

# September 10, 2020 Progress Report

## OWASA's Diversity and Inclusion Program

Initial Implementation Plan – adopted March 9, 2017

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

<b>Objective 1.1 Attract diverse pool of applicants for open positions.</b>						
<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes &amp; Measures of Success</i>	<i>Status as of September 10, 2020</i>
Increase the diversity of applicants for employment and establish OWASA as an employer that values diversity and inclusion.	1.1a	Develop a list of agencies/ organizations that can assist OWASA with ways to attract a more diverse group of applicants for employment.	Director of Human Resources and Safety (HR Director)	March 2017 Ongoing to keep current	Comprehensive list developed	<b>Complete and ongoing.</b>  <b>The Recruitment Efforts and Strategies Form is maintained and routinely updated. Individuals and agencies on this list are provided recruitment notifications.</b>
	1.1b	Engage with agencies/ organizations to seek assistance in recruitment and to communicate OWASA's commitment as an employer that values diversity and inclusion.	HR Director	August 2017 Ongoing to keep current	Number of agencies/ organizations participating  Diversity of applicants increases	<b>Complete and ongoing.</b>  <b>In fiscal year 2020, staff attended eight (8) career fair/hiring events. Many were cancelled after March 2020 because of COVID-19.</b>  <b>In August 2020 outreach letters went to approximately 160 agencies describing our interest and commitment to strengthening our diversity. We sent appreciation and</b>

						<b>requested continued assistance in promoting our open positions.</b>
	1.1c	<p>Solicit assistance from OWASA employees for employment referrals and suggestions to improve diversity recruitment.</p> <p>Consider adding this scope to existing Employee Human Resources Team or creating new Employee Diversity and Inclusion Team.</p>	Department Directors	Ongoing	<p>Number of employee referrals</p> <p>Diversity of applicants reflects the diversity of the labor market for that position</p>	<p><b>Complete and ongoing.</b></p> <p><b>During this past fiscal year, there have been five (5) candidate referrals submitted by employees.</b></p> <p><b>For each open position, an e-mail is sent to all employees with the announcement and referral form reminding them of the program.</b></p>
	1.1d	Evaluate the job application process for implicit and explicit biases.	Consultant	December 2018	<p>Use industry best practices</p> <p>Increase yield of a diverse applicant pool at each stage of the application/ selection process</p>	<b>Complete and Ongoing.</b>

	1.1e	Implement NeoGov (on-demand HR software for the public sector) for applicant tracking and management reporting to provide greater functionality for applicants and provide statistical data for Team evaluation.	HR Director	May 2017	Software implemented  Staff trained	<b>Complete.</b>
Prepare a recruitment plan for each job vacancy to ensure continuing efforts to build a diverse workforce.	1.1f	Develop process for preparing recruitment plans for each job vacancy.	Consultant	December 2017	Standard process for preparing recruitment plans completed  Staff trained  Applicant pools are diverse	<b>Complete and ongoing.</b>  <b>For each vacancy, a recruitment plan is created by the hiring supervisor and Human Resources.</b>
	1.1g	Using local census data, develop applicant targets for under-represented groups for each job category.	HR Director	August 2017	Targets for each job category established and incorporated into recruitment plans	<b>Complete and ongoing.</b>  <b>Orange County census data is compared with departmental data to determine under-represented groups.</b>

**Objective 1.2 Employment decisions are made based on merit and job-related ability.**

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Conduct training for supervisors on recognizing and understanding explicit and implicit bias and how to effectively conduct screening and selection interviews.	1.2a	Provide mandatory training program for all supervisors.  (Offer voluntary training to non-supervisors.)	Consultant	September 2018	Training program developed  All supervisors successfully complete training and demonstrate competency  Employment decisions based on an established and creditable merit system	<b>Complete and ongoing.</b>
	1.2b	Evaluate "train-the-trainer" to sustain the training program moving forward.	Consultant Department Directors	December 2019	Training Program developed  All employees will receive training annually  Employee feedback	<b>Complete and ongoing.</b>  <b>In December 2019, VISIONS provided train-the-trainer sessions with eight (8) staff members providing the tools necessary for ongoing internal D&amp;I training.</b>  <b>Mandatory employee training began August 2020. Training requirements for all positions were updated to include annual Diversity and Inclusion training.</b>

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Use an inclusive process to objectively evaluate candidates for vacant positions to inform employment decisions.	1.2c	Develop standard process for use by an employee interview panel for vacant positions.	Executive Director	March 2017	Standardized process for use of employee evaluation panel completed  Staff trained	<b>Complete.</b>
	1.2d	Develop standard process for making employment decisions.	Executive Director	March 2017	Standard process completed  Staff trained  Workforce diversity	<b>Complete.</b>

