

Association of Metropolitan Water Agencies
2018 Executive Management Conference



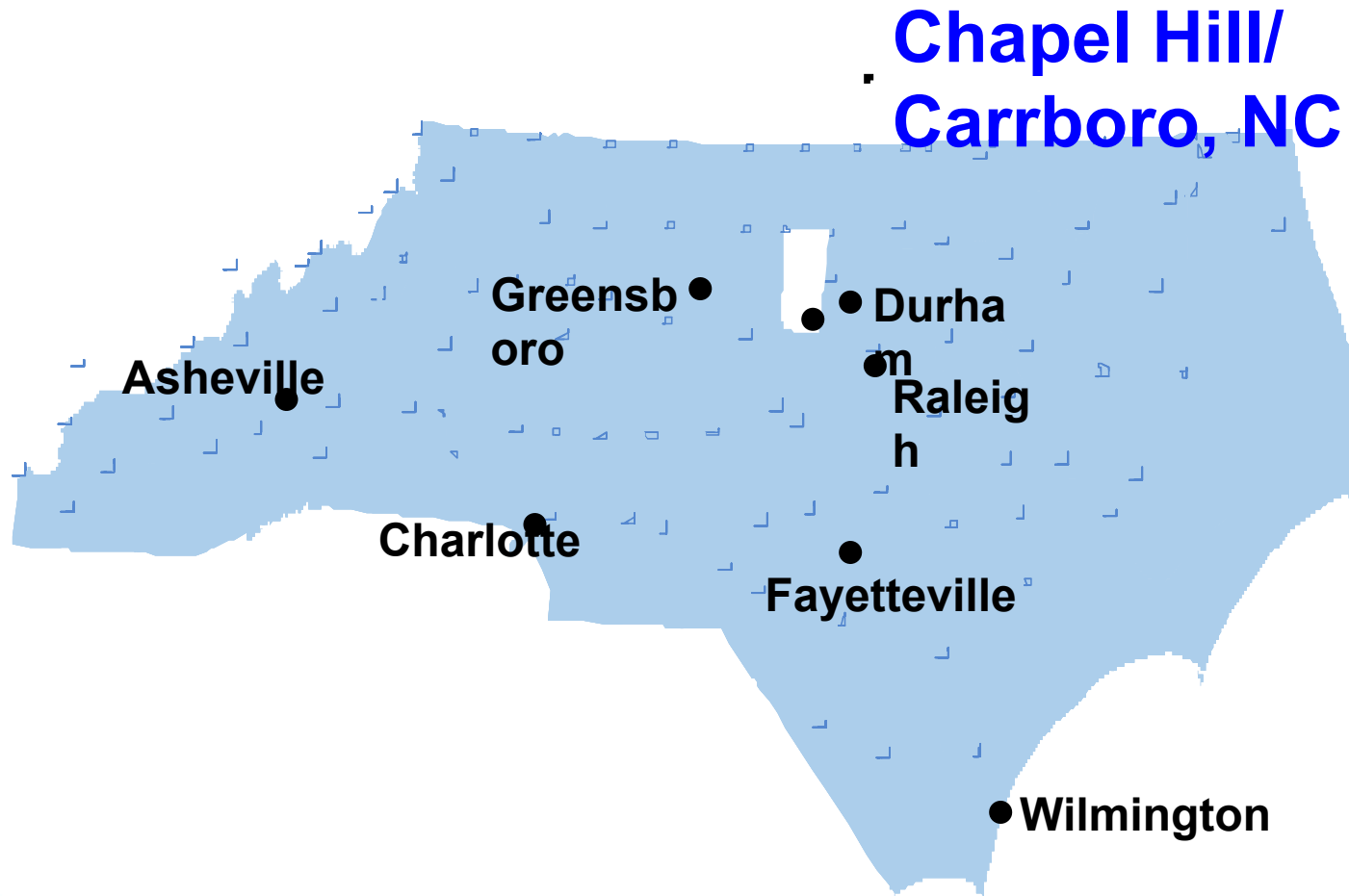
ASSOCIATION OF
METROPOLITAN
WATER AGENCIES

Building a Workforce as Diverse as the Community We Serve

October 16, 2018



*Community owned utility
providing water, wastewater
and reclaimed water services to
the Carrboro-Chapel Hill
community.*



Orange Water and Sewer Authority

Community owned utility providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community in North Carolina.

