



Suffolk County Water Authority Initial DEI Assessment & Training End Report

**SUBMITTED BY
NEWPOINT STRATEGIES LLC**



CREATING SAFE SPACES AT WORK
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Executive Summary

This report serves as a working document to outline the context within which NewPoint Strategies, LLC implemented their Diversity, Equity, and Inclusion initiatives for Suffolk County Water Authority (SCWA) between May and November of 2021. NewPoint Strategies was hired to develop and implement a comprehensive Awareness and Training Program, on an organization-wide basis, specifically crafted for the Executive Leadership Team and for the employees of SCWA. The project was to focus on creating a culture of respect built on a shared understanding of the functions of an inclusive workplace.

The work:

1. Assessment of the current culture, policies, and procedures pertaining to DEI at SCWA
2. In-depth interviews of the Board and Executive Leadership Team
3. Focus groups of selected management
4. All-employee survey
5. Foundational DEI training for the Board, Executive Leadership, Management, and Staff.

The intention of this document is to use the results of the report as a blueprint for SCWA in their future DEI work. It will guide the next steps in the process.

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I. Introduction

The relationship between NewPoint Strategies, LLC and Suffolk County Water Authority (SCWA) began in May of 2021. In accepting the proposal by NewPoint Strategies to create and implement a successful Diversity, Equity, and Inclusion (DEI) program, SCWA committed to a process of profound respect and inclusive participation in a company-wide training initiative. “There is no option to fail,” the NewPoint team was told by CEO Jeffery W. Szabo; thus, in this sense of import, NewPoint developed a four-part preliminary assessment process to guide the development of the training content and curriculum. The first part of the assessment, a desk review with the SCWA Executive Leadership Team, evaluated the company in terms of current and past DEI issues and strategies. The second assessment was a series of ten in-depth interviews with the Executive Leadership Team and the Board. Two focus groups with nine selected supervisors and managers were the third assessment. After hearing from leadership, NewPoint surveyed 542 SCWA employees as the final assessment.

The survey was developed with the information gathered from leadership, and in compliance with NewPoint's mission, the all-employee survey structure serves to engage inclusive participation of the target group. The goal of the survey was to exceed a response rate of 40%, as dictated by the most recent survey given to SCWA employees. NewPoint succeeded in this goal by working directly with the Union President, communicating the survey needs through the CEO and upper management, providing additional measures for anonymity and confidentiality for the employees using computer stations to fill out the survey. The response rate for this survey was 70% (or 380 employees). It is imperative to NewPoint's process to build trust with the target group, and the process through which this survey was completed exemplified this value.

With the survey completed and qualitative data collected from the interviews and focus groups, the NewPoint team presented the findings to the Executive Leadership Team, who in turn presented the information to the Board. At this point, the Board expressed their desire to be part of the DEI training, a request NewPoint accommodated.

In the spirit of accountability, NewPoint consulted continuously with Donna Mancuso, Deputy CEO of Administration, to maintain compliance. Additionally, NewPoint's team consulted with Janice Tinsley, Deputy CEO of Customer Service, to approve the training curriculum and ensure that we would meet the needs of SCWA.

The on-site training occurred in 21 sections of 3-hour sessions. Evaluations were handed out in the training and completed during each session. The response rate of these evaluations was 580 with overall positive feedback. The training process was completed in November 2021.

The following summary report contains both qualitative and quantitative data: data collection methodologies, training evaluations summary, program-based recommendations, and strategies for next steps.



II. Assessment/Methodology/Data Collection

Desk Reviews: Collected incident reports, current and past program descriptions related to DEI, the past Employee Engagement survey results, and the current Discrimination Policy and DEI Mission Statements from the Deputy CEO for Administration to help implement a customized product.

Aims: Identify the current policies and procedures of DEI implementation at SCWA; ascertain details on specific incidents and internal programs that assisted DEI work; examine hiring practices and current company demographics; and review employee engagement survey. All of the information was used to inform questions for the interviews, focus groups, employee survey, and training curriculum. It also informs recommendations and next steps. The information gathered was used to design the in-depth interview questions, the employee survey, and the training sessions.

In-Depth Interviews: Conducted ten hour-long interviews with the whole of the Executive Leadership Team and Board. Interviews were documented in writing.

Aims: To gain an objective understanding of SCWA culture: Listen to personal accounts of the current state-of-affairs pertaining to DEI issues at SCWA and build trust and gain support for the project. The information gathered was used to design the employee survey and the training sessions.

Focus Groups: Three groups composed of 7, 5, and 4 selected supervisors, managers, and executive leadership team were interviewed collectively. Interviews were documented in writing.

Aims: To understand employee perspectives and influence the focused training content. The information gathered was used to design the employee survey and the training sessions.

Survey: 380 employees (70% of the staff) responded to the online survey over the span of one week.

Aims: Gather information from as many employees as possible in order to create inclusive participation in the program and build trust and support. The information gathered was used to design the training sessions.

III. Desk Review Recommendations

Data Reviewed:

- SCWA All Employee Survey Inclusive Work Environment August 2020
- URGENT Women Program Design 2017 NEWSDAY
- URGENT Women Application Form
- W.A.T.E.R. Initiatives
- 2006-3522518 SCWA Final Report - 06172020
- SCWA Policies & Procedures Manual
- 5 Complaint Documents
- Diversity Statistics 2021 PowerPoint
- Diversity Inclusion Plan
- Copy of EE04 6-3-21
- Survey form 92020
- Memo All Employee Inclusion Survey .82620
- SCWA Data on Voluntary Resignations 2019-2021

Conclusions & Recommendations from Data Review:

- Hiring and Retention
 - URGENT and W.A.T.E.R. programs
 - Loss of support from Executive Leadership.
 - Adds to belief that SCWA is not committed to increasing diversity within the organization.
 - Need for a plan with measurable goals for recruitment and retention.
 - Lack of a plan for increasing diversity through hiring
 - Ideas are being presented by Executive Leadership, yet no clear plan or measurable goals are currently in place.
 - Voluntary resignation
 - Documented, but the issue of DEI issues have not been a topic of inquiry in exit interviews.
- DEI Policies
 - DEI Policies are in place on paper, yet are not transparent in practice.
 - Equal Opportunity Policy
 - Has not been revised since 2015.
 - Needs to be revisited with a committee of stakeholders from Executive Leadership and staff.
 - Create strategies for implementing actionable steps at each level of SCWA.
 - Discrimination Cases
 - Brought to HR and dealt with on an individual basis. Yet staff is not given tools for addressing issues or following up with next steps.
 - DEI Mission Statement
 - Needs to be revisited with a committee of stakeholders now that training has been completed.



- Opportunity to create DEI Coordinator roles and Racial Equity Action Teams (REATs).
- HR Staffing Issues
 - Few people within SCWA's HR team are equipped to handle DEI issues.
- Diversity Inclusion Plan
 - Can be utilized in a plan of action moving forward.

IV. In-Depth Interviews

Conducted ten hour-long interviews with the whole of the Executive Leadership Team and Board and two hour-long focus groups of Supervisors and Managers. Sessions were documented in writing.

1. What are 3 words you would use to describe the culture of this organization?

Committed to high quality, mission-driven, adventurous, competent, loyal, inbred—nepotism—this extends to the Board due to the political orientation and affiliation, not a lot of innovation labor of work (2), investment(2), changing, collaborative, in it together, entrepreneurial given responsibility, secure over the water, committed to mission, individualistic, firm diving board, seasoned/mature, family, tight, naïve, white professional (3), inclusive, progressive—the Board & Management are progressive, not the whole company, old & new—coming out of the old, and into the new, conservative (2), unique, traditional, things always stay the same, reliable but rigid, family.

2. SCWA is looking to shift company culture in terms of implementing DEI. What would a shift in SCWA's culture look/feel like to you?

- Appreciate diversity
- More effort in making the environment more diverse. Making more of an effort. Most of the people are from the surrounding areas. Perhaps try to recruit people from outside areas; Suffolk County is not terribly diverse. It's very different from the city.
- More comradery—not divided between Union and Management
- Appointed first Latina and African American women to the Board
- They are getting diverse applicants in the lab area
- Committed to changing the good old boy white organization
- Stronger internship program, more purposeful
- There are a lot of different committees, but the same people are often involved with decision-making. You see the same people in these roles over and over again. It would be good to have people of different races, backgrounds, and cultures making decisions.
- In some cases, answers are not forthcoming from management; there are issues with the chain of command. Whoever is the most vocal gets the most attention. There needs to be clear goals and clear processes as well as respect for those in charge of departments.
- A shift from top to bottom
- More minorities being promoted; this doesn't happen often
- Seeing our employees representing the constituency/people we serve
- Been shifting naturally
- Any shift would be positive; a more open environment with free flow of information; upper management being open to ideas and criticism.
- Younger generation seeing this as a great place to work with good jobs
- Visible
- Supervisors should actually listen to input and apply it as needed.
- Celebrate more inclusive holidays and community events.
- The same six people are making all the decisions.



- Try to start hiring a more diverse workforce (2)
- Currently mature workforce more concerned about making it to retirement, less motivation to develop or take on new projects
- Receptive, inclusive, accepting—when people acknowledge that you matter
- Respectful
- Not paying lip service. The organization is in a transitional period right now with new technology coming in, and a workforce with a specific skill set is needed—are they actually going to hire the most qualified people as opposed to someone’s relative or political connection? Are they conducting the widest search possible?

