

**SCORECARD DETAIL-Fair Employment Practices**

**Details - Base View**

**None Initiatives Processes**

Base ▼

The Office of Human Rights and Fair Employment Practices (OHRFEP), created by merger of the Office of Fair Employment Practices and the Office of Human Rights in February 2010, promotes fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code. Discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, veteran status or source of income is prohibited.

As part of the Enabling Strategies strategic area, OHRFEP monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. OHRFEP develops and implements employment policies and programs that 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 supportive and inclusive work environments. Additionally, OHRFEP coordinates the enforcement of the County's anti-discrimination ordinance.

The services provided by OHRFEP are available to all Miami-Dade County citizens, Miami-Dade County government employees and applicants for employment with Miami-Dade County government. OHRFEP works with all County departments, the County Attorney's Office, the U.S. Equal Employment Opportunity Commission (EEOC), and the Florida Commission on Human Relations, and serves as staff to the Miami-Dade Commission on Human Rights.

**1.0 Customer**



Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Attract, develop and retain an effective, diverse and dedicated team of employees (ES5)</u>					
<u>Internship Applicants</u>	FY10 Q3	9	n/a	23	n/a
<u>Internships Offered</u>	FY10 Q3	6	n/a	16	n/a
<u>Internships Accepted</u>	FY10 Q3	5	n/a	12	n/a
<u>Participating Departments</u>	FY10 Q3	9	n/a	25	n/a
<u>Diversity Etiquette Training Sessions Conducted</u>	FY10 Q3	1	n/a	2	n/a
<u>Participants in Diversity Etiquette Training Sessions</u>	FY10 Q3	20	n/a	70	n/a
<u>Internship Information Sessions Conducted</u>	FY10 Q3	1	n/a	2	n/a
<u>Participants in Internship Information Sessions</u>	FY10 Q3	7	n/a	15	n/a
<u>Phoenix Project Kickoff Conducted</u>	FY10 Q3	n/a	n/a	1	n/a
<u>Phoenix Project Kickoff Participants</u>	FY10 Q3	n/a	n/a	43	n/a
<u>Phoenix Project Interns Hired</u>	FY10 Q3	1	n/a	1	n/a
<u>Phoenix Project New Hire Orientation</u>	FY10 Q3	1	n/a	1	n/a
<u>Phoenix Project New Hire Orientation Participants</u>	FY10 Q3	4	n/a	4	n/a
<u>Impact Employee Compliance Through County-wide Training</u>					
<u>Employees Trained via eLearning</u>	FY10 Q3	231	2,500	3,374	7,500
<u>Employees trained in Diversity via</u>	FY10 Q3	1,233	n/a	3,168	n/a

instructor led training

<u>Workplace Diversity Videos Distributed to Departments</u>	FY10 Q3	20	n/a	22	n/a
<u>Employees who have viewed the Workplace Diversity Video</u>	FY10 Q3	2,952	n/a	4,558	n/a
<u>OHRFEP Training Sessions Conducted</u>	FY10 Q3	0	n/a	2	n/a
<u>Participants in OHRFEP Training Sessions</u>	FY10 Q3	0	n/a	18	n/a

Promote a safe, bias-free workplace

Workforce skills to support County priorities (ES5-4)

<u>Workplace Diversity Videos Distributed to Departments</u>	FY10 Q3	20	n/a	22	n/a
<u>Employees who have viewed the Workplace Diversity Video</u>	FY10 Q3	2,952	n/a	4,558	n/a
<u>OHRFEP Training Sessions Conducted</u>	FY10 Q3	0	n/a	2	n/a
<u>Participants in OHRFEP Training Sessions</u>	FY10 Q3	0	n/a	18	n/a
<u>OFEP Brochures Distributed to Departments</u>	FY10 Q3	50	500	50	1,500
<u>OFEP articles printed in "What's New for County Employees"</u>	FY10 Q3	0	1	0	3

NU 2-1 Strengthen bond between the community and Miami-Dade County (NU2-1)

<u>Commission on Human Rights Hearings/Meetings Held</u>	FY10 Q3	3	n/a	8	n/a
<u>Commission on Human Rights Successful Mediations</u>	FY10 Q3	10	n/a	19	n/a
<u>Commission on Human Rights Investigations Completed</u>	FY10 Q3	33	n/a	54	n/a
<u>Number of Housing Outreach Activities</u>	FY10 Q3	2	n/a	2	n/a
<u>Commission on Human Rights Intakes</u>	FY10 Q3	118	n/a	118	n/a
<u>Commission on Human Rights Outreach Activities Participants</u>	FY10 Q3	62	n/a	62	n/a

**2.0 Financial**

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Meet Budget Targets (FEP)</u>					
<u>Revenue: Total (Fair Employment)</u>	FY10 Q3	\$0 K	\$289 K	\$0 K	\$869 K
<u>Expen: Total (Fair Employment)</u>	FY10 Q3	\$277 K	\$289 K	\$700 K	\$869 K
	FY10 Q3	12	(12 - 13)	n/a	(n/a - n/a)

### 3.0 Internal

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Develop metrics for self-assessment and measurement of internal diversity and inclusion of Miami-Dade County employees</u>					
Internal surveys sent out	FY10	0	n/a	n/a	n/a
Internal survey responses	FY10	0	n/a	n/a	n/a
<u>Develop benchmark standards for self-assessment and measurement of best practices against public and private organizations</u>					
External surveys sent out	FY09	 113	100	n/a	n/a
External survey responses	FY09	 35	30	n/a	n/a
<u>Support and enhance the Case Tracking System (CTS)</u>					
EEOC cases settled	FY10 Q3	0	n/a	2	n/a
EEOC complaints filed	FY10 Q3	6	n/a	20	n/a
EEOC complaints issued final disposition	FY10 Q3	2	n/a	8	n/a
Departments determined to be CTS audit compliant	FY10 Q3	0	n/a	0	n/a
<u>Paperless Initiative</u>					

### 4.0 Learning and Growth

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Increase Skills and Knowledge Base of Staff (ES5-4)</u>					
Training Sessions attended by OFEP Staff	FY10 Q3	6	n/a	13	n/a

[Scorecard Exception Report](#)   [Business Plan Reports](#)

**Scorecard Owners:** [Davis-Raiford, Lucia](#)

#### Linked Objects

**Hide All**

#### Child Scorecards

There are no scorecards linked at this time.

