

# 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 :** Enterprise Technology Services Department

**Director: (name & telephone)** Angel Petisco – 305 – 305-596-8455

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 mission of the Enterprise Technology Services Department (ETSD) is to “Enable service excellence in our community through information, communication and technology solutions”. The key business objectives are listed in pages 4 through 10 of the Enterprise Technology Services Department Business Plan FY 2010 and 201 (Business Plan). Information regarding current challenges facing ETSD can be found in the Business Plan in the sections called Critical Success Factors (page 12), Internal Support Requirements (page 13), and Current Business Environment (page 23).*

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 and table of organization are located in the FY2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 381-382) 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 services ETSD provides are integral to the delivery of a wide array of government services to the public including public safety, transportation, health and human services, recreation and culture, economic development and neighborhood and UMSA services and also provides services to other enabling strategies departments.*

4. Are the **Policies and Procedures** in your department *documented*? (Select One) Yes No  
Comments:

5. Are the **Policies and Procedures** in your department *up-to-date*? (Select One) Yes No  
Comments:

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

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*ETSD's key business processes are described in the Business Plan and FY2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 380-391).*

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?)

*ETSD's key internal controls include technology and personnel dedicated to the on-site and remote monitoring and management of key hardware and software systems, monthly financial management meetings, the Project Management Office, periodic review of the key performance measures on the department, division and operating area scorecards, individual performance appraisals, internal and third party audits, and quarterly Payment Card Industry Compliance reviews.*

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

*The key performance measures used to monitor the effectiveness/efficiency of ETSD's business processes can be found on the Department's scorecard created on the Active Strategy Enterprise (ASE) platform and updated monthly. The departmental scorecard was modified recently, and the updated version is available on-line in ASE.*

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

*Due to the nature of our work, ETSD communicates regularly with all County departments and multiple other agencies. There are several departments that provide IT functions that are the same or similar to those provided by ETSD.*

- a. Could they be consolidated into your department?

*Yes to a limited extent – a significant proportion of the IT-related functions currently being performed by other departments could be handled centrally by ETSD.*

- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)?

*Primarily the need for Enterprise Resources Planning (ERP) System. On the infrastructure side (networks, servers, storage), opportunities exist in the areas such as data center consolidation and centralization of certain infrastructure functions such as back-up and storage. With regard to applications, any application that is not exclusive to a particular department presents opportunities for improved efficiency.*

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

*ETSD consistently seeking, researching, and evaluating opportunities to create greater efficiency and cost-effectiveness through technology on an ongoing basis. Recent examples include the implementation of electronic time sheets (e-PARS) currently being rolled out in stages to all*

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*County departments and the purchase of the PeopleSoft e-Performance module which will provide an enterprise platform for performance evaluations.*

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	4	<u>5</u>
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](mailto:spalmer@miamidade.gov) or deliver to:**

Office of the Commission Auditor  
Attn: S. Donna Palmer  
SPCC Government Center  
111 NW First St., Ste. 1030  
Miami, FL 33128

*Thank you for your time.*