3. What does Diversity mean at this organization? What does it look like?

- Women in nontraditional jobs, meter readers
- The exploration of new opinions and ideas.
- Have and want a stronger internship program, more purposeful and intentional in bringing in diverse talent
- Want to see it spread from top to labor
- The organization currently has an identity—the attitude is more conservative. The nature of work attracts a certain personality
- To make real inroads in diversity—to move out of comfort zone of what has been for a long time
- Board and Exec Team diverse in terms of men and women
- Of all the departments, the lab is the one that has the most diversity, more than the rest of the company
- Very male-oriented departments
- There is not a lot of diversity in the organization. The culture hasn’t shifted in 17 or 18 years.
- Right now—head count
- Reports get submitted and then they get filed. Nothing comes of these explorations. Data is cherry-picked. If data is not acted upon, what’s the point?
- Not very diverse—some has to do with geographic area
- Suffolk County not as diverse as other counties, have to hire in county unless have a really good reason
- Not sure how diversity will fit in, will Management get along
- Diversity means different ideas, thoughts, genders, preferences, everyone having an equal voice
- Union hires at entry level determined by the Board can decide at Department level
- Looks very limited—misunderstood, so nonexistent
- Told that outside of here this is known to be a racist organization—

4. What does Inclusion mean at this organization? What does it look like?

- Senior management staff meetings
- Inclusion is unaddressed, and no one talks about it. People are afraid of saying the wrong thing.
- Diversity of perspective



- Conversations don't happen
- Believe in the genius of the group
- It is a buzzword; I believe it means common sense
- Make sure we are purposeful in inclusivity—being mindful of what departments look like and look at resumes for diverse applicants
- CEO sending out communications to all employees
- Covid expectations
- There is a lot of room for improvement when it comes to leaders/decision-makers. The company is good about getting input from one person from every department, but it's always the same people each time
- Some may not see that the communications have anything to do with them
- Main issue—we talk about the talk, say inclusive, yet I don't think people feel included, they need to feel they are part of the team
- There is good communication within individual departments
- Trying to be an open book with policies and direction
- Don't see disparity in the IT—involved in all aspects of the org
- The Board and CEO send out information, all Board meetings are open to the public
- Missing the lens that this doesn't mean just Black people—not looking beyond
- Worry about this environment being receptive—want them to come & stay, no concept of what that environment should look like

5. What does Belonging mean at this organization? What does it look like?

- Need to work on this
- Belonging means making a difference, making an impact, being proud, feeling good about coming to work every day. This can be tough in the current climate. It is a closed-off environment. You feel like you're hitting roadblocks or that you're "muzzled."
- Senior management feel heard, respected, no such thing as a bad idea, safe environment
- Doesn't look at anyone by their title and tries to treat everyone the same. While there are different personalities, has not witnessed any issues. Holidays are like family gatherings. At one time, union and nonunion members gathered together for picnics; it was a lot of fun, with everyone connecting on a human level. Things have changed a lot in the last few years. There is no real outlet for people of different departments to come together
- Pandemic created an increase in the automation that we put \$ towards so people could continue to do their jobs from home—all were involved that were most impacted
- Certain departments are more in the limelight or are given more respect and recognition. This is a pervasive situation that is difficult. All accomplishments should be recognized in all departments
- Creating a multiyear plan for the organization
- Some people spend their breaks together. There is a sense of belonging within the department
- All see selves as the collective bargaining unit



- There haven't been a lot of team-building activities due to Covid, but employees don't feel like a number. There are personal connections. There is camaraderie within each department
- Buy in and take pride in your role here = ownership
- A great suggestion for the company would be to do one central get-together every year
- Naturally shifting and changing
- Feel opinions matter
- I feel it yet don't know how those on a crew would feel—college educated vs. not, we have a wide variety of employees
- Newer group—not sure how to fit in
- Those who have put their time in don't care if they belong or not

6. What reasons, if any, should DEI training not be implemented with staff?

- None (9)
- People will feel defensive yet need to learn to appreciate differences—to contextualize own history and to treat people as individuals
- Some don't get it or see it as an issue (younger generation)
- Only in that there may be some people that are contentious in the training sessions and others in the session will get lost by the highly opinionated
- Hope the trainers can handle the group and turn it into a teachable moment
- Yes, if it is done and dropped
- If not truly committed to do it—BIPOC people will see it as hurtful as opposed to helping—if not committed leave it alone

7. How would you describe your personal journey of DEI over the last few years?

- I am committed to the principle of diversity
- Try to lead well
- Like and want to hear others and their perspective
- It has been a battle I fight in every area
- Diversity is beneficial to everyone
- Everyone gets their chance
- Realizing through events/activities how privileged and removed I am from other's experiences
- Very important work and want to understand every day there are opportunities for growth
- Going with the flow
- Deal with all in the organization, we are a part of training, and implementing new tech, have to communicate effectively on job changes—like automation of meter reading
- We are clear on the direction, plan, retention, communication (no surprises or firing)
- I have no issues with DEI
- Addressing concerns as they come forward
- A witness to what has gone on in America—statues, protests, the media all has opened my eyes to try and understand the others' point of view
- Changing my opinions due to stereotypes and biases—talking to friends



- This is the hardest place I have ever worked
- Hold back where not doing self too much damage
- This is my reality—let's do it for real—make it better for the next group coming in

8. How comfortable are you in speaking to others at SCWA regarding DEI issues?

- There is an opportunity for people to ask questions or provide suggestions anonymously, but people can be intimidated to talk to higher-ups.
- Very (6)
- More comfortable speaking to fellow coworkers as opposed to supervisors. Finds there is an open line of communication with superiors
- It is important and an obligation—a purpose in life
- It can be uncomfortable. Although people try to make themselves appear approachable, they're not willing to address really difficult issues. Conversations don't go anywhere
- Competent (2)
- You don't want to go against the common goals of the company, so you're afraid to bring things up
- Pretty comfortable
- I'm known to tell the truth, honest, will get real answers from me, both Union and Management
- Becoming more confident every day
- It's what we do
- Most experiences are within departments, and interactions with other departments are rare. Feels comfortable talking about it and doesn't have a problem speaking about something that could lead to a positive change.

9. How comfortable are you in responding to harassment or discrimination by other leaders or staff at SCWA?

- Very comfortable (6)
- Got to be done
- Has no knowledge of any such incidents occurring. (6)
- There is a lack of will to take action and make tough decisions because of potential reactions. There are people who steal or vandalize equipment without appropriate disciplinary action being taken. People get special treatment and are not fired or disciplined appropriately. Certain rules apply to certain individuals. Not everyone is held accountable in the same way
- 100% comfortable, but oftentimes you don't see the outcome of the situation
- Supervisors know what policies are and do their best to report complaints and follow the process. Mediation may happen but policies and procedures don't lead to change. Issues are not followed through. Info goes to HR, but then nothing results. This sends out the wrong message and discourages future action. Word gets out. No action is taken and leads to a very uncomfortable environment. People feel isolated, like they don't belong. Why even bother? Do your work the best you can, stay out of harm's way
- Have had to, yet not with great success, one harassment situation and one that became racial—could have handled both better



- Transparent conversations
- Follow policies, report to Supervisor—all then handled by HR & Legal
- 100% just addressed bullying last week
- I am much more open and point out when others are saying something that is bias, discriminatory or harmful
- If anything, the organization allows too much lag time, I believe in addressing the issues immediately
- Have dealt with anonymous letters, take them to CEO & Attorney
- Very comfortable—especially when it comes to women
- In a perfect world, an independent third party would arbitrate because people are friends with others and show bias when it comes to discipline and hiring practices. Or evaluate everybody individually. Would that lead to more honest answers?
- Performance evaluations are not done at the organization. There should be a standard set and consequences for not meeting the standard. There are no goals or performance standards to meet. No consequences. This is not a good environment. People lose respect for management and colleagues. Certain departments are the pride and joy of the organization, and others are not acknowledged. They are contributing but are not recognized. The focus is on two departments.
- The Board is very involved
- Only know about myself and my own staff—dealt with issue again recently
- The information goes to HR, legal gets involved, investigation, protection of SCWA within the issues—a fact and data-driven objective process—it has evolved to this—previously handled at the department level

10. How often do you think people don't complain about harassment or discrimination because they feel there will be retaliation?

- I don't know
- This situation is not unique to SCWA, it's just how people feel in the world. SCWA is not imposing restrictions on anyone. In general, there is a stigma regarding such complaints in the culture
- The head of HR is very open and welcomes any input.
- Very often—if you want to keep your job, question if what you feel is real
- Sure, it happens, yet unaware if this is true
- Only know own department response, have an open-door policy
- All the time—yet interested in what the staff will say because some have dealt with it and now it is dealt with subconsciously and they don't realize it is happening
- Did hear, “I won't say anything cause nothing gets done anyway.” Followed up in asking about personal experience to back that up with no response.
- The HR department is great; doors are always open and they work together seamlessly with the rest of the organization
- This happens more often than people would like to say. There have been definite complaints that were valid. But some would accuse others of treating them poorly due to race or ethnicity but were not actually being discriminated against. So there are both sides. Discrimination is unreported in some cases and overly reported in other cases



- Not common as far as I know now that it goes to HR
- Probably often—yet don't know what I don't know
- Don't know any underlying issues
- Incidences of discrimination are handled by HR, most of the time the facts show there wasn't a case