## Parent Scorecards

### Owners

[ACM Scorecard - Torriente, Susanne](#)

[Fernandez, Margarita](#)  
[Torriente, Susanne](#)

## Objectives

### Owners

[Attract, develop and retain an effective, diverse and dedicated team of employees \(ES5\)](#)

[Davis-Raiford, Lucia](#)  
[Garcia, Christine](#)  
[Smith, Sharon](#)

[Impact Employee Compliance Through County-wide Training](#)

[Caraballo, Yvette](#) [Davis-Raiford, Lucia](#) [Smith, Sharon](#)

[Promote a safe, bias-free workplace](#)

[Davis-Raiford, Lucia](#)  
[Richards, Norma](#)  
[Smith, Sharon](#)

[Workforce skills to support County priorities \(ES5-4\)](#)

[Brown, Gloria](#)  
[Caraballo, Yvette](#) [Davis-Raiford, Lucia](#) [Smith, Sharon](#)

[\(ES8.2.1.23\) Meet Budget Targets \(FEP\)](#)

[Davis-Raiford, Lucia](#)  
[Smith, Sharon](#)

[Develop metrics for self-assessment and measurement of internal diversity and inclusion of Miami-Dade County employees](#)

[Caraballo, Yvette](#) [Davis-Raiford, Lucia](#) [Snitzer, Erin](#)

[Develop benchmark standards for self-assessment and measurement of best practices against public and private organizations](#)

[Davis-Raiford, Lucia](#)  
[Snitzer, Erin](#)

[Support and enhance the Case Tracking System \(CTS\)](#)

[Caraballo, Yvette](#) [Davis-Raiford, Lucia](#) [Smith, Sharon](#)

[Paperless Initiative](#)

[Caraballo, Yvette](#) [Davis-Raiford, Lucia](#) [Smith, Sharon](#)

[Increase Skills and Knowledge Base of Staff \(ES5-4\)](#)

[Davis-Raiford, Lucia](#)

[\(NU2-1\) Strengthen bond between the community and Miami-Dade County \(NU2-1\)](#)

[Davis-Raiford, Lucia](#)

## Program Groups

	Type	As Of	\$	🏆	✓	!	🎯	%	Status	Owners
<a href="#">Completed or archived OFEP initiatives</a>		n/a						n/a	n/a	<a href="#">Caraballo, Yvette</a>

## Initiatives

There are no initiatives linked at this time.

## Processes

There are no processes linked at this time.

**Action Items**[Show Details](#)  

Due Date	Status	Action	Owners
No Action Items to Report			
	Open		Overdue

**Comments**[Show Details](#)  

Author/Date	Comment	Show All
There are no comments at this time.		

**External Links**


**Attached Documents**

Last Updated	Checked Out By

## Customer Perspective

Objective Name	Owner(s)
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Attract, develop and retain an effective, diverse and dedicated team of employees (ES5)	Lucia Davis-Raiford Christine Garcia Sharon Smith
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OFEP will expand its Diversity Matters program to implement talent management strategies to employ people with disabilities, and ensure their participation in internship and mentoring programs. a) Develop program to increase the number of differently-abled workers within the employment pool of Miami-Dade County. b) Develop internship and mentoring program to focus on recruitment, retention and career development strategies for disabled persons (applicants and employees) by October 31, 2009.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Develop internship mentoring program for disabled students	Lucia Davis-Raiford Christine Garcia Sharon Smith
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Internship mentoring program for disabled students (April 2010-August 2010)	Lucia Davis-Raiford Christine Garcia Sharon Smith
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Parent Objectives
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Measure	Owner(s)
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Internship Applicants	Lucia Davis-Raiford Christine Garcia Sharon Smith
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Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	9	n/a	n/a	FY10 Q3

Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Internships Offered

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

**Performance**

Ind	Actual	Target	Variance	Date
	6	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Internships Accepted

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

**Performance**

Ind	Actual	Target	Variance	Date
	5	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Participating Departments

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

3rd Qtr FY 09-10: DHS, Finance, GSA, Office of ADA, DERM, Emergency Management, Seaport.

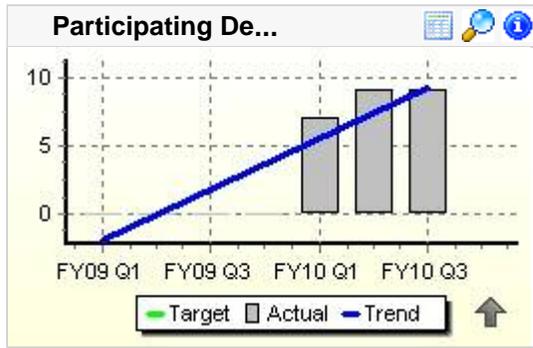
**Performance**

Ind	Actual	Target	Variance	Date
9		n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Diversity Etiquette Training Sessions Conducted

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

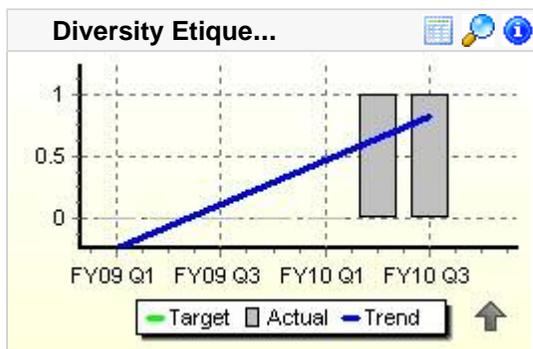
**Performance**

Ind	Actual	Target	Variance	Date
1		n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Participants in Diversity Etiquette Training Sessions

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

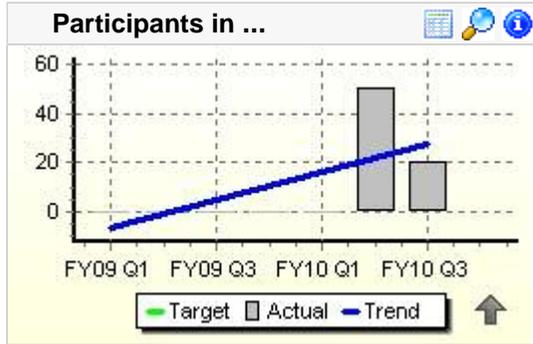
**Performance**

Ind	Actual	Target	Variance	Date
	20	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Internship Information Sessions Conducted

