ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

Agenda
Special Meeting of the OWASA Board of Directors
Diversity and Inclusion Discussion
Thursday, November 3, 2016, 6:00 P.M.
OWASA Community Room

A Special Meeting of the Board of Directors of Orange Water and Sewer Authority is hereby called and will be held on Thursday, November 3, 2016, at 6:00 PM, in the OWASA Community Room, 400 Jones Ferry Road, Carrboro, for the purpose of discussing OWASA's diversity and inclusion work.

In compliance with the "Americans with Disabilities Act," interpreter services are available with five days prior notice. If you need this assistance, please contact the Clerk to the Board at 919-537-4217 or aorbich@owasa.org.

The Board of Directors appreciates and invites the public to attend and observe its meetings. For this Special Meeting, public comments are invited only on items appearing on this agenda. Speakers are invited to submit more detailed comments via written materials, ideally submitted at least three days in advance of the meeting to the Clerk to the Board via e-mail or US Postal Service (aorbich@owasa.org/400 Jones Ferry Road, Carrboro, NC 27510).

Public speakers are encouraged to organize their remarks for delivery within a four minute timeframe allowed each speaker.

1. Welcome and Introductions (John Young)

2. Panel Member Presentations on Diversity and Inclusion (Robert Morgan, Chair of the Human Resources Committee)
   - Ms. Camille A. Brooks
   - Ms. Jennifer A. Bynum
   - Ms. Maria Hicks-Few
   - Ms. Michelle Johnson
   - Ms. Faith M. Thompson

3. Board and staff discussion with Panel Members (Robert Morgan)

4. Public Comment (Robert Morgan)

5. Board and staff discussion and summary of meeting (Robert Morgan)

Dated this 3rd day of November 2016.

\s\ John A. Young
John A. Young, Chair of the Board

Special Meeting of the OWASA Board of Directors
Diversity and Inclusion Discussion
November 3, 2016

Information Provided:

A. Information about Panel Members

B. OWASA's Request of Panel Members

C. Staff draft Diversity and Inclusion Plan – July 2016

D. Summary of OWASA Employee Comments on draft Diversity and Inclusion Plan

E. Updated OWASA Employee Demographic Data

F. Diversity and Inclusion Information from the July 14, 2016 OWASA Board Work Session – Agenda Item 6

CAMILLE A. BROOKS, MBA, Sr. CAAP
University of North Carolina at Chapel Hill

(919) 802-7568 ~ cbeducate08@yahoo.com



Ms. Camille A. Brooks has served as the Sr. Equal Opportunity & Compliance Consultant at the University of North Carolina at Chapel Hill since January 2010. Her responsibilities include providing counsel and analysis related to equal employment opportunity compliance including producing affirmative action plans consistent with OFCCP regulations, developing and facilitating extensive harassment and discrimination prevention, equal opportunity and human resource management training. She has developed Veteran and EEO Officer programs and significantly enhanced diversity-related outreach. She has developed and presented underrepresented employee recruitment plans and best practices, and investigated and resolved harassment and discrimination complaints.

Ms. Brooks has over 20 years of experience in human resource management and equal employment opportunity. She previously worked as a Training and Development Liaison & Project Manager and Human Resources & Professional Development Manager at California State University, Northridge. Her professional and personal aspirations led her to North Carolina where she went on to serve as the Assistant Director, Equal Opportunity/Affirmative Action Programs at Duke University/Duke University Health Systems.

Ms. Brooks is a graduate of the University of North Carolina at Chapel Hill, University Leadership Education and Development (ULEAD) program, earned her Senior Certified Affirmative Action Professional (Sr. CAAP) and is currently pursuing her SPHR certification. She holds a B.S. in Human Resource Management from California State University, Long Beach, and MBA from California State University, Dominguez Hills. She has served on various committees and currently serves of the Triangle Area Liaison Group (TILG) Board of Directors.

Ms. Brooks greatest satisfaction comes from giving back to the community through volunteer efforts including her current participation with various nonprofit organizations including Rottweiler Hearts Rescue, Vets to Vets United, Inc, and Camp Care Free. She is also looking forward to an upcoming mission trip to Haiti.

Jennifer A. Bynum
P.O. Box 1624
Mebane, North Carolina 27302
(336-263-1325)
jbynum8@att.net

SUMMARY

Creative and enthusiastic diversity consultant, educator, public relations professional, and military veteran with over 20 years experiences in building relationships in the work place, community outreach initiatives, and business development. Developed and mobilized coalitions and partnerships with local and state agencies, healthcare providers, business and industry, churches, schools and youth groups, media, and civic and professional organizations.

PROFESSIONAL EXPERIENCE

Public Relations and Education

- Directed cultural diversity initiatives to raise the level of awareness of heart disease and diabetes among African American, Native American and Hispanic cultures. Secured funding of $150K from Kate B. Reynolds Foundation
- Trained staff at the American Heart Association on cultural competence to recognize the strengths of differences.
- Developed and managed a Community Research Support Center for the faculty and staff in the School of Nursing at N.C. A&T State University. Implemented training modules relative to diversity and inclusion.
- Developed culturally diverse community coalitions in metropolitan areas of North Carolina for Project ASSIST, in partnership with American Cancer Society, National Cancer Institute, American Diabetes Association, American Heart Association, state and local health departments and volunteer organizations.
- Facilitated and taught business management workshops and classes for students and staff at N.C. Central University. Course syllabus included gender bias, workplace communication, and multi-national work culture.
- Established a public relations network, and attracted and recruited volunteers to serve on Community & Family Committees, Project ASSIST, AHA Cultural Diversity sub-committees and Community Health Coalition Board.
- Managed the "Reach for Success" Family and Community Violence Prevention Program located in the School of Nursing at N.C. A&T State University. Developed culturally competent resources for program managers.
- Coordinated research relative to Medicaid service utilization and accessibility in African American communities in Wake, Guilford, Durham and Cumberland counties. Identified cultural barriers to include challenges faced by persons with disabilities.
- Taught community health, nutrition education and medical terminology courses at the Guilford School of Theology. Focused on developing culturally literate health materials for community members.
- Facilitated nutrition education and cultural diversity workshops as a team member of NC Central University's Human Sciences Department Head Start contract with US DHHS for the Southeastern Region.
- Managed an alliance of representatives from four historically black colleges and universities in North Carolina.
- Targeted five major metropolitan areas, established local task forces and empowered volunteers from diverse groups and communities to modify and create sustainable programs addressing the prevention of heart disease and chronic illnesses.
- Developed support and peer counseling groups for minority adults and youth.
- Designed educational and informational programs on housing, crime prevention and health related issues.
- Secured funding of $660,000 from the U.S. Department of Health and Human Services, Office of Minority Health.
- Coordinated the planning and funding of career awareness programs at colleges and universities to attract minority students to health care fields.
- Performed the full range of activities required to prepare, submit and manage grant proposals to foundations, corporate and government sources.
- Researched foundations and corporations to determine funding opportunities.