11. How would you like to see DEI issues addressed at SCWA?

- Train people the right way. Train managers on biases and communication strategies. Some individuals can't handle supervisory roles. Constantly reinforce with training, do reviews, hold people accountable. Evaluate people and have a structured level. Recognize people throughout the company, and don't just spotlight one group. Recognize everyone's contributions. Location plays a factor; some departments aren't acknowledged.
- Everyone is welcome—this is the culture
- The organization does really well within departments but struggles interdepartmentally
- Training on emotional intelligence is much needed, as there are lots of different personalities and situations
- Each person has a responsibility to ensure culture is respected and if there is a situation, feels confident can be respected and heard
- Remote workers aren't acknowledged as much because they're not visible.
- Women running more of the departments and the departments are made up of a diverse group of people
- It would be nice to have manager/director meetings once a month so people could bring an agenda to discuss. Support the free flow of ideas, bring down walls and open communication lines, and see the faces of other people. Most communication is through email or phone. Establish a commonality. Also hold the same kind of meetings within departments to make the environment less stressful and more open. Reinforce that everyone is important, no matter the role. Feel free to discuss issues in an open agenda
- It would be beneficial to have a better understanding of how other departments/employees work
- All individuals are respected
- There is an extreme disconnect between different departments. DEI work should be done interdepartmentally. The company struggles the most interdepartmentally.
- Would like to see more inclusion for some of the meetings. There is a lot of potential for education and cross-training; right now cross-training is done at a small level. Why is it only some employees? While there is inclusion within individual departments, most employees don't know what's going on with other department
- Feels super comfortable about speaking up, especially for someone who is not assertive and doesn't speak up
- Most important it be addressed at the hiring and management level—the need to expand the universe of applicants
- Emerging out of the era of SCWA being the most potent patronage in the city



- Managers and directors shouldn't be second-guessed or overruled; there is a lot of micromanaging going on. Directors and managers should be trusted to make decisions for their departments. They often feel as if their "wings are clipped" and need more support. Sometimes managers aren't aware of issues until they hear it from HR. Directors and managers should be listened to more, as they're looking out for the organization and the employees. Difficult conversations need to happen.
- Previous Lunch and Learn meetings were helpful. Getting departments together would have tremendous potential to share data. There is nothing currently in place for that type of communication. Lunch and Learn meetings were found to be less efficient than people were hoping for. It was great to put faces to names, and this made it easier to reach out interdepartmentally. Training to foster an attitude of inclusivity is needed. Training has traditionally been about avoiding lawsuits or avoiding trouble. It would be beneficial to have more honest conversation
- Having space for people to feel safe
- Feels comfortable stepping in to help straighten things out
- Ensure implicit bias is checked, especially at the management level
- Being in safety, the job is to report stuff, including violence or harassment—see something, say something
- Feel safe in reporting, being heard and no backlash, be taken seriously
- We've started—acknowledgment—asking ourselves how we might be contributing to the problem.
- Open—Honestly—Willingly
- Need guidance
- See it focus mostly on Inclusion—not just numbers, head count, ratios
- Cross-training does happen in some circumstances, but this is fairly recent endeavor. Sometimes supervisors or managers have no idea what's going on in other departments.
- Diversity training should be done Lunch-and-Learn style. At previous Lunch-and-Learn events, however, people only sat with others from their own department.

12. What do you see your role to be in setting the training and DEI programming into place here?

- Offer my experiences as an example and share my outlook (2)
- What we are doing is setting the standard, creating the bar of what we expect.
- Everyone has to look within; seeing these things implemented are important and will take time
- Be very respectful, respect upper management and folks that are supervised, allow for differences in opinion, and accept criticism. It's okay to have differences in opinion; it doesn't mean that you're against someone else
- Be accepting and inclusive—a diverse board that works together not check the box.
- Want to change the culture—what it looks like, have a safe space, be comfortable.
- Better workers and serve a better product to the people we serve.
- The younger generation has a different work ethic. They're looking for a place to spread their wings and contribute. Looking for a work-life balance and wondering what the job can do for them.
- Be advocates.



- Employees have different skills; how can we maximize those differences?
- Generational differences are apparent and should be included in this discussion. There has been a shift toward younger people and people who want to work remotely. There are times when things are calm and other times when things get charged. A forum to discuss these things is needed
- Be the best role model. Learn in order to better represent how to treat situations and people. Be a good example (4)
- Endorse the training (3).
- Notes it's difficult to progress within a company without understanding what's going on within the company. A lot of learning experiences are missed because the same people are always in leadership roles. They'll be retiring in the next few years, and their experience will be lost. Newer staff won't know how things work if they're not included now
- Go to the training—make presence known—be included in the training.
- Spearheading meetings and making sure there is inclusion within those meetings is important. Also getting input on safety policies from people from different levels and backgrounds
- Attend training not just once—go to different trainings
- Be very respectful, respect upper management and folks that are supervised, allow for differences in opinion, and accept criticism. It's okay to have differences in opinion; it doesn't mean that you're against someone else
- Feels everyone should get a chance. The way the culture is now, some people might not hear about meetings/opportunities that they might be interested in

13. How do you see the leadership team holding each other accountable in creating a healthy culture that addresses DEI issues directly?

- Have the hard conversations
- Create a real apprenticeship program that is diverse and helps people gain the skill sets
- Needed for the jobs a lot of people will be retiring in the next 10 years—we need to be filling in those positions with diversity now
- Make sure to hold management accountable to our goals
- Push back
- Help navigate the dynamics of setting standards and adhere to excellence and diversity
- Monthly updates
- Subcommittee
- Go out and recruit minorities and women—help hire the people and integrate them

14. What aspect of DEI are you most curious about?

- None—believe in ACTIONS not WORDS.
- Is it actually going to work? I have seen this rodeo before. Outside companies have come in before, but nothing was really done. Is this going to lead to real change, or is it just for show? Feels skeptical
- I am immersed in it—I see the beauty in differences and want to spread the wealth.



- Learn more about others and help them understand the benefits in difference and the brilliance in diversity
- What is the company's objective? To implement company-wide policies and put them in black and white? How will policies be implemented without affecting productivity?
- How blue-collar workers can benefit in becoming more diverse, to appreciate and trust it is good
- All of it.
- How present staff will accept this as a priority.

15. Questions?

- What is the company planning to do specifically? Is this just a ceremonial gesture?
- As an employee, what is involvement going to be? Is it going to be the same six people at the meetings, or is everyone given the chance to be involved? How will they do DEI with DEI?
- There's no room for growth for some employees, nothing to aspire to in terms of promotions. That's frustrating for employees. Bigger responsibilities do not always lead to promotion or pay raises.
- They've been told to "do more with less," but there aren't rewards.
- If the organization starts putting people at different levels, it has to actually mean something.
- The company used to have employee reviews. In certain departments, people need something to work toward. People are not motivated to put in extra effort when there's nothing to work for.
- It's frustrating when everyone makes the same amount regardless of work ethic.
- If you're from the town of Babylon, you have a leg up in terms of getting hired. Everyone in the field complains about this.
- People from this area have always had special preference. In some cases, people get hired for no other reason than where they're from. They don't know how to do their job well and become a liability.
- Years ago, the organization favored Republicans.

V. Focus Groups Results Summary

Conducted one one-hour-long focus group session with the Executive Leadership Team. Sessions were documented in writing.

1. What are the strengths of this team around DEI work?

- The group collaborates and works well together. We share information.
- We're aligned with the desire to improve and address DEI, but we're at different levels of commitment. It's not nefarious or sabotage.
- Collectively, this is significant, and the board supports it strongly.
- Ability to communicate openly and honestly and have people disagree with us and have a consensus.
- We're in touch with our departments. Not in an ivory tower.
- Willingness to delve into what may or may not be known.
- We're willing to be honest, but I'm not sure how comfortable we feel about talking about DEI. In a group, are we hesitating, afraid we'll trip on our words and offend?

2. What is missing from this team around DEI work?

- What hurts us all is the priority of our other duties. It pulls our attention away from this issue. We hope to be more transparent, set benchmarks moving forward.
- There are issues of the day, crises of the month, but having a plan to move forward is very helpful.
- We need to acknowledge it and learn how to best handle the issues because we don't have it internally.
- Not having other diverse members on the team. It's me and then it's everybody else. It's on me to share my side of it.

3. What are the benefits for doing this work?

- Hopefully we'll get a more rounded workforce. We're able to be open and inclusive of our whole community, not just subset. To open up to more talented individuals. Have the people here feel more included.
- When people are interviewed, to look at them more globally without one set of ideas or talents or abilities or characteristics. Allow us to look at people more equitably. Hoping it will be something that ultimately makes us all better.
- From a recruiting standpoint, it may lead to a wider pool, more applicants willing to apply, making recruiting better. Having a wider net and more applicants to choose from.

4. What are the dangers/unintended consequences when this work is successful?

- If we change our recruiting and we bring in more diverse candidates, will the rest of the employees think you've hired for diversity and not for their qualifications?
- How the perception will go forward at the workplace, especially for supervisors and managers so they don't feel as though we only want Black, Hispanic. They could feel resentment and work against the inclusivity.



- With the old-timers here, hired in the 80s or 90s, it's "Who do you know?" "Who referred you?" The majority we hired don't know anybody, but people might assume you knew someone to get hired. 70-80% hired just applied and didn't know anybody. If that employee is qualified and can do the job, then the bias goes away.
- When I started as an intern, they asked me "Who do you know?" It's a common perception.
- "You came the political way. You didn't grow up in the water." This happens to anybody coming in, whether or not they can do the job.
- If we're failing forward, I'm not sure it's a success.
- We can hire minorities, but if they're not accepted, then that's not success.


