



***Monroe County Florida  
Florida Sterling Criteria Review  
Assessment Summary by Category***

***Tom Willi, County Administrator  
Deborah Frederick, Deputy County Administrator***

***March 15, 2006***



**MOVING BEYOND HIGH PERFORMANCE**



# *Assessment Team*

## *Carroll Consulting, Inc.*

### *External Partners*

- *Georgette Carroll*
- *Rob Garner*
- *Linda Long*
- *Jeffrey Martin*
- *Lin Metzger*
- *Trina Pulliam*

### *Internal Core Team*

- *Robert Ellis*
- *Ranny Fitzgerald*
- *Anna Marie Haskins*
- *Ronda Norman*
- *Gabriel Pacheco*
- *Kathy Peters*



# Assessment Overview

*The results of the Monroe County Business Assessment are designed to assist the County in determining and prioritizing those systems that should be developed to deliver the very best of services to your citizens and your community. The findings are grouped in accordance with the Criteria for Performance Excellence towards attaining the prestigious Florida Sterling Award – one of the key goals of the County.*

*This assessment was not designed, nor should it be used as an employee satisfaction tool or an indication of the level of usage of the existing systems and processes. It is intended as a guide for future opportunities for improvement.*

*The recommended actions are the key initiatives that mark the beginning as you Set Sail on your Journey to Excellence and develop approaches to take the County to the next level.*

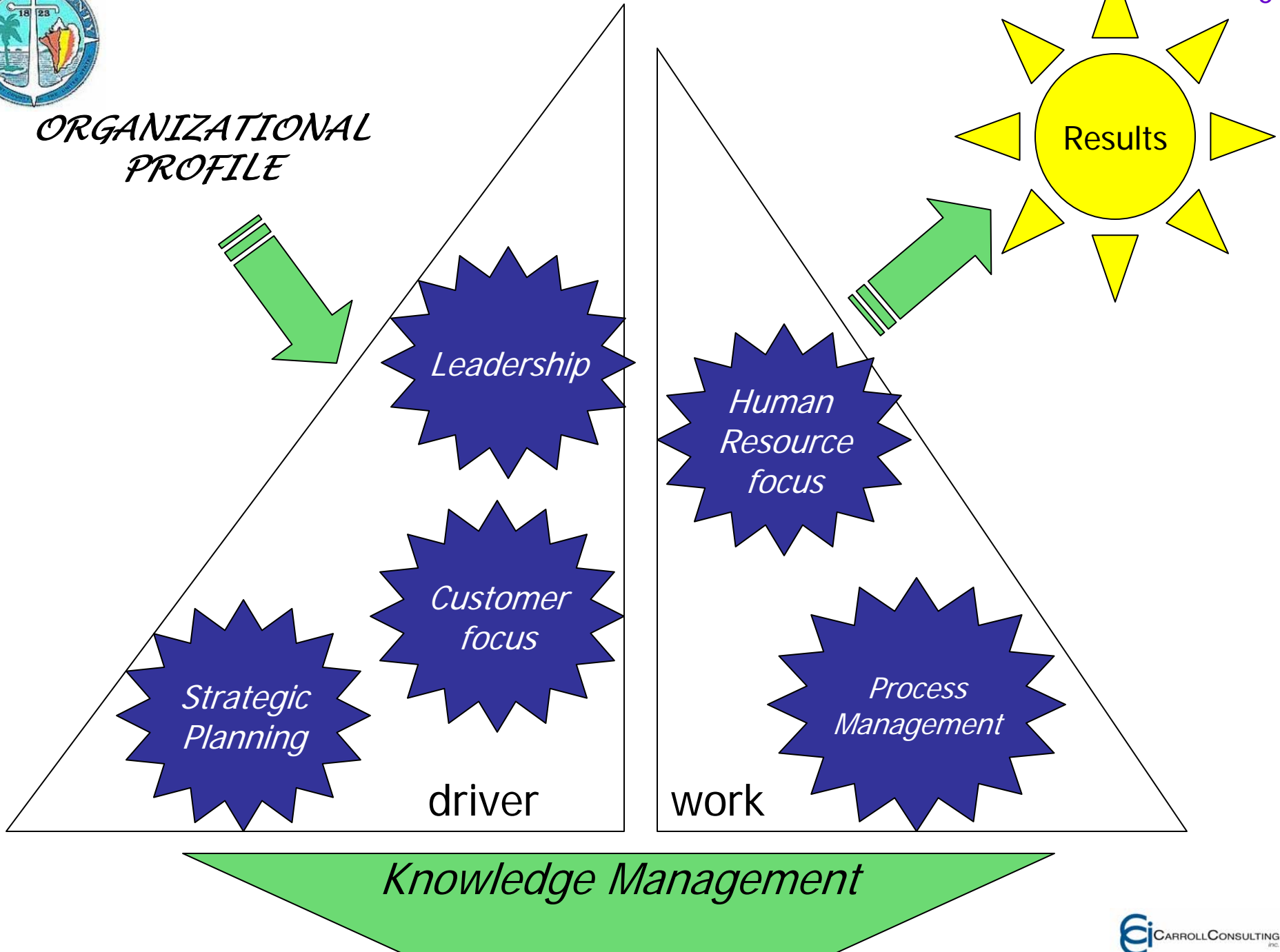


# Assessment Methodology

- *In September 2005, 459, or 81% of employees provided their perception of the progress towards being the best in class. This information was segregated by employee type, by department, and by location.*
- *In January 2006, the CCI Team held focus groups to determine if the responses in the survey were truly indicative of the actual processes currently in place.*
- *A summary of those responses are included in this Executive Overview, however, all the detailed results are available on the enclosed CD*
  - *Appendix A: Category Detail by Sterling Item level requirements*
  - *Appendix B: Survey Comments*
    - *Total Category Responses by Employee Type*
    - *Specific Questions by Employee Type*
    - *Total Category Responses by Location*
    - *Total Category Responses by Department*
  - *Appendix C: Survey Data by Percentage by Question by Department*
  - *Appendix D: Survey Raw Data by Question by Department and by Employee Type*



*ORGANIZATIONAL  
PROFILE*





## Category One Leadership Processes

### **TAKING IT TO THE NEXT LEVEL**

- *Transition to a Leadership System including Commission, County Administrator's Office and key senior leaders*
- *Develop methods to ensure open, two way communication*

#### Sterling Requirements

- Integrated Leadership System leading to a cohesive Leadership Team
- Personal involvement of all leaders
- Actively support high standards of ethical behavior
- Actively creates an environment of high performance
- Consistent message from Leadership to staff and community
- Two way communication
- Considers community concerns

#### Current State

- County Administrator recently developed process to establish mission and vision at Department Levels with outside partnership review
- Departmental missions finished, or in process, but not completely communicated
- County and Deputy Administrator in early stages of actively recognizing and promoting employee involvement
  - Process Team Development
  - Certified Public Manager Program
- Adheres to statutory governance requirements and regulations
- County Administrator annually reviews performance with BOCC



# Are We Making Progress? Category One

QUESTION	LEADERS	MANAGER	STAFF
➤ 1a I know my organization's mission. ➤ <b>Leader: Our employees know our organization's mission (what we are trying to accomplish).</b>	60.0%	54.4%	52.8%
➤ 1b My senior leaders use our organization's values to guide us. ➤ <b>Leader: Our leadership team uses our organization's values to guide our organization and employees.</b>	40.0%	19.1%	31.9%
➤ 1c My senior leaders create a work environment that helps me do my job. ➤ <b>Leader: Our leadership team creates a work environment that helps our employees do their jobs.</b>	40.0%	35.3%	41.3%
➤ 1d My organization's leaders share information about the organization. ➤ <b>Leader: Our leadership team shares information about the organization.</b>	40.0%	29.4%	27.3%
➤ 1e My senior leaders encourage learning that will help me advance in my career. ➤ <b>Leader: Our leadership team encourages learning that will help all our employees advance in their careers.</b>	80.0%	51.4%	37.1%
➤ 1f My organization lets me know what it thinks is most important. ➤ <b>Leader: Our leadership team lets our employees know what we think is most important.</b>	30.0%	25.0%	35.1%
➤ 1g My organization asks what I think. ➤ <b>Leader: Our leadership team asks employees what they think.</b>	40.0%	26.5%	20.5%

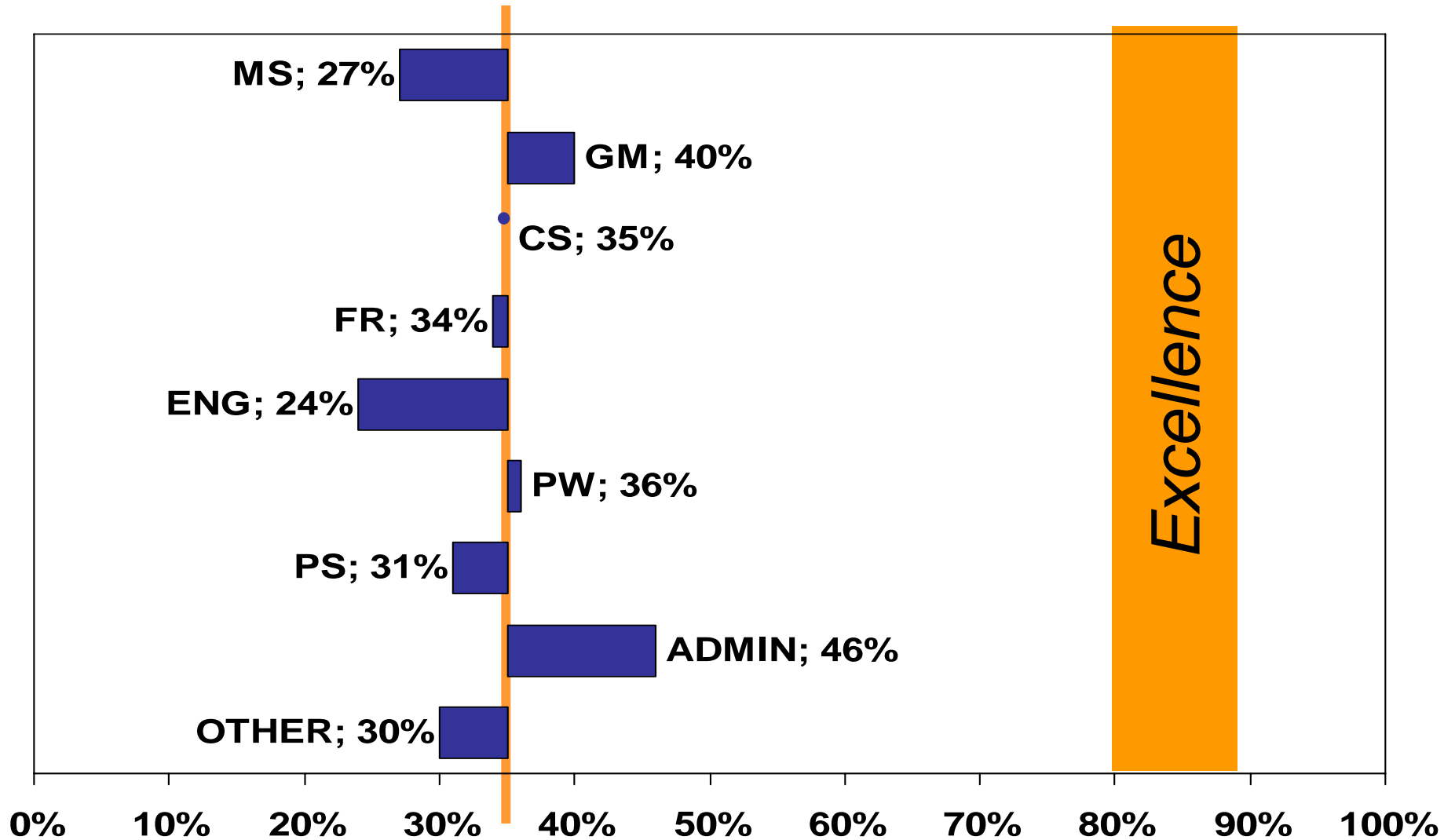
*Given the low ratings in the perceptions among employees, developing a two way communication process is the highest priority.*