- Complied with all grant tracking and reporting requirements as designated by donors.
- Managed the Office of Technology Transfer and Intellectual Property Program at N.C. Central University.
- Coordinated and facilitated grant writing conferences, workshops and trainings for faculty, staff, students and community members.
- Provided technical assistance on budget and programmatic areas to Wake, Guilford and Mecklenburg Counties.
- Created and implemented fund raising and marketing strategies to secure resources and grants.
- Focused on creating ongoing programs targeted for the minority community as a member of the Minority Involvement task force.

Management and Fiscal Administration

- Hired, trained, supervised and evaluated administrative, accounting and support staff. Assisted upper management achieve workforce balance.
- Directed commercial sales operations, built credibility and reputation with large companies and negotiated and retained long term contracts. Managed and controlled annual budgets ranging from $170K - $660K at four agencies and focused on producing maximum benefits from limited fiscal resources.
- Created an aggressive, methodical accounting system and supervised the audit of agency departments.
- Identified construction projects and created a pricing structure for competitive bidding.

Student/Veterans Programs

- Developed and implemented professional development and diversity workshops and trainings targeted towards faculty, staff, nontraditional students, veterans, business leaders and community members.
- Provided academic and career counseling for students at Guilford School of Theology, N.C. Central and N.C. A&T State Universities. Discussed culture, traditions and prevailing workplace mindsets as factors to consider when identifying potential employers.
- Established relationships with local businesses, state and government agencies for the purpose of recruiting nontraditional and military veteran students for employment.
- Provided supportive services as a volunteer with the Veterans Administration Hospital.
- Served as a Medical Specialist, Finance Disbursing, Physical Fitness, Public Relations and Nuclear, Biological and Chemical Officer in the US Army and N.C. Army National Guard.

EMPLOYMENT HISTORY

Diversity Consultant	Grant U Success, Mebane, NC
Professor, Community Health	Guilford School of Theology, Greensboro, NC
Community Programs Manager	Community Health Coalition, Inc., Durham, NC
Grants Officer	Office of Sponsored Research, NCCU, Durham, NC
Adjunct Professor	**S**chool of Business, NCCU, Durham, NC
Community Programs Consultant	Paragon Foundation, Raleigh, NC
Medical Corp; Finance Officer	US Army & NC Army National Guard, Raleigh, NC

EDUCATION

MS Human Sciences/Family & Consumer Sciences - Cum Laude – N.C. Central University, Durham, NC
BA Public Administration - Magna Cum Laude – N.C. Central University, Durham, NC

HONORS and AFFILIATIONS

American Association of Family & Consumer Sciences
Duke University's Alzheimer's Research Program
NAA Tobacco Prevention Network
Habitat for Humanity
NC DHHS Tobacco Prevention & Control
Mallarme Chamber Players

REFERENCES Excellent References & Certifications Available Upon Request

Maria Hicks-Few

Maria Hicks-Few is a business professional with more than twenty years of diversified and progressive experience in the human resources field. She has expertise in successfully managing all facets of human resources including recruitment, retention, affirmative action/compliance, employee relations, position/performance management, benefits, environmental health and safety, succession planning, talent development, policy development and implementation training and human resources information systems.

Ms. Hicks-Few's educational background includes a Bachelor of Arts Degree in Political Science from North Carolina A & T State University, a Master of Science Degree in Public Affairs from the University of North Carolina at Greensboro and an MBA in Human Resources Management for the University of Phoenix On-line.

Ms. Hicks-Few has worked in Equal Employment Opportunity/Diversity and Inclusion for corporations such as LabCorp, Bristol Myers Squibb and General Dynamics and for the City of Greensboro. She also has worked as a consultant for several small to medium-sized businesses on human resources, diversity and inclusion projects. She is a Certified Professional in Human Resources, Senior Certified Affirmative Action Professional, Six Sigma Green Belt and Kaizen Change Management Facilitator.

In her current role as the City of Greensboro's first Diversity and Inclusion Officer, Ms. Hicks-Few supports municipal operations by developing and implementing the City of Greensboro's Diversity and Inclusion strategy and associated action plan. Ms. Hicks-Few is responsible for ensuring a compelling business case for Diversity and Inclusion as a key business driver for the City.



Michelle Johnson, MSW, LCSW 500hr-RYT

109 Center Street• Carrboro, NC 27510
Phone: (919) 260-2145 • E-Mail: michelle.socialworker@gmail.com • website: http://michellecjohnson.com

I am a Leader, Activist, Artist, Social worker, Yoga instructor, Elected official and Change agent.

Experience

Alderman **2012-Present**

Elected Official serving constituents in Carrboro. Currently I serve on the Affordable Housing Committee, Orange County Visitors Bureau Board and am the board liaison to the Community Home Trust. In the past, I've served on the Rogers Road Task Force.

Yoga Activist and Instructor **2009-present**

I teach yoga workshops and classes locally and internationally. I created and currently lead "Skill in Action" a 200hr certified yoga teacher training focused on the intersection of embodied practice and justice. I have been an ambassador for the Africa Yoga Project since 2011 and traveled to Kenya four times to volunteer. In 2015 I led a group of yogis to Kenya to expand their experience of yoga and complete a service project in the informal settlement of Huruma. Currently, I'm planning my fifth trip to Kenya.

