

Gilbert S. Means Jr.

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June 29, 2021

City of Gainesville
Board of Commissioners
222 E. University Ave
Gainesville, Florida 32627

Dear Commissioners,

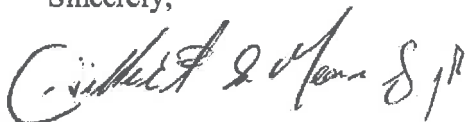
I am applying for the Interim Director of Diversity and Inclusion currently being advertised. I have over 25 years of Equal Opportunity and Human Resources experience. This position is ideal for utilizing those experiences towards my current and future interests in serving this organization, as well as the community.

I am aware that the City of Gainesville is one of the most progressive cities in the State of Florida. The members of the leadership and staff are consistently and diligently working to find new and improved ways to take care of the Neighbors to which they are accountable for, and I feel that I could be of valuable service during the drafting and execution of the City's strategic initiatives. As we evolve as a City, Equity and Inclusion is now, and will be for the unforeseeable future, a critical element to the overall strategic planning. Consistent and meaningful engagement with the community will be an important factor in our attempts to effectively address their needs, and to help bring an understanding regarding the procedures that are required to address *those* needs.

Along with my enthusiasm for, and background in Diversity and Equity initiatives, I have a moderate and humble relationship with the community; a relationship that I believe is built on trust. Because of this and other factors, I would be honored to use my abilities to serve the community from which I was born and raised, and to assist in the efforts in making our community an even better place to live and thrive.

Thank you for taking the time to review my application and the opportunity to express my desires to work with the City in this capacity. I have attached a copy of my resume for your review.

Sincerely,



Gilbert S. Means Jr.

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Highlights

Experienced Equal Opportunity and Human Resources professional with over 25 years of service. I possess the knowledge, experience, and management competency required to lead the Office of Equity and Inclusion into future. I have a proven track record of demonstrated organizational leadership governing high-level areas of responsibility surrounding Diversity and Inclusion, ADA, Compliance investigations, Equity & Inclusion, Affirmative Action, Fair Housing, and EEO Mediation Dispute Resolutions.

- Equal Opportunity Director – (2012-2015)
- Diversity and Inclusion Management Certification
- Conflict Resolutions and EEO Mediation certification
- Fair Housing Certification
- Affirmative Action Officer
- Senior Human Resources Manager
- Staffing and Recruitment Specialist
- Reasonable Accommodations Specialist
- Military Retiree with over 20 years of service

Work History

Office of Equity and Inclusion
City of Gainesville, Gainesville, Florida

Office Coordinator

03/2019-Present (Full-Time)

- Oversaw the City of Gainesville's development and implementation of the fiscal year 2020 Affirmative Action plan by partnering with external and internal agencies to develop a goal that is targeted and actionable.
- Planned, coordinated and executed the City's Sexual Harassment and Discrimination, Managing Biases, and Reasonable Accommodations training with over a 90 percent completion rate; the highest on record.
- Monitor all City hires, transfers, demotions, promotions and terminations for compliance with Equal Opportunity laws, policies, procedures and guidelines on related matters.
- Developed and maintained internal metrics and evaluation tools that continually assess our Organizational growth and potential challenges during the execution of our D&I program.

Office Coordinator (cont.)

03/2019-Present (Full-Time)

- Review and analyze all material required for the successful operation of the Compliance Department, the Diversity and Inclusion Department, and the Equity and Inclusion Department.
- Gather necessary data related to each department and prepare responses and accompanying supplementary information or exhibits if required.
- Independently review, prioritize and conduct follow-up research for concerns that do not require the full attention of the Director.
- Ensure proper staffing of the Human Rights Advisory Board and ensure board meetings are conducted in accordance with regulatory guidance; responsible for ensuring that all complaints are considered and adjudicated according to EEOC federal laws and local policies.
- Regularly meet with the Human Resources Department to discuss Affirmative Action Goals, personnel actions, and investigation protocols and procedures.
- Oversee departmental budget accounts totaling over one million dollars and prepare annual budget outline for the projected fiscal year.
- Plan, organize, execute, and evaluate the work of assigned staff; set work goals, objectives and priorities.
- Train and advise both internal personnel and external customers on the policy and procedures of Diversity and Inclusion, equity, compliance procedures and ADA initiatives.
- Established an effective and productive relationship with individuals serving in various departments throughout the city and in the private sector to accomplish goals and initiatives.
- Conducted in person training throughout the RTS summer training rotation cycle. Training centered around harassment and discrimination, workplace harassment, conflict resolution, and reporting procedures.
- Schedule and coordinate events involving multiple agencies (i.e. Employment Law seminar, job fairs, ADA Awareness Campaigns, Juneteenth Celebration).