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

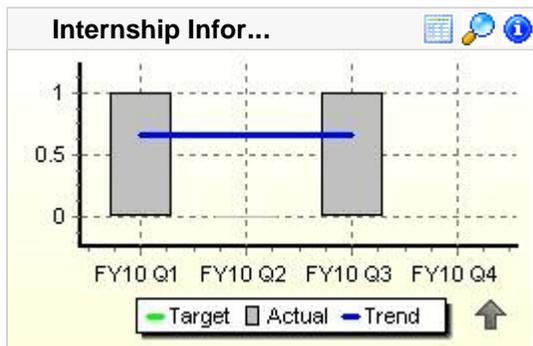
**Performance**

Ind	Actual	Target	Variance	Date
	1	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Participants in Internship Information Sessions

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

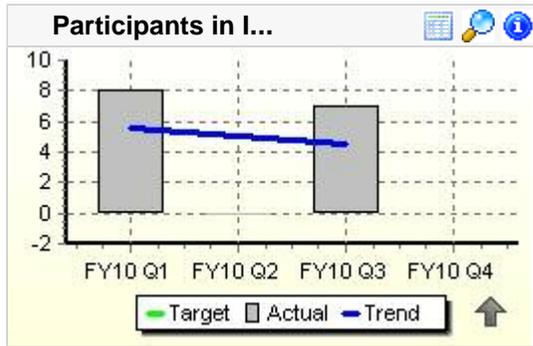
**Performance**

Ind	Actual	Target	Variance	Date
	7	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Phoenix Project Kickoff Conducted

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

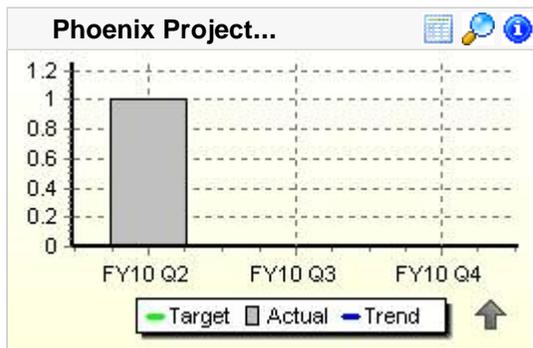
**Performance**

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Phoenix Project Kickoff Participants

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

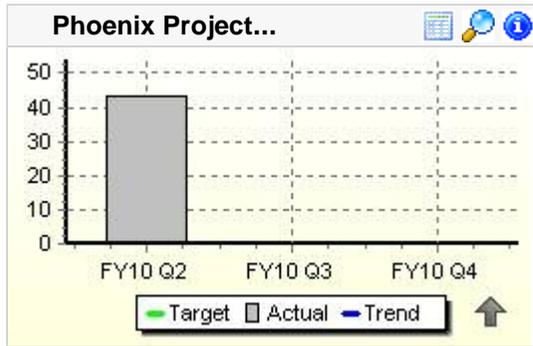
**Performance**

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Phoenix Project Interns Hired

Yvette Caraballo

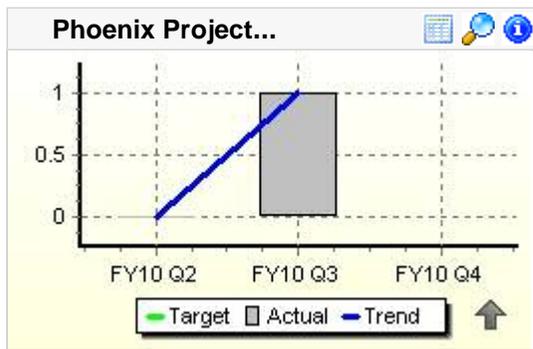
**Performance**

Ind	Actual	Target	Variance	Date
1		n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Phoenix Project New Hire Orientation

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

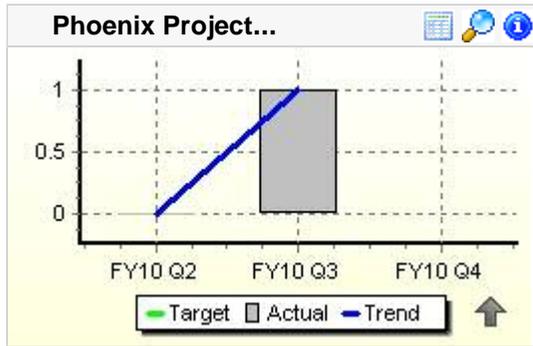
**Performance**

Ind	Actual	Target	Variance	Date
1		n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Phoenix Project New Hire Orientation Participants

Yvette Caraballo Lucia Davis-Raiford Christine Garcia  
Sharon Smith

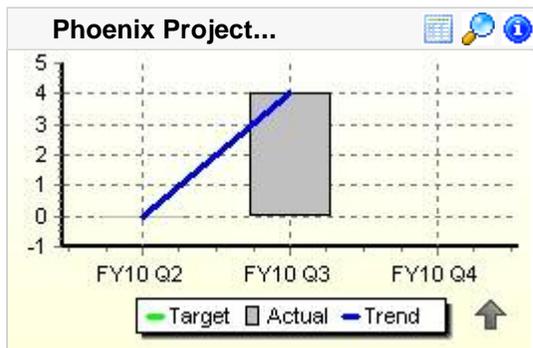
**Performance**

Ind	Actual	Target	Variance	Date
4		n/a	n/a	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name**

**Owner(s)**

Impact Employee Compliance Through County-wide Training

Yvette Caraballo Lucia Davis-Raiford Sharon Smith

a) Continue to enforce compliance with mandatory eLearning program for all Miami-Dade County employees; which is accessible on a twenty-four hour basis (ongoing through FY09-10). b) Promote departmental website to create awareness of employment discrimination laws and responsibilities.