5. After the DEI training is complete, what would one component of success look like in mid-December?

- Success is conducting surveys, focus groups, and training as a foundation for long-lasting efforts for DEI. Post training, how we move forward.
- Have policies in place and hire more diverse groups.
- More inclusive work environment. Open employees' eyes to implicit bias. People feel belonging and align with the company's mission no matter what department they're in.
- Would like to see more open dialogue. I don't see it in Dec., but having a continuum of dialogue to get there.
- Success is the preponderance of positive feedback from employees. "We get it—this will move us in a positive direction." It can't be done overnight, but they can walk away feeling like it was worthwhile.
- When the majority of the populace reflects on the issues in an honest way.

6. How will you support one another when the work gets difficult and some may want to quit, or you don't think you are achieving any progress?


- Quitting is not an option—long-term failure is not an option. This is coming from the five members of the board who feel passionate about this. We understand it's painful, emotional, triggering, not an easy path. We don't quit or get derailed. We're here to move forward unless the chairman changes direction, which is highly unlikely.
- Being honest with each other, relying on each other—we do that on many aspects of our business. We do talk freely.

VI. Survey Results



**Perceptions of
Diversity, Equity, Inclusion**

Executive Summary for Leadership Direction



Creating Safe Spaces at Work

1

The Good Stuff

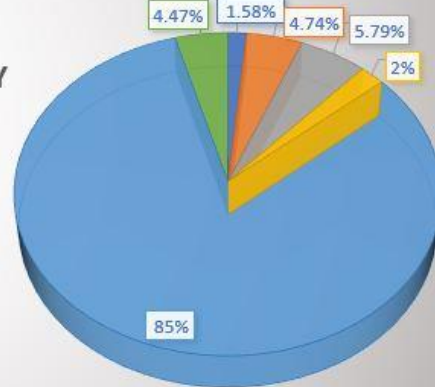
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Survey Respondents

SURVEY RESPONDENTS



RACE & ETHNICITY



3

"Things I like best about working at SCWA"

1 PROVIDING A SERVICE

- Meaningful work and making a difference
- Serving the public
- Customer service

"Working for an employer where your work directly benefits the local community."

3 BENEFITS, SALARY, WORKING HOURS

"I like that the environment is not exceedingly demanding and work/life balance is valued."

2 THE PEOPLE

"Great relationships within department. Direct managers and supervisors make you feel valued and respected."

4 RESOURCES

- Educational opportunities
- Advancement opportunities

"Encourage employees to further their education and to be creative in their roles."

5

“Things I like best about working at SCWA”

1

PROVIDING A SERVICE

- Meaningful work and making a difference
- Serving the public
- Customer service

“Working for an employer where your work directly benefits the local community.”

2

THE PEOPLE

“Great relationships within department. Direct managers and supervisors make you feel valued and respected.”

3

BENEFITS, SALARY, WORKING HOURS

“I like that the environment is not exceedingly demanding and work/life balance is valued.”

4

RESOURCES

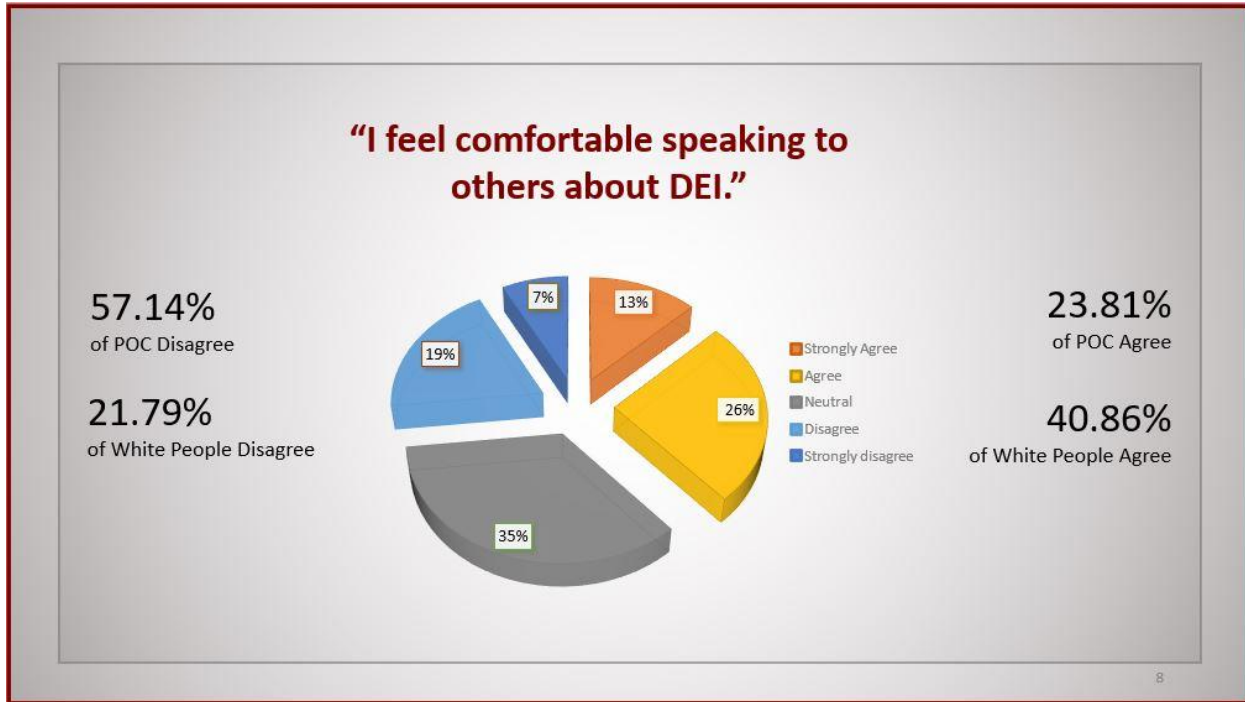
- Educational opportunities
- Advancement opportunities

“Encourage employees to further their education and to be creative in their roles.”

5

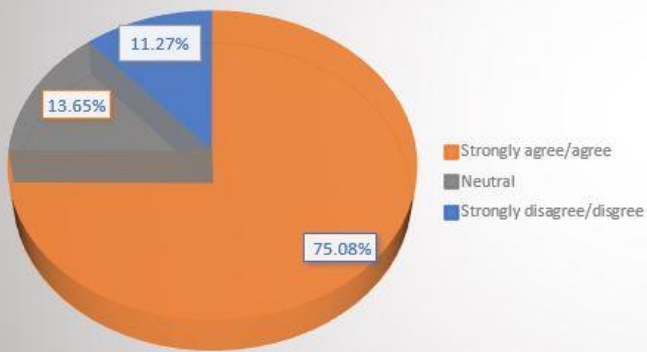
Where SCWA is with DEI Today

6

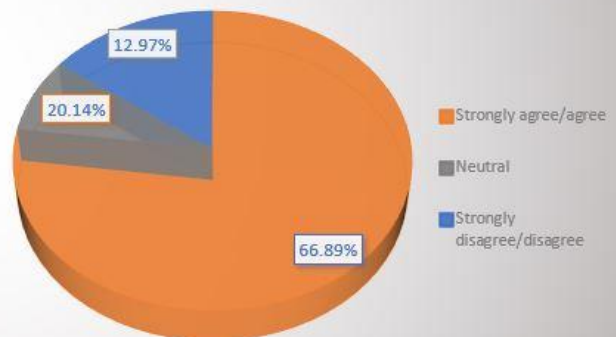


"I know what to do when I have experienced or witnessed inappropriate behavior or comments from..."

...AN EMPLOYEE



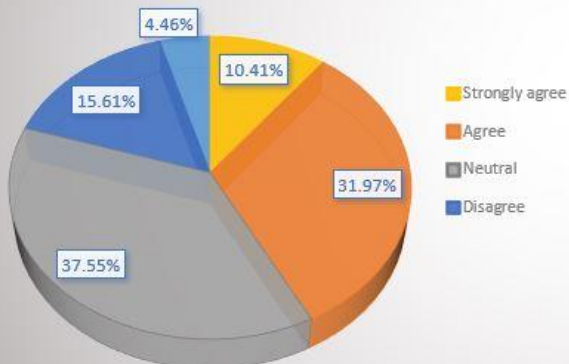
...A CLIENT/COMMUNITY MEMBER



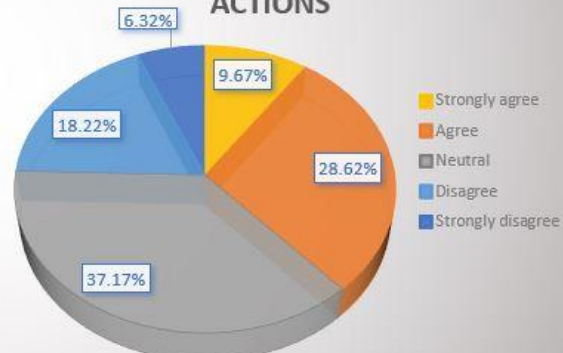
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Leadership Actions on DEI Issues

SCWA DEI GOALS & OBJECTIVES ARE CLEARLY STATED

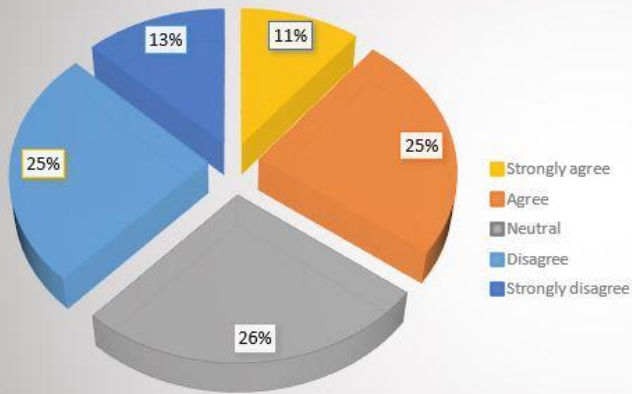


SCWA DEMONSTRATES THE IMPORTANCE OF DEI THROUGH ITS ACTIONS



10

"I feel valued and appreciated."