Heirs Project Director **2009-2011**

Support project by focusing on broadening the base of social justice organizers on North Carolina who have a passion and the capacity to work collectively for fundamental social transformation. Work closely with the Heirs Project Planning Team. Coordinate grassroots fundraising efforts including seeking grant funding, writing grant reports, and connecting with individual donors in the community. Monitor progress of Heirs Project and identify program development and resource needs. Support and supervise personnel and interns and monitor their individual work plans. Provide leadership development and anti-oppression workshops.

Program Manager **2008-2009**

Pro Bono Counseling Network
Mental Health Association-Orange County, NC
Responsibilities include recruitment of mental health clinicians to provide pro bono counseling to clients who are underinsured or uninsured. Provide clinical assessments for clients who express interest in the program and connect them with a participating mental health clinician. Provide crisis intervention services, resource information and referral to clients. Monitor progress of programmatic goals, including review of data, program evaluation, and identification of program development and resource needs. Serve on Advisory Committee for the Pro Bono Counseling Network. Serve on the Healthy Carolinians Mental Health and Substance Abuse Committee.

Associate Director **2007-2008**

Orange County Rape Crisis Center, Orange County, NC
Oversee all educational and client services programs, including supervising all program staff, interns and volunteers. Monitor progress on programmatic goals, including the periodic review of data, preparation of programmatic sections of grant reports, establishment of more effective systems for program evaluation, and identification of program development and resource needs. Assist agency staff, volunteers and clients when mental health/clinical issues arise in agency programs and services. Coordinate and provide short-term therapy for primary and secondary survivors of sexual violence. Provide crisis intervention services to primary and secondary survivors of sexual violence including referral to community therapist for long-term therapy services. Represent agency in absence of Executive Director, work with Board

of Directors of Directors and staff to maintain agency operations. Serve on North Carolina Sexual Violence Prevention Task Force. Serve on agency's diversity and strategic planning committees. Serve on Sexual Violence and Domestic Violence Services Committee for the Governors Crime Commission.

Client Services Director **2006-2007**

Orange County Rape Crisis Center, Orange County, NC
Responsibilities included provision of clinical supervision for staff, social work interns and volunteers. Coordinated and facilitated support groups for survivors of sexual violence. Provided crisis intervention services to primary and secondary survivors of sexual violence including referral to community therapist for long-term therapy services. Served on agencies diversity committee.

Adjunct Faculty **2005-2009**

University of North Carolina School of Social Work Chapel Hill, NC
Taught masters level social work students. Courses taught: Direct Social Work Practice and Inequality and Discrimination.

Licensed Clinical Social Worker **2006-2007**

University of North Carolina, NC
Served as a therapist for students attending UNC-Chapel Hill. Created and provided interventions for students experiencing academic, psychological, and social problems. Provided short- term individual and group counseling to students for eating disorders, stress management, sexual violence, women with depression, and other emotional/social issues. Provided crisis intervention to students. Provided clinical supervision to social work interns and provisionally licensed clinical social workers. Coordinated the Diversity Action and Awareness Committee to evaluate and improve services for students of color, LGBT students, and international students. Created and implemented programs for staff and the UNC community on racism, racial identity, and cultural diversity.

Dismantling Racism Trainer **2002-present**

Conduct community and organizational trainings focused on personal, institutional, and cultural racism. Provide organizational assessments, strategic planning, assist organizations and groups in the community in setting up caucuses, and engage in long term planning for organizations and communities to become anti-racist.

Licensed Clinical Social Worker ***2001-present***
Private Practice-Carrboro, NC
Provide individual and group psychotherapy to adolescents, families and adults. Areas of specialty include working with people who have experienced sexual violence, eating disorders, trauma, and racial identity work.

Clinical Social Worker **1998-2002**

East Chapel High Chapel Hill, NC
Served as the liaison and advocate for students and their families within the school system and surrounding communities. Created interventions for students who are having academic, social or emotional problems. Provided individual and group counseling to students for family stress, grief and loss, conflict resolution and body image concerns. Coordinated services for students and families with the Department of Social Services, Juvenile Justice, Volunteers for Youth, and the Mental Health Center. Provided clinical supervision to social work interns. Coordinated the conflict resolution program and the peer mediation program. Advised the Gay Straight Alliance, Diversity Action Club, and the Women's Caucus. Created and implemented programs for faculty, staff, students, and community agencies on racism, racial identity, heterosexism, classicism, ageism, oppression, and cultural diversity.

Education

The University of North Carolina-Chapel Hill **1996-1998**

Masters of Social Work Program, Concentration-Mental Health, May 1998

The College of William and Mary-Williamsburg, Virginia **1993-1996**

Virginia B.A.-Psychology, Minor-Art, May1996

Skills

Leadership development and coaching, Group facilitation, Individual counseling, Yoga Instructor, Anti-oppression training, Dismantling racism training, Mindfulness and social change consultation, Project planning and coordination, Strategic planning, Board of Directors experience, Supervision and Management experience, 35mm photography, Grant Writing, and fundraising.

Presentations

Keynote Speaker, 2015 and 2016
Embodied Yoga Summit Durham, NC

Keynote Speaker
Reminder for Solving the Campus Sexual Assault and Dating Violence Puzzle: Comprehensive Prevention, Trauma-Informed Response, and Offender Accountability
Peace College Raleigh, NC

Facilitator for a Discussion of "Between the World and Me"
Nasher Museum Durham, NC

Graduation Speaker
University of North Carolina Chapel Hill
School of Social Work
Graduating Class of 2013

"The History of the Race Construct"
Pedagogy of Privilege Conference Denver, CO

"The Power of Internalizations, Internalizing Our Own Power"
Pedagogy of Privilege Conference Denver, CO

"Speaking the Unspoken, Cultural Trauma"
University of North Carolina Chapel Hill School of Social Work

"Intersectionality and Prevention for Sexual Violence"
North Carolina State Prevention Task Force

“Cognitive Behavioral Therapy and Childhood Survivors of Sexual Violence”
North Carolina Area Health Education Center-Fayetteville

“Healing Through Words”-Using Art to Heal from Trauma
North Carolina Area Health Education Center-Asheville, Greenville, Winston Salem, Greensboro

Shout Out, Against Sexual Violence-“Healing from Sexual Violence”
Orange County Rape Crisis Center

