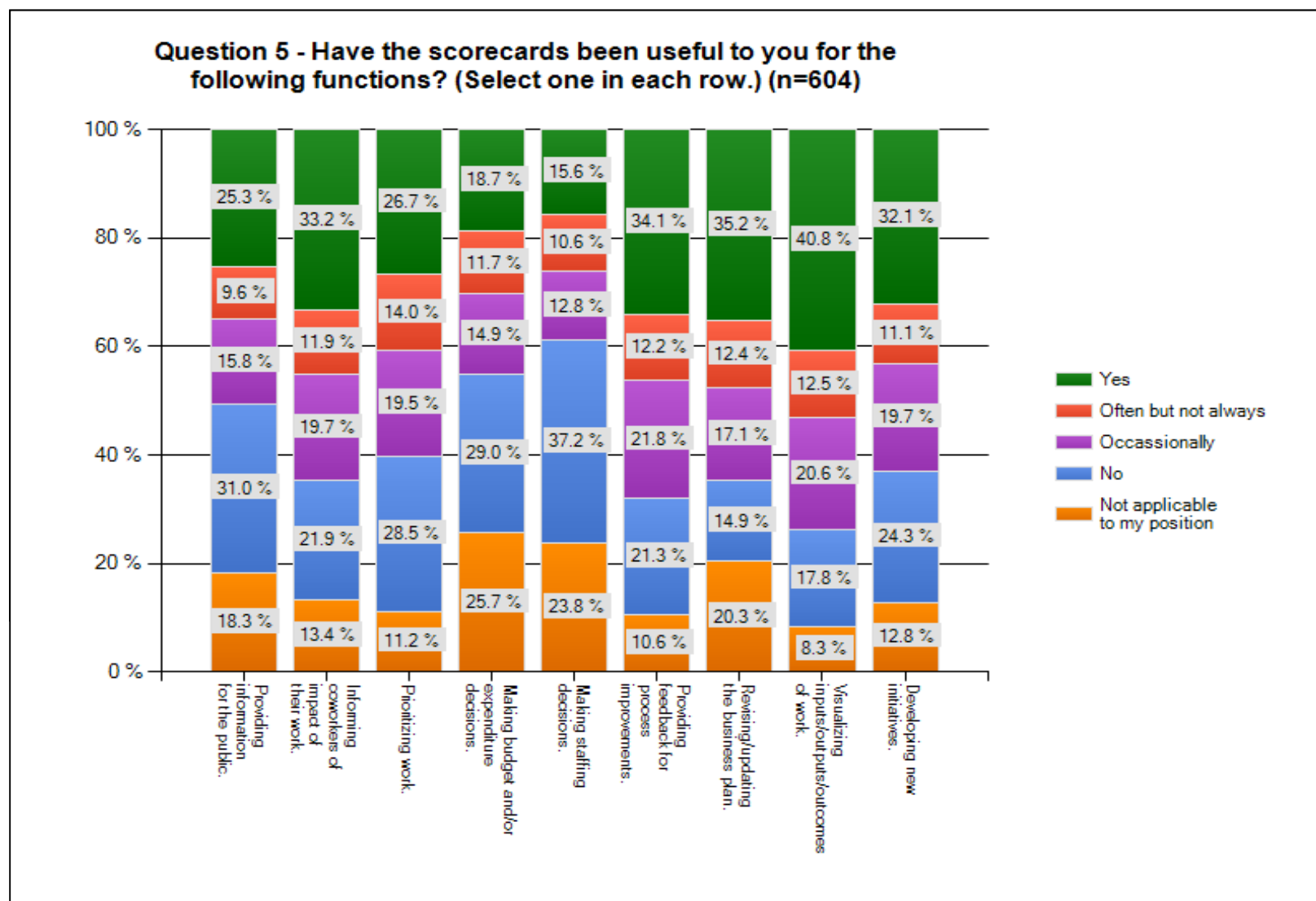
Question 4



Question 4 - Overall, what impact has the scorecards had on employee performance evaluations?
(Select one in each row.)

Answer Options	None	Negative or somewhat	Neutral or mixed impacts	Positive or somewhat	Not applicable or no opinion	Response Count
Your evaluations	178	10	95	238	76	597
Evaluations of employees you supervise or manage	166	7	106	188	119	586
<i>answered question</i>						600
<i>skipped question</i>						13

Question 5



Attachment 1 - Scorecard Utilization Survey Responses

Question 5

Question 5 - Have the scorecards been useful to you for the following functions? (Select one in each row.)

Answer Options	Not applicable to my position	No	Occasionally	Often but not always	Yes	Response Count
Providing information for the public.	109	185	94	57	151	596
Informing coworkers of impact of their work.	80	131	118	71	199	599
Prioritizing work.	67	171	117	84	160	599
Making budget and/or expenditure decisions.	154	174	89	70	112	599
Making staffing decisions.	142	222	76	63	93	596
Providing feedback for process improvements.	63	127	130	73	203	596
Revising/updating the business plan.	121	89	102	74	210	596
Visualizing inputs/outputs/outcomes of work.	50	107	124	75	245	601
Developing new initiatives.	75	142	115	65	188	585
Other (please specify)						21
<i>answered question</i>						604
<i>skipped question</i>						9

Nr. Other (please specify)

- 1 I do not use nor have I ever read the scorecard.
- 2 System documents the uncontrollable.
- 3 I believe there's some disconnect with what is measured on the scorecard and what is really happening on the ground
- 4 Scorecards are useless-need to be re-assessed
- 5 Our staff was cut, however no adjustment was made to our scorecard responsibilities
- 6 The monthly effort of updating the scorecards reduces the time available to perform the important work that is really the responsible function of my group. I view the score cards as serving administrators self perpetuation and not as an improvement to the real work effort.
- 7 Also have been useful to me in helping others visualize inputs/outputs/outcomes of departmental or divisional work, for my role in previous department.
- 8 You should have said "suggest" budget or staffing decisions - since they may not happen even if the data could support a change.
- 9 Because of the information needed in the scorecard, it prevents you from doing other needed tasks that need to be performed for the public.
- 10 It is often difficult to measure objectives where collaborations are involved or where baseline data are not available. Many times, the measures do not capture functional effectiveness. Unless a function is strictly operational, most measures are ephemeral.
- 11 At this point, the scorecards have been under-utilized. There is some dept. alignment, but implementation has not been driven down far enough into the org. Need greater supervisor accountability and more measures.
- 12 Maintaining project schedules
- 13 I am not a current user but did use it for my previous position. The tracking of the measures allowed for reporting and some program management decisions.
- 14 I do not know how my supervisors utilize scorecard requirements.
- 15 Positive for our accreditation efforts.

