

**FY ~~2022-2023~~2023-2024 EXECUTIVE DIRECTOR LIMITATIONS
AND PERFORMANCE EXPECTATIONSSTANDARDS**

Performance standards includes Scoring Rubric:

1. Level 1 (Unsatisfactory)
2. Level 2 (Minimally Satisfactory)
3. Level 3 (Fully Successful)
4. Level 4 (Exceeds Fully Successful)
5. Level 5 (Outstanding)

1. Executive Limitations

1.1 Global Executive Constraint – The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent, or in violation of commonly accepted governmental, business, and professional ethics and practices. Furthermore, the Executive Director shall not:

- 1.1.1 Compromise the FCHR' public image or credibility.
- 1.1.2 Fail to assess and consider the capability of the FCHR to produce appropriately targeted, effective, and efficient results that are aligned with its Mission.

1.2 Treatment of the General Public – With respect to interactions with the general public, the Executive Director shall not cause or allow conditions, procedures, or decisions that are unlawful or unethical. Furthermore, the Executive Director shall not:

- 1.2.1 Initiate legal action for allegations of discrimination that are not covered by the Florida Civil Rights Act, and/or other pertinent state statutes, administrative rules, and federal law.
- 1.2.2 Use methods of collecting, reviewing, transmitting, or storing information that fail to secure information against improper use, access, damage, or loss.
- 1.2.3 Operate facilities without appropriate accessibility and adequate security measures in place.
- 1.2.4 Fail to provide the general public clear and accurate information as to what is and is not covered under the Florida Civil Rights Act, and/or other pertinent state statutes, administrative rules, and federal law.

1.3 Treatment of Staff – With respect to the treatment of staff, the Executive Director shall not cause or allow conditions that are unfair, undignified, disorganized, or unclear. Furthermore, the Executive Director shall not:

- 1.3.1 Operate without written human resources policies and procedures that provide for effective handling of grievances and protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.
- 1.3.2 Discriminate or retaliate against any staff person.

1.4 Fiscal Responsibility – With respect to the financial conditionals and activities of the FCHR, the Executive Director shall not deviate from the Legislature's fiscal priorities. Furthermore, the Executive Director shall:

- 1.4.1 Include credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.
- 1.4.2 Expend only the funds appropriated in any fiscal year.
- 1.4.3 Process and submit payroll and debts in a timely manner.
- 1.4.4 Ensure timely payments and accurate invoicing.

- 1.4.5 Seek Commission approval for a single purchase of or commitment of funds greater than \$500,000.
- 1.4.6 Ensure adherence to Florida Statutes relating to procurement policy.
- 1.4.7 Comply with the State of Florida's audit standards.
- 1.5 Executive Director Continuity of Service – To protect the Commission from loss of the Executive Director's services, the Executive Director must have one or more managers familiar with the FCHR's operations and the Executive Director's responsibilities, tasks, issues, and processes.
- 1.6 Operational Protections – The Executive Director shall not allow FCHR assets to be unprotected, inadequately maintained, or unnecessarily risked. Furthermore, the Executive Director shall develop and have in place a strategic information security plan and associated operational information security plan. In addition, the Executive Director will establish security policies and procedures, standards, and guidelines.
- 1.7 Compensation and Benefits – With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Executive Director shall not cause or jeopardize fiscal integrity. Furthermore, the Executive Director shall not:
 - 1.7.1 Change his or her compensation and benefits.
 - 1.7.2 Promise or imply permanent or guaranteed employment.
 - 1.7.3 Establish compensation and benefits that deviate from state statutes, administrative rules, or FCHR compensation and benefits policies.
 - 1.7.4 Create financial obligations over a longer term than revenues are appropriated.
- 1.8 Support and Inform the Commissioners – The Executive Director shall support and inform Commissioners on Commission business. Furthermore, the Executive Director shall:
 - 1.8.1 Submit data and information in a timely, clear, and accurate fashion.
 - 1.8.2 Inform the Commissioners of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, and changes to established Commission policies and practices.
 - 1.8.3 Advise the Commissioners if, in the Executive Director's opinion, the Commission is not in compliance with its own policies and/or state statutes and administrative rules.
 - 1.8.4 Advise the Commissioners if, in the Executive Director's opinion, a Commissioner's behavior is detrimental to the Commission or to the working relationship between the Commissioner(s) and the Executive Director.
 - 1.8.5 Provide a mechanism for official Commission communication.

Commented [CC1]: The Governance Policy indicates performance monitoring includes degree to which Executive Limitations are being complied with, so I've added them.