“Body mapping-life story through art”
North Carolina Coalition Against Sexual Assault,
Carolina Women’s Center, UNC-Chapel Hill
Women’s Center, Chapel Hill, NC

“Peer vs. Profession Counseling”
North Carolina Coalition Against Sexual Assault

“Counseling and Psychological Services for Survivors of Sexual Violence”
Orange County Rape Crisis Center

“The Balancing Act-Women of Color and Depression”
UNC Black Womanhood Conference

“Adolescents and Self Mutilation”
Orange County Rape Crisis Center Volunteer Training

“Adolescents and Sexual Trauma”
Orange County Rape Crisis Center Volunteer Training

“Body Image Concerns and Eating Disorders as a Result of Sexual Trauma”
Orange County Rape Crisis Center

“Body Image Presentation”
Women’s Center, UNC-Chapel Hill

“Body Image/Eating Disorders”
John Umstead Hospital Monthly Social Work Meeting

“One Size Does Not Fit All,”
The National Social Work Conference

Faith M. Thompson

Faith M. Thompson started her career in local government in 1994 in Fayetteville, NC as a 9-1-1 operator. She is currently the Interim Public Housing Director for the Town of Chapel Hill.

Prior to her service with Chapel Hill, Faith worked at the UNC School of Government as an Assistant Dean of Development. With the City of Fayetteville, she served as the Assistant to the Manager for Customer Focus and as Interim Human Relations Director. Ms. Thompson served in the United States Army as a Military Police Officer.

She has a Bachelor of Arts in government from Mills College in Oakland, California and a Master of Public Administration from University of North Carolina at Chapel Hill. She is a certified facilitator and has worked with numerous groups in the areas of multiculturalism, implicit bias and intentionality.

Exhibit B

OWASA's Request of Panel Members

This request was sent to each panel member by Ed Kerwin.

Please prepare a presentation of up to 15 minutes (each) to inform the OWASA Board of Directors on what you believe is important for them to know about our diversity and inclusion work. We are intentionally leaving this wide open and totally up to each of you for what you want to cover in your presentation.

Following your presentations, we will seek your feedback on the following key questions (but it is not necessary to address them in your presentations):

- *What are the key factors for success? What has worked well?*
- *What are the key things to avoid? What has not worked well?*
- *What should be our initial focus?*
- *How should we measure success in diversity and inclusion?*

Draft Diversity and Inclusion Plan

July 8, 2016

Goal 1. The diversity of OWASA's workforce reflects the communities we serve.

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
Attract diverse pool of applicants for open positions.	Identify and work with agencies that can help OWASA increase the diversity of applicants for employment and ensure OWASA is known as an employer that values diversity and inclusion.	Applicant diversity increases.	Human Resources and Safety Director (HR Director)
	Prepare recruitment plan for each job vacancy and discuss opportunities to address diversity with the Department Director and hiring supervisor.	Recruitment plan prepared for each vacant position and reviewed with the Department Director and hiring supervisor.	Department Directors (General Manager of Operations, Director of Engineering and Planning, Director of Finance and Customer Service, HR Director, & Director of Information Technology) and hiring supervisor
	Evaluate the job application process to ensure it is free of bias.	Job application form and process in line with best practices.	HR Director
	Implement NeoGov (on-demand HR software for the public sector) for applicant tracking and management reporting. Also provides greater functionality for applicants.	NeoGov successfully implemented.	HR Director
	Participate in career fairs, workshops and cultural events that support OWASA's diversity and inclusion initiatives.	Number of events.	Department Directors

DRAFT

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
	Participate in programs such as EmPOWERment Career Explorers to have participants consider OWASA and the water resources field as a great place to build a career and serve the community/protect the environment.	Level of participation.	Department Directors
	Solicit assistance from OWASA employees for employment referrals and suggestions to improve recruitment of diverse applicants.	Number of referrals and suggestions received from employees.	Department Directors
Employment decisions are made based on merit and job-related ability.	Conduct training for supervisors on recognizing and understanding explicit and implicit bias and how to effectively conduct screening and selection interviews.	Supervisors actively participate in training and improve knowledge and skills.	HR Director and all supervisors
	Selection panel used to screen and interview candidates for vacant positions. Each selection panel will be trained and assisted by the HR Director or her/his designee. The panel includes an employee from an under-represented group. The hiring supervisor leads the selection panel and solicits and carefully considers feedback from each panel member regarding each candidate's merits and job-related abilities.	Selection panel trained and effectively used for all interviews.	HR Director and hiring supervisor

DRAFT

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
	Justification for employment recommendation by the hiring supervisor made in writing and includes feedback from each panel member. The recommendation reviewed by the Department Director, HR Director and the Executive Director. Opportunities to improve diversity carefully considered before the Executive Director makes final decision on the hiring recommendation.	Work force diversity increases.	Hiring supervisor, Department Director and Executive Director
	Internal candidates not selected for promotion are notified in-person by the hiring supervisor and offered feedback and guidance about career advancement.	Internal candidates offered feedback and guidance.	Hiring supervisor

Goal 2. Inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's mission.

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
Employees are aware of the importance and value of diversity and inclusion.	Provide training for all employees on the importance and value of diversity and inclusion and how they can contribute to a successful multicultural work environment.	Training provided for all employees. Surveys of employees provide positive feedback about diversity and inclusion.	HR Director and all supervisors

DRAFT

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
	Provide training and coaching for supervisors on how to lead and manage their area of responsibility in a manner that promotes and values diversity and inclusion for all their employees.	Supervisors actively participate in training and improve knowledge and skills. Surveys of employees provide positive feedback about diversity and inclusion. Number of employee complaints received.	Department Directors and Executive Director All supervisors
Provide employees with opportunities to enhance their knowledge and skills to improve their performance and advance their career.	Every six months as part of the employee's self-assessment and performance review process, the supervisor discusses with each employee opportunities to enhance their knowledge and skills to improve their performance, and to advance their career (if desired). The supervisor provides employee with feedback, encouragement and assistance.	Information documented in employee performance reviews.	All supervisors
	Provide interested employees a coaching and mentoring program.	Number of employees participating.	HR Director and all supervisors
	Periodically offer training on core job skills and abilities such as communications, customer service, problem solving, etc.	Number of classes offered. Number of employee participating. Effectiveness of the training.	Department Directors
	Encourage employees in skill-based pay job families to participate in career progression.	Number of eligible employees promoted via skill-based pay.	Applicable supervisors

