

# City of Gainesville

**Inter-Office Communication**  
**Office of the Equal Opportunity Director**  
**Mail Station 52**  
**334-5051**

TO: Hon. Mayor and Members of The City Commission      DATE: April 1, 2008

FROM: Jimmie Williams  
Equal Opportunity Director

SUBJECT: Equal Opportunity Director Performance Evaluation

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My employment agreement with the City provides in Section 3.A. that "the Equal Opportunity Director's performance, salary, and benefits shall be reviewed every year by the City Commission at a time coinciding with the Equal Opportunity Director's salary anniversary date." My appointment as Equal Opportunity Director was February 24, 2004.

I have scheduled my Performance Review for April 14, 2008. In order to assist you in this annual review, I have scheduled individual meetings with each commissioner. Your observations, concerns, and suggestions will provide useful feedback to me on my job performance. This correspondence provides you a self-assessment of my performance.

### **Accomplishments**

The Charter of the City of Gainesville prescribes 11 specific duties that the Equal Opportunity Director must perform; the last being all other functions as prescribed by ordinance or as otherwise directed by the Commission. I have highlighted professional accomplishments and initiatives related to those duties during this review period.

1. The Equal Opportunity Director shall investigate complaints of discrimination, harassment, retaliation, and other related matters and propose remedial action.
  - This office continued to investigate both external and internal complaints of discrimination. There were a total of 54 requests for assistance concerning complaints of discrimination. Of those, 32 were external requests from citizens and the remaining 22 were from City employees.
  - The results of 10 investigations were reported to the Gainesville Human Rights Board for a quasi-judicial reasonable cause determination.
  - We were successful in resolving 63 percent of the complaints through counseling, referrals, and education. The ordinance suggests a goal of resolving complaints within 100 days and our average was 98 days.
  - We worked extensively with various departments to resolve conflicts that could lead to complaints of discrimination.

2. The Equal Opportunity Director shall make reports; including an annual report to the Charter Officers and the City Commission, as to the activities of the year and the need, if any, to revise equal opportunity ordinances, policies, and programs.

- We have provided you, staff, and citizens our 2007 Annual Report which we believe highlights some of the enforcement, prevention, model workplace, and community presence events and activities.
- Periodic reports concerning post hiring analysis, affirmative action goals and exit interviews are provided to Charter officers.
- An annual report concerning Small Business Enterprise activities was provided to the Commission.
- Our review of City Equal Opportunity Policies led to adoption of an Ordinance revising language in them to eliminate redundancy and align with the City's Charter.

3. The Equal Opportunity Director shall propose policies for the implementation of comprehensive equal opportunity and diversity programs.

- Continued to work with the City's Equal Opportunity Diversity/Advisory Committee (26 employees representing both General Government and GRU) to recommend and implement comprehensive strategy related to affirmative action, employee retention and education, and communications.
- Working with this committee to address affirmative action policy we provide an annual career fair; in 2007 more than 300 citizens attended.
- A concern about communication issues resulted in a collaborative effort by the Charter Officers to conduct a culture survey which was conducted for the first time in General Government.

4. The Equal Opportunity Director shall develop, prepare, and monitor the City's affirmative action Plan.

- The Office of Equal Opportunity develops and prepares an affirmative action plan annually. As in the past, the 2008 plan contains a set of specific results-oriented policies, practices and procedures designed for achieving fair utilization of minorities and women at all levels of the workforce where deficiencies exist. We had a target of 12 recruitment events to address underutilization and we achieved that goal.
- We established minority goals for eight job groups in the 2008 plan generally including, senior managers, engineers, protective services and skilled craft workers.
- We established female goals for nine job groups in the 2008 plan generally including, line managers, engineers, protective services and skilled craft workers.
- As a result of our monitoring activities The FY2007 Affirmative Action Goals Report concerning goal achievement was prepared and provided to the respective Charter Officers.

- As a result of our monitoring activities 201 Post Hire Analysis Reports were prepared by individual hiring managers and reported to the respective Charter Officers.

5. The Equal Opportunity Director shall develop training, conduct workshops, and propose strategies and initiatives related to diversity and equal opportunity.

