

#### **Appendix 4**

##### **Steps Taken to Improve Administrators' Performance in Achieving Diversity Goals**

- More frequent consultations with the president to assist in and encourage satisfactory progress; professional development opportunities, including participation in the College's Building Excellence through Supervisory Training (BEST) Program; and recommending a mentor who has been successful in reaching equity goals. (Brevard)
- Additional training is suggested where recruitment/hiring skills are lacking. (Chipola)
- Departments deemed imbalanced and with current or future vacancies to receive funds earmarked for additional minority recruitment. (Daytona)
- Additional training and review of college philosophy as it relates to diversity. (Edison)
- Coaching and counseling, required supervisory training in diversity, and reporting of staff evaluations to the Board of Trustees with the actual ratings of positions held accountable for progress toward maintaining diversity and college goals. (FCCJ)
- Administrators will be counseled by the president and expected to report regularly on actions taken to correct any deficiency, with further disciplinary actions if performance continues to be unsatisfactory. (Indian River)
- In each committee search, the college president requires the search committee and area vice president to submit a diversity report of the procedures used relating to the selection of non-minority candidates; and additional training will be provided as appropriate. (Manatee)
- Job descriptions for individuals at the recruitment level require the ability to work in a multi-ethnic, multi-cultural environment. In addition, after counseling, coaching, training and opportunity for improvement, progressive disciplinary action may result from continued inadequate performance. (Miami Dade)
- Selected staff were informed that departmental funding and achieving a satisfactory evaluation would be affected by failure to achieve diversity goals. (Okaloosa-Walton)
- All administrators are provided a copy of the college's Accountability in Institutional Employment Plan and are required to develop a plan that outlines strategies to ensure progress toward the goals set in the Plan. Evaluation results used by the president are directly related to contract renewal. (St. Johns River)
- The supervisor works closely with Human Resources and the EA/EO Coordinator to provide appropriate training, direction and oversight. (Santa Fe)
- A written performance improvement plan is completed depicting quarterly milestones leading to the next annual performance review. (Seminole)