

# 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 :** Office of Human Rights and Fair Employment Practices

**Director:** (name & telephone) Lucia Davis-Raiford – (305) 375-7767

**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 Office of Human Rights and Fair Employment Practices (OHRFEP) is to ensure equal access to employment, housing, public accommodations, family leave, domestic violence leave, credit and finance practices in the implementation of [Chapter 11-A](#) of the Miami-Dade County Code, as amended; Title VII of the Civil Rights Act of 1964, as amended; the Americans with Disabilities Act of 1990, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; Age Discrimination and Employment Act of 1973; and the Florida Civil Rights Act of 1992.

As part of the Enabling Strategies strategic area, OHRFEP monitors the County’s internal diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. OHRFEP develops and implements employment policies and programs to ensure diversity and inclusion, investigates complaints of discrimination, performs fact-finding and mediation conferences, resolves workplace conflicts and develops programs that focus on the creation of inclusive work environments. Additionally, OHRFEP coordinates the enforcement of the County’s anti-discrimination ordinance that prohibits discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, family status, sexual orientation, veteran status or source of income.

It accomplishes this mission through work-sharing agreements with the United States Equal Employment Opportunity Commission (EEOC) and Housing and Community Development through CDBG funding.

Challenging facets of this work include monitoring to maintain on-going compliance

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with County policy and federal, state and local laws; ensuring consistent high-quality staff work and coordination necessary to manage workload that has increased by 300% in internal cases since 2004 and a tripling of case intakes and investigative requirements since February 2010.

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

In the FY 2010-2011 proposed budget, there are 11 approved positions, with a span of control of 1 to 10. While an increased number of staff could lead to quicker case turn-around, as each staff person would have a smaller caseload, revised internal processes and re-vamped case management systems have proved cost- and time- effective in processing charges of discrimination.

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

**Yes.** Federal, state and local policies, laws and regulations require that the provision of services, access to public accommodations, housing, employment and credit and finance be delivered without regard to one’s race, age, color, national origin, disability, gender, religion. These and other categories are protected from an unequal, adverse impact in the provision of services. This office is solely responsible for the enforcement and implementation of this function.

- 4. Are the *Policies and Procedures* in your department *documented*? (Select One)**

**Yes.** Policies and procedures are documented in the County Code, the Miami-Dade County Procedures Manual, the County website and County Administrative and Implementing Orders.

- 5. Are the *Policies and Procedures* in your department *up-to-date*? (Select One)**

**Yes.** We are reviewing the Procedures Manual to reflect a merger of external and internal case processing responsibilities.

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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 OHRFEP Business Plan FY 2010 and 2011 (page 3 and 4) and the FY 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, page 437). Both are attached to this survey.

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?)

- OHRFEP analyzes effectiveness by monitoring output (number and type of cases pending at various stages of development on, at least a weekly basis).
- ETSD-designed Case Tracking System used to monitor department-level cases county-wide: Includes audit function.
- Federal Case Management System ("IMS") for federal employment cases.
- Overall system analysis by staff; age of case; case type; outcome type and closure rates.

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

Key performance measures established annually to ensure efficiency of business process. Please see FY 2010 - 2011, OFEP Business Plan and FY 2010-2011 Resource Allocation Plan.

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

OHRFEP communicates with all departments as it provides mediation and complaint resolution services for all County employees, regardless of their assignment. Coordination is accomplished county-wide through the County Manager's Office, the County Attorney's Office (especially on federal cases) and Enterprise Technology Services Department. Have developed specific worker resource programs with the Office of ADA Coordination, Human Resources, Miami-Dade Police Department and Government Information Center.

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- a. Could they be consolidated into your department? No
- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)? No

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

Yes. Technology may improve ability to track/monitor compensation equity and improve reporting on how terms and conditions of employment might be impacted (internally and externally) by a person’s membership in any protected category.

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 | 5                |
| The quality of your output                  | 1           | 2              | 3 | 4 | 5                |
| The efficiency of your business processes   | 1           | 2              | 3 | 4 | 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.*