*"I feel valued and appreciated by my immediate superiors and coworkers, **but I don't currently feel valued and appreciated by the company as a whole.**"*

Strongly Agree/Agree = 34.28%
Strongly Disagree/Disagree = 38.19%

11

Approaching the Challenges

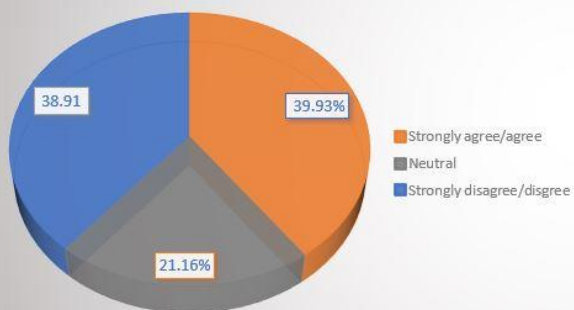
11

Divided Micromanaged Stressful

12

"I have experienced or witnessed inappropriate behavior or comments at work..."

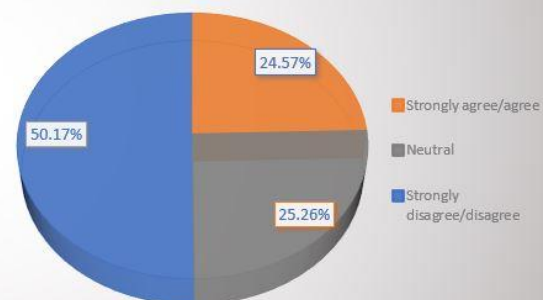
...PERSONALLY BY AN EMPLOYEE



47.6% of POC Agree

38.8% of White People Agree

...PERSONALLY BY A CLIENT/COMMUNITY MEMBER



33.33% of POC Agree

23.11% of White People Agree

14

The Biggest Challenges Regarding DEI

1

BIAS & PREJUDICE/DISCRIMINATION

- Treatment and fairness/equity issues
- Bias toward men

"It is difficult to work and thrive in an environment where you cannot see people that look like you in positions of supervision."

3

ISSUES WITH MANAGEMENT

- Certain voices are not heard in decision-making.
- Inconsistent policies create confusion/harm.

"I don't feel like enough people feel included or that their voice is heard."

2

COMMUNICATION

- Need for education/training/adherence to training.
- DEI is not a sincere approach to solutions.
- Inability to have open conversations/express one's identity.

"Ensuring that all employees feel that SCWA is serious about DEI. Ensuring that this is not just one and done and that we continuously work to address DEI issues."

14

Around 15% of the company is POC and each individual group is less than 15%. Of any group that leaves you would want it to be no more than 15%. You want it to match the population. But it doesn't... It is double that (33% which is a third) in 2021. It is also more than the % of POC in the US (25%)

15

Next Steps

16

Preliminary Recommendation for Training

- **How enhanced DEI focus will improve SCWA**
 - Business case:
 - The cost of hiring and retaining talent
 - Performance
 - Reputation
 - Client perceptions
- **Skills to be developed by leaders and staff**
 - Beyond representation, how to ensure equity and inclusion
 - How implicit bias influences key decisions
 - How to manage microaggressions
 - How to build effective teams and collaboration to achieve inclusion
 - How cultural differences impact communication
- **How staff will be accountable for results**
 - Attend training
 - Utilize skills and tools to enhance DEI culture

17

How Executive Team Can Sustain DEI Efforts

- **Leadership Accountability** – Lead by example, communication
- **Manager Accountability** – Support/Champion the efforts of training (communication and getting people to the training)
- **Continue Training Internally on an Ongoing Basis** – Review more after initial training and recommendations
- **Expansion of Messaging on DEI** – Keep communicating WHY it is important to SCWA

18

In this report, you will find how the project was initiated, what assessments and methodologies were used to obtain data from SCWA, the data collected, and the training provided for the organization as a whole.

SCWA Voluntary Resignations

Around 15% of the company is POC and each individual group is less than 15%. Of any group that leaves, you would want it to be no more than 15%. You want it to match the population. But it doesn't... It is double that (33%, which is a third) in 2021. It is also more than the % of POC in the US (25%).

SCWA Data on Voluntary Resignations 2019 - 2021

Year	Total	Retired	Terminated	Voluntary Resignation	Percentage White	Percentage POC	Percentage Female	Percentage Male
2019	33	22	3	8	62.5% (5)	37.5% (3)	50% (4)	50% (4)
2020	30	22	4	6	100% (6)	0% (0)	(2)	(4)
2021	46	30	4	12	67% (8)	33% (4)	50% (6)	50% (6)
Total	109	74	11	26	78% (25)	22% (7)	12	14



Of the 542 employees, 380 responded to the survey, giving us a 70% response rate.

Company position demographics for the survey respondents are as follows:

5% Executive, 12% Supervisor, 16% Manager, 26% Field Staff, 41% Office Staff

Company race/ethnicity demographics for survey respondents are as follows:

1.58% Asian American or Pacific Islander, 2% Middle Eastern or North African, 4.74% Black or African American, 5.79% Hispanic or Latinx, 85% White, 54.47% Other

Short-Answer Questions

Answers to the question “What are the things I like best about working at SCWA?” were compiled and coded into the following categories:

Providing a Service; the People; Benefits/Salary/Working Hours; Resources

Answers to the question “What are the biggest challenges regarding DEI?” were compiled and coded into the following categories:

Bias & Prejudice/Discrimination; Communication; Issues with Management

Likert Scale Questions

The following Likert Scale was used to assess survey statements:

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

Survey-takers chose the response that best described their personal sentiments.

Statement 1: I feel comfortable speaking to others about DEI:

- Response percentages broken into Likert Scale:

13% Strongly Agree; 26% Agree; 35% Neutral; 19% Disagree, 7% Strongly Disagree

- Response percentages broken into People of Color and White (Neutral responses were omitted, Strongly Agree and Agree responses were combined, Strongly Disagree and Disagree responses were combined):

People of Color (POC):

23.81% Strongly Agree/Agree

57.14% Strongly Disagree/Disagree



White People:

40.86% Strongly Agree/Agree

21.79% Strongly Disagree/Disagree

Statement 2: I know what to do when I experience or witness inappropriate behavior or comments from an employee.

Strongly Agree/Agree and Strongly Disagree/Disagree percentages were combined.

75.08% Agree; 13.65% Neutral; 11.27% Disagree

Statement 3: I know what to do when I experience or witness inappropriate behavior from a client/community member.

66.89% Strongly Agree/Agree; 20.14% Neutral; 12.97% Strongly Disagree/Disagree

Statement 4: SCWA's DEI goals & objectives are clearly stated.

10.41% Strongly Agree; 31.97% Agree; 37.55% Neutral; 15.61% Disagree; 4.46% Strongly Disagree

Statement 5: SCWA demonstrates the importance of DEI through its actions.

9.67% Strongly Agree; 28.62% Agree; 37.17% Neutral; 18.22% Disagree; 6.32% Strongly Disagree

Statement 6: I feel valued and appreciated.

11% Strongly Agree; 25% Agree; 26% Neutral; 25% Disagree; 13% Strongly Disagree

Statement 7: I have experienced or witnessed inappropriate behavior or comments at work personally by an employee.

- Response percentages broken into Likert Scale (Strongly Agree and Agree responses were combined, Strongly Disagree and Disagree responses were combined):

39.93% Strongly Agree/Agree; 21.16% Neutral; 38.19% Strongly Disagree/Disagree

- Response percentages broken into People of Color and White (Neutral responses were omitted, Strongly Disagree responses were omitted, and Disagree responses were omitted. Strongly Agree and Agree responses were combined):

47.6% POC Strongly Agree/Agree

38.8% White People Strongly Agree/Agree



Statement 8: I have experienced or witnessed inappropriate behavior or comments at work personally by a client/community member.

- Response percentages broken into Likert Scale (Strongly Agree and Agree responses were combined, Strongly Disagree and Disagree responses were combined):