# Category One: Leadership

## Monroe County Overall Score

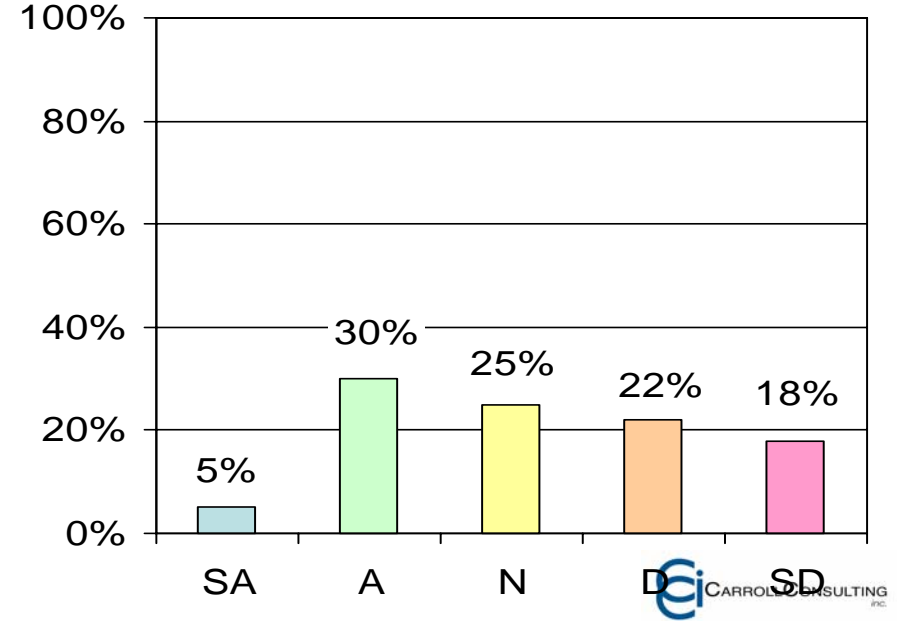
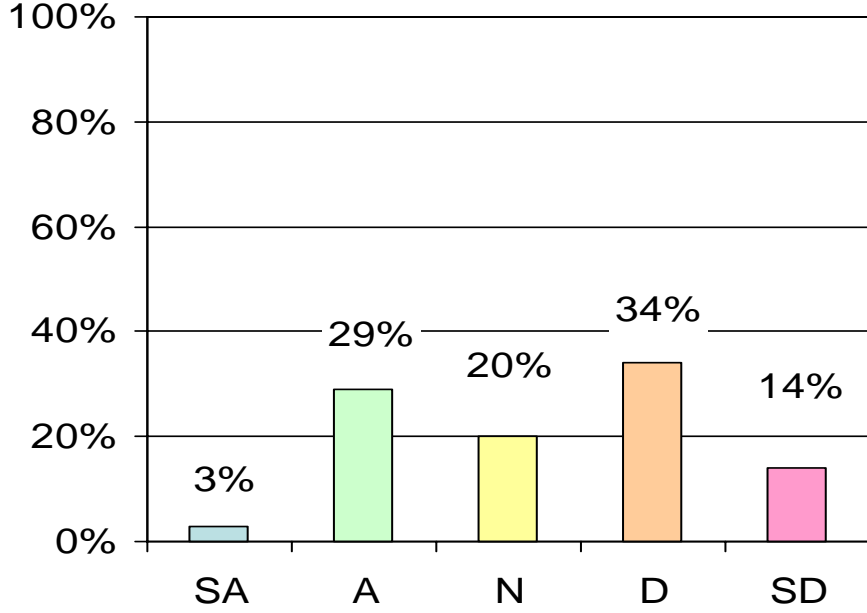
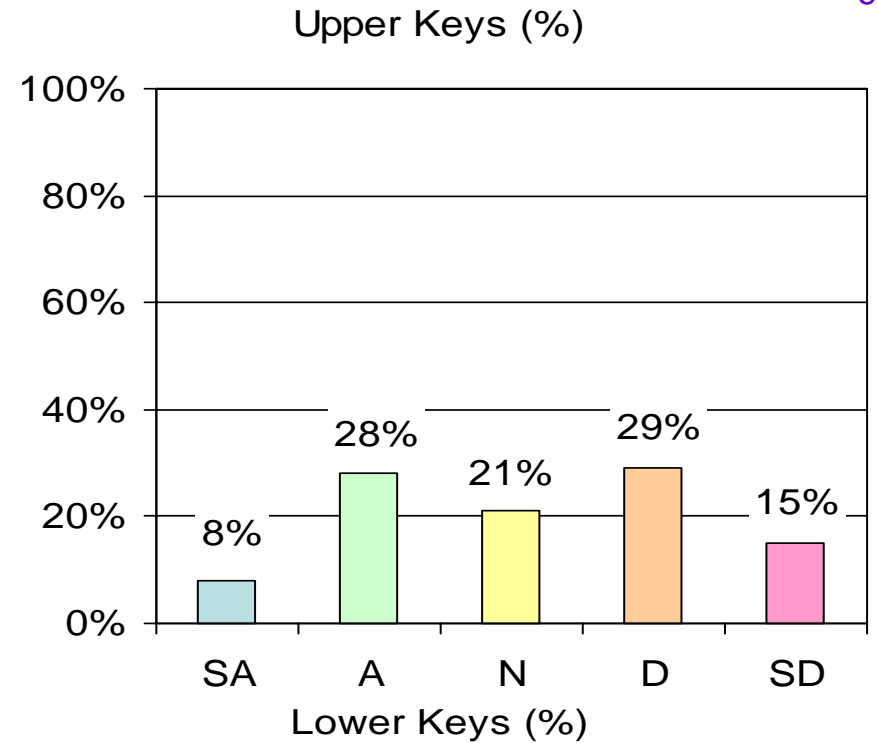
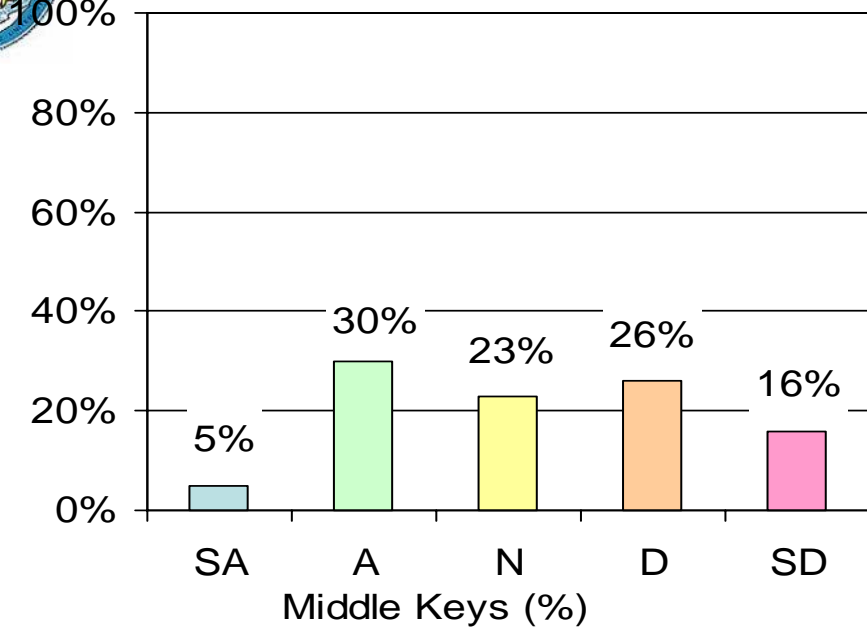
### Strongly Agree & Agree = 35%





# Total Monroe County Leadership

BY LOCATION





## Category Two Strategic Planning Processes

### **TAKING IT TO THE NEXT LEVEL**

- *Develop a formalized Strategic Planning Process to integrate with the annual budgeting process*

#### **Sterling Requirements**

- Integrated strategic planning process aligned to the key success factors of the county and its constituents
- Long and short term action plans cascaded down through all levels of the organization
- An analysis of strategic direction and plans to promote improvement and continual learning
- Performance measures to track progress of plans

#### **Current State**

- Formal strategic planning process is not in place except when mandated by regulation and/or other governmental organizations
  - 7 Year Road Plan
  - Countywide Comprehensive Plan
  - Airport Plans
- Annual budget used as planning mechanism for operations
- County Administrator Goal #2 is to create a county wide strategic plan for the current fiscal year



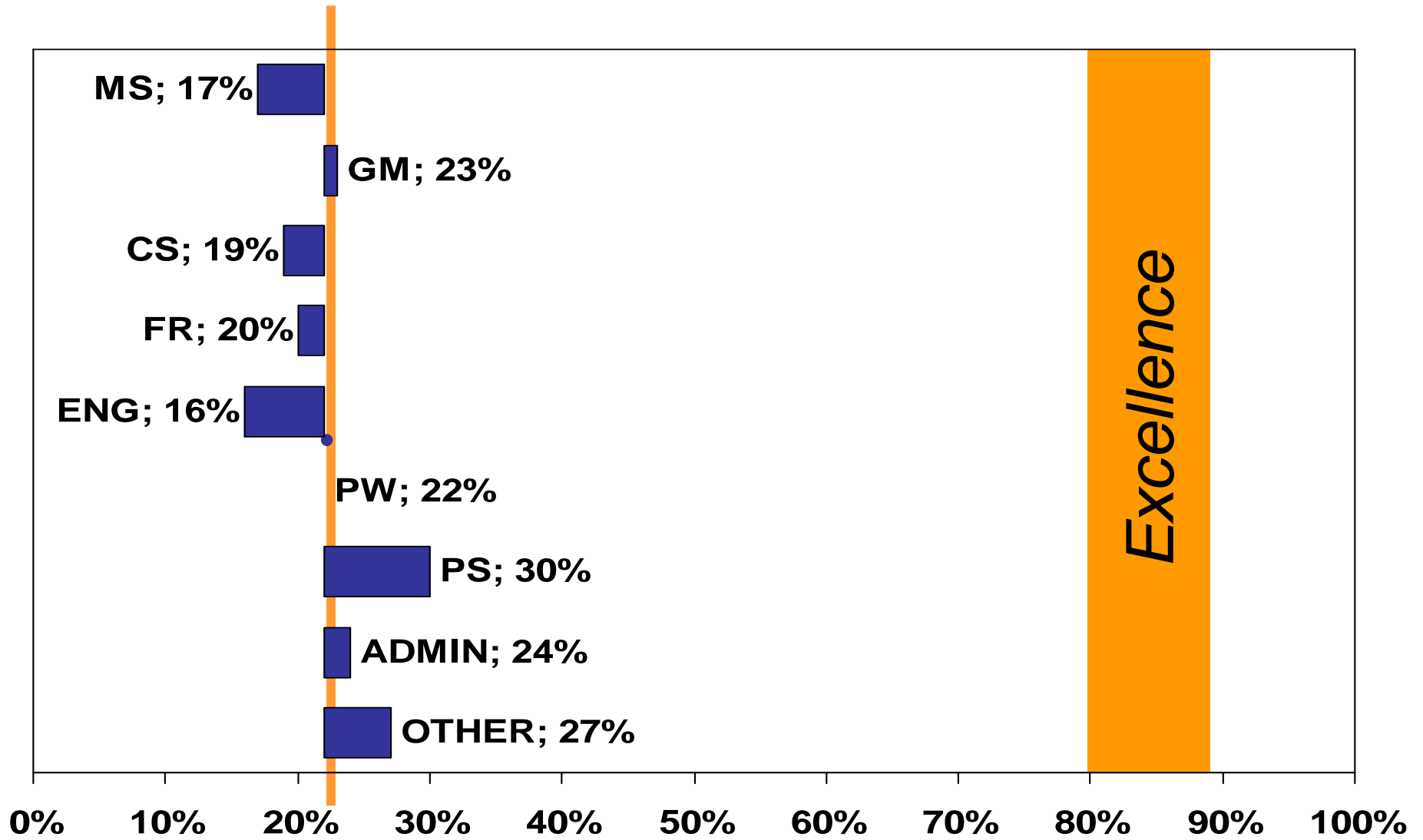
## Are We Making Progress? Category Two

QUESTION	LEADERS	MANAGER	STAFF
<p>➤ 2a As it plans for the future, Monroe County asks for my ideas.</p> <p>➤ <b>Leader: As our leadership team plans for the future, we ask our employees for their ideas.</b></p>	10.0%	16.1%	12.4%
<p>➤ 2b I know the parts of my organization's plans that will affect me and my work.</p> <p>➤ <b>Leader: Our employees know the parts of our organization's plans that will affect them and their work.</b></p>	10.0%	28.4%	28.6%
<p>➤ 2c I know how to tell if we are making progress on my work group's part of meeting the plan.</p> <p>➤ <b>Leader: Our employees know how to tell if they are making progress on their work group's part of the plan.</b></p>	0.0%	35.3%	24.2%

*The leadership results show the lack of formalized strategic planning, although some areas indicate planning takes place at the department or section level.*



