

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

Purpose: As a management team member of Miami-Dade County government, it is your responsibility to design, adhere to and monitor the significant operating and financial controls of your organization. This self-assessment questionnaire has been designed to obtain input from you to assist the Performance and Efficiency Commission (“PEC”) to understand the key controls of your organization. Your input is important and appreciated.

Department : Procurement Management

Director: (name & telephone) Miriam Singer (305) 375-5502

- 1. Please describe the key business objectives of your area (i.e. What is the mission of your area?), and what do you find most challenging as the director of this department?

The Department of Procurement Management (DPM) is dedicated to customer service and the timely acquisition of goods and services. Utilizing technology and sound business processes, the department works to bring the greatest value to Miami-Dade County with integrity, fairness, competition and community inclusion.

The key business objectives and challenges are located in the Department of Procurement Management Business Plan FY 2010-2011 (pages 4-8) and are attached to this survey.

- 2. How many employees are in your department? Describe the span of control in your department and how effective it is?

The total number of employees is 92 and the table of organization is located in the FY Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 443-450) and are attached to this survey.

- 3. Do you consider the responsibilities of your department to be “core” responsibilities of government to the public?

Yes, the responsibilities of the Department of Procurement Management are “core” responsibilities of government to the public in that the department strives to achieve the best value in provision of goods and services to the public with public funds. The department is first and foremost tasked with insuring maximum competition, fairness and integrity while obtaining the best value for public dollars.

- 4. Are the Policies and Procedures in your department documented? (Select One) Yes No
Comments: Yes, the policies and procedures of the department are documented in Administrative Order 3-38, and further defined in the Procurement Guidelines, which are published on the County’s intranet and are updated on an ongoing basis.

- 5. Are the Policies and Procedures in your department up-to-date? (Select One) Yes No
Comments: Administrative Order 3-38 can only be updated by the Board of County

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Commissioners via Resolution, therefore, some of the most recent legislative changes are not yet reflected in the document. The Procurement Guidelines are updated regularly to reflect the most recent legislative and County procedural amendments.

6. Please describe the *key business processes* that occur in your department (i.e. What are the activities which are completed in your department?)

The Department's key business processes are located in the Department of Procurement Business Plan FY 2010 and 2010 (pages 4-8) and the FY Resource Allocation and Multi-Year Capital Plan (Volume 2, page 443)

7. Please describe the *key internal controls* that you believe exist in your department (i.e. How do you control the major activities, output, etc., in your department?)

Key internal controls include third party audits, quality assurance and quality control programs, training, management approval thresholds, purchasing and invoicing segregation of duties, peer review of work product, performance measures associated with the Business Plan and the Resource Allocation Plan, and Strategic Area Meetings.

8. Please describe *the key performance measures* you obtain and utilize to monitor the effectiveness/efficiency of your business processes.

These measures are described in the FY Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 443-450) and outlined in the DPM Business Plan, and are reported on the scorecard in Active Strategy.

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?

The department communicates with all county departments in the course of business operations. Most of the departments employ staff that performs procurement functions and responsibilities that require coordination and/or approval from DPM as the centralized purchasing agency for Miami-Dade County.

- a. Could they be consolidated into your department? **Yes, in the case of the Miami-Dade Aviation Department, which manages procurement functions similar responsibilities to those in DPM, there are opportunities for consolidation.**
- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)? **Yes, the requirement that each option to renew (OTR) is brought as a stand - alone agenda item should be reviewed. As an alternative, OTRs can be brought to the Board for approval in the aggregate. This would reduce use of paper and amount of manual processing work so that staff may concentrate on higher end, value added duties.**

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10. If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today?

An integrated procurement technology solution is required by the Department of Procurement Management to achieve efficiencies in data collection, procurement process management, reporting, and to facilitate the ease of doing business for county client departments and vendors. The solution would be required to interface with FAMIS and work with the future countywide implementation of the Peoplesoft Enterprise Resource Planning (ERP) solution. Sample desired functionality includes:

- 100 % Web-based from point of requisition to payment
- Dashboard to provide users and management with status on all procurement tasks
- Provide for use of catalogs, in order to:
 1. Improve spend analysis
 2. Provide ease of use for end user departments
 3. Decrease transactional processing costs
 4. Increase compliance to procurement processes
- Ability to handle solicitations on line, including acceptance of responses by vendors.
- Provide for automation of bid tallies
- Potential for a hosted solution in order to:
 1. Decrease initial hardware and software investment
 2. Leverage technology skills of vendor which may not be present within our organization.
 3. Reduce dependence on internal technical support
- Provide vendors with a portal to allow for management of vendor profile, purchase order and payment information

Overall, how would you rate the following in your department?	<u>Poor</u>		<u>Average</u>		<u>Excellent</u>
The effectiveness of your internal controls	1	2	3	<u>4</u>	5
The quality of your output	1	2	3	4	<u>5</u>
The efficiency of your business processes	1	2	3	<u>4</u>	5

If there is any additional information you feel the PEC should have prior to our review, (such as organizational charts, policies, etc.), please attach to this questionnaire.

Please return this questionnaire and any attachments in pdf format and saved as your "department name" by Wednesday, October 13, 2010 to spalmer@miamidade.gov or deliver to:

Thank you for your time.