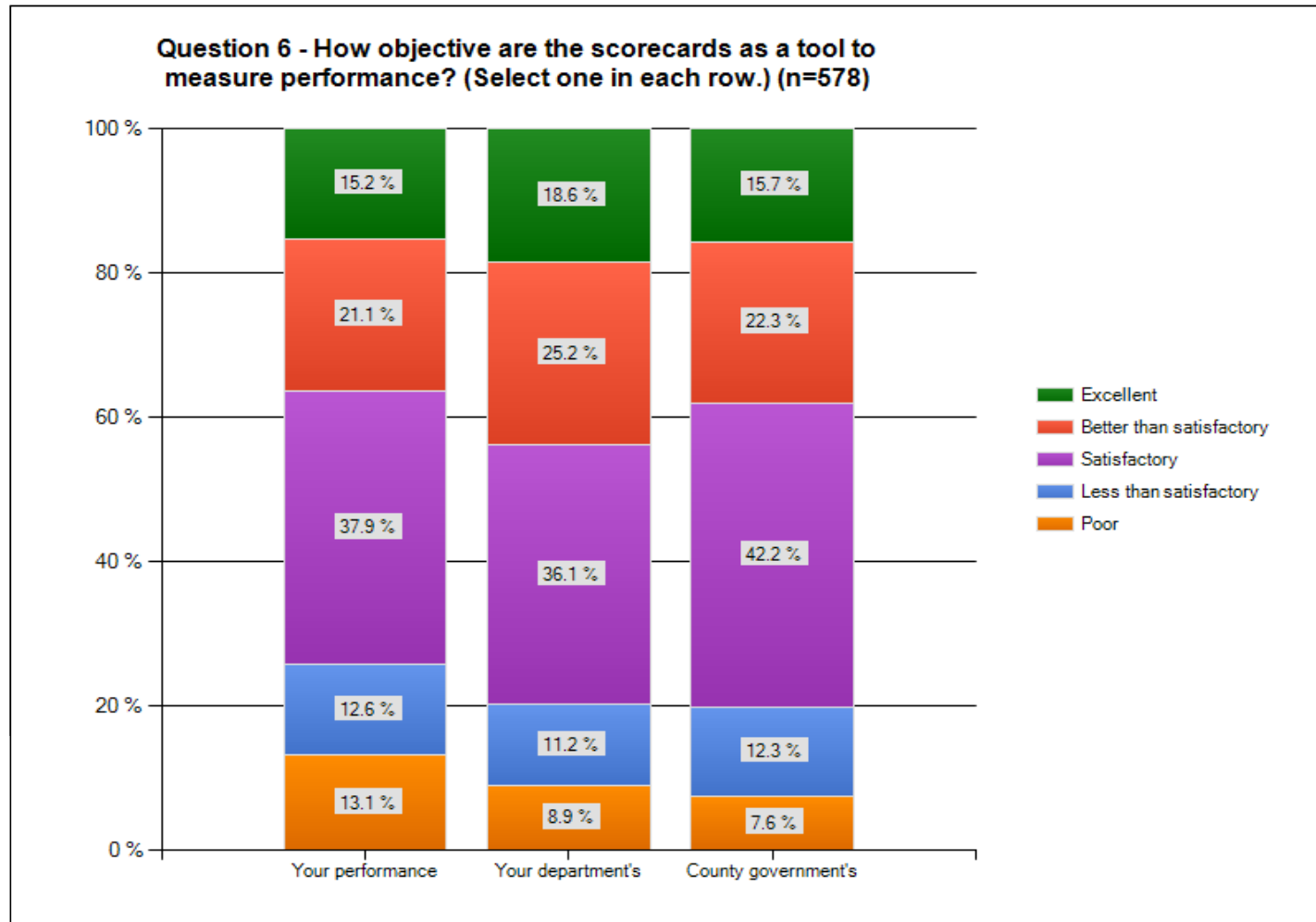
Attachment 1 - Scorecard Utilization Survey Responses

Question 5

Nr.	Other (please specify)
16	Scorecards are used by staff as part of analysis of Departmental Budgets
17	We input the required numbers for informational purposes only in case anyone wants to see it but we don't need it for making any internal decisions.
18	No buy-in from top management.
19	Useful as a reliable source of monthly/ quarterly year by year statistical data when using long term measures.
20	It is extremely useful for showing how well each division in doing with budgeted figures versus actual expenditures.
21	The system needs to mature more in terms of utilization throughout the organization, but at a time of significant staff reductions, the effort required to perfect this system is subsumed by the effort required to deliver direct services.

Attachment 1 - Scorecard Utilization Survey Responses

Question 6



Question 6 - How objective are the scorecards as a tool to measure performance? (Select one in each row.)

Answer Options	Poor	Less than satisfactory	Satisfactory	Better than satisfactory	Excellent	Rating Average	Response Count
Your performance	74	71	214	119	86	3.13	564
Your department's	51	64	206	144	106	3.33	571
County government's	42	68	234	124	87	3.26	555
Additional comments (if any)							45
<i>answered question</i>							578
<i>skipped question</i>							35

Attachment 1 - Scorecard Utilization Survey Responses

Question 6

Nr. Additional comments (if any)

- 1 I do not use nor have I ever read the scorecard.
- 2 I have not seen the Department or the County scorecard but would imagine they are as objective for them as the scorecard is for me.
- 3 I have only provided data to be used for the scorecards, I've never used it myself.
- 4 Management on some departments are not objective at all with certain measurements. The data and/or objective is window dressed and it is not reflective in reality. Additionally some management staff do not review, care or understand how to set measurement goals of performance measures.
- 5 The scorecards only measure a few specific aspects of the job and do not provide an over-all picture of department performance. For those items that are tracked, most of them are objective with specific measurable targets but many are still vague.
- 6 I have noticed a severe decrease in job quality in order to meet some arbitrary and poorly conceived scorecard number. Bean-counting and micro-managing has destroyed employee professionalism and commitment to job and county. In my opinion at least where I work we've regressed considerably over the last decade in serving the county all in the attempts to establish performance benchmarks...
- 7 Example: MDT has the Bus Rapid Transit (BRT) implementation as a measure, which according to the scorecard is a success. However, the BRT does not have signal prioritization, scheduled Park-n-Ride lots or marketing efforts. According to the Scorecard, the BRT has met schedule. In reality, it is one third of what it should be.
- 8 Unable to assess objectivity of the tool at levels above mine. No answer available for N/A or no opinion, so put satisfactory.
- 9 See comment above. [Scorecards are useless-need to be re-assessed.]
- 10 Our office doesn't easily fit into increasing and countable measures. We focus on initiatives. Much work is done that is not reflected in the scorecards -- much administrative work that ties up much time.
- 11 Each department developed the measures, so I think it is objective.
- 12 As an individual employee, the scorecards are less stringent then I am on myself, so personally, there is no impact. I work diligently and effectively regardless of what is required of me and more often then not, my own criteria meet those of the scorecards. HOWEVER, I do believe that there could be improvements on the scorecards as a whole. While they measure quantity of work, it is difficult to determine quality of work in the area that I work in. Moreover, the executives in the department do not fully comprehend what the value of the services my section provides because the scorecards do not reflect everything we do. While it is true that they cannot reflect everything, I believe they could be expanded. Finally, based on the fact that the County has lost significant personnel and the basis for most of the scorecard functions is to deliver quick service to our customers, we will eventually get behind and begin to fail. This unfortunately will reflect on the executives as not working hard, when in fact, that is not the case. We are doing more with less and eventually, we will not be meeting the criteria as established.
- 13 The scorecard tool is useful to high level administrators (Division or higher) to show how well they are doing but it doesn't represent any benefit to the taxpayer and is actually a time consuming effort that reduces the time available for useful work.
- 14 Because some of the measures are out of the control of supervisors and/or staff, i.e., incoming revenues, # of customers requesting a specific service, etc. these were not a true objective measure of the work actually performed by staff. Although I understand the need to count widgets, widget counts do not reflect the actual quality of work performed by staff, frequently creating a challenge when rating staff on evaluations based on expected "quotas" or the expectation that "x" amount of revenue should be generated by each staff member.
- 15 I believe it is more important to represent true numbers and not inflated numbers for the sake of exceeding targets. During my tenure administering my scorecards, I strived to represent true numbers.
- 16 On Demand reports are inaccurate and are not geared to the fiscal cycle.
- 17 Difficult to quantify impact based on nature of work.
- 18 Measures can be changed according to forecasted outcome making them a less than real tool to measure performance
- 19 As evolutions continue along with full integration, I believe we will be reaching an excellent mark in the near future for this impact.
- 20 Some Divisions have thoroughly adopted the concept of goals and the personal responsibility that comes with achieving them, while other Divisions have not connected Division goals down to the individual level to really make impacts. In other words there is still some resistance to accurate performance measurement.
- 21 We do more than what is on the scorecard but if everything we do is added to it we would be counting "beans" all day.
- 22 Some "measures" can probably be fine tuned in order to provide a more specific outcome.
- 23 Not designed to measure my individual performance