24.57% Strongly Agree/Agree; 25.26% Neutral; 50.17% Strongly Disagree/Disagree

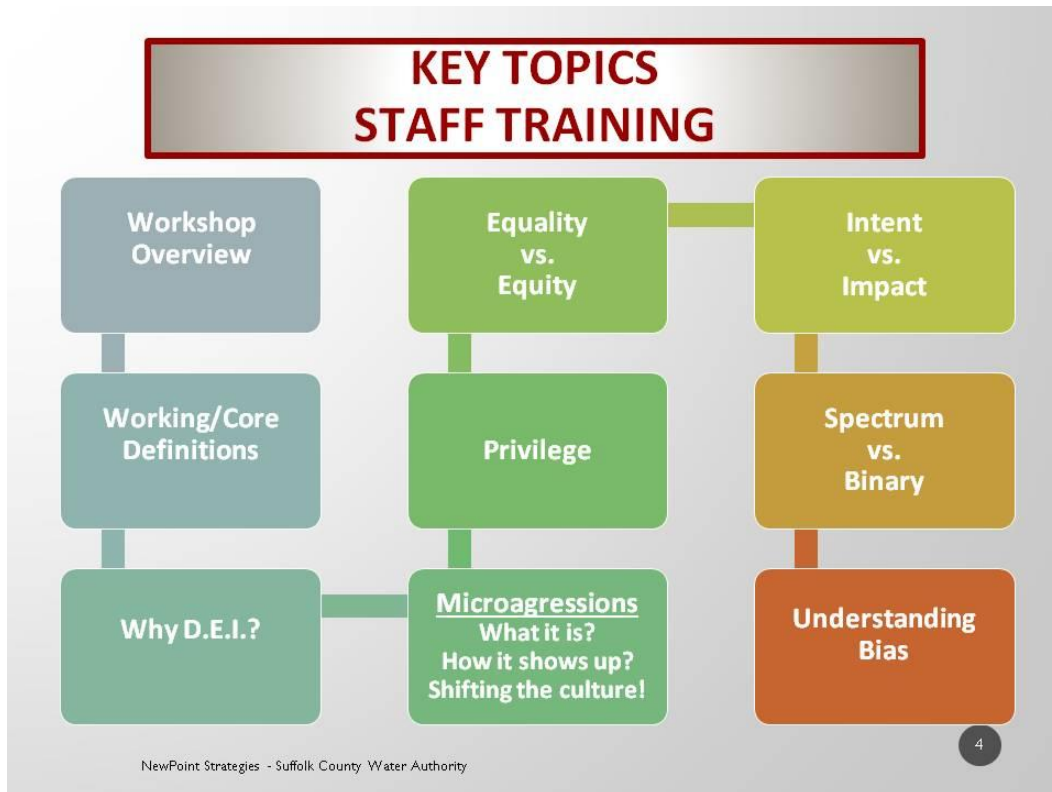
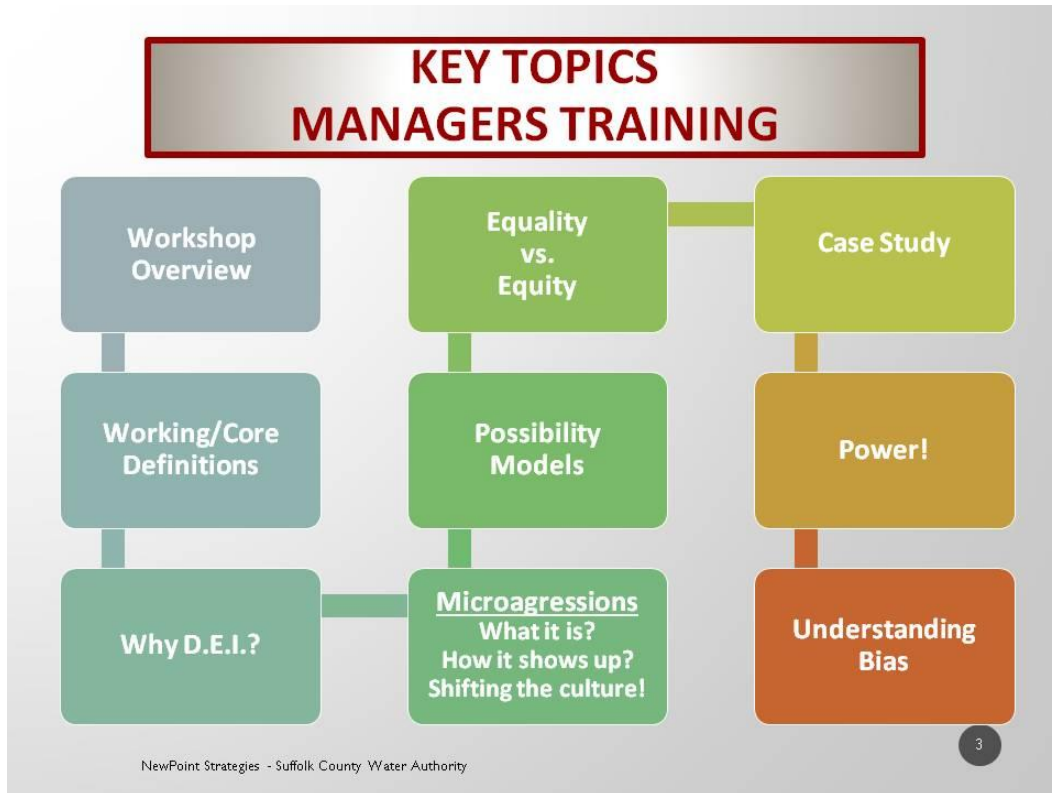
- Response percentages broken into People of Color and White (Neutral responses were omitted, Strongly Disagree responses were omitted, and Disagree responses were omitted. Strongly Agree and Agree responses were combined):

33.33% POC Strongly Agree/Agree

23.11% White People Strongly Agree/Agree

VII. Training





DIVERSITY, EQUITY & INCLUSION



NewPoint Strategies – Suffolk County Water Authority

5

Curriculum

Key Topics for Leadership

- Working/Core definitions; Why DEI; Microaggressions; Possibility Models; Inclusion, Diversity, Equity & Belonging; Case Studies; Power; Reputation & Legacy

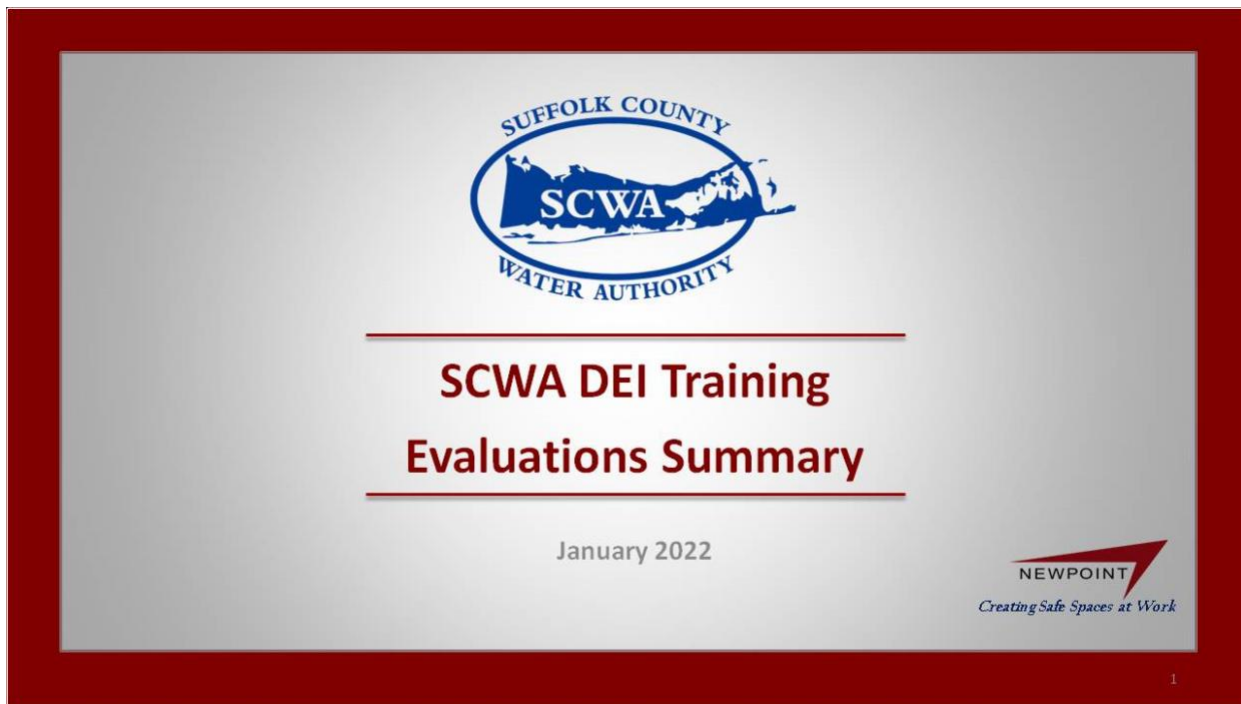
Key Topics for Managers

- Working/Core definitions; Why DEI; Microaggressions; Possibility Models; Equality vs. Equity; Case Studies; Power; Understanding Bias

Key Topics for Staff

- Working/Core definitions; Why DEI; Microaggressions; Possibility Models; Equality vs. Equity; Intent vs. Impact; Spectrum vs. Binary; Understanding Bias

VIII. Evaluations

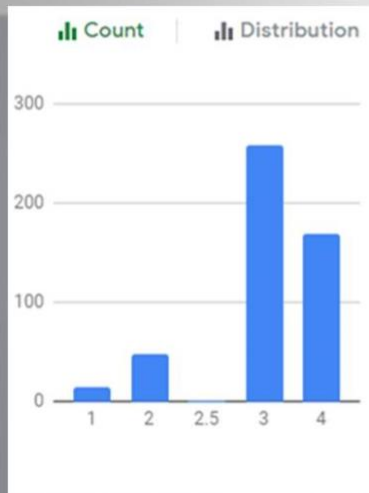


Likert Scale

Total Responses: 498

2

This workshop increased my awareness of my impact with the culture at SCWA.



Q1

Most Least

VALUE	FREQUENCY
3	259
4	170
2	48
1	15
2.5	1

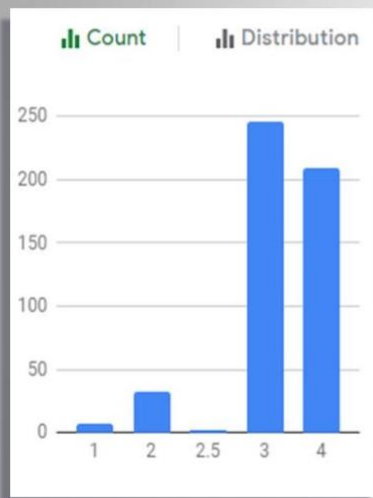
AVERAGE: 3.18 (Agree)
Representing 86% of Respondents

1 & 2 Reflected:

"The main problem with Diversity Training is that people who are interested and actually believe in Diverse & Equal opportunity don't need to be told to be/respect diversity. Or to be inclusive. People who are closed-minded and not open to diversity and inclusivity will not be swayed by 2 hours of training."