Diversity and Inclusion Key Take-aways

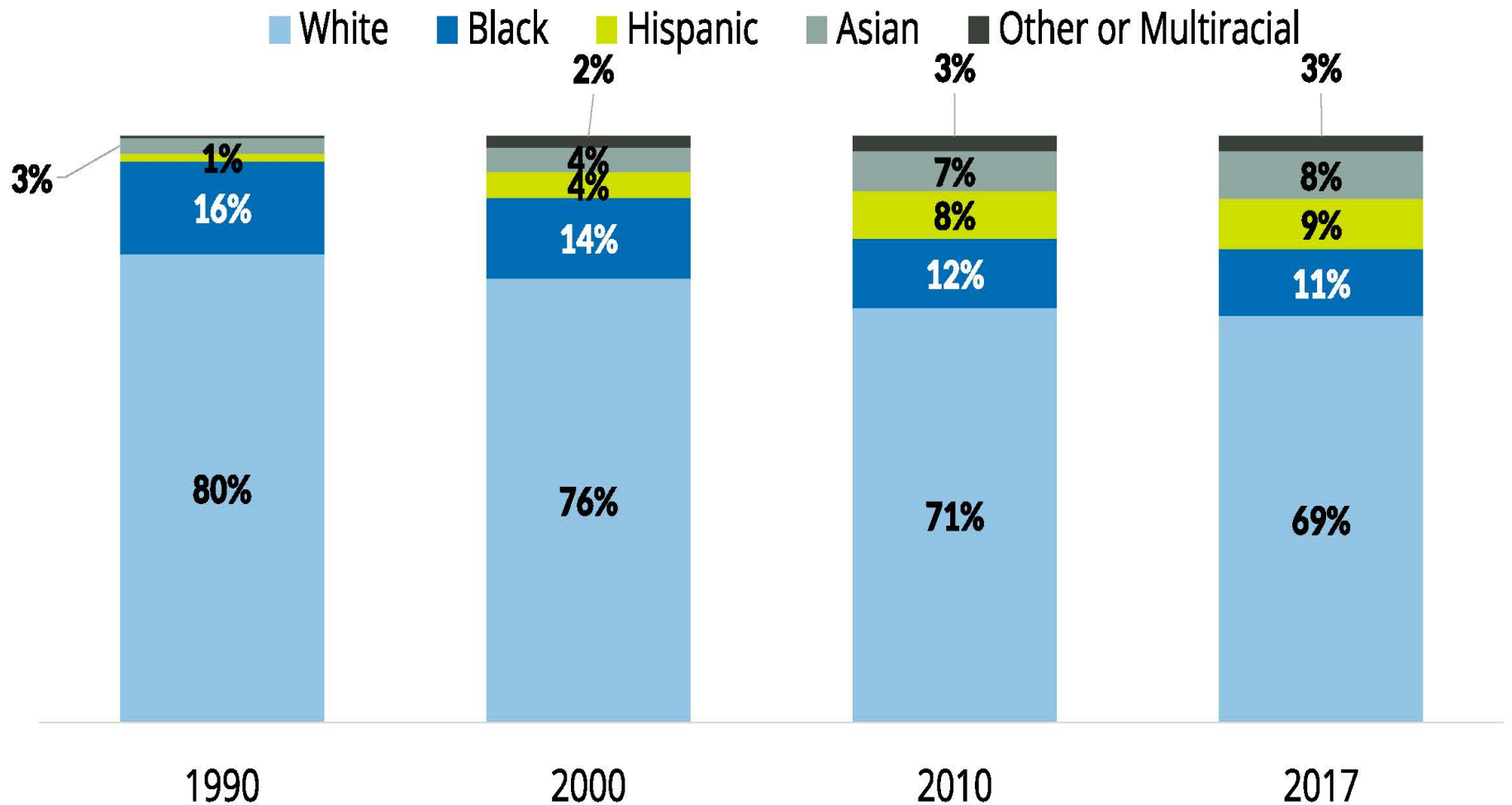
- Smart for your utility
- Know what's truly going on in your organization – the work culture you actually have
- Leadership participation and commitment is essential
- It's a long important journey, support it (time and resources), be accountable, celebrate success, sustain it...