Additional Highlights:

- Annual Job Fair – Coordinated and executed Department's first Virtual Job Fair in partnership with Career Source, The Florida Department of Veterans Affairs, The Florida Department of Economic Opportunity, and the Florida National Guard.
- Local Agency Project Certification (LAP) and Metropolitan Planning Organization (MPO) Certification under the Americans with Disability Act (ADA)
- Worked in collaboration with the Alachua County Office of Equal Opportunity to coordinate the annual ADA celebration event featuring presentations covered under Title III (Public Accommodations-FY19)
- Assisted in the planning, coordination, and execution of two Employment Law Seminars (In person and Virtual)

**Department of Veterans Affairs
North Florida / South Georgia**

Human Resources Specialist

11/2015-03/2019 (Full-Time)

- Responsible for the management of three direct reports in the Recruitment & Placement (R&P) Section of HRMS that were directly responsible for Title 5, Title 38, and Hybrid Title 38 recruitment; Staffing operations, Staffing quality improvement, and the facility R&P training and development program (section specific, service level, facility-wide, and community based related training (Lunch & Learns, in-services, presentations, interactive course offerings)
- Responsible for research, analysis, development, training and enforcement of policies, SOPs, and various forms related to the Recruitment & Placement personnel actions.
- Worked closely with the Employee/Labor Relations department to ensure HR policies and regulations were in compliance with the laws and established principles internal conflict resolutions and the execution of operational products and services.
- Served as HR representative of multiple North Florida/South Georgia outpatient facilities for services, and special funding start-ups and/or redesign committees/boards; directly responsible for consulting on the HR components of the project, (i.e. needed occupations, recruitment and placement strategies, and cost analysis).
- Individually and/or collaborated with HR peers as well as facility and community leadership and stakeholders on HR related issues that impact the facility (VACCA, Speed of Hire, EEO cases, OGC requests, OIG investigations/inquires, Congressional responses, Fact Finding Boards, disciplinary issues, media and/or veteran sensitive topics, and clinic/service(s) activation.
- Responsible for R&P operations budget to include but not limited to manpower (i.e. salary, benefits, overtime and other related perquisites), supply and equipment needs/usage.
- Consistently studied topics and surrounding the evolution of HR qualitative and quantitative analysis on R&P staffing which included: strength v. weakness, risks and liabilities, investments vs. cost, occupation recruitment vs. retention life cycles, and policy, regulations, and guidelines related to each project.
- Validated FTE and organization charts by acquiring appropriate documents for the recruitment process. Worked closed with the classifications team to ensure that position descriptions were valid and all aspects of the recruitment process through USA Staffing were processed accurately, such as announcements, certificates, qualifications, notices and the final audit.
- Partnered with senior leadership to develop and implement facility wide HR policies and procedures; coordinated the implementation of people-related services, policies and programs throughout the Department to enhance customer experiences and to accommodate serious matters expediently.

**Human Resources Specialist (Cont.)
(Full-Time)**

11/2014-03/2019

- Provided pre-operational assistance as well as site representation for community job fairs and VISN training that were hosted by the Department of Veterans Affairs.
- When called upon, represented the Section Chief during in-person and telephonic meetings. Provided written and in-person briefs to the Chief along with recommendations when needed.

Additional Highlights:

- Homeless Veteran Annual Outreach Day Volunteer (2016)
- Participation in two resume writing community outreach programs on behalf of the Department of Veteran's Affairs.
- Participation in the GRACE market place Christmas outreach program to assist in providing meals for those that were less fortunate on behalf of the Department of Veterans Affairs.

Reason for Leaving: Opportunity to serve the Gainesville Community at-large using the skillsets obtained while serving in the capacity of Equal Opportunity Director and Human Resources Manager.

**Department of Defense
South Korea**

Equal Opportunity Director

02/2012-10/2015 (Full-Time)

- Functioned as the main point of contact for all EO/EEO matters while serving as the Regional Equal Opportunity Director and Sexual Assault Program Manager for a multi-geographical organization consisting of over 4,000 personnel and their family members that were dispersed throughout the region.
- Immediate supervision of seven direct reports and 14 indirect reports; with the majority assigned to independent districts which enable them to provide expeditious service to members located in that zone.
- Provided policy guidance to senior management in areas relating to all facets of Equal Employment Opportunity, Diversity and Inclusion, Compliance, Equity & Inclusion, and Affirmative Action. Participated in the assessment and review of the organization's employment practices including recruitment and retention, appointments, promotions and reductions, disciplinary actions, rewards, workplace conditions, and reasonable accommodations.
- Responsible for ensuring that organizational policies and procedures were both fair and equitable by evaluating the level reward to consequence for personnel assigned to the organization.