DRAFT

Objectives	*Strategies*	*Outcomes and Measures of Success*	*Accountability*
Retain successful employees.	Provide a diverse and inclusive work environment where employees are actively engaged in their work and treated in an open, honest and respectful way.	Feedback from employees. Exit interviews.	Each supervisor HR Director
	Routinely review and provide competitive total compensation (pay and benefits) and rewards for high performance.	Voluntary turnover rate. Market evaluation of pay and benefits.	Board of Directors, Executive Director, and HR Director
Employees are informed, involved and engaged.	Supervisors display a genuine interest in their employees and they keep them informed, involved and engaged.	Feedback from employees.	Each supervisor
	Invite employees to participate in continuous improvement activities such as After Action Reviews; business and process optimization evaluations; and routine staff meetings.	Feedback from employees.	Each supervisor
	Seek greater participation from employees on the Employee Human Resources Team and the Employee Safety Committee.	Number of employees participating.	Each supervisor
	Executive Director meets with all employees every six months to share information and solicit feedback on how he/she and the organization can do a better job keeping all employees informed, involved and engaged.	Feedback from employees.	Executive Director

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ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

M E M O R A N D U M

TO: Board of Directors

FROM: Ed Kerwin

DATE: September 16, 2016

SUBJECT: **Employee meetings on draft Diversity and Inclusion Plan**

As requested at our September 8, 2016 Work Session, I'm providing information about the four voluntary meetings I had with employees on our draft Diversity and Inclusion Plan.

Attachment 1 – Meeting Invitation I sent to all employees

Attachment 2 – PowerPoint presentation I used at each meeting

Attachment 3 – Why Diversity and Inclusion is important – summary of employee feedback

Attachment 4 – Summary of employee feedback on draft Diversity and Inclusion Plan

Attachment 5 – Demographics of meeting participants

As always, we welcome your questions and feedback.

Ed Kerwin
Executive Director

Attachments

Ed Kerwin

From: Ed Kerwin
Sent: Wednesday, August 24, 2016 9:25 AM
To: OWASA_LAN_USERS
Subject: invitation to discuss our Draft Diversity and Inclusion Plan
Attachments: 20160708_Draft Diversity and Inclusion Plan.pdf

Please share with all employees

Dear OWASA Team,

Thanks for meeting with me during my latest round of crew meetings. If you were not able to attend one of the sessions, I have one more meeting tomorrow, August 25th at 11:00 a.m. in our Boardroom.

As I explained in the crew meetings, I'm inviting all interested employees to meet with Stephanie and me to further discuss our Draft Diversity and Inclusion Plan (attached). Your questions, suggestions and feedback on our draft plan will be very useful as we work to further improve our plan for continued discussion with the OWASA Board later this year. Again, these meetings are completely voluntary on your part, but I welcome your participation. If you plan to attend one of the meetings, please let your supervisor know in advance.

The voluntary meetings will be held on:

- Tuesday, August 30th at 11:00 a.m. in the Community Room
- Wednesday, August 31st at 8:00 a.m. in the WWTP Conference Room
- Thursday, September 1st at 2:30 p.m. in the Operations Center Training Room
- Tuesday, September 6th at 1:30 p.m. in the Community Room

Thank you,

Ed K.

Ed Kerwin
Executive Director
Orange Water and Sewer Authority (OWASA)
400 Jones Ferry Road; Carrboro, NC 27510
919-537-4211 (office direct)
919-968-4421 (main office & emergencies)
ekerwin@owasa.org; www.owasa.org

OWASA Employee Meetings

Draft Diversity & Inclusion Plan

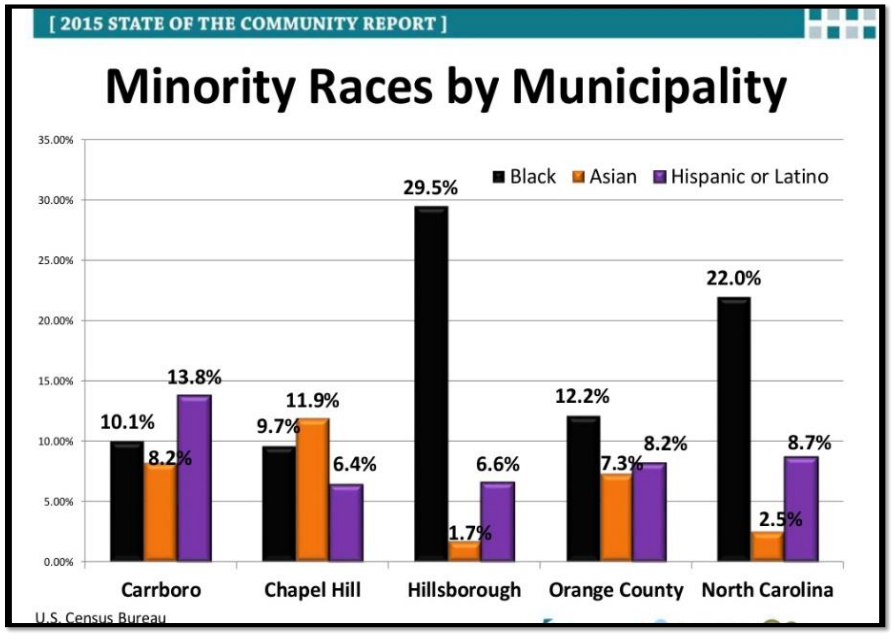
August-September 2016

Meeting Overview

- Ground rules
- Why important
- Background information
- Questions, suggestions and feedback on Draft Diversity and Inclusion Plan
- Thanks for your participation!