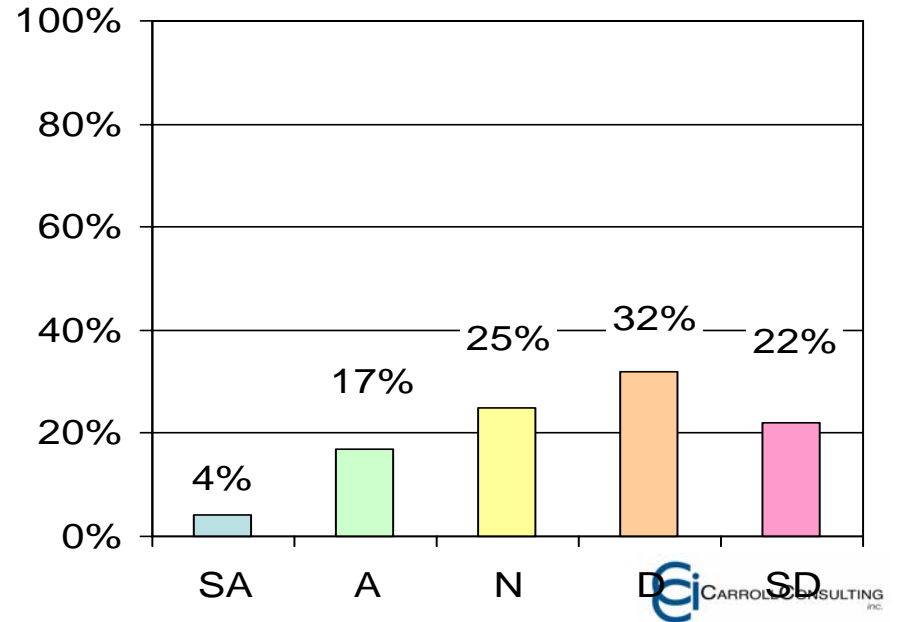
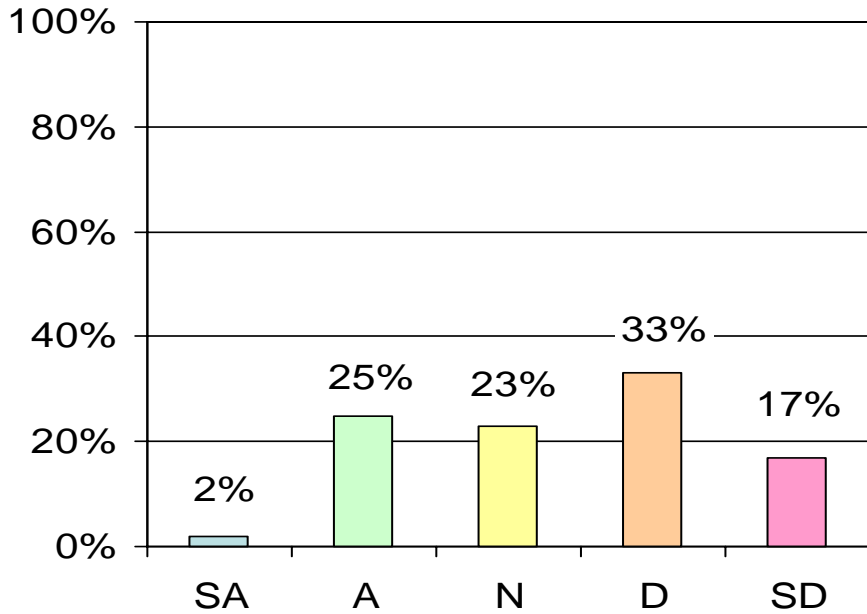
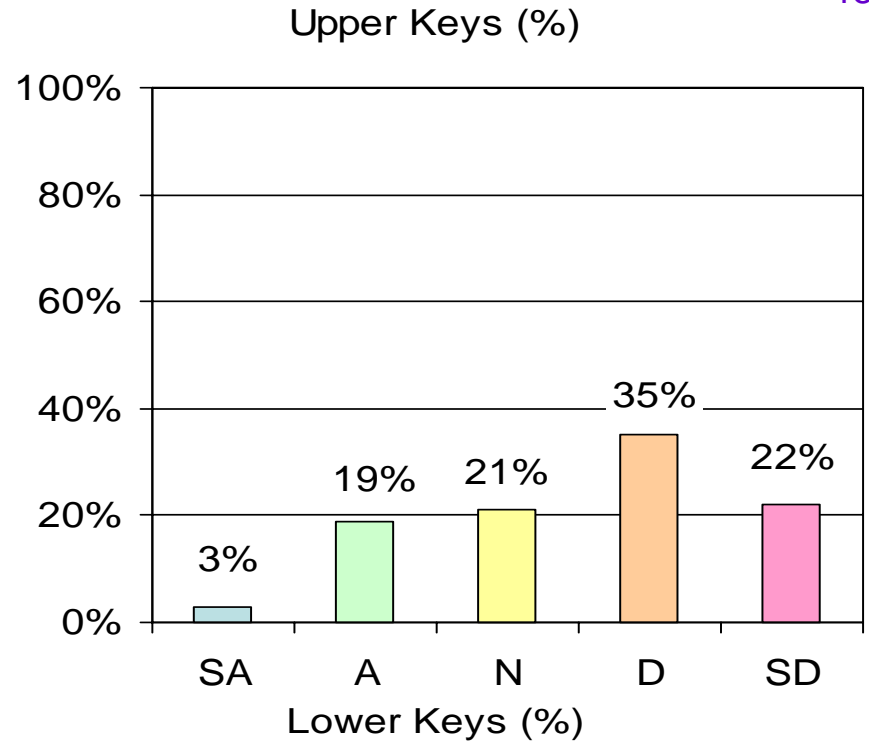
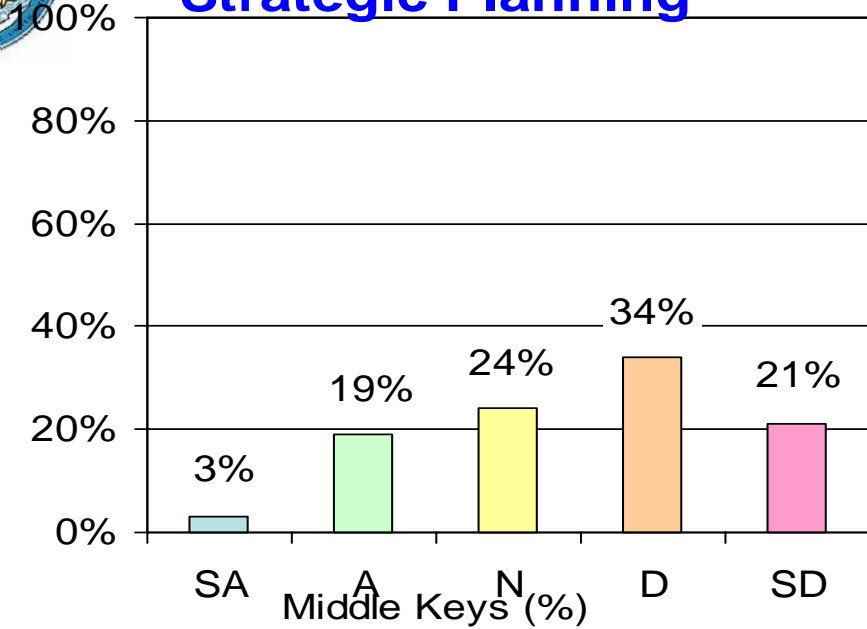
## Category Two: Strategic Planning Monroe County Overall Score Strongly Agree & Agree = 22%





# Total Monroe County Strategic Planning

BY LOCATION





## Category Three Customer Focus Processes

### **TAKING IT TO THE NEXT LEVEL**

- *Determine methods to analyze and integrate customer data and identify requirements as well as opportunities for improvement*
- *Build customer identification and participation process*

#### Sterling Requirements

- Use of listening and learning methods to determine key citizen and stakeholder requirements and expectations
- Process to select methods for citizen's interaction for conducting business, seeking information and reporting complaints
- Systematic process for determining customer satisfaction and dissatisfaction
- Using citizen and stakeholder information to continuously improve services

#### Current State

- To build relationships, the County Administrator has a formal goal to increase customer involvement and participation
- Six month old customer exit survey now in place
- Some departments solicit feedback from customers
  - Community Advisory Boards
  - Service specific surveys
- Work order system includes methods to follow up



## Are We Making Progress? Category Three

QUESTION	LEADERS	MANAGER	STAFF
<ul style="list-style-type: none"> <li>➤ 3a I know who my most important customers are.  <ul style="list-style-type: none"> <li>➤ Leader: Our employees know who their most important customers are.</li> </ul> </li> </ul>	80.0%	94.1%	83.1%
<ul style="list-style-type: none"> <li>➤ 3b I keep in touch with my customers/stakeholders.  <ul style="list-style-type: none"> <li>➤ Leader: Our employees keep in touch with their customers.</li> </ul> </li> </ul>	40.0%	78.0%	68.8%
<ul style="list-style-type: none"> <li>➤ 3c My customers tell me what they need and want.  <ul style="list-style-type: none"> <li>➤ Leader: Their customers tell our employees what they need and want.</li> </ul> </li> </ul>	50.0%	76.1%	75.5%
<ul style="list-style-type: none"> <li>➤ 3d I ask if my customers are satisfied with my work.  <ul style="list-style-type: none"> <li>➤ Leader: Our employees ask if their customers are satisfied or dissatisfied with their work.</li> </ul> </li> </ul>	10.0%	41.2%	49.5%
<ul style="list-style-type: none"> <li>➤ 3e I am allowed to make decisions to solve problems for my customers.  <ul style="list-style-type: none"> <li>➤ Leader: Our employees are allowed to make decisions to solve problems for their customers.</li> </ul> </li> </ul>	50.0%	61.8%	61.2%

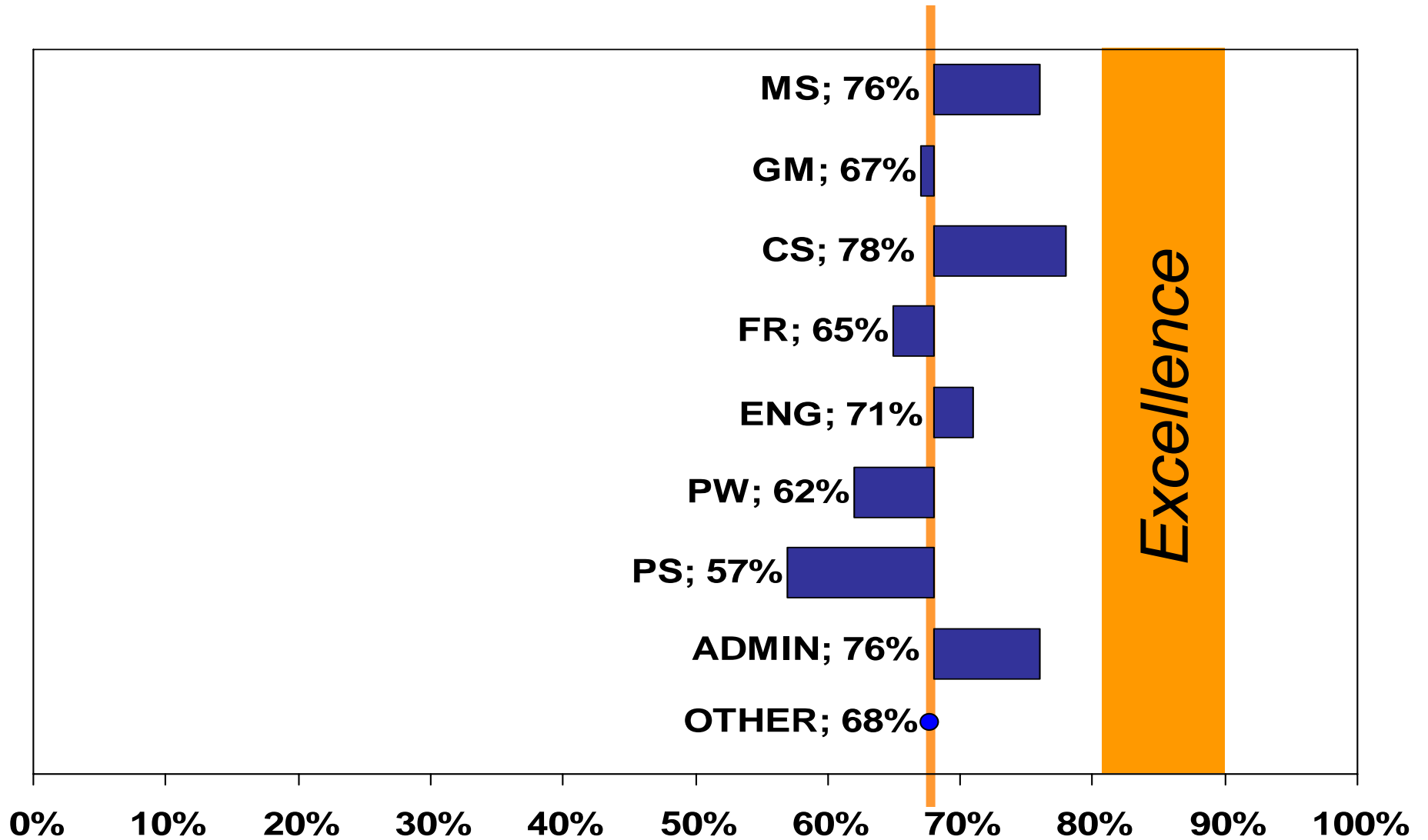
*These results support the need to understand customer requirements and determine if we are meeting those needs.*