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

**Objective 2.1 Employees are aware of the importance and value of diversity and inclusion**

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Provide training for all employees on the importance and value of diversity and inclusion and how they contribute to a successful, diverse and dynamic work environment.	2.1a	Provide voluntary training program for all employees.	Consultant	September 2018	Training program developed  Number of employees trained  Employee feedback	<b>Complete.</b>
	2.1b	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	December 2019	Training Program developed	<b>Complete and ongoing.</b>  <b>In December 2019, VISIONS provided train-the-trainer sessions with</b>

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					<p>All employees will receive training annually</p> <p>Employee feedback</p>	<p><b>eight (8) staff members providing the tools necessary for ongoing internal D&amp;I training.</b></p> <p><b>Mandatory employee training began August 2020. Beginning in 2020, training requirements for all positions were updated to add annual Diversity and Inclusion training.</b></p>
Provide training and coaching for all supervisors on how to lead and manage their area of responsibility in a manner that promotes and values the positive aspects of a more diverse workplace.	2.1c	<p>Provide mandatory training for supervisors.</p> <p>(Offer voluntary training to non-supervisors.)</p>	Consultant	September 2018	<p>Training program developed</p> <p>All supervisors successfully complete training and demonstrate competency</p> <p>Employee feedback</p>	<b>Complete and ongoing.</b>
	2.1d	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	December 2019	<p>Training Program developed</p> <p>All employees will receive training annually</p> <p>Employee feedback</p>	<p><b>Complete and ongoing.</b></p> <p><b>In December 2019, VISIONS provided train-the-trainer sessions with eight (8) staff members providing the tools necessary for ongoing internal D&amp;I training.</b></p>

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						<b>Mandatory employee training began August 2020. Beginning in 2020, training requirements for all positions were updated to add annual Diversity and Inclusion training.</b>
Assess the work culture to determine level of success for diversity and inclusion.	2.1e	Develop, administer and evaluate Focus Group Assessment and recommend options for improvement (combined with 2.3d).	Consultant Executive Director	November 2017	Assessment participation rate  Recommendations for continuous improvement	<b>Complete.</b>
Establish a "welcome team" to help acclimate new employees	2.1f	Develop and train "welcome team."	HR Director	April 2017	Onboarding process improved	<b>Complete.</b>  <b>There are twenty (20) employees currently on the Welcome Team assisting with new employee onboarding.</b>  <b>Biannual meetings are held to invite new members and discuss the program.</b>

**Objective 2.2 Provide employees with opportunities to enhance their knowledge and skills to improve their performance and advance their career.**

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Provide job skills training.	2.2a	Develop training program(s) for core job skills that benefit all employees and the organization (teamwork, communication, problem-solving, dispute resolution, multi-cultural appreciation, etc.).	Department Directors	TBD (longer-term task)	Training program developed	<b>Ongoing.</b>  <b>Dementia Training was offered to employees in January 2020.</b>
	2.2b	Make core job skills training available for all employees.	Consultant Staff Intergovernmental cooperation (?)	TBD	Employee feedback  Employees demonstrate core job competency	<b>Ongoing.</b>  <b>Employees attend career development courses to gain knowledge, skills and abilities and to maintain certifications and licenses.</b>
	2.2c	Provide interested employees a coaching and mentoring program.	Department Directors	Ongoing	Number of mentors and mentees participating  Number of employees advancing career	<b>Complete and ongoing.</b>  <b>There are currently two (2) formal mentor/mentee relationships.</b>



**Objective 2.3 Retain successful employees.**

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Provide competitive total compensation (pay and benefits) and reward employees for high performance.	2.3a	Evaluate options to allow employees to advance more quickly through their pay range based on performance.	Board of Directors Executive Director Department Directors	April 2017	TBD	<b>Complete.</b>
	2.3b	Routine evaluation of total compensation.	Board of Directors Executive Director	Ongoing	Voluntary turnover rate	<b>Complete.</b>
Routinely assess the diversity and inclusive work culture to identify opportunities to improve.	2.3c	Evaluate process to timely and effectively address employee concerns.	HR Director	May 2017	Number of employee concerns successfully resolved	<b>Complete.</b>
	2.3d	Develop, administer and evaluate Organizational Assessment and recommend options for improvement	Consultant	TBD	Assessment participation rate  Recommendations for continuous improvement	<b>Complete and ongoing.</b>  <b>Diversity Groups continue to work on items from the Organizational Assessment recommendations. All</b>

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		(combined with 2.1e).				groups meet independently as well as together to work on the Organizational Assessment recommendations and to provide regular status updates.