**Initiatives Linked To Objective**

**Owner(s)**

Web Based eLearning Program to facilitate training for 30,000 employees over a three-year period

Yvette Caraballo  
Lucia Davis-Raiford  
Sharon Smith

Executive Development / Leadership Diversity Training Program (RFI-25)

Sharon Smith

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Employees Trained via eLearning

Yvette Caraballo

30,000 County employees will be trained over a three-year period.

**Performance**

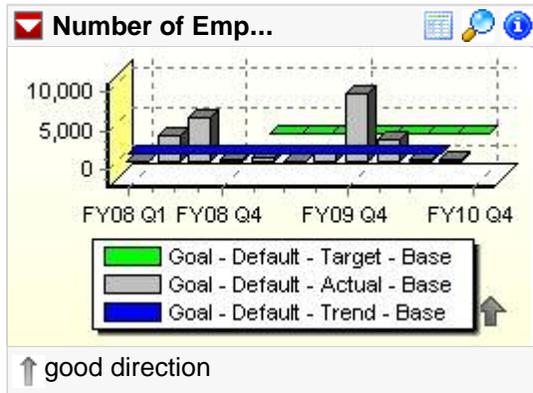
Ind	Actual	Target	Variance	Date
▼	231	2,500	(2,269)	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Employees trained in Diversity via instructor led training	Yvette Caraballo
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2nd Quarter FY 2009-2010: Seaport: 35 Transit: 1900 (bus operators) Third Quarter FY 2009-2010 (so far): GSA: 21 Transit: 2073 P&R: 291 Seaport: 79

Performance				
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Ind	Actual	Target	Variance	Date
	1,233	n/a	n/a	FY10 Q3

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Workplace Diversity Videos Distributed to Departments	Yvette Caraballo Sharon Smith
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Performance				
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Ind	Actual	Target	Variance	Date
	20	n/a	n/a	FY10 Q3

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure			
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Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Employees who have viewed the Workplace Diversity Video

Yvette Caraballo Lucia Davis-Raiford Sharon Smith

For 3rd Quarter, FY 2009-2010: COE: 16 OCA: 9 CSD: 103 GIC: 191 MDCR: 1295 OGC: 43 (to add to ASE for quarter)  
 For 1st Quarter, FY 2009-2010: ETSD: 331 For 4th Quarter, FY 2008-2009: ITC: 13 OSBM: 40 HFA: 9 Planning & Zoning: 2 MDT: 204 Property Appraisal: 53 For 1st Quarter, 2009-2010: Animal Services: 104 GIC: 23 + 58 Library: 804 AMS: 54 ETSD: 232

**Performance**

Ind	Actual	Target	Variance	Date
	2,952	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

OHRFEP Training Sessions Conducted

Yvette Caraballo

3rd Qtr FY 2008-2009: OHRFEP conducted training from 6/4/2009 to 6/11/2009 to educate eLearning Liaisons and FEPLs on the new eLearning web-based software.

**Performance**

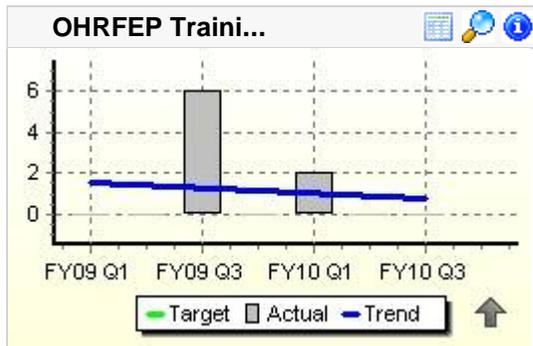
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Participants in OHRFEP Training Sessions

Yvette Caraballo

FY 2009-2010 1st Qtr: Trained Transit on how to conduct instructor led training for the Diversity Matters eLearning program. 1st Quarter 08-09: Finance Dept. supervisory training. 2nd Quarter 08-09: Executive Orientation Program. 3rd and 4th Quarter 08-09: Diversity Matters eLearning Liaison training.

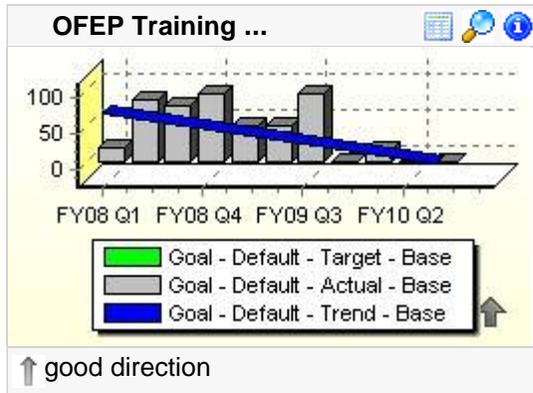
Performance				
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Ind	Actual	Target	Variance	Date
0		n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Promote a safe, bias-free workplace

Lucia Davis-Raiford Norma Richards Sharon Smith

Promote a safe, bias-free workplace through anti-discrimination and anti-violence programs.

Initiatives Linked To Objective	Owner(s)
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Develop Domestic Violence  
Implementing Order

Lucia Davis-  
Raiford  
Norma Richards  
Sharon Smith

Ensure Board of County  
Commissioners adoption of the  
Domestic Violence in the Workplace  
Implementing Order

Lucia Davis-  
Raiford  
Norma Richards  
Sharon Smith

Promote adoption of the Domestic  
Violence in the Workplace  
Implementing Order to heighten  
awareness and provide guidance on  
addressing impact of domestic  
violence on the workplace

Lucia Davis-  
Raiford  
Norma Richards  
Sharon Smith

GrandParent Objectives
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Parent Objectives
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Objective Name	Owner(s)
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Workforce skills to support County priorities (ES5-4)	Gloria Brown Yvette Caraballo Lucia Davis-Raiford Sharon Smith
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1) Develop training opportunities that provide employees and managers with increased proficiencies, including a Countywide training approach that includes: a) Collaboration with County departments to incorporate fair employment training as part of daily work. b) Training at all levels in order to solve workplace problems at their source ("root cause"). c) Continue to expand equal employment opportunity (EEO) and diversity educational tools for Miami-Dade County employees. d) Distribute OFEP newsletter, posters and brochures. e) Rollout OFEP video to be used for New Employee Orientation, Supervisory Certification Classes, remedial trainings and departmental-level workshops (FY08-09). f) Promote departmental website to create awareness of employment discrimination laws and responsibilities. g) Provide Disability Etiquette Training to employees in host departments.