# Category Three: Customer Knowledge

## Monroe County Overall Score

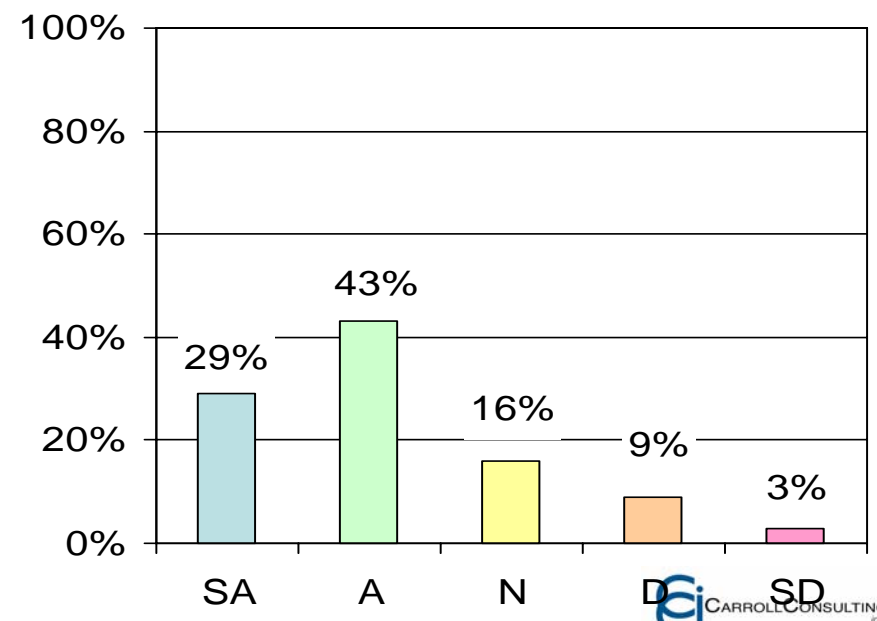
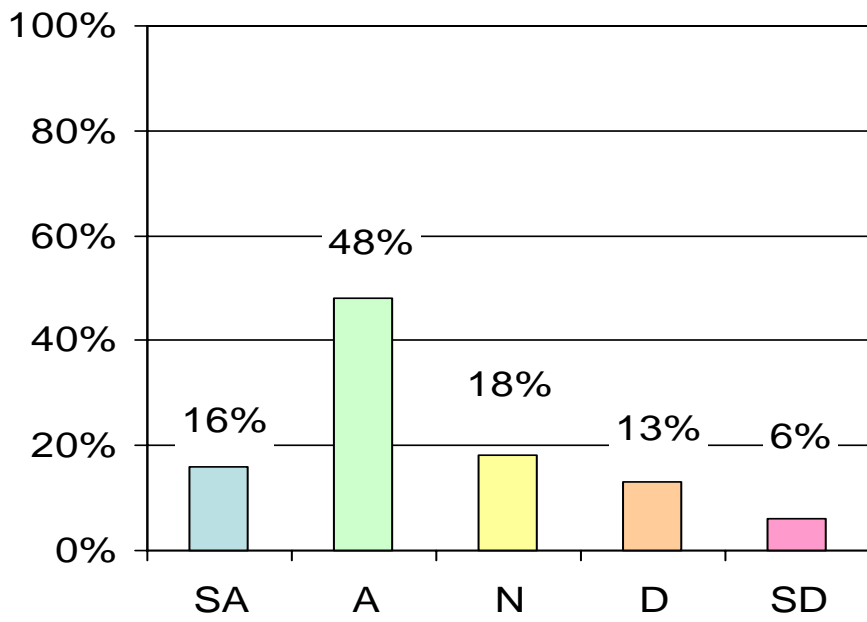
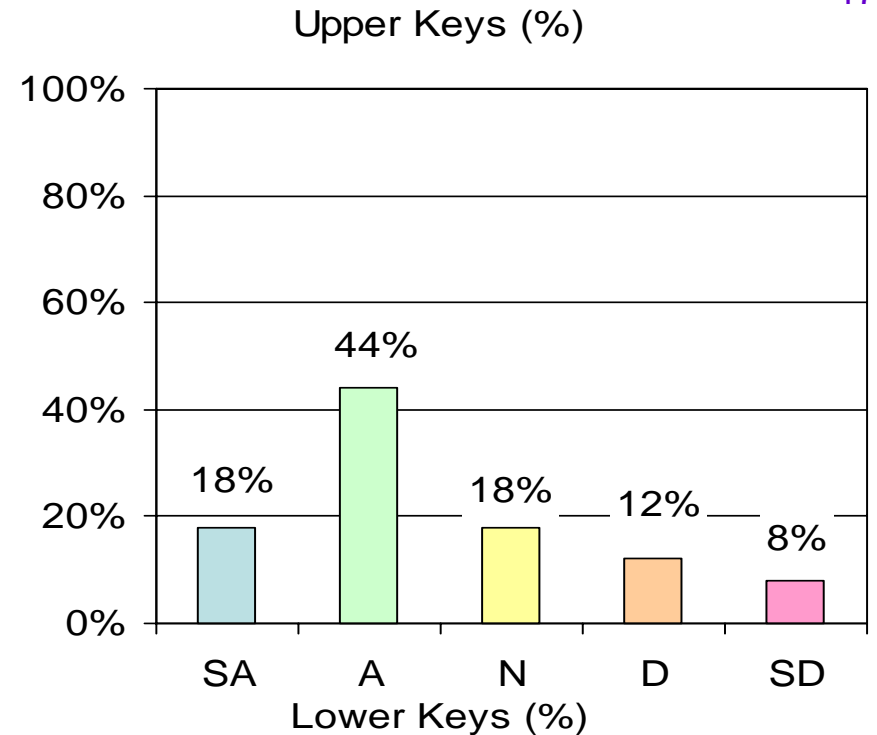
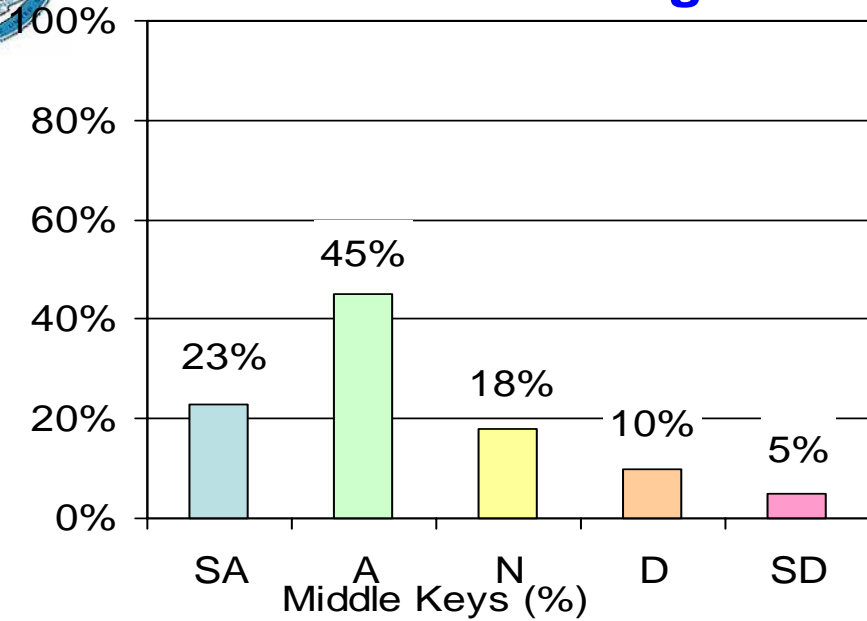
### Strongly Agree & Agree = 68%





# Total Monroe County Customer Knowledge

BY LOCATION





## Category Four Measurement Processes

### TAKING IT TO THE NEXT LEVEL

- *Establish a process to select, use and analyze the “right” information and measures*
- *Link measures to organizational performance beginning with the establishment of the strategic plan*

#### Sterling Requirements

- Overall performance metrics are in place to assess the organization at all levels
- Employees across the organization have access to information and data relevant to their work
- Data and information are used to make decisions on an operational and strategic level
- Data systems are reliable, accurate, timely and user friendly
- Systems and data are protected against security breaches and disasters
- Stakeholders and citizens have access to relevant information

#### Current State

- The Monroe County web site is continually being updated to provide information to citizens
- Some systems are backed up and emergency disaster plans are reviewed periodically
- Data are collected among numerous systems across the county, however, most systems lack integration and the ability to share data and knowledge for decision making
- Although activity status reports are provided on a monthly basis, measures of performance are limited to counts, and required reporting (grants and mandatory reporting)
- Systems reliability is based upon a four year replacement of hardware and on-going software purchase needs assessments



## Are We Making Progress? Category Four

QUESTION	LEADERS	MANAGER	STAFF
➤ 4a I know how to measure the quality of my work. ➤Leader: Our employees know how to measure the quality of their work.	30.0%	70.6%	82.6%
➤ 4b I know how to analyze the quality of my work to see if changes are needed. ➤Leader: Our employees know how to analyze (review) the quality of their work to see if changes are needed.	10.0%	69.1%	80.7%
➤ 4c I use these analyses for making decisions about my work. ➤Leader: Our employees use these analyses for making decisions about their work.	0.0%	58.9%	66.3%
➤ 4d I know how the measures I use in my work fit into the overall measures of improvement ➤Leader: Our employees know how the measures they use in their work fit into our organization's overall measures of improvement.	0.0%	38.2%	38.8%
➤ 4e I get all the important information I need to do my work. ➤Leader: Our employees get all the information they need to do their work.	40.0%	26.5%	42.0%
➤ 4f I get the information I need to know about how Monroe County is doing. ➤Leader: Our employees get the information they need to know how our organization is doing.	0.0%	19.1%	20.6%

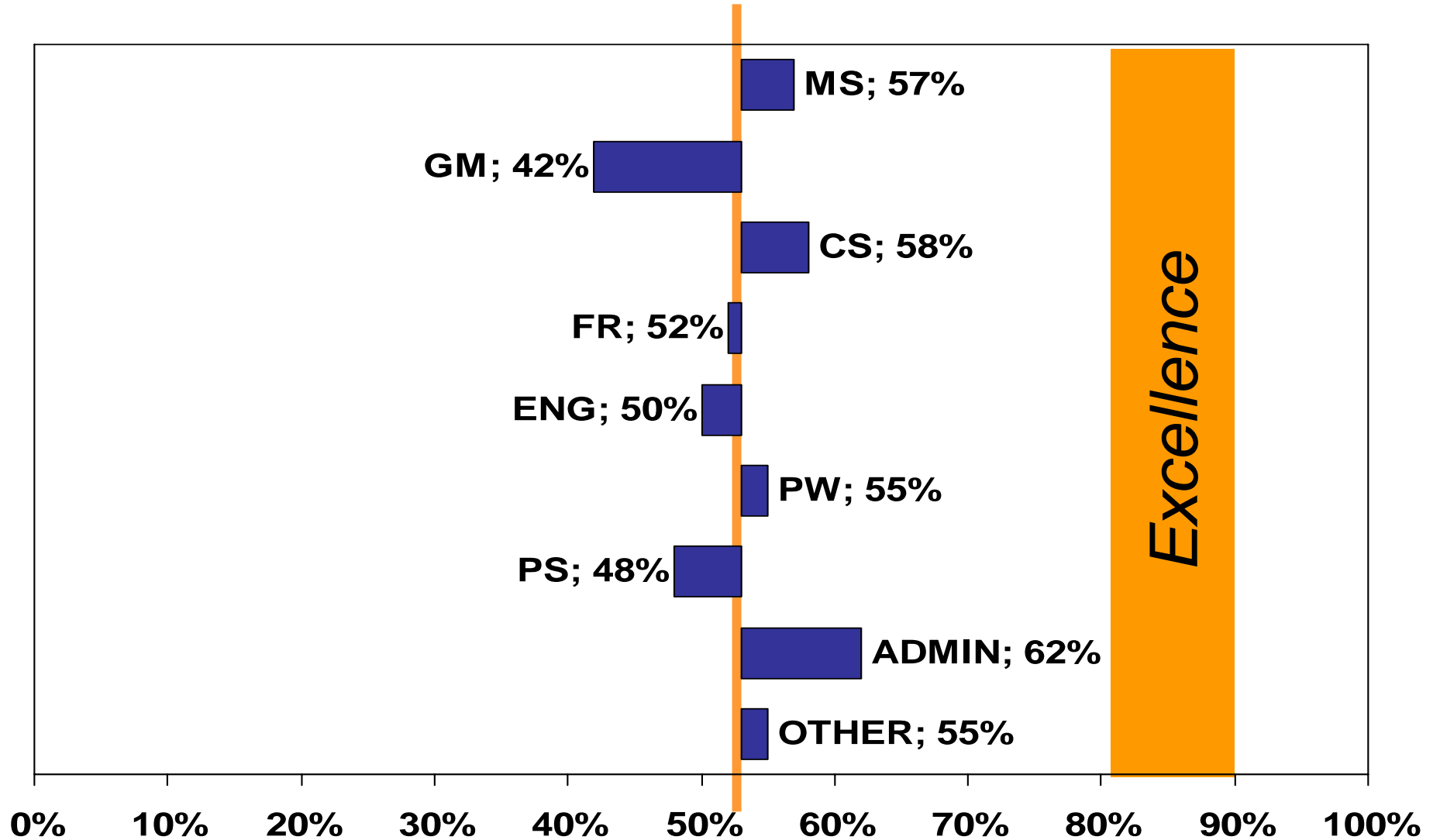
*These results support the need for Leaders to develop measures to determine the level of service and the quality of work performed.*



