

Human Resources Advisory Committee

Applicants At-A-Glance

Three (3) Three-year terms expiring April 30, 2027

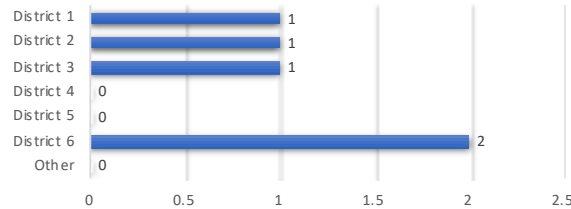
Name	District	Gender	Ethnicity
Browning, Jacqueline	1	Female	African American
Guevara, Delma	5	Female	Hispanic
Williams, Crystal	2	Female	African American

HUMAN RESOURCES ADVISORY COMMITTEE

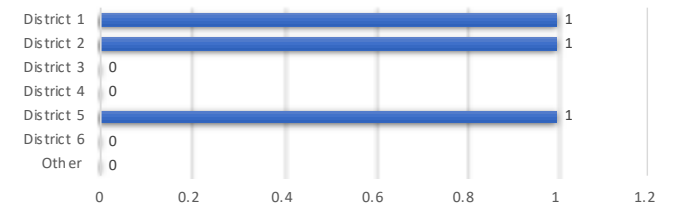
Districts

	Members	Applicant
District 1	1	1
District 2	1	1
District 3	1	0
District 4	0	0
District 5	0	1
District 6	2	0
Other	0	0
Total	5	3

Members by District



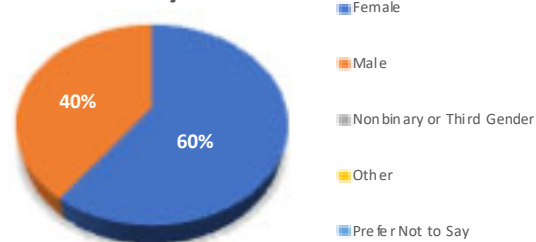
Applicants by District



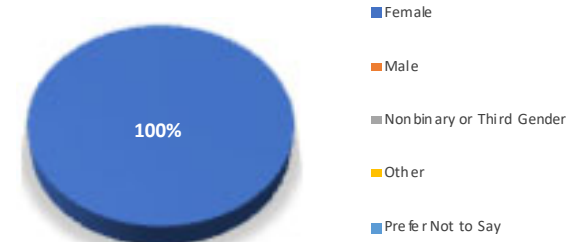
Gender

	Members	Applicant
Female	3	3
Male	2	0
Nonbinary or Third Gender	0	0
Other	0	0
Prefer Not to Say	0	0
Total	5	3

Members by Gender



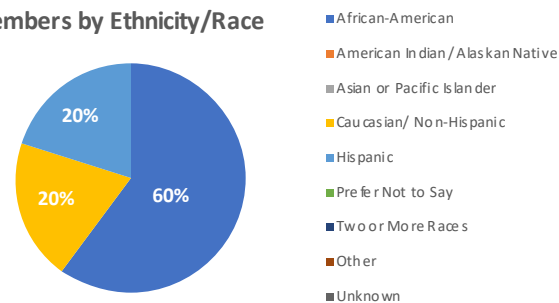
Applicants by Gender



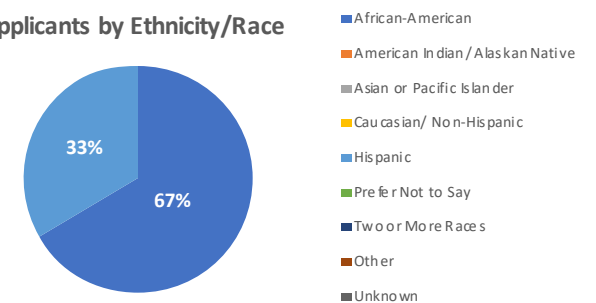
Ethnicity/Race

	Members	Applicant
African-American	3	2
American Indian/ Alaskan Native	0	0
Asian or Pacific Islander	0	0
Caucasian/ Non-Hispanic	1	0
Hispanic	1	1
Prefer Not to Say	0	0
Two or More Races	0	0
Other	0	0
Unknown	0	0
Total	5	3

Members by Ethnicity/Race



Applicants by Ethnicity/Race



Human Resources Advisory Council

Recommendation Statement

RE: HRAC-Recommendation-Appointment

Beatty, Maura <Maura.Beatty@mecklenburgcountync.gov>

Tue 3/26/2024 3:07 PM

To: Little, Madison S. <Madison.Little@mecklenburgcountync.gov>

Hi Madison!