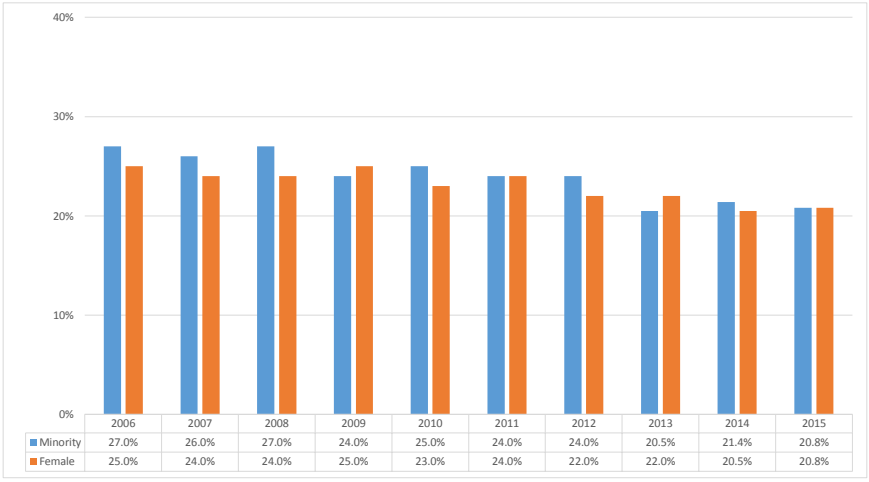
Why Diversity and Inclusion is Important

- ✓ Recognize, appreciate and benefit from the unique insights, perspectives and experiences of others
- ✓ Work culture based on trust and respect for all – avoid discrimination and disrespectful behavior
- ✓ Makes good business sense
- ✓ The right thing to do



Chapel Hill-Carrboro Chamber of Commerce

10 Year History of OWASA Workforce Race & Gender Distribution



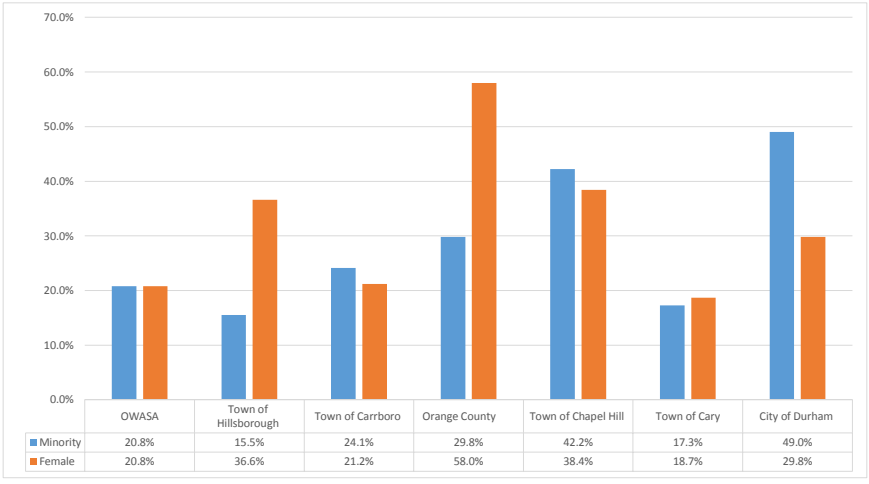
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Minority	27.0%	26.0%	27.0%	24.0%	25.0%	24.0%	24.0%	20.5%	21.4%	20.8%
Female	25.0%	24.0%	24.0%	25.0%	23.0%	24.0%	22.0%	22.0%	20.5%	20.8%

OWASA Workforce Race Distribution 2011-2015



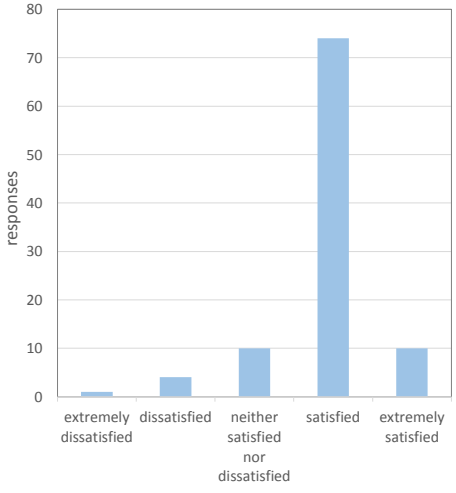
	Black or African American	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races
2011	16.5%	1.6%	2.4%	0.0%	0.8%	2.4%
2012	15.7%	2.4%	2.4%	0.0%	0.8%	2.4%
2013	13.4%	2.3%	1.6%	0.0%	0.8%	2.4%
2014	14.9%	1.6%	1.6%	0.0%	0.8%	2.5%
2015	13.6%	1.6%	1.6%	0.0%	0.8%	3.2%

OWASA and Local Benchmark Organizations Workforce Race & Gender Distribution



	OWASA	Town of Hillsborough	Town of Carrboro	Orange County	Town of Chapel Hill	Town of Cary	City of Durham
Minority	20.8%	15.5%	24.1%	29.8%	42.2%	17.3%	49.0%
Female	20.8%	36.6%	21.2%	58.0%	38.4%	18.7%	29.8%
Employees	125	90	141	922	1,015	1,167	2,499

2015 Employee Survey: How Satisfied are you with your overall employment experience at OWASA?



Employee Tenure

Organization	Median Tenure	Average Tenure
OWASA	10.2 years	12.4 years
Town of Hillsborough	7.8 years	8.9 years
Orange County	7 years	9 years
Town of Cary	not provided	10.8 years

The most recent information from The Department of Labor reports the median tenure data as of 2014 for all industry is 4.6 years; Public Sector, Local Government is 7.9 years.

Draft Diversity and Inclusion Plan

- Prepared by senior staff
- Presented and discussed with Board on July 14, 2016 – will continue discussion with Board later this year
- Improve the plan by engaging employees – we are here!
- Additional peer review
- Move forward now with many of the proposed strategies

Draft Diversity and Inclusion Plan

Draft Goal 1 - *The Diversity of OWASA's Workforce reflects the communities we serve.*

Draft Goal 2 - *Inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's mission.*

Attract Diverse Pool of Applicants for Open Positions

Strategies	*Outcomes and Measures of Success*
Identify and work with agencies that can help OWASA increase the diversity of applicants for employment and ensure OWASA is known as an employer that values diversity and inclusion.	Applicant diversity increases.
Prepare recruitment plan for each job vacancy and discuss opportunities to address diversity with the Department Director and hiring supervisor.	Recruitment plan prepared for each vacant position and reviewed with the Department Director and hiring supervisor.
Evaluate the job application process to ensure it is free of bias.	Job application form and process in line with best practices.
Implement NeoGov (on-demand HR software for the public sector) for applicant tracking and management reporting. Also provides greater functionality for applicants.	NeoGov successfully implemented.
Participate in career fairs, workshops and cultural events that support OWASA's diversity and inclusion initiatives.	Number of events.
Participate in programs such as EmPOWERment Career Explorers to have participants consider OWASA and the water resources field as a great place to build a career and serve the community/protect the environment.	Level of participation.
Solicit assistance from OWASA employees for employment referrals and suggestions to improve recruitment of diverse applicants.	Number of referrals and suggestions received from employees.