# Category Four: Knowledge Management

## Monroe County Overall Score

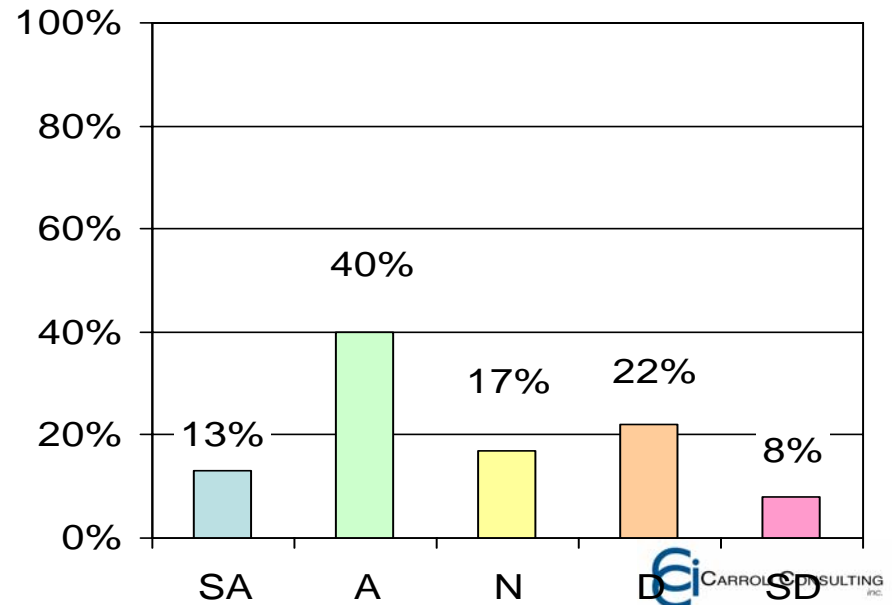
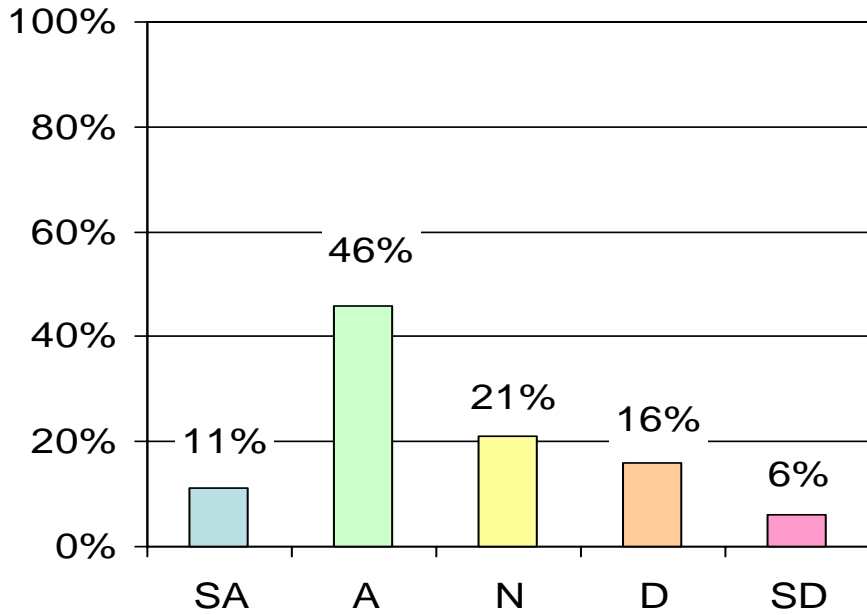
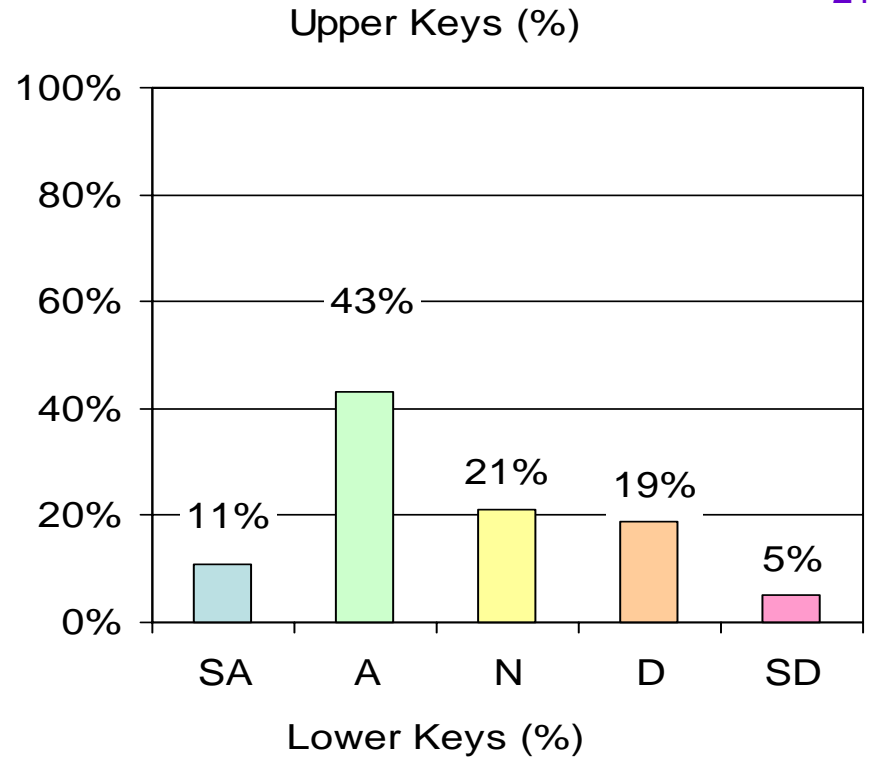
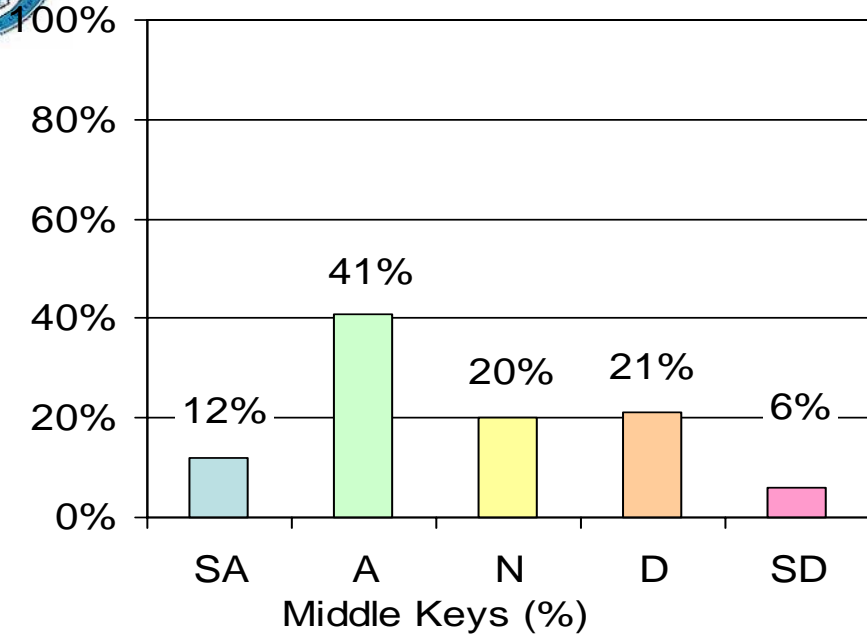
### Strongly Agree & Agree = 53%





# Total Monroe County Knowledge Management

BY LOCATION





## Category Five Human Resource Management

### TAKING IT TO THE NEXT LEVEL

- *Develop an employee empowerment process*
- *Develop an employee satisfaction instrument*
- *Establish a process to determine work processes and training needs that are aligned to the County's success*

#### Sterling Requirements

- High performance staff with a focus on accomplishing objectives through innovation, process improvement and skill sharing
- Compensation programs aligned with county work systems (including evaluation and pay systems)
- A focus on employees as internal customers and the strongest assets supported by effective training programs and a safe work environment
- Key indicators of employee satisfaction are known and areas of improvement are addressed

#### Current State

- Newly developed evaluation system with the optional link to goals and objectives
- CPM program training which has spawned process improvement teams
- County Administrator goal to develop a recruitment and retention plan
- Ethics training being developed
- Work place and environment safety Committee meets monthly with discussion on accident and safety hazards
- Well defined disaster preparedness plan



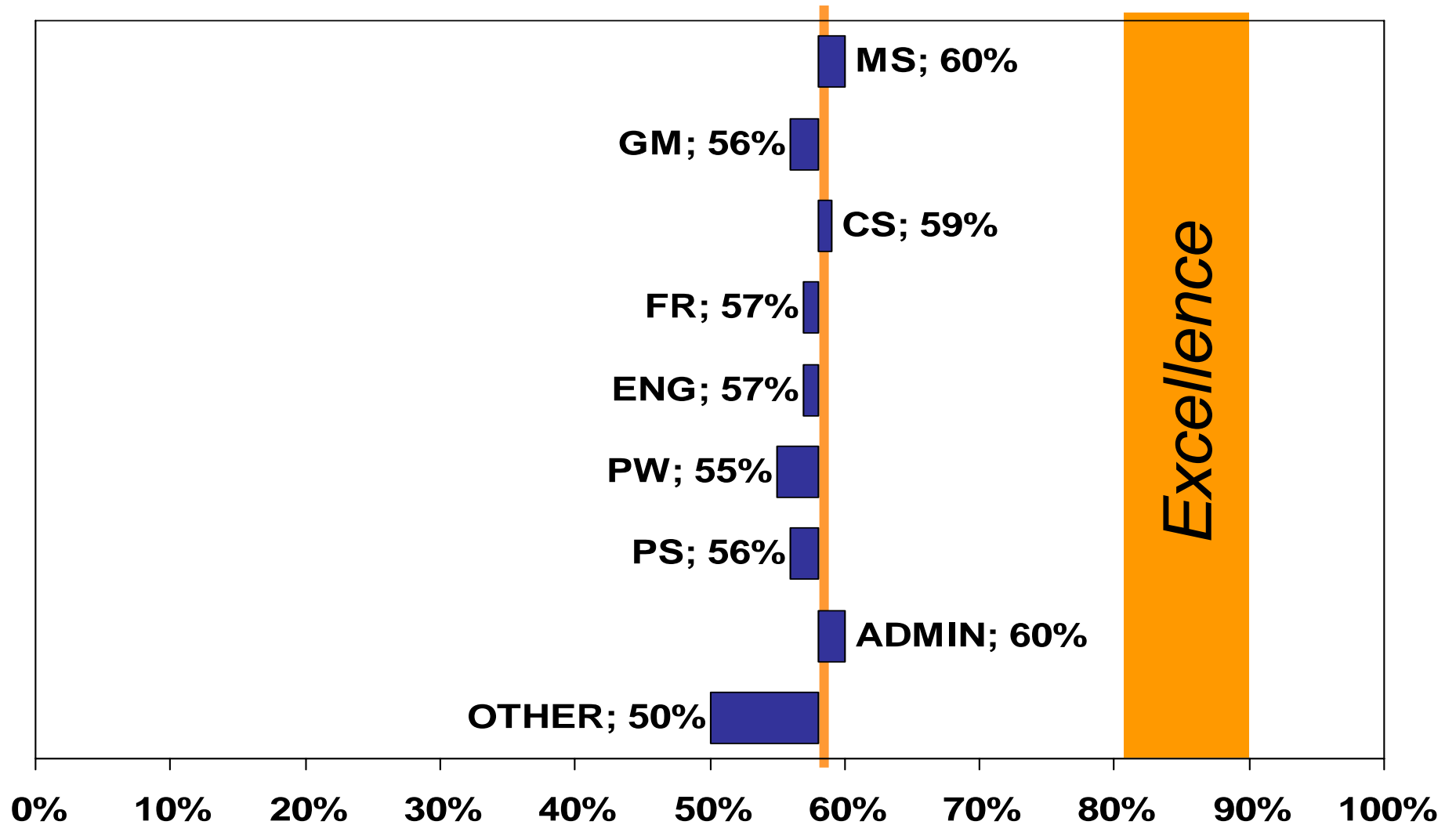
## Are We Making Progress? Category Five

	LEADERS	MANAGER	STAFF
➤ 5a I can make changes that will improve my work. ➤Leader: Our employees can make changes that will improve their work.	50.0%	76.1%	61.6%
➤ 5b The people I work with cooperate and work as a team ➤Leader: Our employees cooperate and work as a team.	90.0%	64.2%	59.4%
➤ 5c My boss encourages me to develop my job skills so I can advance in my career. ➤Leader: We encourage and enable our employees to develop their job skills so they can advance their careers.	50.0%	47.7%	44.2%
➤ 5d I am recognized for my work. ➤Leader: Our employees are recognized for their work.	80.0%	44.2%	42.9%
➤ 5e I have a safe workplace. ➤Leader: Our employees have a safe workplace.	90.0%	76.1%	61.6%
➤ 5f My boss and my organization care about me. ➤Leader: Our managers and our organization care about our employees.	70.0%	47.0%	38.2%