Attachment 1 - Scorecard Utilization Survey Responses

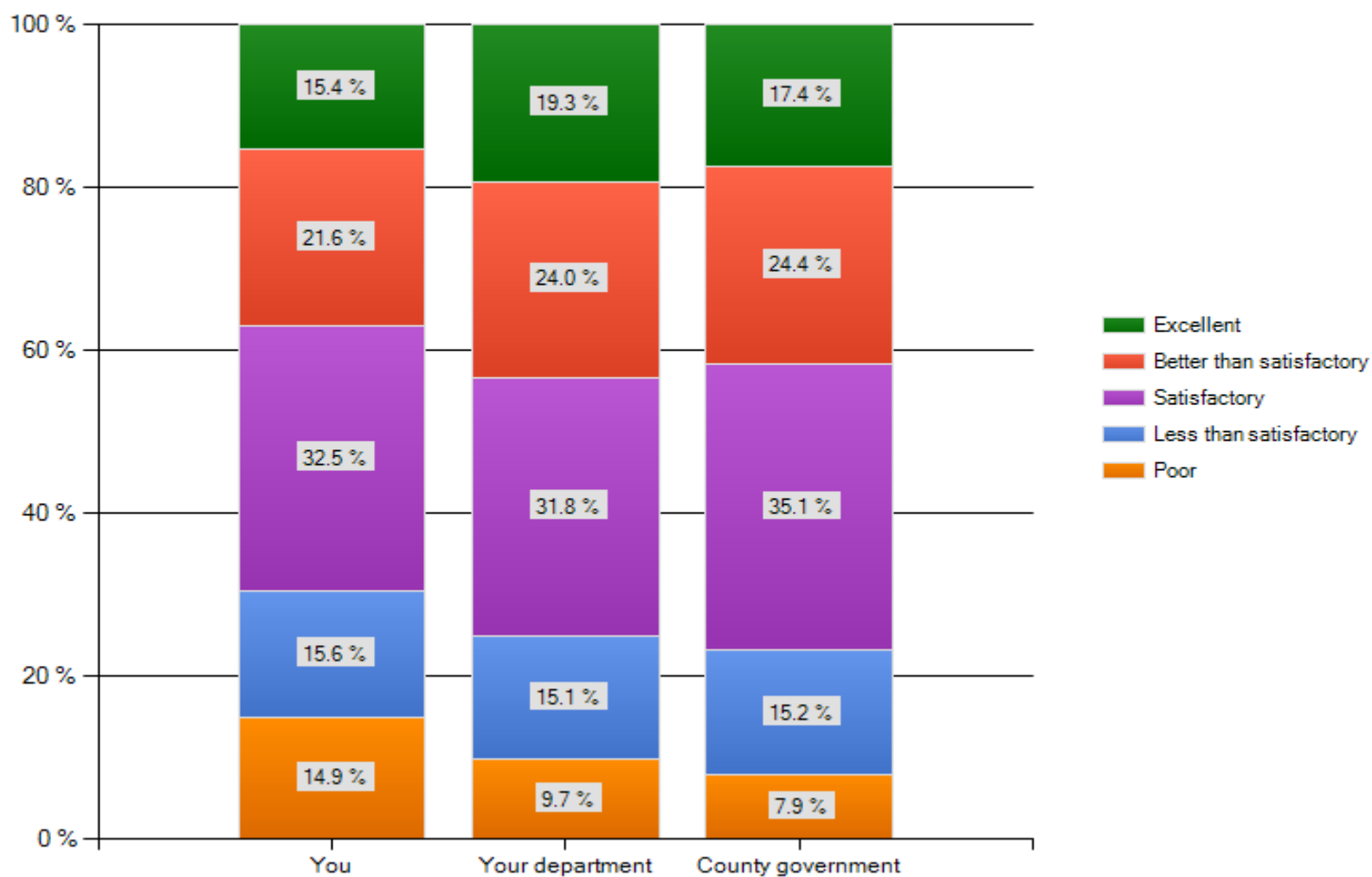
Question 6

Nr. Additional comments (if any)

- 24 If they were used properly perhaps they would have some minimal value, however, the inputs are often skewed or otherwise 'adjusted' to show the appropriate picture
 - 25 Unrealistic based on labor versus productivity.
 - 26 No idea
 - 27 The Scorecards do not reflect the magnitude of what the Department does.
 - 28 Many things are intangible and hard to measure; people end up putting up only the measures that are easier to construct on the scorecards; so they are easier to measure but less meaningful.
 - 29 Redundant paperwork
 - 30 The objectives are as good as the person placing them is objective about them.. sometimes they are made to make sure there is no question in the performance attainable goals. It is a good toll if used properly
 - 31 I do not know, it has not been explained to me.
 - 32 Scorecards can be used as a measuring device; however, the reality is that it can only control the quantity portion of the performance required. The quality of work may suffer to meet the measure or employees can lie about output in order to look good.
 - 33 The scorecard is a waste of time and money. If you do not meet your goal...just change the goal. That's not exactly an objective measuring tool.
 - 34 There are what they are.
 - 35 Some Managers in my Division gave only perfunctory attention to the reports and/or business plan. They did not seem to embrace this as a useful tool but regarded it as potential for detrimental action if goals were not met.
 - 36 This tool is a one size fits all, which does not offer the opportunity to be objective in a government this size and diverse.
 - 37 Not Applicable
 - 38 The input does not seem to reflect the county's strategic alignment and is often confusing to navigate through when looking for the child scorecard.
 - 39 Yes, the scorecards are objective but the real question is "are the scorecards relevant"?
 - 40 No buy-in from top management.
 - 41 Not Applicable
 - 42 It would be better if we had better measurements for our work. But the workload prevents the development of better measurements. It is on my to do list!
 - 43 The objectivity is based on selecting the appropriate things to measure, not just any metric
 - 44 Unknown
 - 45 I have spoken to other Department reps who advise their method of data collection and establishment of measures are less than objective and easily attainable. Therefore, it unfairly measures competition. As a result, the fear factor of being compared to a favored Depart. or employee, even if their performance is unsatisfactory, causes the process to be flawed.
-

Question 7

Question 7 - How effective are the scorecards as a tool to measure performance? (Select one in each row.) (n=583)



Attachment 1 - Scorecard Utilization Survey Responses

Question 7

Question 7 - How effective are the scorecards as a tool to measure performance? (Select one in each row.)