Initiatives Linked To Objective	Owner(s)
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Update Website Quarterly	Yvette Caraballo Lucia Davis-Raiford Sharon Smith
Produce and distribute OFEP Brochures and Poster	Gloria Brown Lucia Davis-Raiford Sharon Smith
Workplace Diversity Video	Yvette Caraballo Lucia Davis-Raiford Sharon Smith
OFEP updates to "What`s New for County Employees" and "In The Loop" newsletters.	Yvette Caraballo Lucia Davis-Raiford

GrandParent Objectives
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Parent Objectives
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Measure	Owner(s)
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Workplace Diversity Videos Distributed to Departments	Yvette Caraballo Sharon Smith
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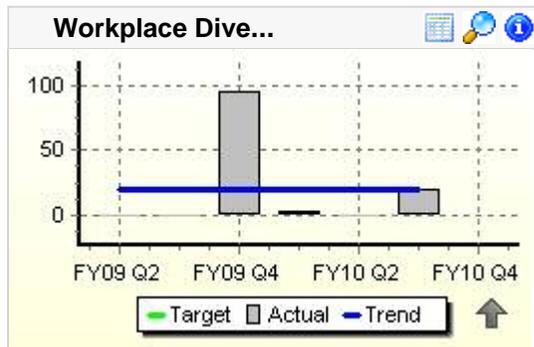
Performance
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Ind	Actual	Target	Variance	Date
	20	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Employees who have viewed the Workplace Diversity Video

Yvette Caraballo Lucia Davis-Raiford Sharon Smith

For 3rd Quarter, FY 2009-2010: COE: 16 OCA: 9 CSD: 103 GIC: 191 MDCR: 1295 OGC: 43 (to add to ASE for quarter)  
 For 1st Quarter, FY 2009-2010: ETSD: 331 For 4th Quarter, FY 2008-2009: ITC: 13 OSBM: 40 HFA: 9 Planning & Zoning: 2 MDT: 204 Property Appraisal: 53 For 1st Quarter, 2009-2010: Animal Services: 104 GIC: 23 + 58 Library: 804 AMS: 54 ETSD: 232

**Performance**

Ind	Actual	Target	Variance	Date
	2,952	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

OHRFEP Training Sessions Conducted

Yvette Caraballo

3rd Qtr FY 2008-2009: OHRFEP conducted training from 6/4/2009 to 6/11/2009 to educate eLearning Liaisons and FEPLs on the new eLearning web-based software.

**Performance**

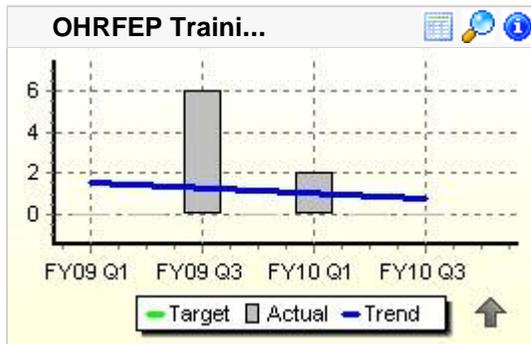
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Participants in OHRFEP Training Sessions

Yvette Caraballo

FY 2009-2010 1st Qtr: Trained Transit on how to conduct instructor led training for the Diversity Matters eLearning program. 1st Quarter 08-09: Finance Dept. supervisory training. 2nd Quarter 08-09: Executive Orientation Program. 3rd and 4th Quarter 08-09: Diversity Matters eLearning Liaison training.

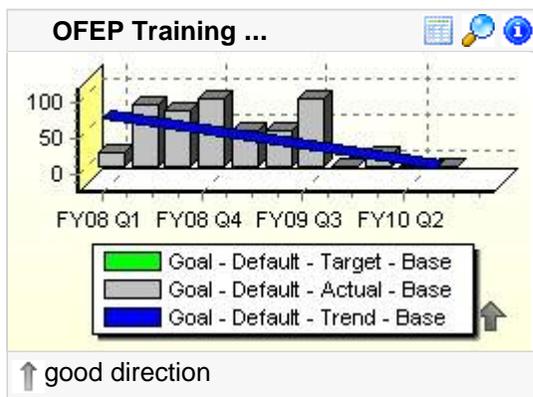
Performance				
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Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q3

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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OFEP Brochures Distributed to Departments

Gloria Brown Yvette Caraballo

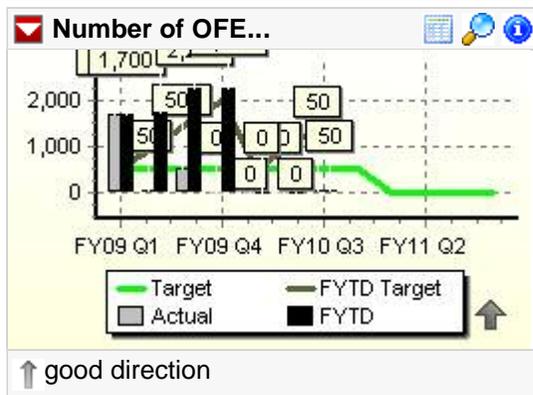
Performance				
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Ind	Actual	Target	Variance	Date
☑	50	500	(450)	FY10 Q3

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

OFEP articles printed in "What's New for County Employees"

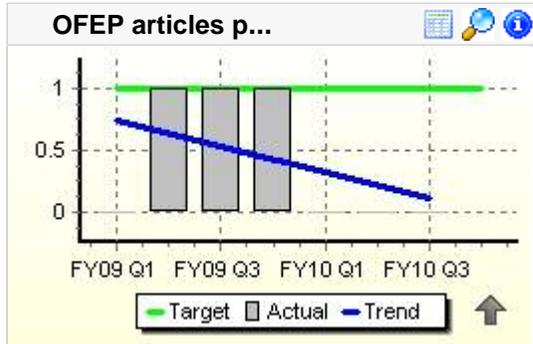
Yvette Caraballo Lucia Davis-Raiford

**Performance**

Ind	Actual	Target	Variance	Date
■	0	1	(1)	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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(NU2-1) Strengthen bond between the community and Miami-Dade County (NU2-1)	Lucia Davis-Raiford
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Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate. Continue to enhance public dialogue amongs the diverse population of Miami-Dade County.