*These results support the need for greater understanding between all levels of employees. Results also indicate the need to establish a systematic team process.*



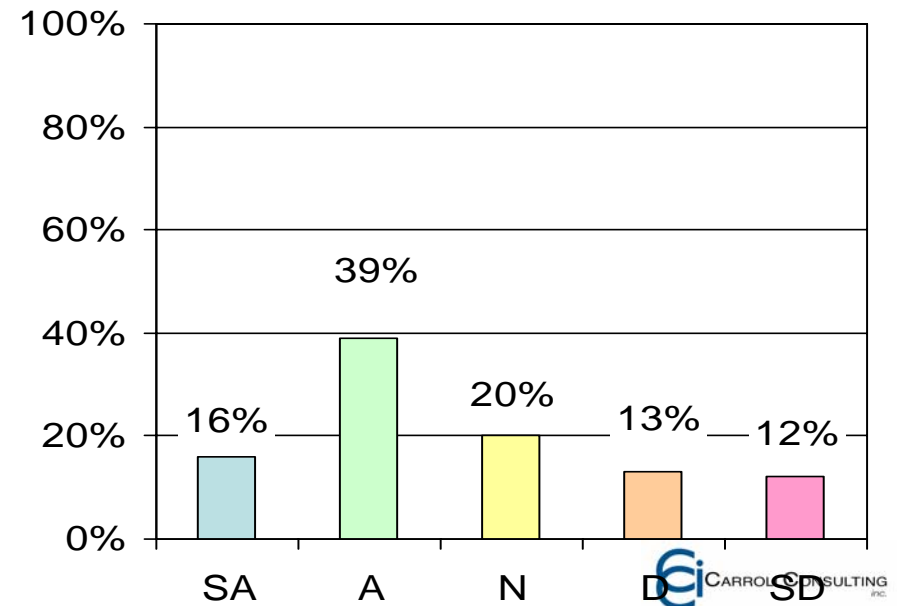
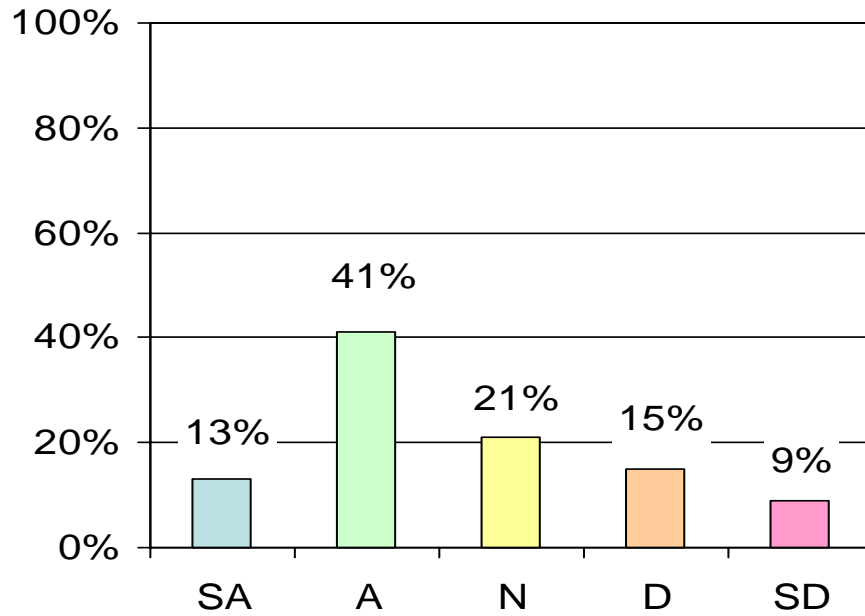
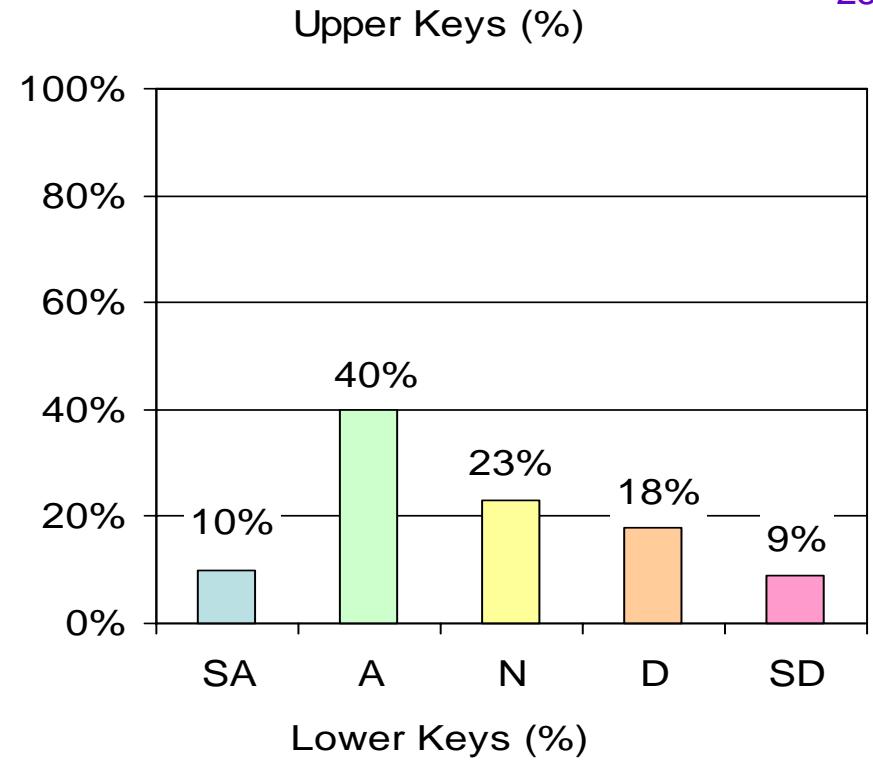
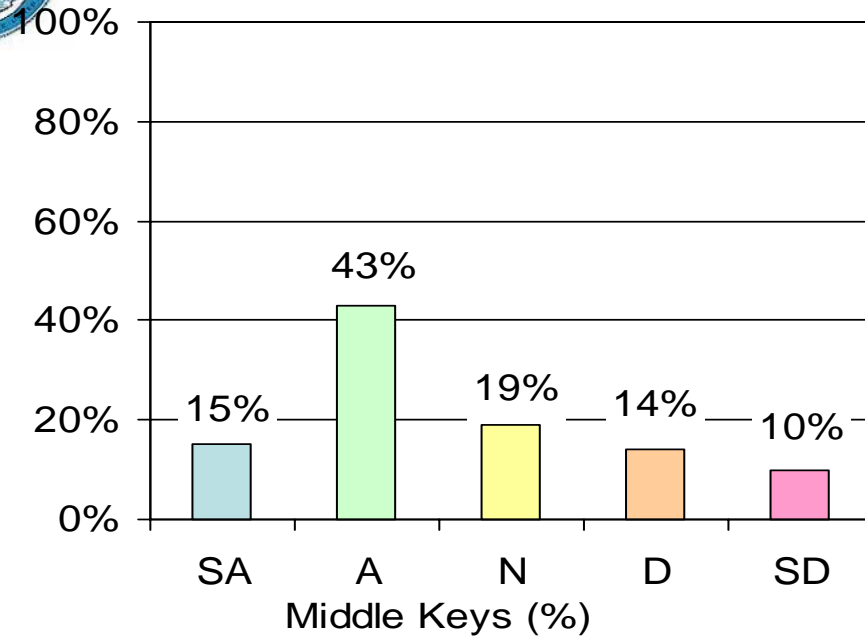
## Category Five: Human Resources Monroe County Overall Score Strongly Agree & Agree = 58%





# Total Monroe County Human Resources

BY LOCATION





## Category Six Process Management

### **TAKING IT TO THE NEXT LEVEL**

- *Establish processes to identify, design and improve services*

#### Sterling Requirements

- Define and identify all processes within the County that create direct value to the citizens and the county
- Define and identify all processes that support the delivery of all direct services (such as internal service departments – Administration, IT, Employee Services, Finance, and Maintenance)
- A well defined and measured process to design all services
- A systematic process improvement model to keep processes current with customer and county requirements

#### Current State

- Key process list created by Core Team
- Direct and support service processes are in place for statutory and ordinance driven services
- Emergency operations plans are in place
- Budget process is systematic and supports county operations including several long range financial plans (CIP'S)



## Are We Making Progress? Category Six

	LEADERS	MANAGER	STAFF
<p>➤ 6a I can get everything I need to do my job.            ➤Leader: Our employees can get everything they need to do their jobs.</p>	40.0%	35.3%	47.4%
<p>➤ 6b I collect information about the quality of my work.            ➤Leader: Our employees collect information (data) about the quality of their work.</p>	10.0%	48.5%	33.6%
<p>➤ 6c We have good procedures for doing our work.            ➤Leader: Our organization has good processes for doing our work.</p>	30.0%	41.2%	42.9%
<p>➤ 6d I have control over my work processes.            ➤Leader: Our employees have control over their personal work processes.</p>	30.0%	47.1%	45.8%

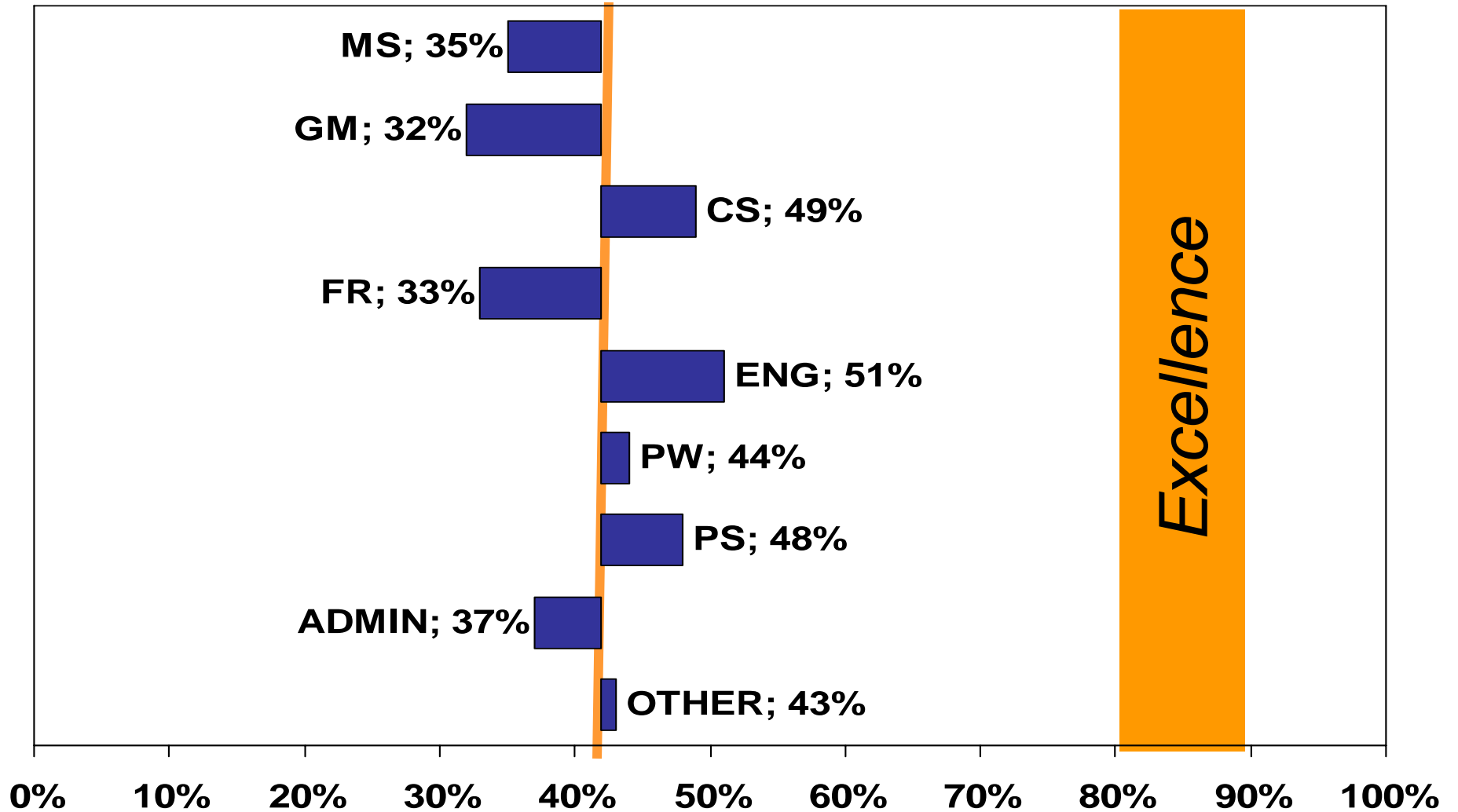
*The lower ratings in this category supports the need for a design process along with measures that indicate efficiency and effectiveness throughout the county operations.*