Answer Options	Poor	Less than satisfactory	Satisfactory	Better than satisfactory	Excellent	Rating Average	Response Count
You	85	89	185	123	88	3.07	570
Your department	56	87	183	138	111	3.28	575
County government	44	85	196	136	97	3.28	558
Additional comments (if any)							45
<i>answered question</i>							583
<i>skipped question</i>							30

Nr. Additional comments (if any)

- 1 I do not use nor have I ever read the scorecard.
- 2 Scorecard at my management level does not represent my complete responsibilities and projects for which my performance is evaluated.
- 3 With the same comment as # 6 above. [I have not seen the Department or the County scorecard but would imagine they are as objective for them as the scorecard is for me.]
- 4 I have only provided data to be used for the scorecards, I have never used it myself.
- 5 Politics play a big role in some management policies and decisions.
- 6 If the objectives and measures are probably established, then this can be an effective tracking tool but only for those specific goals and not over-all performance.
- 7 Similar reporting can be accomplished without the expense of the current software.
- 8 Government exists to provide services the private market can't or won't. Using tools like the scorecard which came from the private sector do not fully capture or account for the benefits of government service, especially positive externalities or intangibles that can be extremely difficult to quantify. I am lucky to be managing a program with very easy and correct outputs that can be counted. Other programs - especially social and environmental - are not as easily measured. Scorecards are not universally applicable and I think it is a mistake to try to make every thing county government does be assessed in this fashion.
- 9 Same comments as #6. [Unable to assess effectiveness of the tool at levels above mine. No answer available for N/A or no opinion, so put satisfactory.]
- 10 There needs to be more involvement from the front lines and how they add to the final results.
- 11 See above. [Scorecards are useless-need to be re-assessed.]
- 12 Our office doesn't easily fit into increasing and countable measures. We focus on initiatives. Much work is done that is not reflected in the scorecard -- much administrative work that ties up much time.

Attachment 1 - Scorecard Utilization Survey Responses

Question 7

Nr.	Additional comments (if any)
13	See my additional comments under question 6. [As an individual employee, the scorecards are less stringent then I am on myself, so personally, there is no impact. I work diligently and effectively regardless of what is required of me and more often then not, my own criteria meet those of the scorecards. HOWEVER, I do believe that there could be improvements on the scorecards as a whole. While they measure quantity of work, it is difficult to determine quality of work in the area that I work in. Moreover, the executives in the department do not fully comprehend what the value of the services my section provides because the scorecards do not reflect everything we do. While it is true that they cannot reflect everything, I believe they could be expanded. Finally, based on the fact that the County has lost significant personnel and the basis for most of the scorecard functions is to deliver quick service to our customers, we will eventually get behind and begin to fail. This unfortunately will reflect on the executives as not working hard, when in fact, that is not the case. We are doing more with less and eventually, we will not be meeting the criteria as established.]
14	Only use is to the highest level of administration. It is useless to anyone else although no one will admit it openly. I am retiring in a month and feel free to make these comments.
15	For those measures that specifically track performance, for example response time to a constituent's concern, or how many days it took to conduct a first inspection on a complaint, the scorecards are effective. However, as stated previous, measures that are basically counts or a tracking of revenues generated by the Department are not measures of performance. These measures are most beneficial as informational measures.
16	There are measures we would like to look at that are virtually impossible to bring to the scoreboard.
17	On Demand reports are inaccurate and are not geared to the fiscal cycle.
18	Most employees at lower levels have no idea about the "scorecard initiative".
19	As evolutions continue along with full integration, I believe we will be reaching an excellent mark in the near future for this impact.
20	Upon closer inspection, it appears that far to many goals are set to low or metrics are measuring items that are always achievable.
21	So much of what we do is based on responding to change, finding solutions, and being flexible. that is hard to measure.
22	The count what has been done (activities), but do not address effectiveness.
23	Some "measures" can probably be fine tuned in order to provide a more specific outcome.
24	The department as a whole is excellent, individually it does not measure performance
25	The scorecards and the software are an excellent tool, the issue is the quality of the measures. The majority of the measures are irrelevant or not measures at all, This tool is supposed to prioritize and drive the budget - for what I've seen it doesn't do either.
26	No idea
27	The scorecard is an effective and excellent tool if used and understood properly to measure County Government and individual Departments. It is not effective in measuring individual performance.
28	See comment above [many things are intangible and hard to measure; people end up putting up only the measures that are easier to construct on the scorecards; so they are easier to measure but less meaningful] - with this system, there is no way to visually understand the complexity of factors that might be influencing a measure; many of my coworkers in other departments tell me that that they have to construct measures in a way so that they do not get any red flags. We know that we should not be constructing measures to track only things we know we are going to do well at, but that is what most people try to do and so the picture is distorted.
29	Many services not easily quantifiable. Difficult to develop measures for quality of performance.
30	Redundant paperwork
31	The scorecards are only as good as the measure or initiative that is being inputted.
32	Performance is measured in many different ways, not just based on the scorecard.
33	The scorecard is a waste of time and money. If you do not meet your goal...just change the goal. That's not exactly an objective measuring tool.
34	They are what they are.

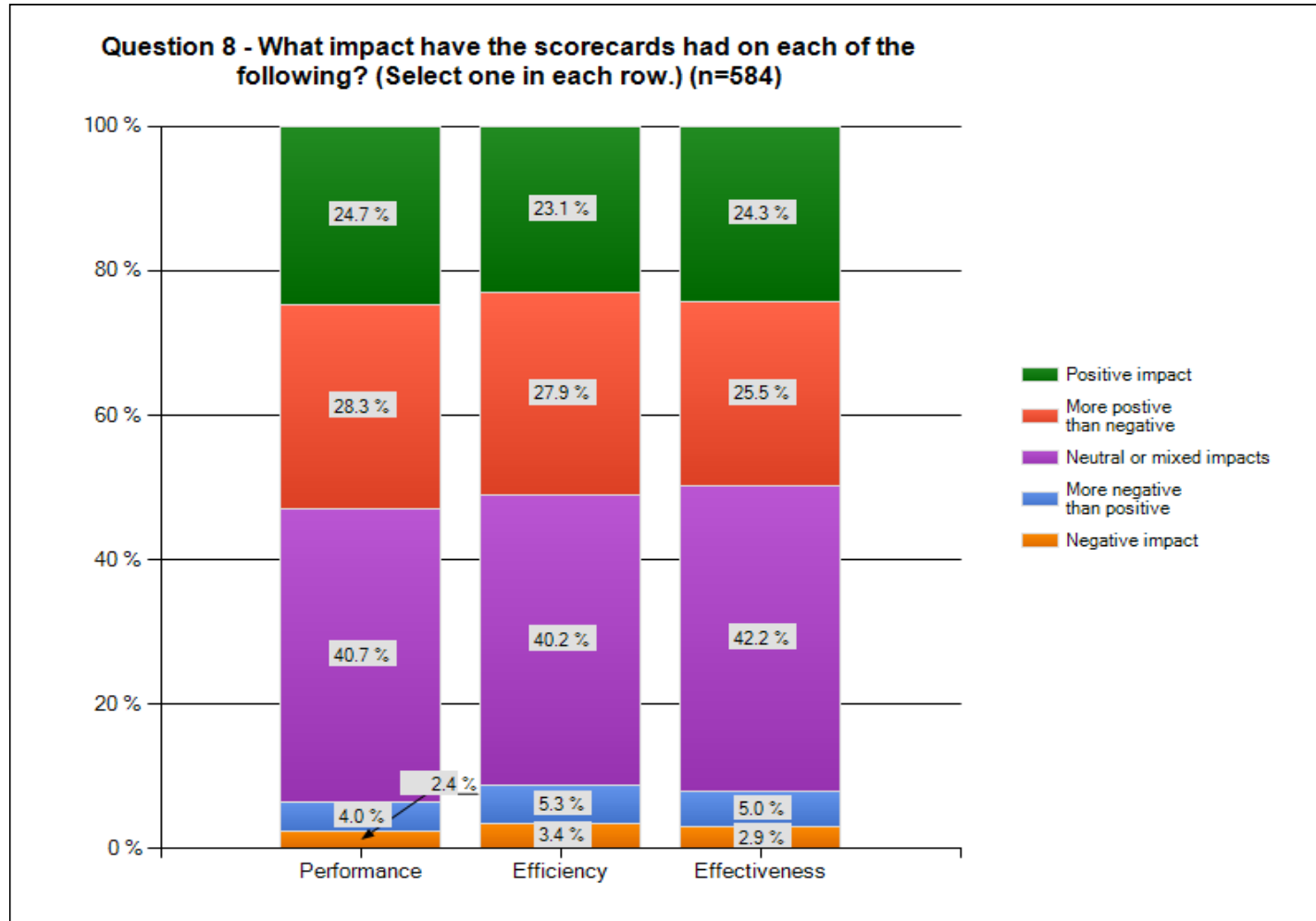
Attachment 1 - Scorecard Utilization Survey Responses