Employment Decisions are Made Based on Merit and Job-Related Ability

Strategies	*Outcomes and Measures of Success*
Conduct training for supervisors on recognizing and understanding explicit and implicit bias and how to effectively conduct screening and selection interviews.	Supervisors actively participate in training and improve knowledge and skills.
Selection panel used to screen and interview candidates for vacant positions. Each selection panel will be trained and assisted by the HR Director or her/his designee. The panel includes an employee from an under-represented group. The hiring supervisor leads the selection panel and solicits and carefully considers feedback from each panel member regarding each candidate's merits and job-related abilities.	Selection panel trained and effectively used for all interviews.
Justification for employment recommendation by the hiring supervisor made in writing and includes feedback from each panel member. The recommendation reviewed by the Department Director, HR Director and the Executive Director. Opportunities to improve diversity carefully considered before the Executive Director makes final decision on the hiring recommendation.	Work force diversity increases.
Internal candidates not selected for promotion are notified in-person by the hiring supervisor and offered feedback and guidance about career advancement.	Internal candidates offered feedback and guidance.

Draft Diversity and Inclusion Plan

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Employees are Aware of the Importance and Value of Diversity and Inclusion

Strategies	***Outcomes and Measures of Success***
Provide training for all employees on the importance and value of diversity and inclusion and how they can contribute to a successful multicultural work environment.	Training provided for all employees. Surveys of employees provide positive feedback about diversity and inclusion.
Provide training and coaching for supervisors on how to lead and manage their area of responsibility in a manner that promotes and values diversity and inclusion for all their employees.	Supervisors actively participate in training and improve knowledge and skills. Surveys of employees provide positive feedback about diversity and inclusion. Number of employee complaints received.

Provide employees with opportunities to enhance their knowledge and skills to improve their performance and advance their career

Strategies	*Outcomes and Measures of Success*
Every six months as part of the employee's self-assessment and performance review process, the supervisor discusses with each employee opportunities to enhance their knowledge and skills to improve their performance, and to advance their career (if desired). The supervisor provides employee with feedback, encouragement and assistance.	Information documented in employee performance reviews.
Provide interested employees a coaching and mentoring program.	Number of employees participating.
Periodically offer training on core job skills and abilities such as communications, customer service, problem solving, etc.	Number of classes offered. Number of employee participating. Effectiveness of the training.
Encourage employees in skill-based pay job families to participate in career progression.	Number of eligible employees promoted via skill-based pay.

Retain Successful Employees

Strategies	*Outcomes and Measures of Success*
Provide a diverse and inclusive work environment where employees are actively engaged in their work and treated in an open, honest and respectful way.	Feedback from employees. Exit interviews.
Routinely review and provide competitive total compensation (pay and benefits) and rewards for high performance.	Voluntary turnover rate. Market evaluation of pay and benefits.

Employees are Informed, Involved and Engaged

Strategies	*Outcomes and Measures of Success*
Supervisors display a genuine interest in their employees and they keep them informed, involved and engaged.	Feedback from employees.
Invite employees to participate in continuous improvement activities such as After Action Reviews; business and process optimization evaluations; and routine staff meetings.	Feedback from employees.
Seek greater participation from employees on the Employee Human Resources Team and the Employee Safety Committee.	Number of employees participating.
Executive Director meets with all employees every six months to share information and solicit feedback on how he/she and the organization can do a better job keeping all employees informed, involved and engaged.	Feedback from employees.

Wrap it up

- Summary of feedback and suggestions
- How effective was this meeting? Suggestions for improvement?
- Closing remarks

Thanks for participating!

Employee Feedback – Why Diversity and Inclusion is Important

At each meeting, I put up my list of reasons why I believe diversity and inclusion is important for OWASA. I explained that this was my own list, not shared with other staff or the Board of Directors.



I asked the participants what would be on their list if they were in charge of OWASA. A summary of their feedback:

- To allow OWASA to be an inclusive organization (community/customer)
- Learn from others
- Allow employees to be comfortable
- Allows for unique perspectives
- Not all are equal – adds fairness
- The right thing to do
- Helps you better understand each other
- More accessible to community
- More diverse group performs and functions better

Summary of Employee Feedback on draft Diversity and Inclusion Plan

The discussion at each employee meeting was open and the ground we covered varied depending on the specific interests of the participants. A summary of the employee comments in no particular order or grouping by topic:

- Goal 1 – it reflects equity for the community we serve
- People should know that OWASA offers valuable benefits such as maternity/paternity leave and schedule flexibility
- Promote OWASA as a friendly organization for women and minorities
- Better balance of women in senior level positions
- OWASA should have more presence in local schools to increase awareness of our work and careers
- Eliminate asking applicants for employment how much they made in previous positions on our application *(already has been removed from application)*
- More opportunities for lateral moves in the organization
- Offer more cross training
- Use unbiased strategies for recruiting and hiring
- For some positions, recruitment should be limited to internal candidates only
- Should OWASA seek help from outside consultants?
- New employees and minorities offer different perspectives
- Historically, our industry is white male
- Lower turnover could affect overall objectives
- Goals should be measurable
- We have no control over the community and the community can change over time
- Need clearly defined mission to establish culture for organization
- Look at a plan than can be supported now and in the future
- Need to figure out how to reach minorities for job openings
- Need to market that being a part of OWASA means something important
- Diversity means so much more
- Provide apprenticeship opportunities
- Need different thinking
- Diversity – Can we successfully define what it means to OWASA?
- OWASA needs different ideas through diverse employees – like a canvas
- Training for supervisors should be made available to all employees
- Develop training for career paths
- Promote mentoring
- Be proactive (not reactive) about diversity
- Promote OWASA's current programs

- Schools and career fairs to promote OWASA's career opportunities and benefits
- What are we missing when recruiting? How to bring people to OWASA?
- It seems we already do most of these strategies
- Employees may offer to tell their story to others
- Brand OWASA – people don't go to our website; need to use other social media like Facebook
- What is in it for me? It is different for everyone
- Need to understand the values for the community we serve
- Most employees of OWASA don't live in our community
- OWASA communities are more than Carrboro/Chapel Hill

Demographics of Meeting Participants

All four meetings were facilitated by Ed Kerwin. Stephanie Glasgow, Director of Human Resources and Safety, and Kelly Belcher, Human Resources Generalist, also attended each session as a resource and to take notes.