# Category Six: Process Management

## Monroe County Overall Score

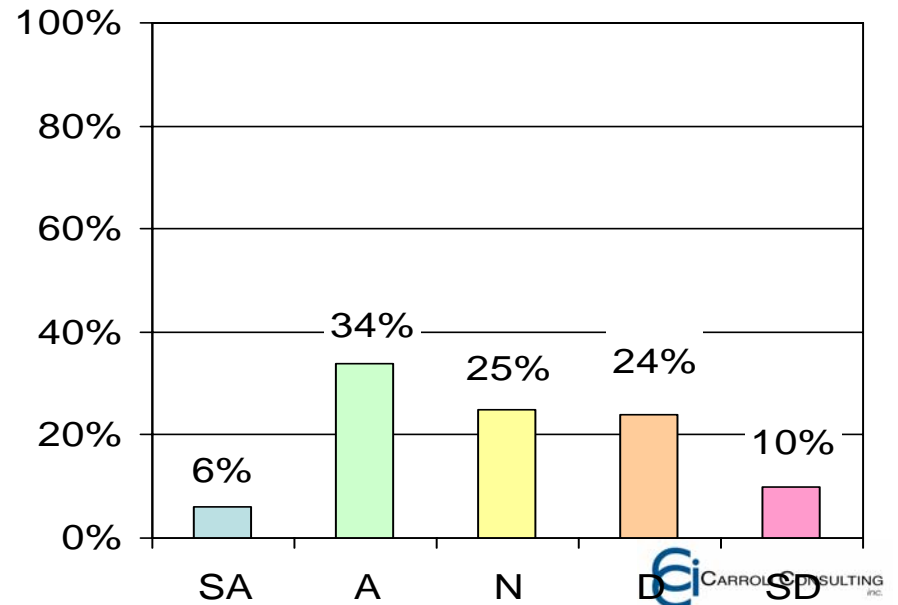
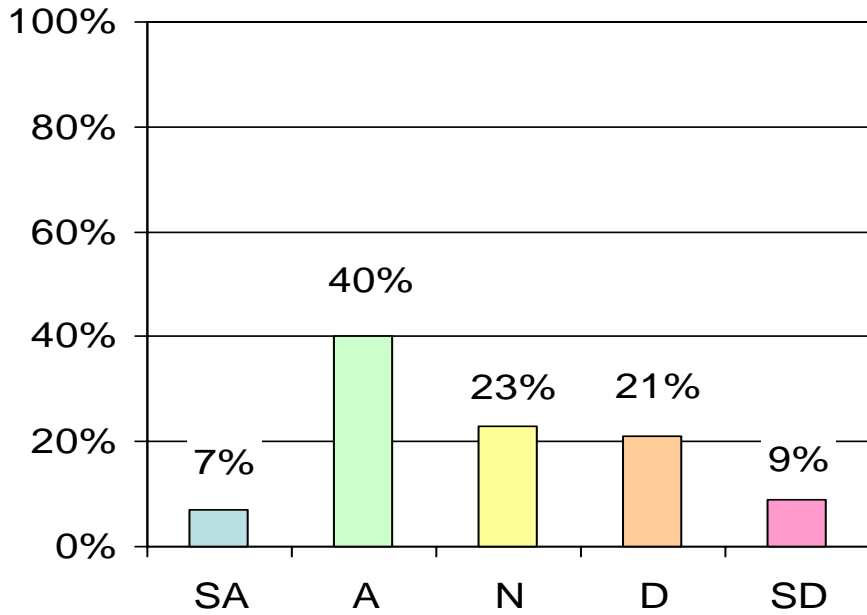
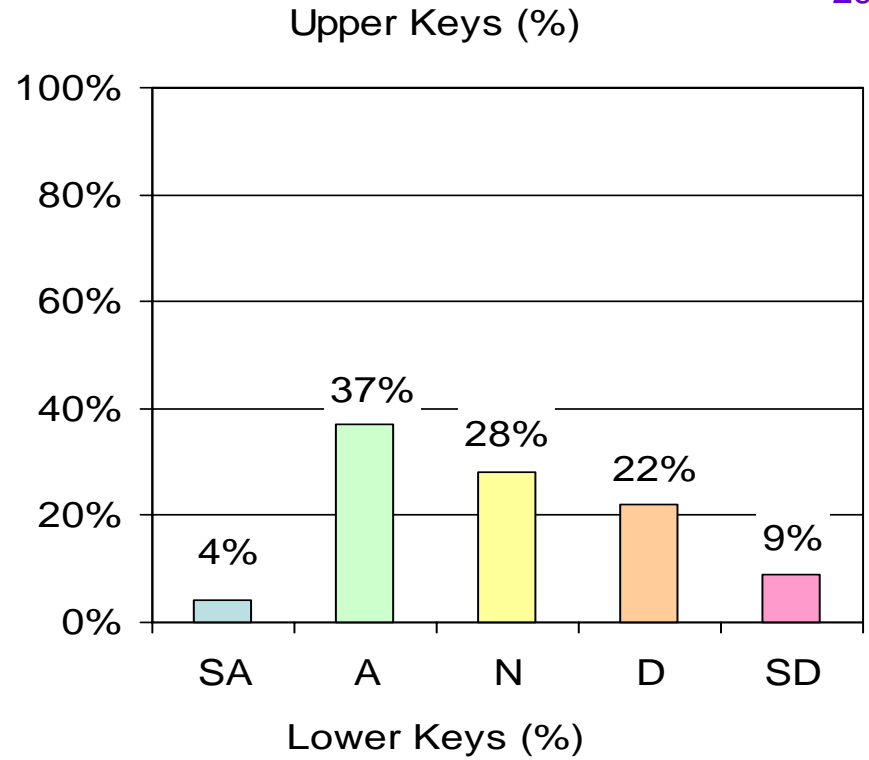
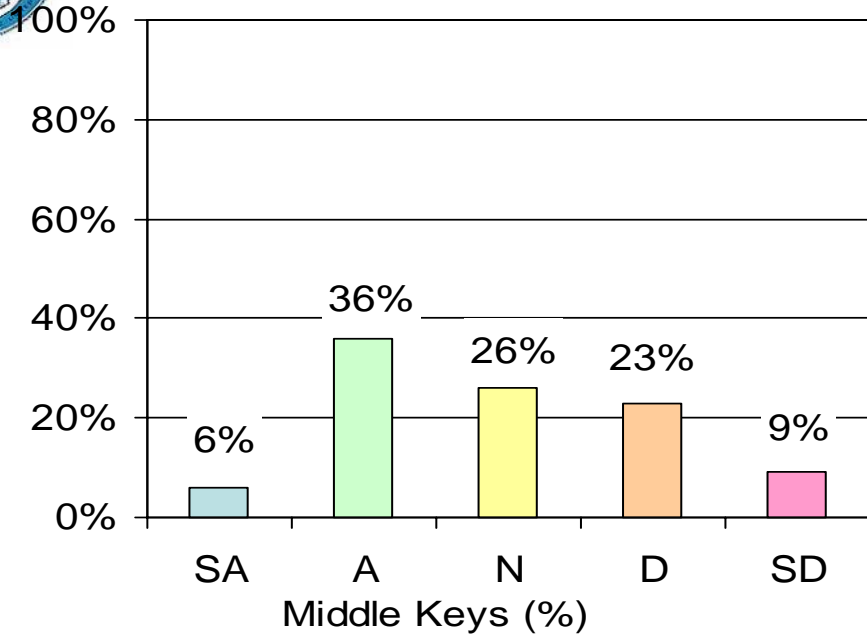
### Strongly Agree & Agree = 42%





# Total Monroe County Process Management

BY LOCATION





## Category Seven Results

### **TAKING IT TO THE NEXT LEVEL**

- *No recommendation until all processes and measures are in place*

#### Sterling Requirements

- Broad array of results in all six criteria areas which determine the relative success of the County
  - When compared to like organizations
  - When compared internally
  - When compared to best in class organizations
- Results show a minimum of three years of trends moving in the direction of success moving towards excellence
- Typical results include:
  - Customer ratings
  - Employee ratings
  - Financial performance
  - Operational measures
  - Achieving strategic planning goals and objectives

#### Current State

- Beginning of the collection and reporting of customer satisfaction results
- Counts of activity are the prevalent measure although not actual results



## Are We Making Progress? Category Seven

	LEADERS	MANAGER	STAFF
<p>➤ 7a My customers are satisfied with my work.            ➤ Leader: Our employees' customers are satisfied with their work.</p>	0.0%	62.6%	69.7%
<p>➤ 7b My work products meet all requirements.            ➤ Leader: Our employees work products meet all requirements.</p>	20.0%	50.7%	59.5%
<p>➤ 7c I know how well my organization is doing financially.            ➤ Leader: Our employees know how well our organization is doing financially.</p>	20.0%	35.3%	15.7%
<p>➤ 7d My organization uses my time and talents well.            ➤ Leader: Our organization uses our employees time and talents well.</p>	10.0%	33.8%	36.0%
<p>➤ 7e My organization removes things that get in the way of progress.            ➤ Leader: Our organization removes things that get in the way of progress.</p>	0.0%	13.3%	15.8%



## Are We Making Progress? Category Seven

	LEADERS	MANAGER	STAFF
➤ 7f My organization obeys laws and regulations. ➤ Leader: Our organization obeys laws and regulations.	80.0%	58.8%	61.8%
➤ 7g My organization has high standards and ethics. ➤ Leader: Our organization has high standards and ethics.	30.0%	35.3%	43.2%
➤ 7h My organization helps me help my community. ➤ Leader: Our organization helps employees help their community.	30.0%	50.0%	49.3%
➤ 7i I am satisfied with my job. ➤ Leader: Our employees are satisfied with their jobs.	10.0%	58.2%	62.0%

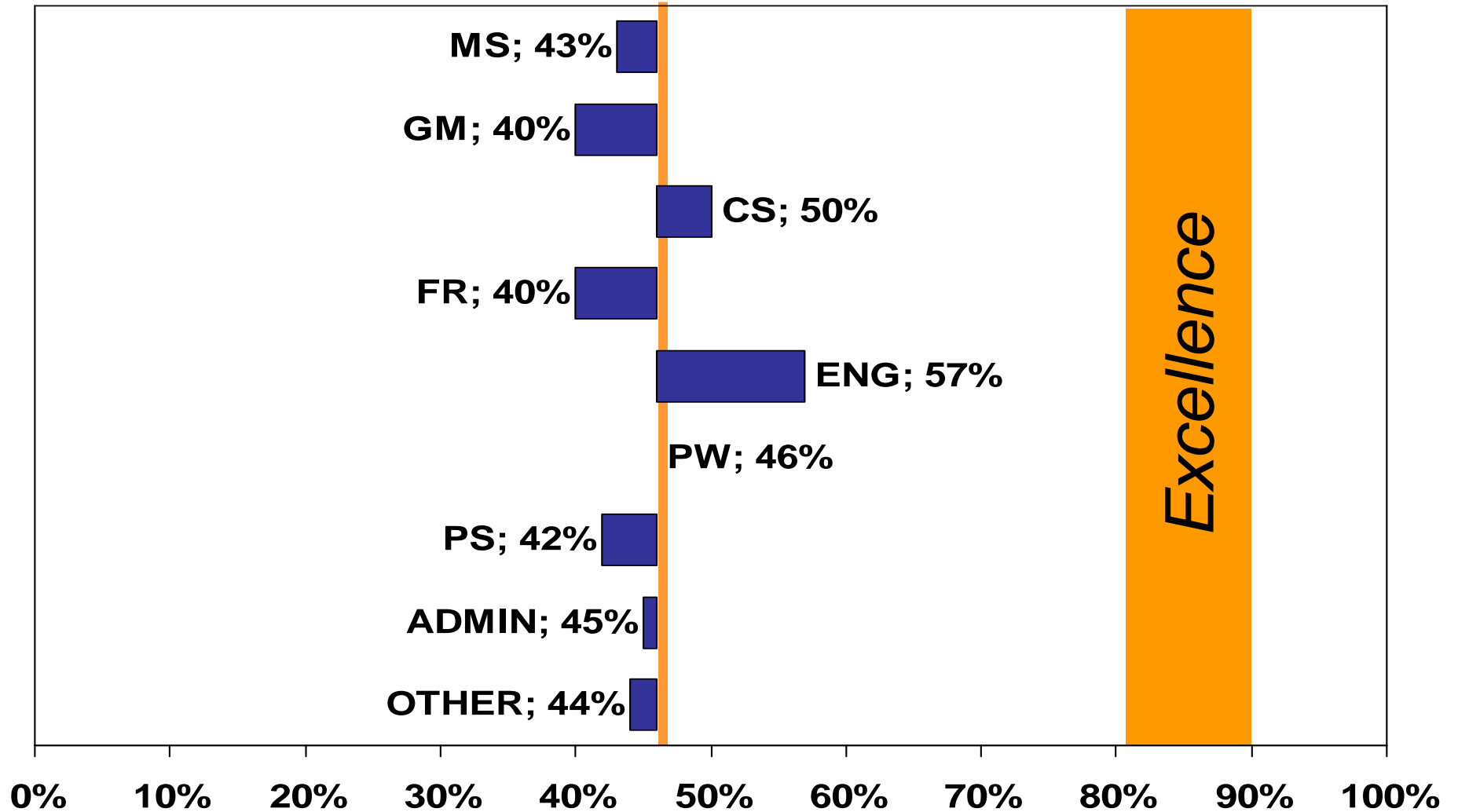
*No recommendation given the lack of performance measures which would be necessary prior to assessing results.*