Question 7

Nr.	Additional comments (if any)
35	This scorecard is effective in counting numbers, but it does not account for the effectiveness of the outcomes of this accumulation of numbers.
36	Not Applicable
37	I believe that Departments should be limited to a few primary measurements that are meaningful and have a direct impact on how services are provided.
38	It does not enable my overall performance to be adequately measured as it relates to the department's goals and how it relates to my current job classification.
39	The scorecards measure only minor quantifiable aspects of what we do. Most of what we do can't be measured. Therefore, the scorecard is not effective for measuring performance.
40	No buy-in from top management.
41	Not Applicable
42	Same comment as #6. [It would be better if we had better measurements for our work. But the workload prevents the development of better measurements. It is on my to do list!] The tool is only as good as what we put into it.
43	Not effective on a personal level in that it does not measure the majority of an individual's work or performance. Good for Divisions within the Dept and for the Dept as a whole.
44	Unknown
45	See above #6. [I have spoken to other Department reps who advise their method of data collection and establishment of measures are less than objective and easily attainable. Therefore, it unfairly measures competition. As a result, the fear factor of being compared to a favored Depart. or employee, even if their performance is unsatisfactory, causes the process to be flawed.]

Attachment 1 - Scorecard Utilization Survey Responses

Question 8

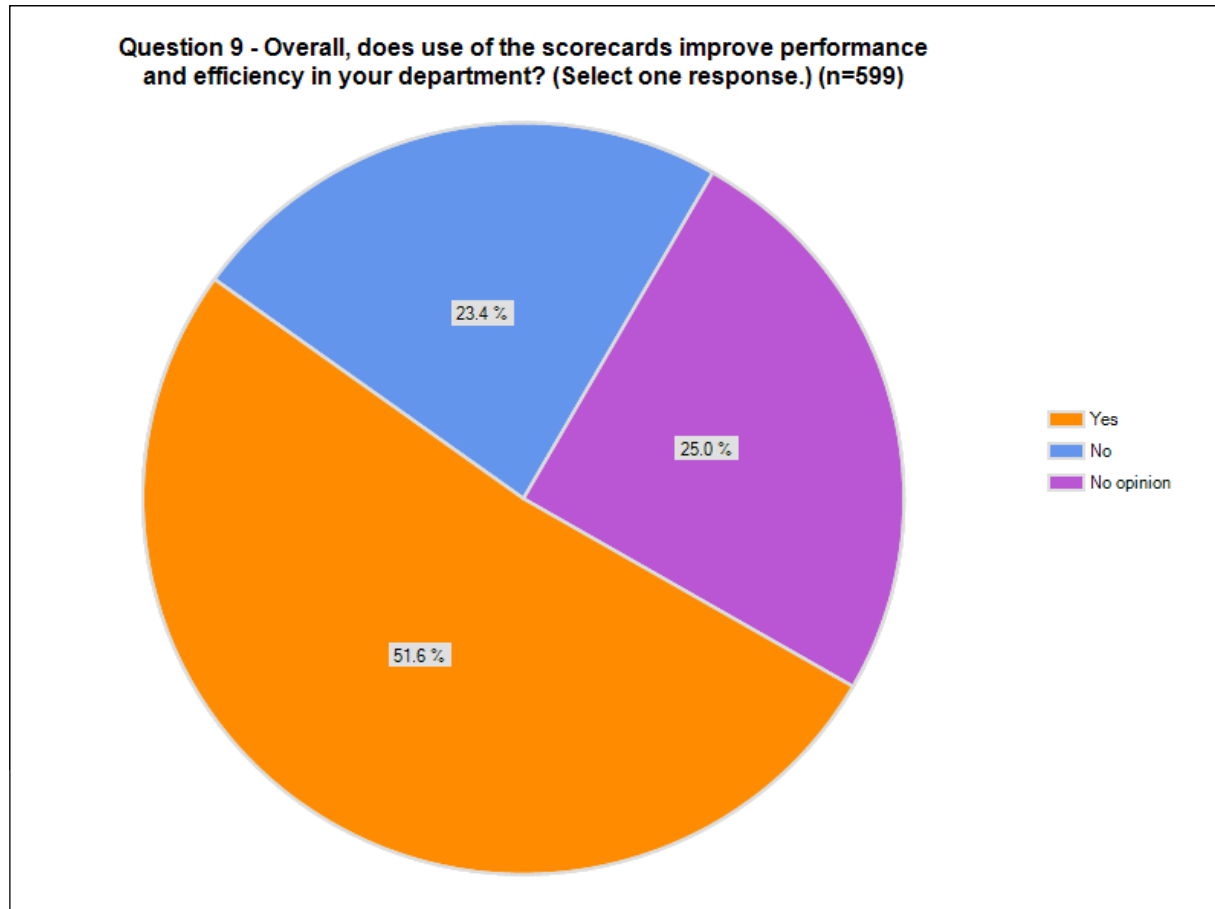


Question 8 - What impact have the scorecards had on each of the following? (Select one in each row.)

Answer Options	Negative impact	More negative than positive	Neutral or mixed impacts	More positive than negative	Positive impact	Rating Average	Response Count
Performance	14	23	236	164	143	3.69	580
Efficiency	20	31	235	163	135	3.62	584
Effectiveness	17	29	245	148	141	3.63	580
answered question							584
skipped question							29

Attachment 1 - Scorecard Utilization Survey Responses

Question 9



Question 9 - Overall, does use of the scorecards improve performance and efficiency in your department?

(Select one response.)