Initiatives Linked To Objective	Owner(s)
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GrandParent Objectives
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Parent Objectives
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Measure	Owner(s)
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Commission on Human Rights Hearings/Meetings Held	Lucia Davis-Raiford
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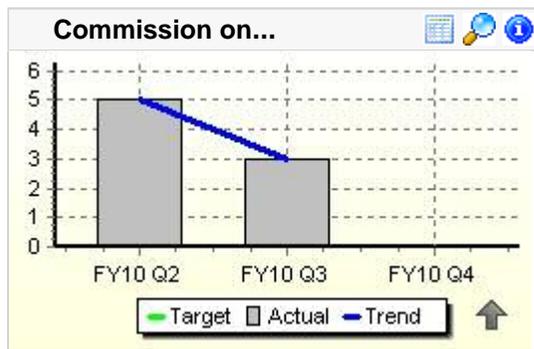
Performance
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Ind	Actual	Target	Variance	Date
	3	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date



Measure	Owner(s)
Commission on Human Rights Successful Mediations	Lucia Davis-Raiford

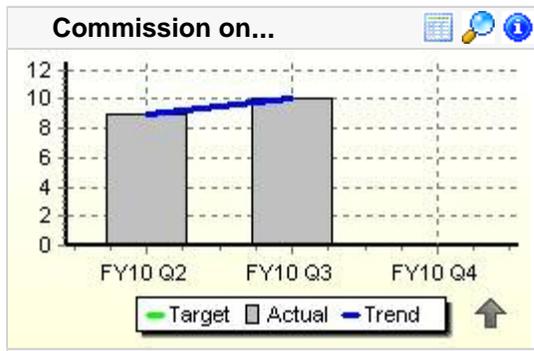
**Performance**

Ind	Actual	Target	Variance	Date
	10	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
Commission on Human Rights Investigations Completed	Lucia Davis-Raiford

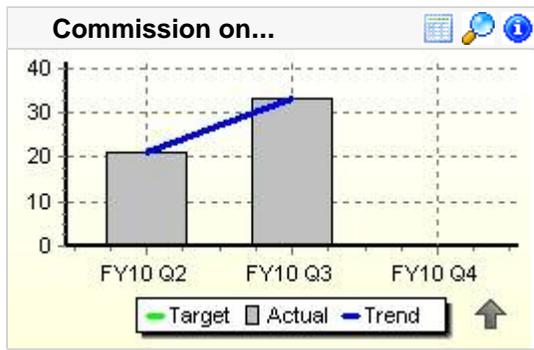
**Performance**

Ind	Actual	Target	Variance	Date
	33	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Number of Housing Outreach Activities

Lucia Davis-Raiford

3rd Qtr FY 09-10: 4/30/2010: Fair Housing Month HOPE Training - Distributed CHR Outreach card to 50 participants.  
 5/13/2010: Promoting Racial Equality Leadership Program, 12 participants.

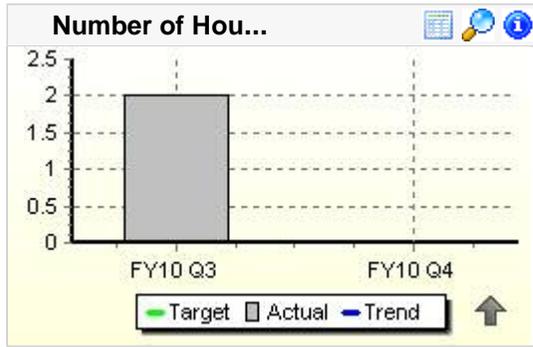
Performance				
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Ind	Actual	Target	Variance	Date
	2	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Commission on Human Rights Intakes

Lucia Davis-Raiford

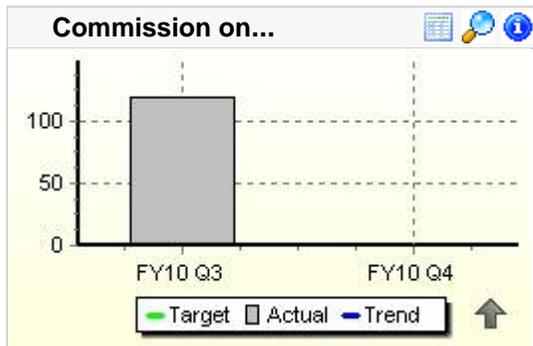
Performance				
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Ind	Actual	Target	Variance	Date
	118	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Commission on Human Rights Outreach Activities  
Participants

Lucia Davis-Raiford

3rd Qtr Fy 09-10: April 30, 2010: Fair Housing Month HOPE Training - distributed CHR outreach card to 50 participants. May 13, 2010: Promoting racial equality leadership program - 12 participants.

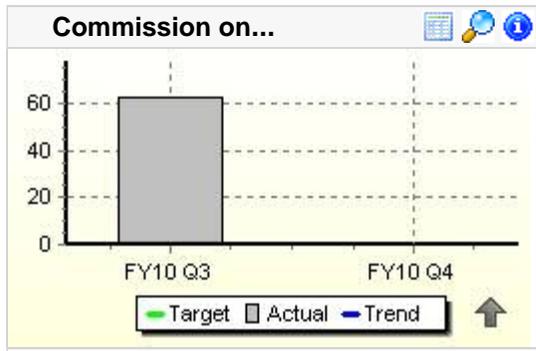
Performance
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Ind	Actual	Target	Variance	Date
	62	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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# Financial Perspective

## Objective Name

## Owner(s)

Meet Budget Targets (FEP)

Lucia Davis-Raiford Sharon Smith

## Initiatives Linked To Objective

## Owner(s)

## GrandParent Objectives

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

## Parent Objectives

(ES8.2.1) Meet Budget Targets

## Measure

## Owner(s)

Revenue: Total (Fair Employment)