Smart for your utility

- Recruiting and retention advantage
- Increase innovation and creativity
- Improve engagement/connection with customers and employees
- McKinsey reports: *companies in top quartile for racial/ethnic diversity 35% more likely to have financial returns above industry medians*

...and it's the right thing to do

Orange County, NC - Population by Race



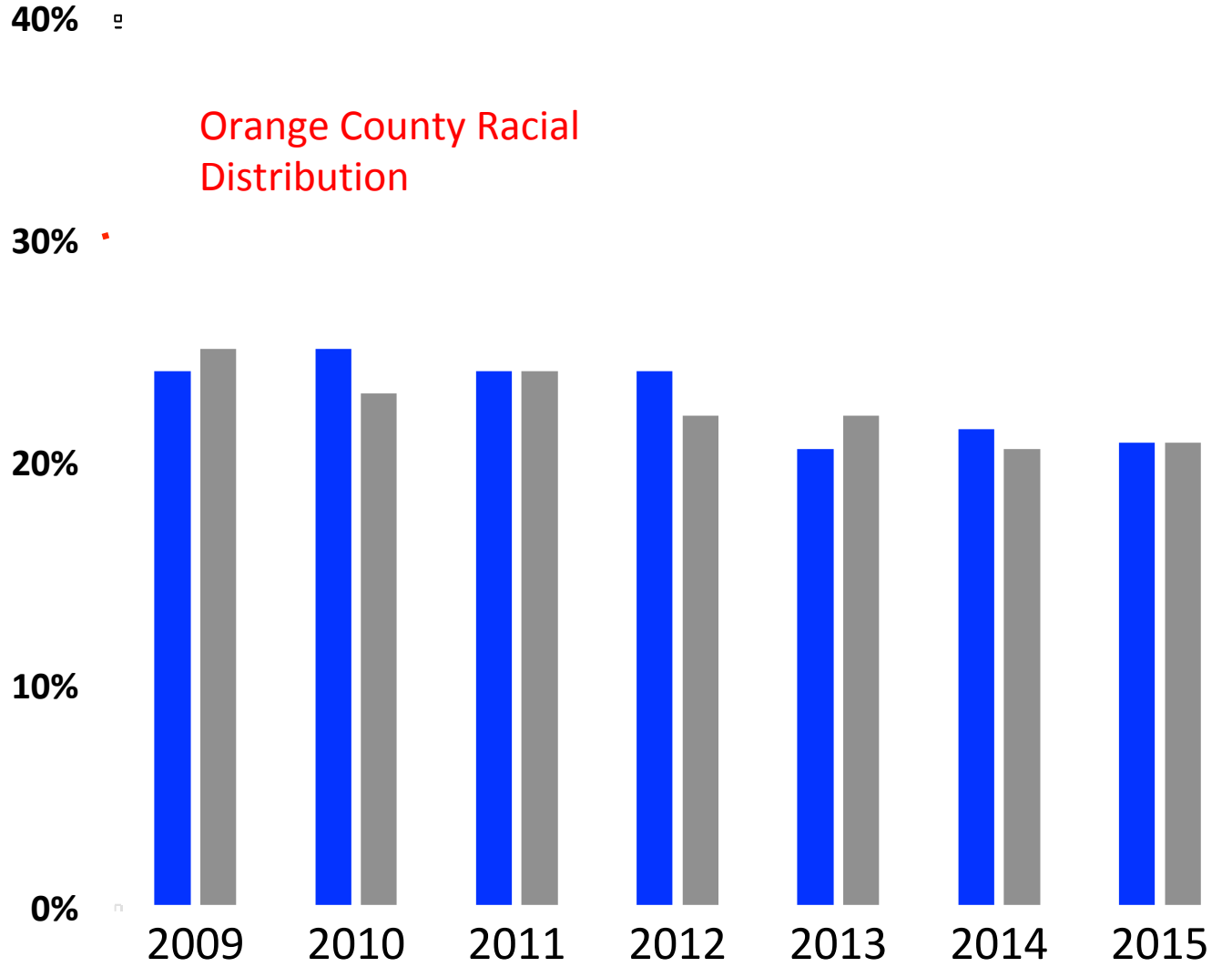
Source: US Census Bureau; Orange County Planning

#CHCSOTC

2018 State of the Community Report



OWASA Workforce Race and Gender Distribution



■	Minority	24.0%	25.0%	24.0%	24.0%	20.5%	21.4%	20.8%
■	Female	25.0%	23.0%	24.0%	22.0%	22.0%	20.5%	20.8%

Call to Action:

***Diversity increasing in our service area,
our employee diversity was not***

Vision:

***Be a “best in class” organization with
employee diversity and inclusion, much
like our Team’s “best in class”
operational accomplishments***

Our Approach

1. Leadership and Board commitment to act
2. Gather information from local organizations with active Diversity and Inclusion (D&I) programs – what works? what doesn't? etc.
3. Engage staff and Board to set goals and prepare initial action plan
4. Consultant guidance and support essential
5. Get to it ...
6. Accountability

OWASA's Key Goals for Diversity and Inclusion

1. The diversity of OWASA's workforce reflects the communities we serve.
2. Inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's Mission.