34 Employees attended one of the four meetings.

Gender Information

Female	10
Male	24

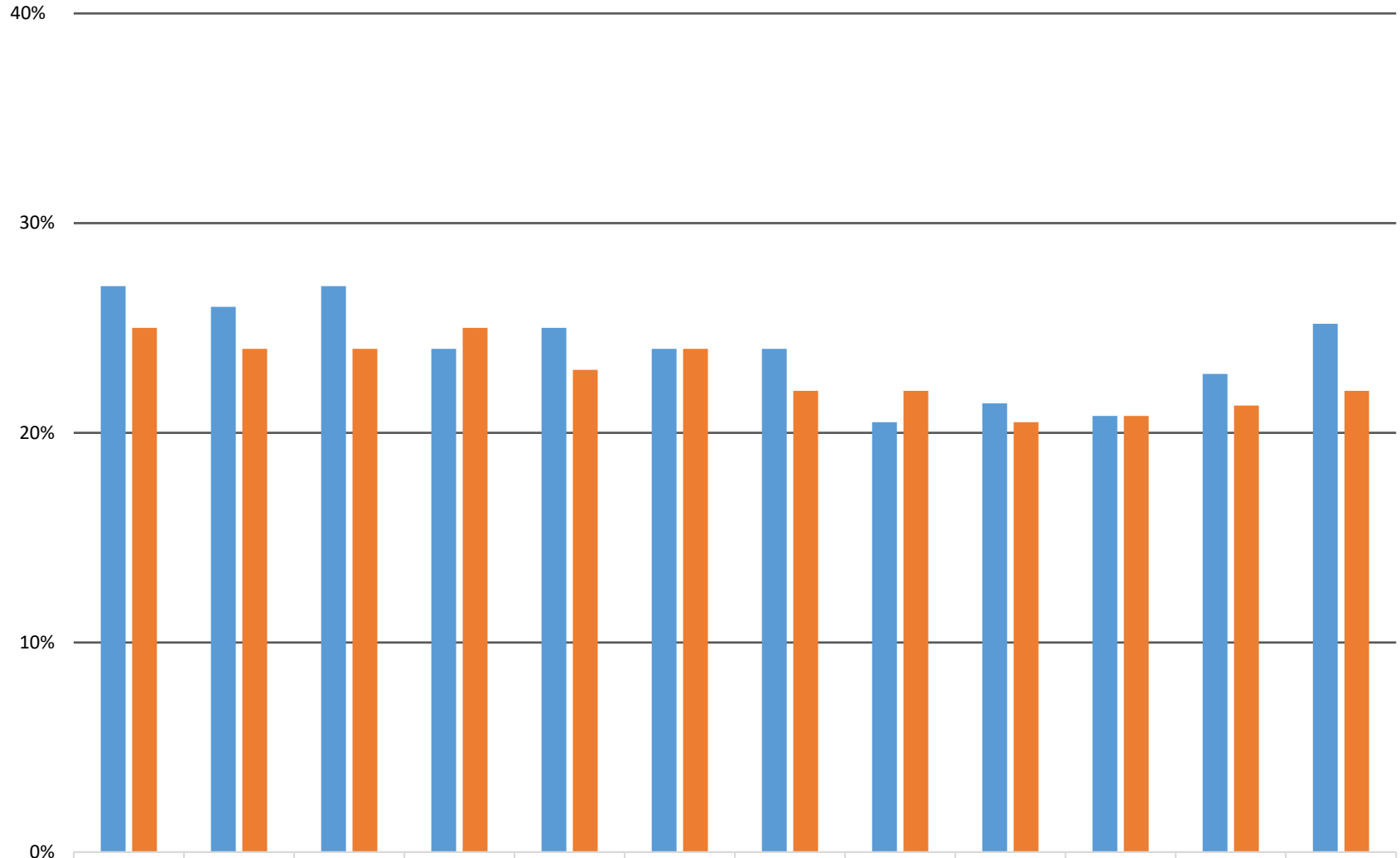
Race Information

White	28
Black or African-American	4
Two or More Races	2

Supervisory Information

Supervisor	20
Non-Supervisor	14

OWASA
Workforce Race and Gender Distribution



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	10/21/16
Minority	27.0%	26.0%	27.0%	24.0%	25.0%	24.0%	24.0%	20.5%	21.4%	20.8%	22.8%	25.2%
Female	25.0%	24.0%	24.0%	25.0%	23.0%	24.0%	22.0%	22.0%	20.5%	20.8%	21.3%	22%

OWASA Workforce Race and Gender Distribution										
By EEO Classification as of October 21, 2016										
Classification	Male	Female		Black or African American	White	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	Two or More Races
Officials and Administrators	11	4		0	12	0	1	0	0	2
Professionals	8	5		0	13	0	0	0	0	0
Technicians	10	4		0	12	0	0	0	0	2
Protective Service Workers	2	0		0	2	0	0	0	0	0
Paraprofessionals	3	3		3	1	0	1	0	0	1
Administrative Support	0	11		6	4	0	0	0	0	1
Skilled Craft Workers	42	1		4	35	2	0	0	1	1
Service-Maintenance	23	0		6	16	0	0	0	0	1
Total (127)	99	28		19	95	2	2	0	1	8
Percentage	78.0%	22.0%		14.9%	74.8%	1.6%	1.6%	0	0.8%	6.3%