Lucia Davis-Raiford Sharon Smith

Total revenue in \$1,000s (from FAMIS)

## Performance

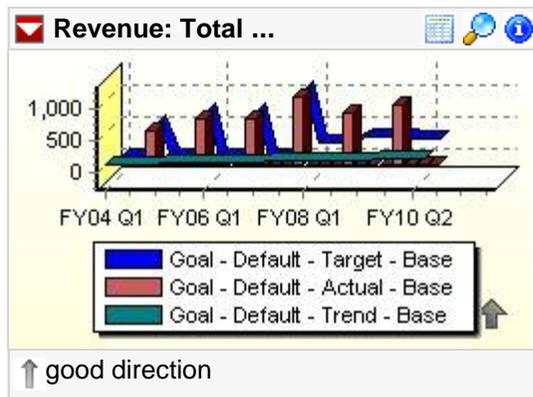
Ind	Actual	Target	Variance	Date
☑	\$0 K	\$289 K	\$(289) K	FY10 Q3

## Initiatives Linked To Measure

## Owner(s)

## Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
☑	Revenue: Carryover (OHRFEP)	\$0 K	\$0 K	FY10 Q3
☑	Revenue: Proprietary (OHRFEP)	\$0 K	\$0 K	FY10 Q3
☑	Revenue: General Fund (OHRFEP)	\$0 K	\$238 K	FY10 Q3
☑	Revenue: Federal (OHRFEP)	\$0 K	\$28 K	FY10 Q3
☑	Revenue: State (OHRFEP)	\$0 K	\$0 K	FY10 Q3
☑	Revenue: Interagency/Intradepartmental (OHRFEP)	\$0 K	\$23 K	FY10 Q3



**Measure**

**Owner(s)**

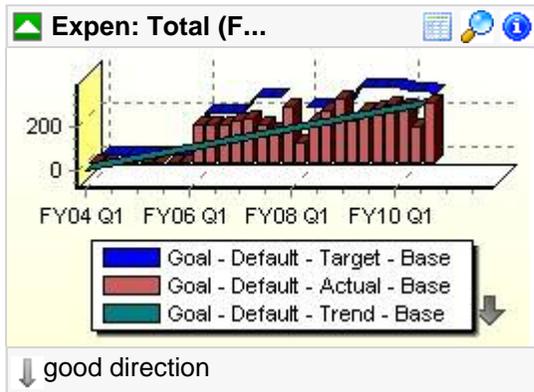
Expen: Total (Fair Employment)

Lucia Davis-Raiford Sharon Smith

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$277 K	\$289 K	\$12 K	FY10 Q3



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Expen: Personnel (OHRFEP)	\$269 K	\$276 K	FY10 Q3
▲	Expen: Other Operating (OHRFEP)	\$4 K	\$13 K	FY10 Q3
▼	Expen: Capital (OHRFEP)	\$4 K	\$0 K	FY10 Q3
▲	Expen: Non-Operating (OHRFEP)	\$0 K	\$0 K	FY10 Q3

**Measure**

**Owner(s)**

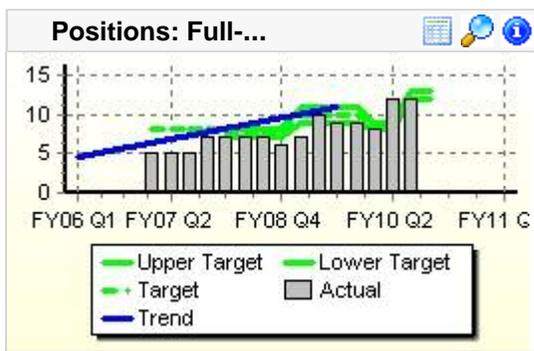
Positions: Full-Time Filled (OHRFEP)

Lucia Davis-Raiford Sharon Smith

The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

**Performance**

Ind	Actual	Target	Variance	Date
▲	12	13	(1)	FY10 Q3



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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# Internal Perspective

Objective Name	Owner(s)
Develop metrics for self-assessment and measurement of internal diversity and inclusion of Miami-Dade County employees	Yvette Caraballo Lucia Davis-Raiford Erin Snitzer

Initiatives Linked To Objective	Owner(s)
Develop, Disseminate, and Analyze internal employee survey as a diversity metric	Yvette Caraballo Lucia Davis-Raiford Erin Snitzer

## GrandParent Objectives

## Parent Objectives

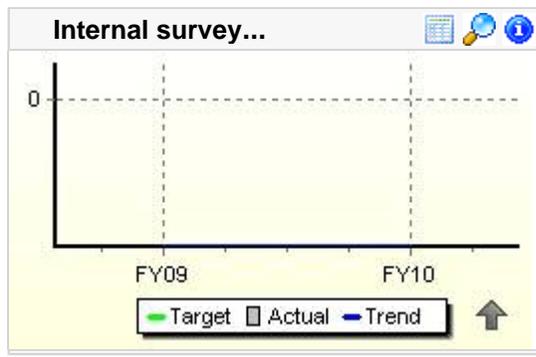
Measure	Owner(s)
Internal surveys sent out	Lucia Davis-Raiford Erin Snitzer

Performance				
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10

## Initiatives Linked To Measure

## Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Internal survey responses

Lucia Davis-Raiford Erin Snitzer

**Performance**

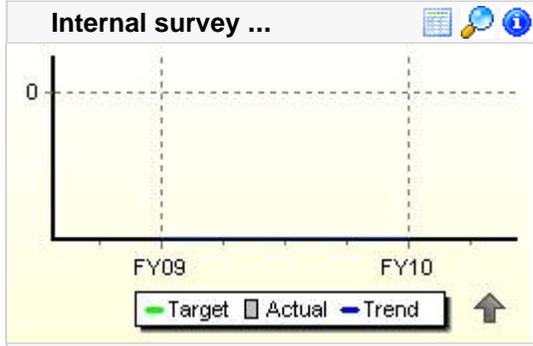
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name****Owner(s)**

Develop benchmark standards for self-assessment and measurement of best practices against public and private organizations Lucia Davis-Raiford Erin Snitzer

1) Over two years, develop diversity metrics to assess internal employment inclusion practices. a) Develop a method for benchmarking Miami-Dade County programs against other large business models. b) Research, develop benchmarking survey with GIC; disseminate to external organizations. Analyze and report results. c) Identify and assess national best practices models for diversity and inclusion. b) Research, develop internal employee survey with GIC, and disseminate to five internal departments. Analyze and report results.