Initial Implementation Plan

□

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

Objective 1.1 Attract diverse pool of applicants for open positions.						
<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 13, 2018</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.	Human Resources and Safety Director (HR Director)	March 2017 Ongoing to keep current	Comprehensive list developed	Complete and ongoing. <i>The Recruitment Efforts and Strategies form is maintained and routinely updated. Individuals and agencies on this list are provided recruitment notifications.</i>
	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 (May be a collaborative effort with local governments)	August 2017 Ongoing to keep current	Number of agencies/ organizations participating Diversity of applicants increases	Since March 2017 OWASA staff attended thirteen (13) career fairs. <i>Approximately 96 outreach letters went to area agencies describing our interest and commitment to strengthening our</i>

Formed Employee Support Groups

Leadership

- Make D&I a priority for OWASA
- Provide Resources for D&I (time, training and funds)
- Sustain program momentum
- Roles models, champions and cheerleaders for D&I
- Accountability for D&I

Recruitment

- Review and improve recruitment and selection processes
- Ensure consistency in fairness and equity throughout OWASA
- Discuss measurable progress indicators
- Promote awareness of OWASA's D&I Initiative
- Promote awareness of opportunities for development and growth at OWASA

Resource

- Safe space for everyone to provide views and experiences concerning D&I from top down and bottom up
- Empower and encourage employees to reach out
- Be role models and ambassadors for D&I
- Liaison with leadership

Organizational Assessment

Know what's going on

- Truly know and understand the work culture
- Identify strengths
- Identify areas and opportunities for improvements
- Identify recommendations and key action steps for successful outcomes

Consultant facilitated focus groups

- Voluntary, but participation strongly encouraged (~50% did)
- Multiple opportunities to participate in multiple groups
- Safe to share

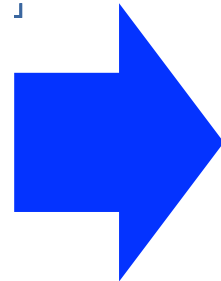


Strengths identified by Organizational Assessment

- Diversity and inclusion broadly understood and valued by many
- There is intent to include everyone
- Significant longevity and loyalty
- Sense of Team/family
- Respect and appreciation for Leadership Team
- Board considers employee perspective

Opportunities for Improvement identified by Organizational Assessment

- Diversity and Inclusion
- Support and recognition
- Equity
- Employee Performance Review System
- Communications
- Training