- During the past year we updated our Discrimination, Harassment, and Conduct Training Program and developed a plan for each city employee to attend a refresher course at least every four years. It will be implemented later this Fiscal Year.
- We ensured that all new employees were aware of their rights and responsibilities relative to equal opportunity policies and program during Equal Opportunity orientation. Ninety-seven percent of the approximately 240 new hires attended within 90 days of employment.
- We worked to enhance inclusion within the City's workforce by training approximately 700 employees on diversity awareness.
- All Gainesville Police Department supervisory personnel were provided Discrimination, Harassment, and Conduct training in an effort to ensure that they were aware of their specific responsibilities relative to the policy.
- Initiated a process which resulted in the City joining the National League of Cities' "Partnership for Inclusive Communities"
- Completed Phase One of a community-wide "Dismantling Racism" process which involved interviews with more than 50 citizens and City employees. This process culminated with the identification of 10 concerned citizens who will be a part of a change team as we go forward with the remaining five phases of the process.
- The office of Equal Opportunity researched, identified, and presented to the Commission five National League of Cities' best practices related to equity and poverty. We continue to research the feasibility of implementing those best practices in our community.
- We continued to establish a community presence through diverse events such as our Fair Housing Celebration, ADA Expo, Career Fair, speaking engagements, and educational activities.
- The Office of Equal Opportunity partnered with the City's Marketing and Communications Department to develop and implement a comprehensive education and marketing campaign.

6. The Equal Opportunity Director shall review proposed changes to employment policies/procedures

- Equal Opportunity Director participated in an on-going comprehensive rewrite of City Personnel Policies.
- Routine changes to employment policies and procedures are reviewed on a continual basis.

- Worked to ensure that a diversity component is embedded in performance reviews for managers and supervisors.
7. Shall monitor hires, transfers, demotions, promotions, terminations
- Each new employment requisition was reviewed to ensure that positions with affirmative action goals were properly identified and to provide feedback on a recruitment plan for those positions.
  - Each new job advertisement and new or modified job description was reviewed to identify and eliminate any unnecessary barrier that narrows the pool of applicants.
  - Initiated a dialogue with Human Resources with the goal of minimizing the use of “special preferences” in job advertisements so to widen applicant pools, particularly for those positions with affirmative action goals.
  - Conducted Exit Interviews with separating employees and provided comprehensive feedback to Charter Officers.
8. The Equal Opportunity Director shall develop instruments to monitor adherence to diversity and equal opportunity laws, policies, procedures, etc.
- Began discussion of the feasibility of a method to statistically identify a methodology to determine whether there may be any type of disparate impact in employment processes.
  - Utilized the combination of all the various reports described in this communications as monitoring instruments.
9. The Equal Opportunity Director shall participate in assessment & review of the City’s employment practices including recruitment, appointment, and promotion.
- Utilized quarterly meetings with Charter Officers and routine communications with Human Resources Department to provide input and participate in assessment and review of employment practices.
  - Ensured that advice and feedback provided by the Equal Opportunity Diversity/Advisory Committee was given due consideration.
10. The Equal Opportunity Director shall compile various equal opportunity reports and related reports required by state and federal agencies.
- Compiled and filed the bi-annual EEO-4 Report which identifies City employees by race, gender, salary, and functional area as required by the federal government.
  - The Office of Equal Opportunity provides input and reviews the bi-annual EEO Reports that RTS must submit to the Federal Transit Administration and GPD must submit to the US Department of justice.
  - There is no requirement to provide equal opportunity reports to any state agency.
11. The Equal Opportunity Director shall perform all other functions as prescribed by ordinances or as otherwise directed by the commission.

- Provided policy input and administrative support while working with the City's Equal Opportunity Committee to bring various referrals: such as, establishment of a domestic partner registry, lowering threshold for number of employees in our discrimination ordinance and adding gender identity and expression to that ordinance.
- Initiated the process of identifying socio-economic indicators of inequities for our community in the areas of education, income/wealth/employment, healthcare accessibility, housing, and law enforcement and justice.

### **Professional Development**

I actively participate in professional and civic activities. I have continued my membership in the Florida Association of Community Relations Professionals during the past year. This organization is comprised of leaders who are committed to addressing equal opportunity and civil rights issues within our state. I have also continued my membership in the Society for Human Resource Management (SHRM), the National Forum for Black Administrators (NFBPA), the Florida Academy of Professional Mediators, and the Association for Conflict Resolution.

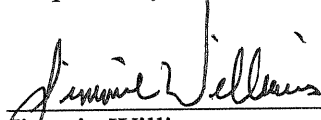
I have maintained my status as a Florida Supreme Court Certified Mediator and a Senior Professional in Human Resources. I routinely participate in Technical Assistance Program Seminars provided by the EEOC.

### **Community Service**

My community service for the past year includes mentoring at Howard Bishop Middle School in the Alachua County Public Schools Foundation's "Take Stock in Children" program.

In conclusion, I believe that we made progress over the last year and also like any organization--we have some room for improvement. I am personally committed to continuous improvement. I am proud of my staff and we will again enthusiastically work on building relationships and resolving human relations issues within our community and organization in the coming year. Please contact me should you have any questions.

Respectfully submitted,

  
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Jimmie Williams  
Equal Opportunity Director

cc: Charter Officers