Equal Opportunity Director (Cont.)

02/2012-07/2015 (Full-Time)

- Periodically conducted special meetings with the select members of the organization and the community using town hall platforms and small group session to develop strategies towards effective change in current policies. These platforms were instrumental providing our senior leaders with the necessary feedback and recommendations for them to make informed, sound decisions.
- Initiated, reviewed, and processed multiple formal and informal compliance requests requiring various fact finding techniques and thorough analysis that were in keeping with applicable laws and regulations; consistently applied a measured and thoughtful approach to each situation to determine the facts and to provide the appropriate recommendation for action to senior leadership.
- Participated in multiple core team activities which resulted in the development of a comprehensive diversity and inclusion strategy, resulting in a more integrated and more inclusive approach to the organization's decision making process.
- Responsible for the retrieval, review, and analysis of applicable data to develop the organization's Affirmative Action goals. These goals were based on the current standing of the organization's AA goals established by the EEOC, the Department of Defense, and local policy. Local climate systemic concerns as well as national trends were analyzed during the process.
- Provided annual Management Directive Reports to the Equal Opportunity Employment Commission and local senior leadership outlining the following:
 - The organization's demonstrated commitment to the overall program
 - Incorporation of policy within the Organization's Strategic Mission
 - Management and Program Accountability
 - Proactive Prevention of Unlawful Discrimination
 - Efficiency
 - Responsiveness and Legal Compliance

Additional Highlights:

- Certified Diversity Management Practitioner (Defense Equal Opportunity Management Institute)
- Certified Equal Employment Opportunity (EEO) Mediator (Defense Equal Opportunity Management Institute)
- Certified in EEO Employment Conflict Resolutions and Disputes (Defense Equal Opportunity Management Institute)
- Fair housing certification and Fair Housing Tester/Trainer Certification (Defense Equal Opportunity Management Institute)
- Sexual Harassment and Assault Response Program Certification (Department of Defense)
- Selected to serve on the Department of Defense Affirmative Action Recruitment Program Project core team
- Developed and instituted a local "Allies of Inclusion" core team which targeted systemic barriers noted in climate surveys, case reviews and Affirmative Action Data

Reason for Leaving: Retired / Relocation

**Department of Defense
Lawton, Oklahoma**

Senior Operations Manager

04/2009-02/2012 (Full-Time)

- Senior Operations Manager for one of the largest Human Resources, Reception and Integration Operation Centers in the nation under the Department of Defense.
- Designed and implemented escalation procedures for incidents requiring a higher level of intervention to effectively resolve time-sensitive issues that may arise throughout the organization.
- Responsible for seven direct reports managing over 300 mid-level managers and subordinate personnel within the organization. Worked closely with department leadership to ensure operational challenges were mitigated and processes streamlined to enhance operational efficiency.
- Interpreted personnel rules, policies and procedures for administrators by way of deskside one-on-one briefings, group sessions and upon requests. Received and addressed employee complaints and individual professional concerns, and advised and/or counseled accordingly.
- Administered and monitored compliance with local policies, federal laws and legal requirements such as EEOC guidelines, grievance procedures, and fair labor standards.
- Worked closely with the Equal Opportunity Department in the administration of investigations of harassment and other unlawful claims to ensure validity and procedural guidelines were followed.
- Provided necessary data to the Office of Equal Opportunity that assisted in determining the organization's Affirmative Action standings and progression towards previously established AA goals.
- Improved employee onboarding processes by eliminating duplication of procedures and developed a tool to monitor the status of each new hire to ensure timely and proper integration.
- Received, processed and integrated over 24,000 personnel into the Department of Defense Human Resources Information System (HRIS).
- Worked closely with service leadership in the reorganization of the Financial Management System (FMS) utilizing qualitative and quantitative methodology to improve the efficiency and effectiveness of how each service department conducted business; streamlined the budget process throughout organization, resulting in a significant reduction in overall spending.
- Spearheaded the organization's transformation and implementation of a "One-Stop" reception and integration. As a result of our success, I was asked to participate in three additional successful large-scale organizational restructuring programs in separate geographical locations as a project advisor.
- Functioned as the senior staffing manager responsible for ensuring adequate levels of manpower, sub-management positioning, and entry level personnel where appropriately assigned while ensuring retention levels remained high.
- Continuously assessed and re-assessed the demand for manpower consistent with the needs of the organization's strategic plans.

Senior Operations (Cont.)

04/2009-02/2012 (Full-Time)

- Boosted team member productivity by reinstating performance goals, and monitoring and instituting a wide range of motivational approaches to ensure employee career success.

