

can see that the computer could have a profound impact on our management control systems, but people are still the key ingredient. To have an effective system, much will depend on the timely transmittal of accurate information as well as the use of the computer to maintain data on the status of operations. Based on the little experience we have had thus far in utilizing computer-based data files for management decisionmaking, we expect that further mechanization of functions will provide the summarized data that is needed to identify happenings against basic objectives and goals.

30. What is your estimated dollar cost for the completion and operation of the basic parts of your management information system?

Due to the long-range implementation of automating various processes in the Commission, we do not have estimated dollar costs for the completion and operation of the basic parts of our management information systems.

31. At what level is the determination made concerning what is needed in the management information system?

Determination as to the needs of a management information system is made by the Commission based on the recommendations of the executive director and the heads of operating bureaus and staff offices.

E. Internal auditing

32. Do you have a centrally organized internal audit system within your agency which operates independently of department and agency operations?

The commission does not have a formal internal audit system. However, the Commission performs certain elements of the audit function, utilizing the management staff of the Office of Executive Director. This staff conducts independent management surveys of agency organization, operations, and procedures to determine ways to improve efficiency. The FCC works closely with the GAO auditing staff in the payroll areas. A GAO team has just completed an audit of our payroll records and a GAO representative is now auditing our agency audit records and procedures. Other expenditures are carefully controlled and bills are audited prior to payment. The Commission recognizes the benefits of a permanent audit staff but has not established such a group due to resource limitations.

33. Is your internal audit staff made up of persons with experience in accounting and auditing?

See answer to 32 above.

34. Is the scope of review by the internal audit staff limited in any way?

See answer to 32 above.

35. Are all reports and recommendations of the internal audit staff submitted in full directly to the head of the agency?

See answer to 32 above.

36. Is the audit staff responsible to or subject to direction by any official who is also primarily responsible for an activity which might be audited?

See answer to 32 above.

37. Are the personnel assigned to the internal audit function adequately protected from recriminations and arbitrary personnel action that might result from adverse effect of their reports upon other agency employees?

See answer to 32 above.

38. Are all reports and recommendations of the internal audit staff available to the Comptroller General and to appropriate congressional committees?

See answer to 32 above.

F. Automatic data processing

39. Do you have a central organization in your agency which is responsible for ADP management?

Yes. The Commission has a central data processing facility under the direction and coordination of the Executive Director. The Executive Director reviews plans for the use of the Commission's computer to ascertain that end objectives conform with Commission policy, and when necessary establishes priorities of use based on program urgency, fund resources, and probability of cost savings.

40. Will you describe its functions?

The Data Processing Division is responsible for identifying areas of potential ADP applications throughout the Commission, conducting systems studies, and designing, programing and implementing data processing systems to improve quality of service and to reduce operating costs. These systems are developed and installed in collaboration with the operating bureaus and staff offices. The Data