**Initiatives Linked To Objective****Owner(s)**

Develop, Disseminate and Analyze Benchmarking Survey by which to measure OFEP best practices with public and private offices nationwide

Lucia Davis-Raiford  
Erin Snitzer

**GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

External surveys sent out

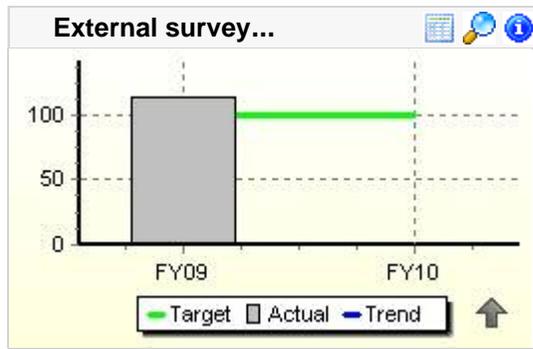
Lucia Davis-Raiford Erin Snitzer

**Performance**

Ind	Actual	Target	Variance	Date
	113	100	13	FY09

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

External survey responses

Lucia Davis-Raiford Erin Snitzer

**Performance**

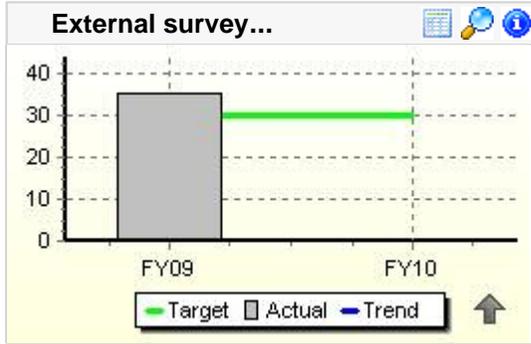
**Initiatives Linked To Measure**

**Owner(s)**

Ind	Actual	Target	Variance	Date
	35	30	5	FY09

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name**

**Owner(s)**

Support and enhance the Case Tracking System (CTS)

Yvette Caraballo Lucia Davis-Raiford Sharon Smith

Case Tracking System to track and analyze departmental discrimination complaints.

**Initiatives Linked To Objective**

**Owner(s)**

CTS Enhancements (ETSD) - (FY 2008-2009)

Yvette Caraballo

Audit CTS Legacy Case Data Input (prior to FY 2009-2010)

CTS Enhancements (ETSD - FY 2009-2010)

Yvette Caraballo

Audit CTS Case Data Input (FY 2009-2010)

Yvette Caraballo  
Lucia Davis-Raiford  
Christine Garcia  
Norma Richards  
Sharon Smith  
Erin Snitzer  
Katrina Thompson

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

EEOC cases settled

Yvette Caraballo Sharon Smith

**Performance**

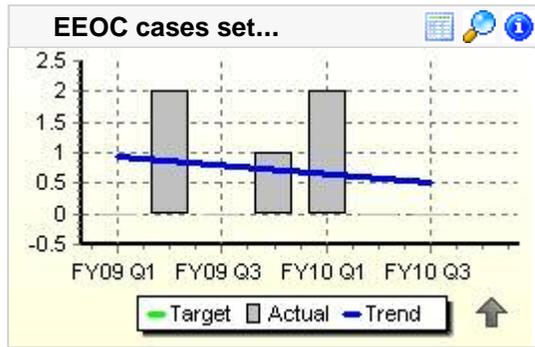
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

EEOC complaints filed

Yvette Caraballo Sharon Smith

**Performance**

Ind	Actual	Target	Variance	Date
	6	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

EEOC complaints issued final disposition

Yvette Caraballo Sharon Smith

**Performance**

Ind	Actual	Target	Variance	Date
	2	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Departments determined to be CTS audit compliant

Review department case files and Case Tracking System entries for compliance.

**Performance**

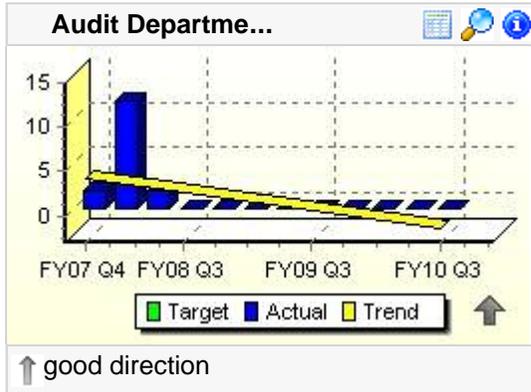
Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name****Owner(s)**

Paperless Initiative

Yvette Caraballo Lucia Davis-Raiford Sharon Smith

In an attempt to go green, OFEP initiated a paper saving measure such as implementing duplex printing, gaining access to electronic data in order to minimize copying of documents, and implementing a record retention policy.

**Initiatives Linked To Objective****Owner(s)**

Paperless Initiative

Yvette Caraballo  
Lucia Davis-  
Raiford  
Sharon Smith

**GrandParent Objectives****Parent Objectives**

# Learning and Growth Perspective

Objective Name	Owner(s)
Increase Skills and Knowledge Base of Staff (ES5-4)	Lucia Davis-Raiford

Keep track of training staff has taken.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
Webinars and brown bag training sessions for growth and development of Fair Employment Practices Staff	Gloria Brown Yvette Caraballo Lucia Davis-Raiford Christine Garcia Norma Richards Sharon Smith Erin Snitzer Katrina Thompson		

Measure	Owner(s)
Training Sessions attended by OFEP Staff	Lucia Davis-Raiford

Performance				
Ind	Actual	Target	Variance	Date
	6	n/a	n/a	FY10 Q3

Initiatives Linked To Measure		Owner(s)		
Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date



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**Initiatives Linked To Scorecard**

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**Type**      **As Of**      \$ 🎁 ✓ ! 🎯      %      **Status**      **Owners**

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**Open Action Items For Scorecard**

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**Due Date**      **Action**      **Status**      **Owner(s)**

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