Recognitions:

- Department of Defense "Best in Class" award for operational efficiency
- Meritorious Achievement Service Award for outstanding performance in leadership

Reason for Leaving: Career advancement

**Department of Defense
Killeen, Texas**

**Senior Human Resources Manager
Contingency Operations**

02/2007-04/2009 (Full-Time)

- Selected by the Department of Defense to train, organize, and assign sections of responsibility to a team of 14 Human Resources Specialists in preparations for contingency operations within the war-torn nation of Iraq.
- On short order, our team became extremely efficient in providing quality and timely Human Resources support for over 1,000 personnel that were employed by the organization.
- Oversaw the implementation of all company policies and procedures regarding all facets of human resource management.
- In collaboration with senior leadership, directed the personnel on-boarding and assignment of primary staff and contractors to ensure adequate manpower levels were reached to perform a successful mission.
- Planned, developed, and directed the implementation of Human Resources administration that were asymmetric to conventional human resources practices to effectively and efficiently support current operations.
- Established a close working relationship with the Offices of Equal Opportunity, Inspector General, Legal, and Labor Relations to ensure local and strategic policies were adopted and maintained throughout the entirety of the operation.
- Drove transition process from outdated Human Resources systems and integrated the on-boarding of a new Human Resources Information System (HRIS), instantly improving analysis, reporting and planning capabilities while streamlining HR functions.
- Streamlined the integration process of HRIS satellite wireless systems into the organization; considered to be one of the largest acquisitions at that time.
- Ensured strategic alignment of new HR software with current operational objectives and minimized interruptions through workforce integration plans.

Senior Human Resources Manager (Cont.)
Contingency Operations

02/2007-04/2009 (Full-Time)

- Directly responsible for coordinating casualty assistance for family members of the deceased, ceremonial transportation for the fallen and request for additional support and manpower when required.
- Oversaw the administration and application of personnel assignment considerations, leave, individual evaluations, awards and bonus requests, and various individual personnel action requests.
- Personally reviewed, consolidated and interpreted reports related to ongoing statistics, evaluations, and re-evaluations. Prepared reports along with appropriate executive summaries for senior management review.
- Developed and implemented a Risk Assessment Matrix to identify and mitigate potential risks, hazards; and injury to personnel, equipment, and operations. Measures resulted in a reduced number of overall injuries and zero loss or damage to equipment during contingent operations.

Recognitions:

- Commendation Award for successful operations during contingency
- Meritorious Achievement Service Award for outstanding performance in leadership
- Combat Action Award

Reason for Leaving: Career advancement

Department of Defense
Human Resources Specialist

01/1993-02/2007 (Full-Time)

- Managed and updated Human Resources files and transcribed hard copy files onto digital platforms
- Assisted in the application of IIR actions such as individual personnel actions, payroll, employee benefits, leave and finance requests, award submissions
- Worked closely with department's mid-level management with compliance intake procedures and preparations, and distribution to appropriate department for action.
- Provided prompt telephonic and in-person customer service and expedited requests to ensure requests were handled in a timely manner.
- Promoted to first line management; oversaw the daily operations of Human Resources and ensure processes were streamlined, organized, and efficient.
- Responsible for departmental manpower, in-processing and out-processing and appropriate slotting of all personnel.
- Selected for Human Resources mid-level management team.
- Planned, directed, and oversaw the operations of Human Resources; team consisted of two first line supervisors that oversaw individual sections of human resources practices.

EDUCATION

- **Bachelor of Science: Trident University – Cypress, CA**
Major: Organizational Leadership
Program status: Complete
- **Master of Science: Trident University – Cypress, CA**
Major: Human Resource Management
Projected Completion: November, 2021

TECHINCAL / OCCUPATIONAL CERTIFICATIONS

- Certified Equal Opportunity and EEO practitioner (DEOMI)
- Certified Diversity and Inclusion Manager (DEOMI)
- Certified Affirmative Action Officer (DEOMI)
- Certified in the application and compliance of the Americans with Disabilities Act ((ADA)) (DEOMI)
- Certified Conflict Resolution Manager and Mediation Facilitator (DEOMI)
- Certified Compliance Investigator (DEOMI)

AFFILIATIONS

- NF/SG Succession Planning Sub-Council (Past member)
- Adjutant General Corp Regimental Association
- Defense Equal Opportunity Management Institute Cross-Cultural Competence Sub-Committee (Past Member)

PROFESSIONAL REFERENCES

Mrs. Kimberly S. Flowers	Department of Defense USAG	Director Equal Opportunity	(254) 338-9054
Mr. Vincent Williams	Department of Veterans Affairs (NF/SG VHS)	HR Specialist	(904) 228-2365
Dr. Marie Herring	DSMBC	Pastor	(352) 665-6314