

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 : Human Resources

Director: (name & telephone) Angela Maher (305) 375-1589

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?

HR Department's mission: *"To innovatively manage and provide superior human resources services in a fiscally responsible manner"*

HR countywide requires new and modern technologies to manage the County's HR systems including time reporting, payroll, position management, and data management, mining and analysis.

Among others, the biggest challenge for the HR Department now is to be able to accomplish our strategic objectives and to be more proactive "business partners" to departments in light of increased responsibilities and decreased resources and staffing countywide.

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

The department is divided in five divisions to provide countywide human resources support with a total of 106 employees in the following areas and corresponding staff:

Employee Development - 10
Employee & Labor Relations - 6
Office of the Director - 7
Payroll and Information Management - 50
Recruitment, Compensation & Testing - 33

The table of organization is located in the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, page 429 to 439) which is attached to this survey.

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

The department provides direct assistance to the public through recruitment related functions, employment testing and response to requests for information, and indirect support to the public by

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assisting departments with HR strategic guidance, payroll preparation, employee development, negotiation and administration of collective bargaining agreements, employee labor relations guidance, and employee compensation support.

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?)

The Department's key business processes are located in the HR Business Plan FY 2010 and 2011 and the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 429 to 439) which 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?)

Key internal controls include third party and internal audits, quality assurance and quality control programs, training, Department and Division Business Reviews, performance measures associated with the Business Plan and the Resource Allocation Plan, and Strategic Area Meetings. Additionally, the HR department is responsible for addressing a myriad of State and Federal regulated functions that require specific scheduled responses, e.g., Unemployment Compensation, Workers Compensation, and Union related bargaining issues.

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

- Increase overall HR customer satisfaction
- Provide reliable HR systems
- Improve and streamline HR processes
- Provide County departments with qualified personnel
- Retain excellent employees (countywide)
- Align County workforce with organizational priorities
- Develop and rollout programs to motivate employees (countywide)
- Improve the overall skills of the workforce to support County priorities
- Improve the overall skills of the HR workforce to support County priorities
- Meet HR budget targets

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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 HR department communicates with all departments on a regular basis.

- a. Could they be consolidated into your department?

No. Many departmental HR functions are department-specific and/or provide specialized training necessary to that department.

- 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 suggestions

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

The HR Department could gain greater efficiency through the modernization and consolidation of its systems. Much of our work is currently manual and process-intensive using legacy systems.

The HR Department continues to make great strides to reengineer and automate processes where possible in a cost efficient manner, taking into consideration that these solutions will need to seamlessly integrate with comprehensive technological improvements when funding becomes available. The acquisition and deployment of additional PeopleSoft ERP modules will help to automate and streamline processes, provide position control and expanded reporting capability, expand employee self-service, and provide departments with more efficient HR services.

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	<u>4</u>	5
The efficiency of your business processes	1	2	<u>3</u>	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 or deliver to:

Office of the Commission Auditor
Attn: S. Donna Palmer

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SPCC Government Center
111 NW First St., Ste. 1030
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Thank you for your time.