Answer Options	Response Percent	Response Count
Yes	51.6%	309
No	23.4%	140
No opinion	25.0%	150
Comments (if any)		75
answered question		599
skipped question		14

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Nr.	Comments (if any)
1	I do not use nor have I ever read the scorecard.
2	Politics and institutional barriers play too big of a roll to achieve the level of performance and efficiency needed to compete with the private sector
3	The scorecard is a tool. If used properly it works very well. As I enter data each month I can see immediately where we have progressed, fallen short, met our goals and need improvement. The scorecard in and of itself will not improve performance and efficiency. The manager must use the tool to its potential to reap its full benefit. The scorecard has great potential if used properly.
4	I have only provided data to be used for the scorecards; I have never used it myself.
5	The scorecard forces you to track and monitor your performance and shows plainly whether or not you are meeting your targets. Without the scorecard system many important measures of performance/productivity that have an impact on customer service would be hidden from view by upper management.
6	The statistics and man power issues are duplicated monthly by use of the scorecard and monthly reports prepared manually.
7	Very good scorecard system. Thank you,
8	The scorecard methodology and process provides a strategic plan of what the team needs to accomplish. Every level in the county from the executives to the rank and file must understand what it is we do, need to accomplish and how we deliver services. Without a scorecard or similar methodology there is no way to know where we are going, what needs to be accomplished or how this will be done with less resources. There are so many names for scorecard initiatives - which include KPIs, objectives, goals - semantics do not matter a plan and deliverables is the key to a successful organization. Full inclusion of every staff member in the process of achieving operational success is needed to ensure success of an organization - not dictated, not told, full participation in forming and understanding the needs of the organization.
9	Very marginal improvement for the amount of staff time spent to maintain and update constantly the data for the scorecard.
10	Scorecards are most useful to the BCC, the Department may be able to provide the information in other ways. But for review by BCC it may be necessary.
11	Some units have more than one metric while others have none at all. Metrics should be equitably distributed across all units.
12	I believe the scorecard process has driven the development of specific performance guidelines and measures for our employees and has improved performance and accountability.
13	In some cases the scorecard does not reflect or take into consideration many variables such as field conditions, shortages in staffing levels etc. Our Department as many others is efficient and effective in many areas and not so efficient in others. Expectations sometimes can be reasonable and at times very unreasonable depending on the circumstances and timing. Also political pressure can influence and affect the productivity and expectation levels which ultimately impacts certain performance levels and their measurement or results. Safety may be compromised by field personnel due to perceived pressures placed upon them by the measures implemented.
14	Our dept is a service department to other depts with few projects internally driven, so putting arbitrary goals on a scorecard when we do not control our workload is a waste of time and does nothing to improve our operations or quality.
15	Performance Standards/Best practices for your departments related industry are clearly identifiable to everyone.
16	The department has had a measuring system in place prior to the Scorecard.
17	It seems that the only one that understands the system is the County Manager. As the knowledge trickles down you find less and less understanding of what the "scorecard" system is trying to accomplish. Managers feel obligated to make an entry to have something to measure when what they are trying to measure it's very difficult. The Result is spending hours trying to quantify and measure the immeasurable.
18	Besides the issues raised above, management of the scorecard system is resource intensive. Time spent working on score cards is not time spent working on direct services. This is a continual frustration.
19	It needs to be revamped, better planned, and reflect true measurable results that make sense to the operation in question. The tool has the potential but it has yet to be explored
20	See above. [Scorecards are useless-need to be re-assessed.]
21	Funding dictates what improvements can or cannot be made. I believe my department is as efficient as it can be with its present resource and funding levels.
22	I provides a great place to get the big picture
23	In order to respond to this question, I would need to have more knowledge and visual.
24	The scorecards seems to be just another reporting tool for managers; not a tool for performance or process improvement.

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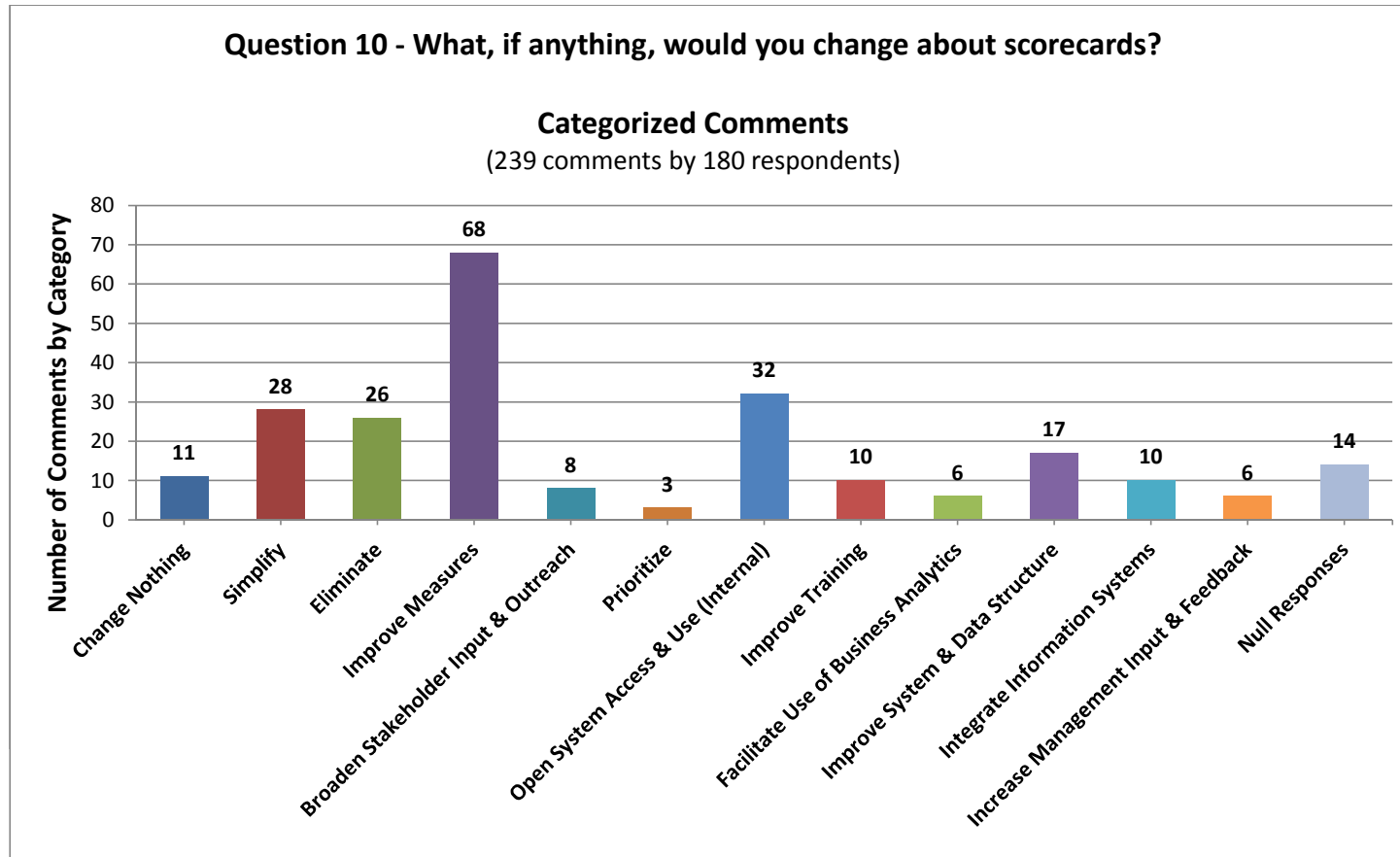
Nr.	Comments (if any)
25	The results need to become more meaningful to all staff. Staff need to be more informed on "how we are doing".
26	We are striving to tie performance appraisals to the scorecard to avoid duplication. this will increase our efficiency.
27	Additional training would be beneficial in aiding persons in being able to more effectively link performance and efficiency across multiple areas within the organization.
28	I chose "yes" because I think they have a more positive then negative effect. However, I think there is a better way. Perhaps focus groups, secret shoppers, etc.
29	See all the above comments. [#5-The monthly effort of updating the scorecards reduces the time available to perform the important work that is really the resp0onsbile function of my group. I view the score cards as serving administrators self perpetuation and not as an improvement to the real work effort. #6-The scorecard tool is useful to high level administrators (Divison or higher) to show how well they are doing but it doesn't represent any benefit to the taxpayer and is actually a time consuming effort that reduces the time available for useful work. #7-Only use is to the highest level of administration. It is useless to anyone else although no one will admit it openly. I am retiring in a month and feel free to make these comments.]
30	Again only for those measures that track response times were the most beneficial in terms of seeking methods to improve departmental efficiency.
31	Does not appear as effectively used in my current (very small) department than in my previous large department that also conducted regular business reviews of varying degrees.
32	I am not sure what emphasis management puts on employees with the information that is provided on the scorecard. I also wonder how honest is the information that people input because they may be "tweaking" the information to make their organization look better.
33	The scorecard has helped in identifying areas to improve but hurt efficiency because of the amount of reporting that is involved. Every Dept has a division exclusively dedicated to the scorecard that is always calling for reports. This takes time and resources hurting efficiency, and appears to add nothing but to keeping the scorecard people with something to do.
34	While it has the potential to make workers accountable for their workload, it could easily misrepresent workload and performance without sufficient oversight.
35	NA
36	Divisions have different levels of staff assigned to manage the scorecard and data gathering tools
37	Again, based on the nature of Community Advocacy, it is difficult to measure since most of our accomplishments are not based on quantifiable methods.
38	There are many external factors that may cause performance and efficiency to be affected. A scorecard is just one tool to determine your department's overall success.
39	I do not really believe that the scorecard does anything except for showing you what you have, where you are, if something is increasing decreasing or staying the same. Performance & efficiency is determined by management decisions and staff implementing processes/procedures as required by management. This is very much a team effort. The scorecard merely shows what is happening from which management can act.
40	Our department performs tasks that are prioritized by necessity/associated impact (both positive and negative). Those are the driving factors of our performance level. At best, the scorecard acts to enhance the level of performance of those tasks. Some measures seem to be put in place simply for the sake of having measures on the scorecard. A lot of time and effort is expended on reporting measures and entering variance reports to justify measures not being met.
41	What is measured and its assessment is modified on paper. Some measures are nonsensical, may just look good on paper, and when they don't, there is no solution, "action plan(s)", in place. Upper management, middle management, and line staff may not agree on the objective of a measure, but it will be done as upper management wants, irrespectively.
42	More than the scorecards, it is Department Directors and Division Managers that seem to have a greater influence on driving performance and efficiency. Scorecards logically follow but they in themselves do not drive improved performance and efficiency.
43	Yes, but scorecards could have a much greater impact.
44	It is a tool to inform the County Management of statistical data
45	When fully utilized, the scorecards will be a very valuable tool.
46	Unfortunately, the scorecard is seen as a shore and not a tool to drive performance, efficiency and more importantly the budget.
47	My role is to collect and input data
48	It at least gives us a baseline to determine what the County's priorities are and what holds value for the County
49	Cannot give opinion on the department as a whole. As a "section" my opinion is that the scorecard does not affect performance or efficiency in a positive or negative way.