3

The scenarios and other exercises were relevant and useful.



Q2

Most Least	
VALUE	FREQUENCY
3	246
4	209
2	32
1	7
2.5	2

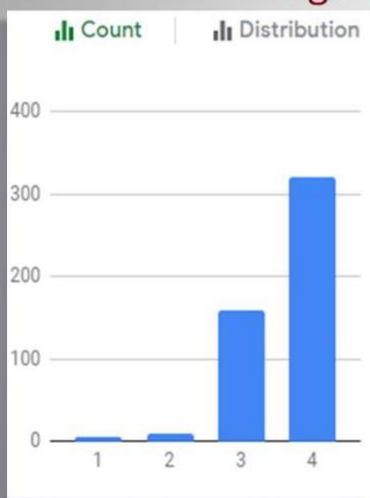
AVERAGE: 3.32 (Agree)
Representing 91% of Respondents

1 & 2 Reflected:

"It would have been useful for the instructors to work with staff from the bottom up. Upper management last. So the impact could be understood based on role."

"First need to convince people that there is a cultural problem - what that looks like. Why we are investing in this content."

The workshop content was presented in a clear, well-organized, and interesting way.



Q3

Most Least	
VALUE	FREQUENCY
4	320
3	159
2	10
1	6

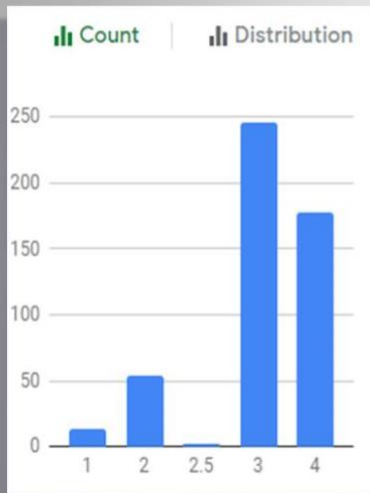
AVERAGE: 3.60 (Agree)
Representing 96% of Respondents

1 & 2 Reflected:

"Great instruction, however, will not be implemented."

"Don't have classes with upper management and management together."

This training experience will be useful in my work.



Q4

Most | Least

VALUE	FREQUENCY
3	246
4	178
2	54
1	13
2.5	2

AVERAGE: 3.20 (Agree)
Representing 85% of Respondents

1 & 2 Reflected:

"This will help if change happens."

"The water authority should be mindful of women working on the road - I'm forced to wear men's clothing that is too large and uncomfortable."

Short Answer
Total Responses: 341/498
70% Response

Question 5

An important lesson/thought/takeaway from
this training for me is...

8

Top Responses

- Self-awareness (41)
- Equity vs. Equality (30)
- Respect (22)
- Think Before You Speak (18)
- Empathy (15)
- Perspective (15)
- Open-Minded (15)
- Culture (12)

9

Self-Awareness

"Self reflect on how you speak to others. Be mindful about what you say."

"I believe this training was effective in the sense that it brought awareness towards different cultural backgrounds and moral values and the feedback and training is needed to help bring awareness."

Equity vs. Equality

"The equality vs. equity - I never really thought about this and the impact it has on people and the video also opened my eyes to how my curiosity could be misunderstood."

Respect

"How you are treated & how you treat others matters and can make all the difference."

Think Before You Speak

"Stop, listen, then respond. It will help with understanding and empathy."

10

Empathy

"To have more understanding of people's feelings/situations they are facing. How your words could help or hurt someone."

Perspective

"Everyone is different in their understanding of others."

"Taking the time to put myself in the other people's shoes is worth it and impactful."

Open-Minded

"Always keep an open mind, continue to lead w/compassion."

Culture

"We are a constantly evolving organization - everyone has some to learn and grow."

11

Question 6

What additional diversity, equity, and inclusion topics would you like to learn about?

12

I would like to learn more about...

- Management/employee interactions (16)
- Communication (9)
- Gender (9)
- Culture (8)
- Recruitment/retention (7)
- Follow-up training (7)
- Racism (6)
- Equity (5)
- Ageism (4)
- Actionable steps (4)
- Mental Health (2)
- Disability (1)
- Religion (1)
- Department-specific training (1)

I would like to learn more about...

Management/Employee Interactions	Communication	Gender	Culture
<p>DEI In General:</p> <p>"Issues between management and union employees."</p> <p>"In-depth education on handling employee-management issues."</p> <p>"How to talk to upper managers."</p> <p>"Implicit Bias/Management skills offering."</p> <p>"Leadership."</p> <p>"Management responsibilities and how they have to use their power."</p> <p>"More supervisor vs employee scenarios."</p> <p>"Subliminal privilege."</p> <p>SCWA Specific:</p> <p>"What is needed to move up in the organization."</p> <p>"Promotions & higher positions in company compared to race."</p> <p>"Proper evaluation of new employees."</p> <p>"Job competence."</p> <p>"If upper management care to train new workers coming in."</p> <p>"The Board."</p> <p>"What steps management will take to treat the union employees with respect."</p> <p>"More specifics of the workplace because I was a little confused - my supervisor is wonderful!"</p>	<p>"More about getting spoken to in a derogatory way."</p> <p>"How to educate those that are resistant to change/equity/diversity and or inclusion."</p> <p>"How to talk to someone the right way."</p> <p>"I think most people are unaware of inclusion, its definition, and how to react to differences."</p> <p>"More info on handling actual instances of exclusion."</p> <p>"So people know what is appropriate and inappropriate at work."</p> <p>"What to do in the event that you feel uncomfortable."</p> <p>"How to discuss if you have been treated unequal."</p> <p>"All the different ways not to accidentally insult someone."</p>	<p>"More on gender."</p> <p>"Sexual orientation sensitivity."</p> <p>"Male/Female interactions."</p> <p>"Stereotyping gender roles."</p> <p>"Sexism is rampant."</p> <p>"When to use pronouns."</p> <p>"Female equality."</p> <p>"Sexism in the workplace."</p> <p>"Gender equality."</p>	<p>"Culture"</p> <p>"Helping new employees feel welcome and be part of the team."</p> <p>"Inclusion"</p> <p>"Empathy"</p> <p>"Inclusion"</p> <p>"Interpersonal relationships/conflicts"</p> <p>"What is fairness of work responsibilities."</p> <p>"Bring the training home to this company 'correlation to work'"</p>

14

I would like to learn more about...

Recruitment/Retention	Follow-up Training	Racism	Equity
<p>"Does the diversity of the workforce reflect the applications filed?"</p> <p>"Statistics of employee breakout."</p> <p>"We need more strategies with regard to recruitment and hiring."</p> <p>"Ways to enlarge diversity in our workforce."</p> <p>"How to recruit greater diversity at the SCWA."</p> <p>"Hiring of employees. Best candidate should get it."</p> <p>"Plans on how to make the workforce more diverse."</p>	<p>"There should be follow-up training."</p> <p>"Continuation of all. So much to learn."</p> <p>"I would like to expand on the topic and discussions visited today."</p> <p>"Time to reflect."</p> <p>"Nothing specific however I'd like to see this be a continuing education with the hope of seeing change at SCWA."</p> <p>"I think we should have this particular class once a year."</p> <p>"Same but more time or multiple sessions would be helpful."</p>	<p>"Handling sensitive issues concerning race."</p> <p>"How can we stop the white supremacist narrative?"</p> <p>"More topic on race and how the company treats minorities."</p> <p>"How to deal with things like racist comments and actions."</p> <p>"More on racism in a workplace. How to deal with it."</p> <p>"For the lack of diversity & inclusion."</p>	<p>"Pay equity."</p> <p>"Equity is something we need to dive much deeper into."</p> <p>"People are treated unfairly and not categorized."</p> <p>"Equity of jobs."</p> <p>"Forms of Equity."</p>

15

I would like to learn more about...

Ageism	Actionable Steps	Mental Health	Disability	Religion	Specific Departmental Training
<p>"Age discrimination."</p> <p>"More on Age!!"</p> <p>"Maybe some agism, generational bias focus."</p> <p>"Age diversity - the differences in the way people think when side by side employees are 30 years apart in age."</p>	<p>"We learned how to identify but not tactics to deal with people we find not being inclusive/discriminatory, etc."</p> <p>"Examples of organizations that have implemented DEI programs and how it has transformed their culture."</p> <p>"A better understanding to have a better workplace, ongoing discussions."</p> <p>"More examples & real life scenarios would be useful."</p>	<p>"Attitude & behavior & mental health people have different approaches, more positive or negative."</p> <p>"Mental health; possible resources in what to do if facing discrimination or equity problems."</p>	<p>"Inclusion of people you can't see as "different" i.e. Autistic (sensory issues)."</p>	<p>"Religious differences and how people react to you because you're different."</p>	<p>"Maybe having an activity to bring everyone in a division, department, etc. together is good."</p>

16

Question 7

Additional Comments

17

Themes

- Combining Presenter Specific Overall Good Praise + Positive Response to Content (105)
- Wants (28)
- Unsatisfied (16)
- Lessons (11)

18

Combining Presenter-Specific Overall Good Praise + Positive Response to Content

"I thought the instructors were awesome."

"You Guys Rock!!!"

"Great class. Better than anticipated."