# Category Seven: Results

## Monroe County Overall Score

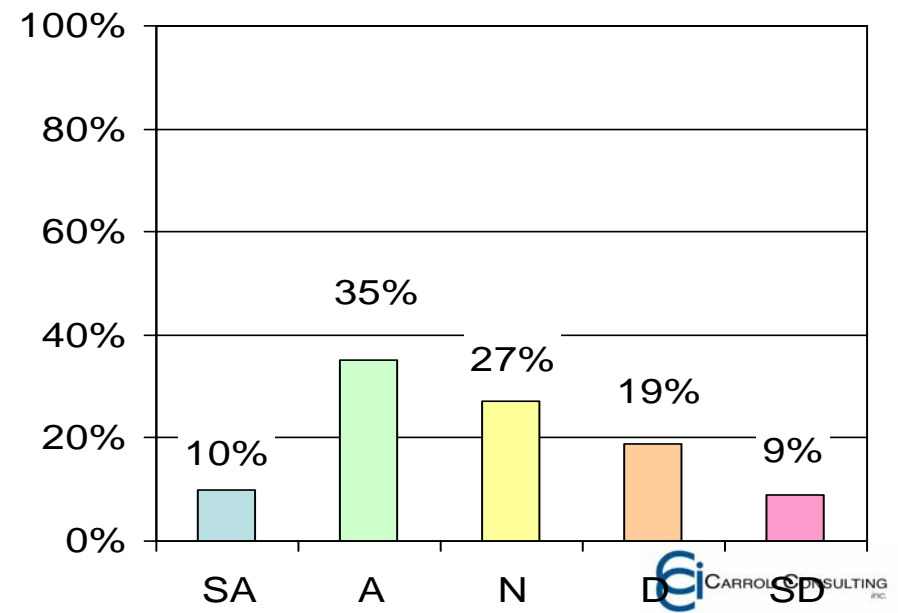
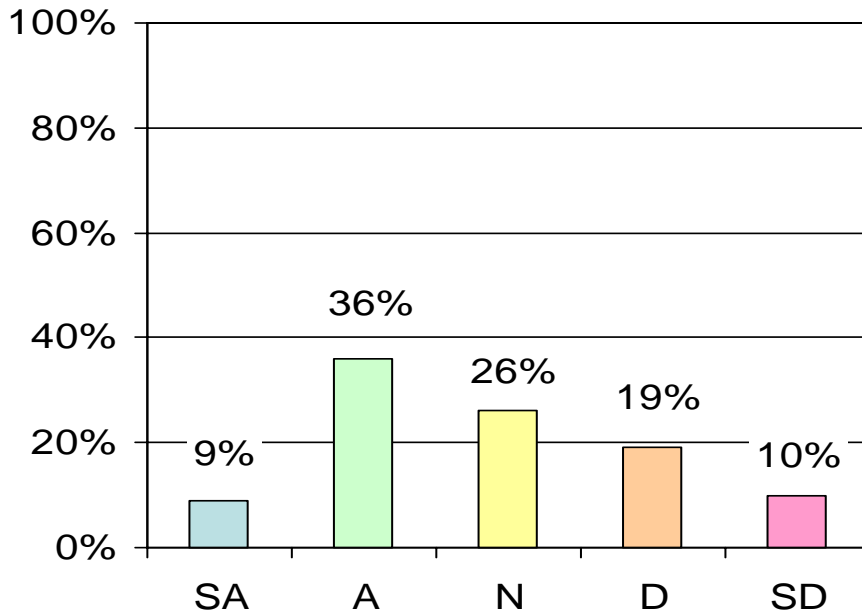
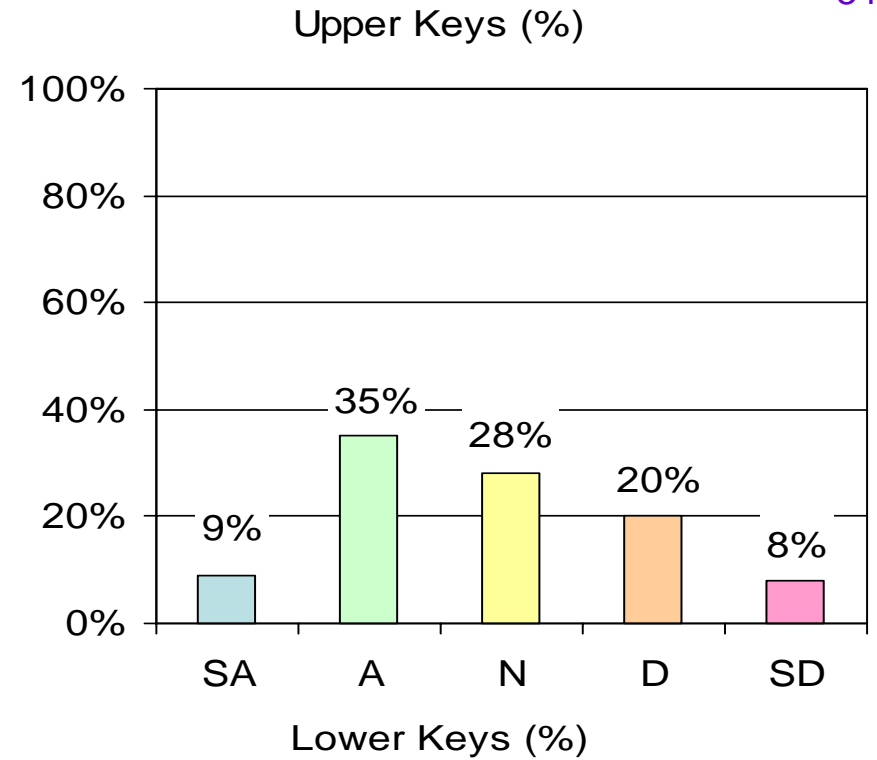
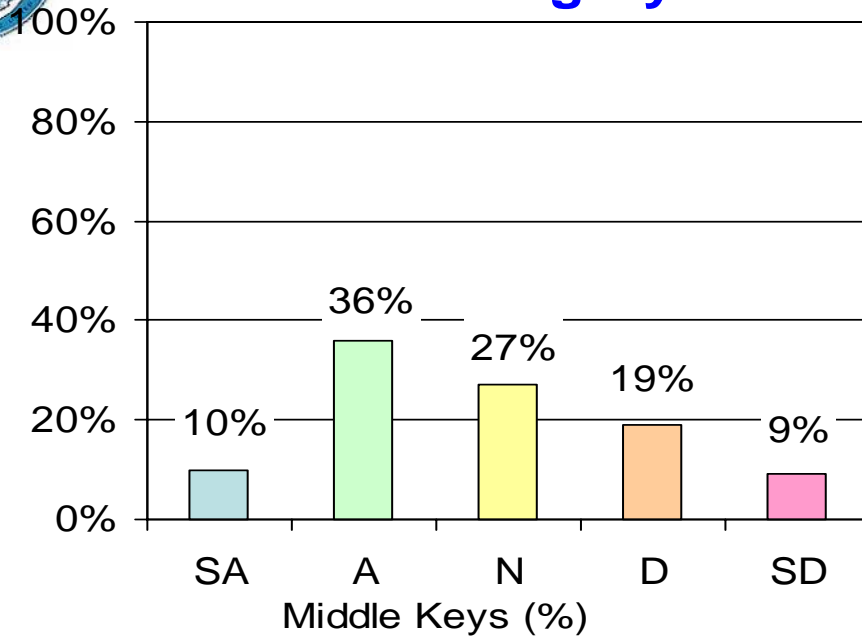
### Strongly Agree & Agree = 46%

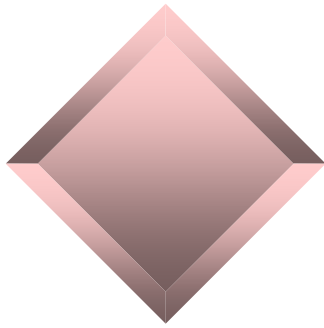




# Total Monroe County Results Category

BY LOCATION





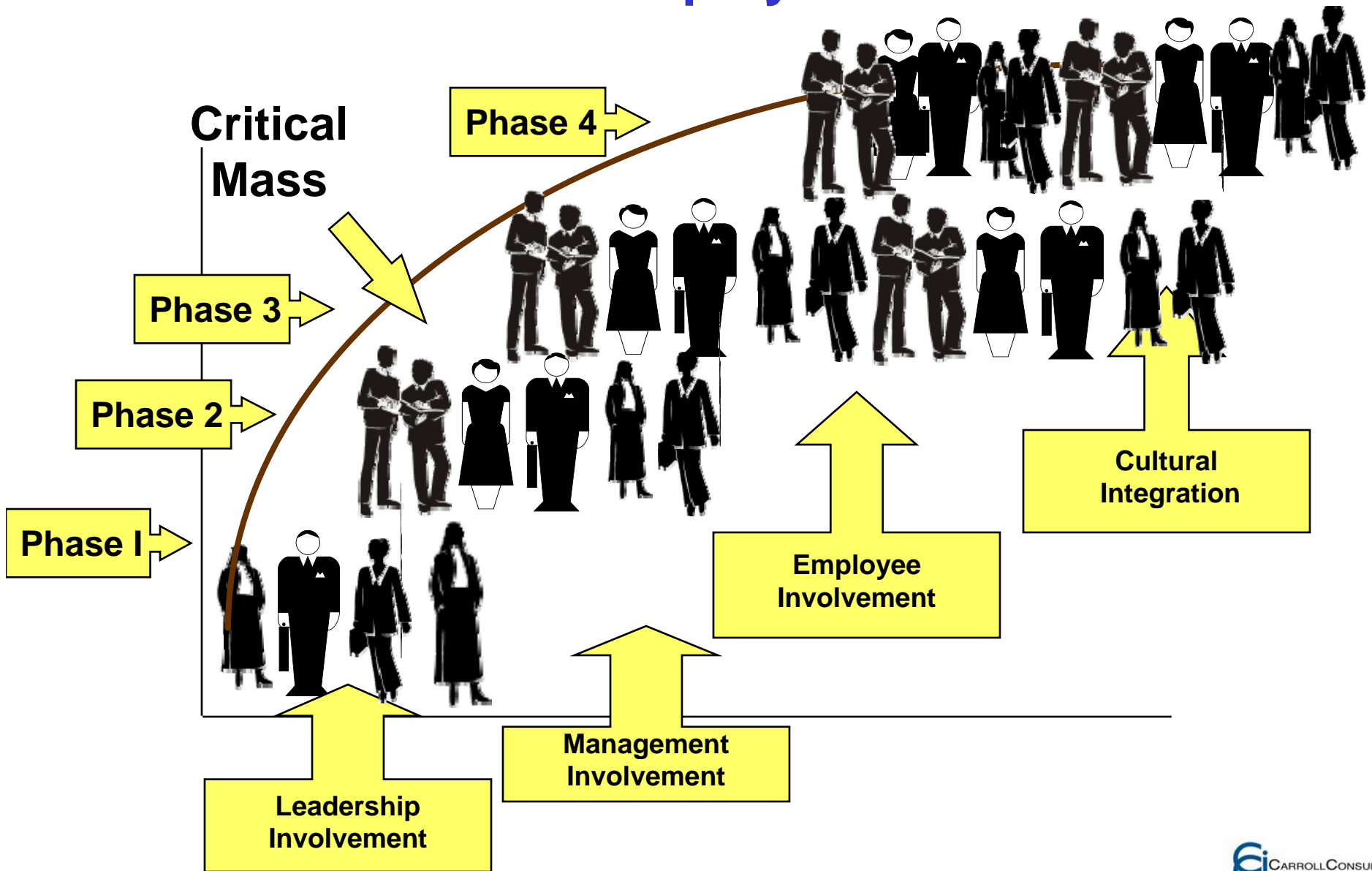
# RIDING THE WAVE TO EXCELLENCE



Leadership	Awareness	Enrollment	Alignment	
Managers/Supervisors	Awareness	Enrollment	Alignment	
Employees		Awareness	Enrollment	Alignment
Business Areas	Pockets of Excellence	Systematic Enrollment	Deployed in some key areas	Some areas still in early stages



# One employee at a time . . .





# Moving Forward 2006 Action Plans

- Develop a strategically focused Leadership Team and establish:
  - Direction, Vision and Values
  - Strategic planning process
  - Determine Key Indicators of Success
- Develop the strategic plan based upon direction
- Establish process improvement methodology on 3 pilot projects
  - Reward and Recognition System
  - Understanding employee satisfaction indicators
  - Develop performance measure selection process
- Develop an employee deployment plan of direction and ensuring open two way communication