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Nr.	Comments (if any)
50	Isn't this a repeat of ? number 3?
51	I don't know the results of the reports or what happens to them after they are updated.
52	In my opinion scorecards are more useful for larger and operating departments.
53	Our scorecards reflect usage statistics. Usage trends assist with decisions on pricing and marketing our facilities.
54	I believe it's a waste of time and it does not accomplish anything positive for my unit or work performance.
55	These scorecards are a waste of time. We spend many, many hours inputting data that really does not measure anything, and no one in County management even looks at it. It is the essence of busy work.
56	Very time consuming.
57	When applied properly and continuously it is a very strong management tool
58	I think that the use of the scorecards has forced management and staff to identify outcomes and focus on how to get there. I also think that this is a process that will take time. We are better at it than when we started but there is still room for improvement. It is a difficult adjustment for managers, supervisors and front line staff.
59	I do not know. Seems to be kept at the supervisory level and above.
60	It allows for the Division to keep records of performance and it can be utilized to compare with previous months.
61	It could be a great tool to improve efficiency but I had the feeling that it was ignored and just capturing or reflecting what was already going on. I don't think the program had complete buy in from upper management.
62	Most users find that the scorecard is not user friendly and changes are made to the application without notification to the users.
63	Not used by my position
64	Not applicable for OCA, since the department is not in the system
65	The fact that we need to report on key metrics and initiatives oblige us to focus on those tasks that are aligned to executive management vision, goals and objectives. Also allow us to prioritize our tasks and work first on those that are important
66	Our staff is trained to perform effectively and efficiently with and without the scorecards.
67	Due to its complexity however many front line employees do not know how to navigate through it and supervisors do not have the time or knowledge of the business plan so it does not trickle down as preferred by the CMO.
68	In all the years, that I've been inputting info to the scorecard, I have yet to find anyone request information about it nor have our customers shown any interest in it.
69	No buy-in from top management.
70	Yes, and provides objective information.
71	Only speaking for my section, not the whole department.
72	This process accomplishes nothing other than a distraction and aggravation that utilizes Department resources for non productive activities.
73	Overall, I enjoyed learning about scorecards and actually using it to calculate and input/ measure efficiency.
74	Although the county has made a lot of progress, there is still too much focus/emphasis on the scorecard "numbers" and not on the meaning of what is being measured. The scorecard should be the tool, but it's become THE process.
75	The scorecards and their regular review helps to focus attention on output and outcome measures, but in most cases the outcomes are more complex than the measures might lead one to believe, and they are not always within the control of the reporting staff.

Attachment 1 - Scorecard Utilization Survey Responses
Question 10 Categorized Comments



Comments by Category	Comments by Subcategory	Category Subcategory
11	11	<u>Change Nothing</u> Change Nothing
28	27	<u>Simplify</u> Simplify; more user friendly
	1	Allow a staff person to create, revise and delete objectives & measures without creating additional work for others
26	25	<u>Eliminate</u> Eliminate
	1	Replace with spreadsheets using Microsoft

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Question 10 Categorized Comments

