



**FCRA PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR
[ALL-IN-ONE DOCUMENT]**

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 0 SCORING RUBRIC

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 0.0



0.0 | 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)

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 1 EXECUTIVE LIMITATIONS

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 1.1 through 1.8



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.

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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.

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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.

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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.

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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.

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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.

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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 stage statutes, administrative rules, or FCHR compensation and benefits policies.

1.7.4 Create financial obligations over a longer term than revenues are appropriated.

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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.

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 2 UNDERSTANDING OF AND COMMITMENT TO
ORGANIZATION'S MISSION AND CORE VALUES

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 2.1 through 2.4



2.1 | RESPONSIVENESS

Consistently provide responsive, best value services to customers

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2.2 | VISION

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

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2.3 | GROWTH

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

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2.4 | HIGH STANDARDS

Foster high ethical standards in meeting the organization's vision, mission, and goals

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 3 ADMINISTRATION AND HUMAN RESOURCE DEVELOPMENT
 - STAFFING, TRAINING, EMPLOYEE GROWTH

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 3.1 through 3.5



3.1 | STRATEGIC

Design and implement strategies maximizing employee potential to connect the organization horizontally and vertically

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3.3 | ACCOUNTABILITY

Holds employees accountable for appropriate levels of performance and conduct

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3.4 | COOPERATION

Facilitates collaboration, cooperation, and teamwork to support resolution of conflicts

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3.5 | WORK DEVELOPMENT

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

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3.6 | WORK ENVIRONMENT

Creates a work environment that encourages creative thinking, collaboration, and transparency

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 4 COMPLIANCE AND BEST PRACTICES

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 4.1 through 4.2



4.1 | ADMINISTRATION

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

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4.2 | BUDGET

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

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 5 PROGRAM DEVELOPMENT AND DELIVERY

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 5.1 through 5.7



5.1 | FAIR HOUSING INVESTIGATIONS

Resolve 50% of investigations within 100 days

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5.2 | PUBLIC ACCOMMODATION INVESTIGATIONS

Resolve 75% of investigations within 180 days.

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5.3 | EMPLOYMENT INVESTIGATIONS

Resolve 75% of investigations within 180 days.

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5.4 | STATE WHISTLE-BLOWER RETALIATION

Resolve 75% of investigations within 180 days.

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5.5 | CASE DOCKETING

Docket 75% of cases within five (5) days.

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5.6 | FINAL ORDERS

Complete 75% within 90 days of Recommended Order

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5.7 | DOAH AGREEMENT

DOAH agrees with the FCHR determination at an 80% Performance Rating.

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FCHR PERFORMANCE EVALUATION
OF ITS EXECUTIVE DIRECTOR

CHAPTER: 6 COMMUNITY RELATIONS AND COMMUNICATION –
CULTIVATING STRATEGIC RELATIONSHIPS AND
RAISING VISIBILITY

AUTHOR: *Florida Commission on Human Relations*

DATE: 12/4/2023

ITEMS: 6.1 through 6.6



6.1 | **FEEDBACK**

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

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6.2 | COORDINATION

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.

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6.3 | PRESENTATION

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

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6.4 | POLITICS

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

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6.5 | **AMBASSADOR**

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.

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6.6 | PARTNER

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

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APPENDIX



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Congratulations! You're now **booked up** on the **FCHR's Performance Evaluation** of its Executive Director (Agency Head)!