"Very interactive, kept the lesson fun & everyone felt included. Great job."

"I liked that scenarios were provided."

"Damond & Zis both did a great job keeping my attention and presenting the material in a fun way."

"The course was excellent. It provided a platform for employees to be open to discuss their thought process when dealing with inequity."

"Ziz & Damond did a fantastic job!!"

"Very informative. They did a great job and it went by fast."

"I'm just grateful for this class."

"Very interesting and ensured a very open space to speak."

"Great job fellas folks."

"The workshop was concise but in a proactive fashion that was easy to engage and participate (if you wanted to)."

"Great JOB!"

WANTS

- We need to be heard by top management; changes made for what we need/want. We need simple things to make people content: special chair, etc.
- We need to have more discussions on the role of politics.
- I want to see the process from today continue in our organization.
- More classes would be great.
- Should be a follow-up class to this.
- More workshops please.
- Take politics out of the job, make upper management visit the field.
- Make it a yearly gig.
- I think there should be a diverse group in attendance.
- The water authority should be mindful of women working on the road - I'm forced to wear men's clothing that is too large and uncomfortable.
- This will help if change happens.
- I think the class could have been longer. I also think this should be a yearly course.
- Change needs to happen.
- I'll believe it when I see it. Show us positive changes.
- I would enjoy another workshop in a few months to see if things have changed.
- Hope something actually materializes within the SCWA from this project.
- Interesting course, more time in each topic would be good.
- A longer workshop, maybe 4 hours. It seemed to really get good and the class was over.
- Should have more classes like this.
- Play some Dave Chappelle skits or Patrice O'Neal.
- Training should be yearly.
- Should be 2x per year or more.
- Make it a yearly gig.
- Women's rooms need showers like men's.
- More scenarios, more examples.
- Need more time on examples.

UNSATISFIED

- Great instruction, however, will not be implemented.
- Good discussion but more like a supervisors training session than "Diversity Training."
- The main problem with Diversity Training is that people who are interested and actually believe in Diverse & Equal opportunity don't need to be told to be/respect diversity. Or to be inclusive. People who are closed-minded and not open to diversity and inclusivity will not be swayed by 2 hours of training.
- Don't have classes with upper management and management together.
- A bit too "free for all" I would have preferred more structure.
- I appreciate what is being accomplished, but the higher management needs to truly change.
- It's funny to me that SCWA wanted this training for us being that they discriminate against their very own employees, vaccinated to unvaccinated. Unvaccinated people here have been called a direct threat. We have to wear masks & unvaccinated people do



not. When it's been proven they can spread the virus. They harass us about testing. Vaccinated people don't have to get tested. Mandating vaccinations or forcing people to quit. This place will never change unless you get rid of the people at the top. They're "that guy" in the video.

- I worry this was just for optics from the SCWA.
- It would have been useful for the instructors to work with staff from the bottom up. Upper management last. So the impact could be understood based on role.
- First need to convince people that there is a cultural problem - what that looks like. Why we are investing in this content.
- Tell the company stop micromanaging.
- All stuff we already knew.
- The Board should be the last class - the west wing should be the next to last...etc.
- Any info you bring back to management will not change a thing.
- I enjoyed your presentation. I do not believe that our supervisors will put it into effect, although I wish they would.

LESSONS

- Trying to teach people to not have assumptions about others, where from, background, etc.
- I am the person who needs to be less compassionate perhaps - in the field, although I do not feel that way.
- Morale & turnover is an issue here. Low morale leads to high turnover.
- Need to get everyone on same page.
- "If this discussion could in any way lead to my being disciplined or discharged, I request that my union representative, etc..."
- I treat people/everyone the way I want to be treated. Mutual Respect is paramount.
- My boss is discriminatory on age.
- It's an amazing company and I will love that everyone is treated with the same, cause it's always pick & choose from management & union.
- Think before you speak & don't be so quick to judge & write/discipline someone.
- Staying humble is important in the world.
- Your family should teach you these ideas.



- Results Board
 - Increased my awareness of my impact on the culture at SCWA - All SA/A
 - Scenarios and other exercises were relevant and useful - All SA/A
 - Workshop content was presented in a clear, well-organized, and interesting way - All SA
 - Training Experience will be useful in my work - Most SA - 1 did not answer
 - Important lesson/thought/takeaway: It's a cliché, but the value of open communication and understanding how our behavior can be interpreted; There is balance between power over and power with. Striving for power with; Inclusion = Success; Active listening + power over + power with
 - Additional topics to learn about: We need more strategies with regard to recruitment and hiring; Specific way to enlarge diversity in our workforce
 - Additional comments: Great Job; This was a great workshop; I want to see our process from today continue in our organization
- Remaining Results
 - Increased my awareness of my impact on the culture at SCWA: Average response rate of 3.18 Agree
 - Scenarios and other exercises were relevant and useful: Average response rate of 3.32 Agree
 - Workshop content was presented in a clear, well-organized, and interesting way: Average response rate of 3.60
 - Training Experience will be useful in my work: Average response rate of 3.20 Agree
 - Important lesson/thought/takeaway (Top Responses): Self Awareness; Equity vs. Equality; Respect; Think Before You Speak; Empathy; Perspective; Open-Minded; Culture
 - Additional topics to learn about: Management/Employee Interactions; Communication; Gender; Culture; Recruitment/Retention; Follow-Up Training; Racism; Equity; Ageism; Actionable Steps; Mental Health; Religion; Department-Specific Training
 - Additional comments:
 - Presenter-Specific Overall Good Praise + Positive Responses to Content - 105
 - Wants
 - Unsatisfied
 - Lessons

NP Debriefing: See me!!! Nothing about me without me!!!

- Ripe for willing transformation: **How to manage FFF so as to not cause a shut down and resistance (Facts Vs. Feelings/First Job Bubble)?**
- Discouraged about management's commitment to change: **How to bring about confidence in mgmt. How to internalize DEI so that it is not seen as 'extra'?**
- Diamonds, so much to offer: **How to let people's creative 'light' and product shine?**
- Committed Union President: **How to use her commitment as a catalyst towards staff (Safe spaces – building trust)?**
- Consistent Support: **How to more consistently demonstrate you actually care about the field worker (do, not only say)?**
- Pride-filled staff: **How to move from dictating culture to a culture of connecting?**
- Disconnect between Board-ELT-Staff: **How to bring RESPECT so that leadership is humanized and perceptions about staff are redefined – Reset?**
- Underrated Institutional Knowledge: **How to use it as an organizational asset?**

IX. Recommendations

- Organizational
 - DEI Policy needs to match SCWA's long term DEI vision and have a specific actionable plan.
 - This policy needs to be the basis of hiring to daily practice on the job.
 - The statement is more powerful if it has a clear explanation as to why having diversity in SCWA is important.
 - All stakeholders need to be included in the development of policies that effect employees.
 - This 'stakeholder-policy' needs to apply to all layers and stages of SCWA. It encourages all employees to be a part of upholding the policy.
 - Diversity mission statement revision with stake-holders input and a plan of implementation companywide
 - Strategic Planning for DEI Work (Integrate Strategic plan with DEI work):
 - Identify clear goals, objectives and measurable outcomes
 - Engage all levels within SCWA in decision-making processes (make use of committee/focus group methodology
 - Identify who will benefit or be burned by a given decision, examines potential unintended consequences of a decision
 - Develop strategies to advance racial equity and mitigate unintended negative consequences
 - Recruitment Strategies
 - Develop a short & long-term plan for increasing diversity hiring
 - Hire DEI Director
 - Strategies for continued training and coaching around DEI-'B' topics and intersectionality with other issues
- Board
 - Work with Executive Leadership Team to identify short-term and long-term goals for DEI
 - Board monthly updates
 - Board subcommittee
 - Review hiring practices that are limiting to creating a more diverse workforce
- LT
 - Define what is required to create a culture of respect and trust
 - Implement identified short-term and long-term goals for DEI
 - Attend and support all training—provide cross-functional department training (in-depth DEI)
 - Attend Management meetings—update on progress of DEI goals each month
 - Previous Lunch and Learn meetings
 - Encourage employee involvement DEI work

- Managers
 - Implement identified short-term and long-term goals for DEI
 - Attend and support all training—provide cross-functional department training (DEI specific)
 - Attend Management meetings—update on progress of DEI goals each month
 - Reinstate Lunch and Learn meetings—include all employees
 - Encourage employee involvement DEI work
- Staff
 - Recruit staff for committees on DEI work
 - Utilize staff in recruitment and retention efforts
 - Attend training sessions
 - Encourage inclusion and belonging daily
 - Create Racial Equity Action Teams (REATs)
 - Suggestion Box that is seriously considered for improving company culture in general and specifically for DEI

Recommended 1st Step – Create Foundation for a Cohesive Transformation and Journey

Share Report with an Intentional Rollout

Town halls



The process has begun and there needs to be constant communication within the company about what is being done, what is being accomplished and who is responsible for what actions.



X. Next Steps

- NewPoint Strategies, LLC will facilitate a meeting with the Board and Executive Leadership team to strategize next steps in the process.
- NewPoint to support Town halls/ Round Tables
- NewPoint proposal for immediate next steps
 - Review: Refresh policies and suggestions for accountability & Best Practices
 - Alignment & Accountability: Facilitate ELT – Board sessions
 - Alignment: Staff & Supervisors and Additional in-depth training
 - Transformation: Organizational Strategies (Dedicated DEI Resource – work interfaces multiple)
 - Integration: DEI into Strategic Planning
 - Communications: Cultural re-branding
 - Coaching: Individual & Group