Comments by Category	Comments by Subcategory	Category Subcategory
68		<u>Improve Measures</u>
	33	More realistic & meaningful measures and goals/objectives/targets
	19	More focus on impacts, outcomes, effectiveness & SMART principle
	3	Implement third party review/peer review/audit/professional review of measures
	1	Measures output well but not quality
	1	Quantity of measurements does not equal quality
	1	Multi-departmental planning, coordination and measures
	1	Need consistency in measures & evaluation standards
	1	Ensure reliability & repeatability of measures
	3	Consider human factors and work environment
	1	Measurements are biased. With County budget cuts, scorecards should show red, but they do not.
	3	Provide flexibility to account for variability of extrinsic factors, i.e. tasks done only upon customer request
	1	Provide for variable monthly & quarterly goals, such as for revenues and spending that vary during the year
8		<u>Broaden Stakeholder Input & Outreach</u>
	1	Provide opportunity for labor union input
	1	More input from managers
	1	Have community-wide measures
	1	Capture information to assist the public; measures left up to staff become meaningless
	3	Emphasize achievements on the County website and to the public
	1	Hold publicly noticed meetings to review & discuss measures
3		<u>Prioritize</u>
	2	Focus on & update priorities
	1	Finish Strategic Plan update first so that have the valid priorities to measure
32		<u>Open System Access & Use (Internal)</u>
	12	Open access & information sharing with all employees
	6	Use as tool to teach vision and goals
	3	Use as intended, for process improvement, not budgetary decisions based on politics
	1	More focus on continuous improvement
	1	Scorecard should drive budget, and it does not
	1	Use "sortie approach" for a short litmus test of overall performance
	1	Accolades go to the employees doing the scorecards, not the employees doing the work
	3	See red flags as opportunities to learn & improve, not to reprimand; encourage disclosure
	1	Expand child scorecard system to identify the individual impacting the measure
	1	Relate parent & child scorecards to tangible performance employees can use
	1	Marry scorecards to employee performance evaluations
	1	Use scorecard in department director performance evaluations
10		<u>Improve Training</u>
	9	Need more training
	1	Users provide input to trainers

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Question 10 Categorized Comments

Comments by Category	Comments by Subcategory	Category Subcategory
6		<u>Facilitate Use of Business Analytics</u>
	1	Incorporate into one evaluation matrix for the County & departments
	1	Improve as tool for decision making
	1	Facilitate internal & external comparisons of cost, efficiency & effectiveness
	1	Tie measures to business analytics dashboards
	1	Create ways to run additional reports, i.e. by quarter & fiscal year
	1	Link to business intelligence tools
17		<u>Improve System & Data Structure</u>
	1	Do not have parent & child levels
	1	Include room for descriptive information & narrative
	1	Update to reflect organizational changes
	1	Document data collection and measurement methodologies to improve continuity following personnel changes
	1	Improve data comparability by use of the same fiscal year dates
	1	Improve guidelines and formats for the data behind the measures
	2	Do not have a "one size fits all" system
	1	Eliminate downward facing red flags which are perceived as punitive and are more in line with a production environment with quotas
	2	Monthly scorecards/bi-weekly reports
	1	To be a quicker system
	1	Streamline information retrieval
	2	Establish an accessible archive of scorecard data for potential future relevance
	1	Add more graphics
	1	Graphically illustrate relationships between parent & child scorecards, ownership, & initiatives
10		<u>Integrate Information Systems</u>
	7	Integrate systems to automate data collection & facilitate timely analysis
	1	Eliminate duplicative data entries
	1	Eliminate need for reentering data after completing a Variance Report
	1	Eliminate duplicative entries in other, standalone systems, i.e. WASD
6		<u>Increase Management Input & Feedback</u>
	2	Greater executive buy-in
	1	Receive monthly reports from executive management on how we are doing
	1	Better mechanism for tangible follow-up
	1	More agreement bottom up and support top down
	1	Accelerate scorecard implementation
14		<u>Null Responses</u>
	1	Do not use
	13	No opinion

Question 10 Total = 239 comments by 180 respondents

Miami-Dade County Scorecard Utilization Survey

Email Invitation

Message Summary

Message Delivery Schedule

Delivery completed on December 1, 2010 10:01 PM.

To: [Email]

From: oca@miamidade.gov

Subject: Miami-Dade County Scorecard Utilization Survey

Body: You are asked to participate in the "Miami-Dade County Scorecard Utilization Survey," which is being conducted by the Miami-Dade County Performance and Efficiency Commission (PEC).

The PEC was established by the Board of County Commissioners in 2010 with roles that include providing input on the performance and efficiency of the operations of the County and prioritizing recommended improvements.

Survey responses are anonymous. No one will be able to associate your responses with your identity. Your participation is voluntary and should take no more than 10 minutes of your time.

Here is a link to the survey:

<http://www.surveymonkey.com/s.aspx>

This link is uniquely tied to your email address. Please do not forward this message.

Thank you for your participation! Your responses will provide valuable insight into how scorecards are compiled and used in Miami-Dade County.

This survey will close at 10 p.m., Wednesday, December 8.

Questions about the survey can be addressed to Donna Palmer or Gary Collins of the Office of the Commission Auditor, 305-375-4354 or oca@miamidade.gov.

You may opt out by selecting <http://www.surveymonkey.com/optout.aspx>.

Miami-Dade County Scorecard Utilization Survey

Throughout this survey, the term "scorecard" is used to refer to the entire process of designing, collecting and inputting data for, analyzing, and using Miami-Dade County's system of scorecards and dashboards.

If you previously had Miami-Dade County scorecard responsibilities but do not now, please answer based on that previous experience.

*** 1. What roles, if any, have you had for data in Miami-Dade County's scorecards? [Select all that are applicable.]**

- ☐ None.
- ☐ Interested observer only.
- ☐ Provide or input data used in scorecards and/or dashboards.
- ☐ Owner of one or more child scorecards and/or dashboards.
- ☐ Owner of one or more parent scorecards and/or dashboards
- ☐ Scorecard system manager/administrator.
- ☐ Other (please specify):

*** 2. What is your job description in Miami-Dade County government? [Select only one.]**

- ☐ None. I am not employed by Miami-Dade County. (If none, stop here; you do not need to answer further questions. Thank you for your time.)
- ☐ Board of County Commissioners (BCC) or BCC staff.
- ☐ County Executive Office (CEO) management or CEO staff.
- ☐ Department/division/agency director, assistant/deputy director, or equivalent.
- ☐ Other managerial/supervisory Miami-Dade County employee.
- ☐ Other Miami-Dade County employee.

3. Overall, what impact has use of the scorecards had on your department/division/work unit's work in each of the following areas? (Select one in each row.)

	Not applicable or no opinion	Negative or somewhat negative	None or negligible	Positive or somewhat positive
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quantity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Miami-Dade County Scorecard Utilization Survey

4. Overall, what impact has the scorecards had on employee performance evaluations? (Select one in each row.)

	None	Negative or somewhat negative	Neutral or mixed impacts	Positive or somewhat positive	Not applicable or no opinion
Evaluations of employees you supervise or manage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Have the scorecards been useful to you for the following functions? (Select one in each row.)

	Not applicable to my position	No	Occasionally	Often but not always	Yes
Providing feedback for process improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing coworkers of impact of their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revising/updating the business plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prioritizing work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making staffing decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visualizing inputs/outputs/outcomes of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing new initiatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing information for the public.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making budget and/or expenditure decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

5

6

6. How objective are the scorecards as a tool to measure performance? (Select one in each row.)

	Poor	Less than satisfactory	Satisfactory	Better than satisfactory	Excellent
Your department's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
County government's	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments (if any)

5

6

Miami-Dade County Scorecard Utilization Survey

7. How effective are the scorecards as a tool to measure performance? (Select one in each row.)

	Poor	Less than satisfactory	Satisfactory	Better than satisfactory	Excellent
County government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments (if any)

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8. What impact have the scorecards had on each of the following? (Select one in each row.)

	Negative impact	More negative than positive	Neutral or mixed impacts	More positive than negative	Positive impact
Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Overall, does use of the scorecards improve performance and efficiency in your department? (Select one response.)

☐ No

☐ No opinion

☐ Yes

Comments (if any)

5

6

10. What, if anything, would you change about the scorecards?

5

6