Worked
together to
set priorities
and prepare
an Action
Plan

Mandatory Training for Supervisors

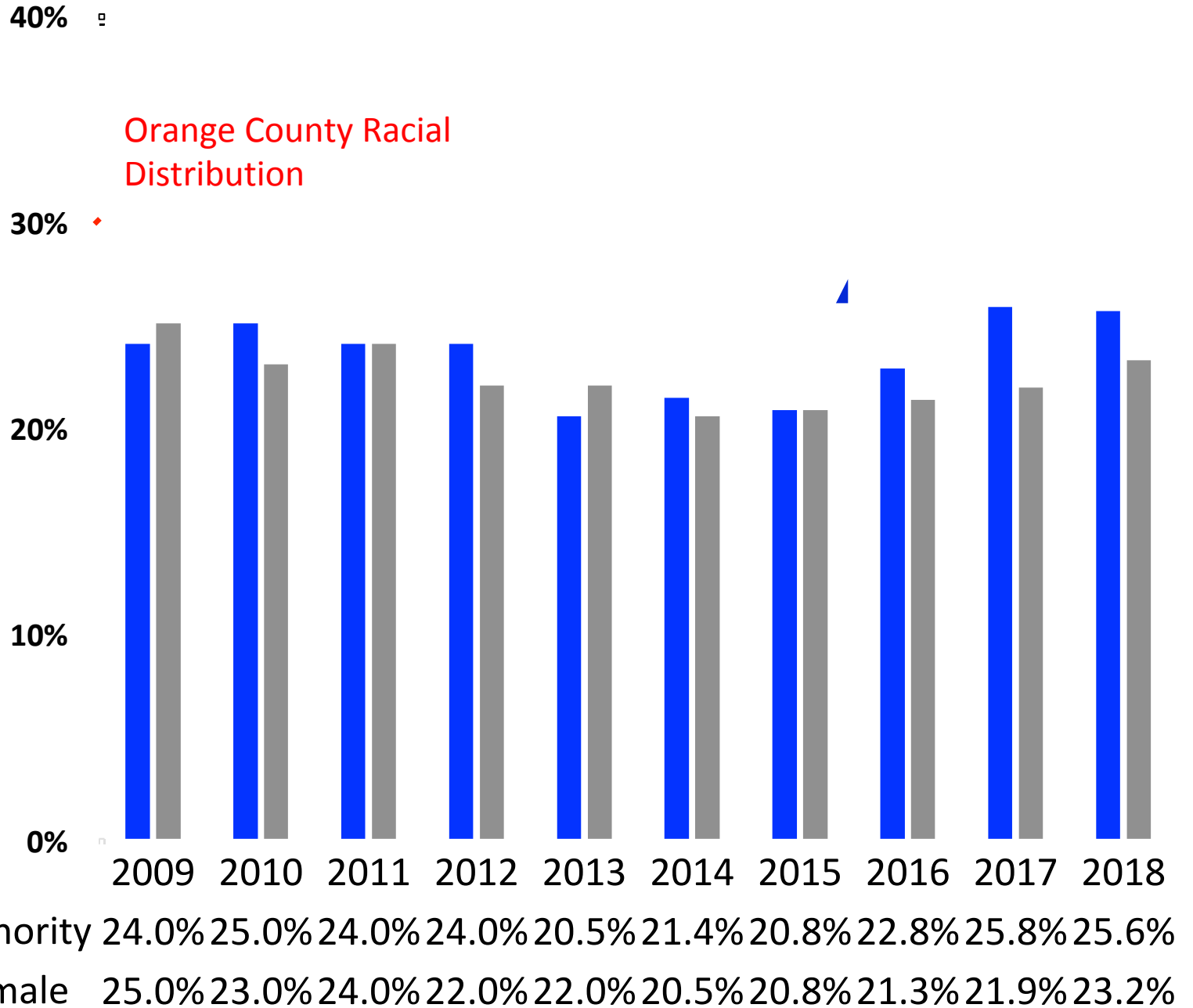


Voluntary Training for Employees



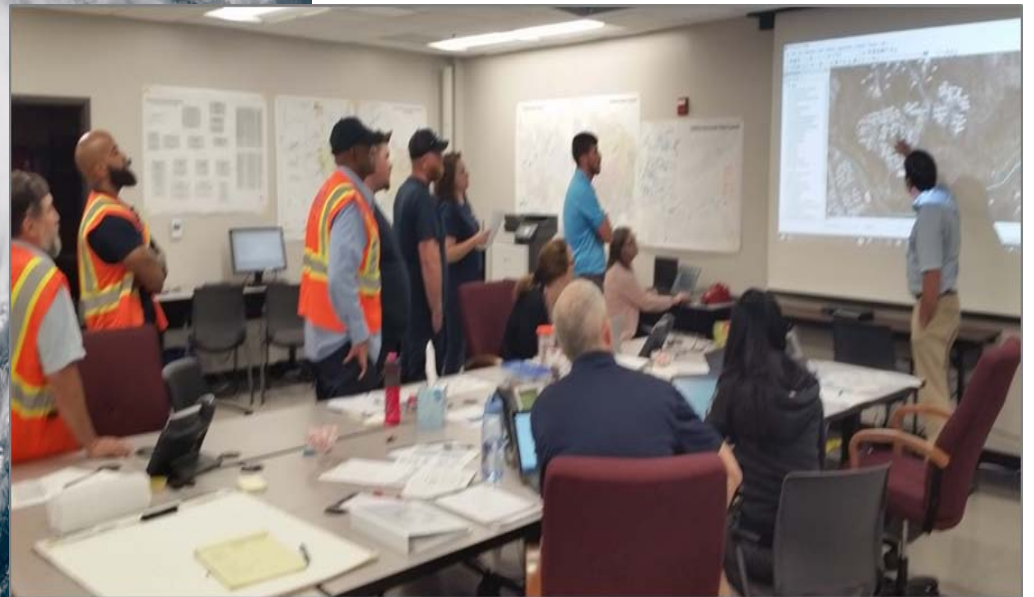
How we know it's
working...

OWASA Workforce Race and Gender Distribution





Our Team's
work to
prepare for
and respond
to Hurricane
Florence





All-Employee After Action Review

What I learned about me...

*I didn't know, what I didn't
know*

Leadership Commitment

- Lead and support it like other mission critical responsibilities
- Walk the talk
- Be accountable
- Governing Board on board
- Acknowledge and celebrate success



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Key Accomplishments

- Racial and gender diversity increasing
- Improved employee engagement and teamwork
- Increased diversity on applicant pools
- Recruitment plans for each vacancy with focus on under-represented groups
- Increased number of employees volunteering
- Improved use of and training for employee interview panels
- Detailed action plan for improvement identified by organizational assessment
- Mandatory supervisory training
- Voluntary training for all employees