12. High-Level Goal: Understanding of and Commitment to Maximize Organization's Effectiveness **Mission and Core Values**

2.1 ~~1.1~~ Consistently provide responsive, best value services to customers

2.2

~~A.~~ Develop organizational vision integrating key program goals, priorities, values, etc.

2.3

~~B.~~ Assess and adjust to changing situations to make organizational improvements, from incremental improvements to major shifts in direction or approach, as appropriate

~~C.~~ Strives to improve service and program performance
2.4

Commented [CC2]: Seems to duplicate the program development and delivery section.

~~D.~~ Creates a work environment that encourages creative thinking, collaboration, and transparency Foster high ethical standards in meeting the organization's vision, mission, and goals

~~3.1.2 Maximize internal process structure to deliver customer outcomes effectively~~
Administration and Human Resource Development – Staffing, Training, Employee Growth

~~3.1 A.~~ Foster high ethical standards in meeting the organization's vision, mission, and goals

~~B.~~ Design and implement strategies maximizing employee potential to connect the organization horizontally and vertically
3.3

~~C.~~ Holds employees accountable for appropriate levels of performance and conduct
3.4

~~D.~~ Facilitates collaboration, cooperation, and teamwork to support resolution of conflicts
3.5

~~E.~~ Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce with the skills needed to accomplish organizational performance objectives

~~-3.6~~
~~F.~~ Creates a work environment that encourages creative thinking, collaboration, and transparency Provide staff training and report retention efforts at each scheduled board meeting

~~1.3 Manage resources~~ 4. Compliance and Best Practices

4.1 A. Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner instilling public trust and accomplishes the Commission's mission
4.2

~~B.~~ Executes the operating budget, prepares budget requests with justifications, and manages resources

~~C. Present Annual Legislative Budget Requests to the Board annually at the end of the fiscal year meeting in July~~

Commented [CC3]: Seems to fit within the Executive Limitations within informing the Commissioners.

~~D. Adhere to financial auditing principles~~

Commented [CC4]: Stated in the Executive Limitations.

~~52. High Level Goal: Resolve Investigations with Statutorily Mandated Timeframes This goal includes specific performance results expected from the Executive Director during the appraisal period, focusing on measurable outcomes aligned to organizational goals and objectives (measures/targets, and timelines)~~
Program Development and Delivery

~~25.1 Fair Housing Investigations – Resolve~~

~~A. HUD Performance Requirement and baseline recommendation: 50% of cases investigated~~ within 100 days

~~5.2~~

~~B. HUD Performance Requirement Assign Cases to Investigators within 30 days of receipt from complainant and HUD~~

~~C. HUD Performance Requirement Limit on Administrative Closures is 20%~~

~~D. HUD Performance Requirement: Investigate 150 cases annually based on Florida's Census population~~

Commented [CC5]: These are not statutory requirements.

~~2.2 Public Accommodation Investigations – Resolve 75% of investigations within 180 days. Long Range Program Planning (LRPP)~~

~~25.3 Employment Investigations – Resolve 75% of investigations within 180 days. Long Range Program Planning (LRPP)~~

~~25.4 State Whistle-Blower Retaliation – Complete Resolve 75% of Fact Finding Reports investigations within 180 days. Long Range Program Planning (LRPP)~~

~~25.5 Case Docketing – Docket 75% of the cases within five (5) days.~~

~~25.6~~ Final orders ~~_(Unit Cost Output)~~

~~A.~~ Complete 75% within 90 days of Recommended Order

~~B-5.7~~ DOAH agrees with the FCHR determination at an 80% Performance Rating. ~~Long Range Program Planning (LRPP)~~

63. High Level Goal: Building PartnershipsCommunity Relations and Communication – Cultivating Strategic Relationships and Raising Visibility

6.1 Solicits and considers feedback from internal and external stakeholders or customers.

6.2 Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support.

6.3 Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate.

6.4 Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

~~3.16.5~~ Inform state public officials about the Commission’s programs, accomplishments, and ways the Commission can benefit the State of Florida and help it accomplish its priorities.

6.6

~~A.~~ Proactively seek and maintain partnerships with agencies and organizations which promote Employment and Fair Housing Equal Opportunities.

~~(1) Conduct Training Sessions~~

~~(2) Market the Commission as a Resource~~

~~(3) Maximize social media~~

~~(4) Use Radio Ads~~

~~(5) Use Alternative Advertisements~~

Commented [CC6]: Move these to allow Executive Director room to determine best methods to achieve this standard.