Thank you for reaching out to me. Yes, please submit all three applicants for BOCC appointment. Since we are down by 6 people they will most likely appoint them regardless of background but all three have strong HR experience.

Thanks!



Maura Beatty

Executive Assistant

Human Resources | Administration

Mecklenburg County Government

980.314.2739 | [MeckNC.Gov](https://www.mecknc.gov)



Human Resources Advisory Committee

Applicants At-A-Glance

Three (3) Three-year terms expiring April 30, 2027

Name	District	Gender	Ethnicity
Browning, Jacqueline	1	Female	African American
Guevara, Delma	5	Female	Hispanic
Williams, Crystal	2	Female	African American

Statement to Applicants

Profile

Which Boards would you like to apply for?

Human Resources Advisory Committee: Submitted

Jacqueline L Browning
First Name Middle Initial Last Name

What other names have you used? (includes, legal names, aliases, maiden names or professional monikers) NOTE: If none, please note N/A

Jacqueline L Patterson

jbrowning@sheercomllc.com
Email Address

12206 Anne Blount Aly
Home Address

Huntersville NC 28078
City State Postal Code

What Mecklenburg County District do you live in? Please verify below. *

☒ 1

How long have you been a resident of Mecklenburg County? Please include months, or years.

27 1/2 years

My age range is (please select one): *

☒ Over 55

Ethnicity *

☒ African American

Gender *

☒ Female

Interests & Experiences

Education

Bachelor of Science (Honors), Iona College: Facilities & Property Management Executive Leadership Certification - Harvard Executive Education in Sustainability Leadership: 2014 Graduate Licensed - North Carolina Real Estate Broker / REALTOR

Business Owner - Sheercom
LLC, JLP Development

Employer

Estate Professional,
Entrepreneur, Former DEI
Global Director

Occupation

Business and civic experience

Jacqueline Browning has over 25 years of experience as Real Estate Professional and Entrepreneur and has vast experience in Wireless Connectivity, Clean Energy and DEI. Prior to retiring in May 2023, Jacqueline served as the Global Director of Diversity, Equity and Inclusion at American Tower Corporation (ATC) where she was responsible for the development and implementation of ATC's DEI Global Programs and Initiatives. In her previous role as ATC National Director, In-Building Real Estate her team managed over 500 Wireless Connectivity & Infrastructure Real Estate Account Portfolios nationwide. Jacqueline holds a B.S in Facilities Management from Iona College and is a Harvard Executive Education for Sustainability Leadership Program Graduate. A global supporter of preserving resources for future generations, she also was a participant in the Energy Economic and Workforce Development Assessment in Mombasa, Kenya. Jacqueline's Wireless Services Company was also nominated for the NC Governor's Award for "Excellence in Workforce Development and Outstanding Innovative Partnerships". That same year, Jacqueline was selected to serve on the White House Small Business Council and was featured in Pride Magazine's "Women in STEM" edition. Jacqueline has had the pleasure of participating as an Executive Panelist for the Harvard Business School US Competitiveness Paths Forward Forum, the Huffington Post Democratic National Convention Women in Leadership Panel and as a Green Economy Panelist for the U.S. EPA and as contributor EPA's Sustainability Program Manual for Historical Black Colleges and Universities. Jacqueline most recently served on the American Tower Corporation (ATC) CEO Advisory Council, ATC Future Work Task Force HBCU Initiative, NC Central University (NCCU) School of Business Board of Visitors, NCCU School of Business Real Estate Advisory Board and Just Her Rideshare Board of Advisors. She also served on the North Carolina Sustainability Association Board of Directors; University of North Carolina at Charlotte Sustainability Center's Advisory Board and as the Board Chair of the North Mecklenburg High School "Project Lead the Way" where during her tenure as Board Chair, North Mecklenburg High School was awarded its national accreditation to teach engineering and the students received full college credit from Rochester Institute of Technology. Jacqueline's belief in the value of partnership successfully led to the creation of North Carolina A&T State University's Bio-Medical Engineer Research Apprenticeship Program for High School Girls, the Young Committed Christians in the 21st Century Mentoring Group and the development of Habitat for Humanity's Sustainable Neighborhood Revitalization Pilot Program. Jacqueline and her husband, Matthew have 4 wonderful children between them and reside in the beautiful city of Charlotte NC. Their commitment to servitude is unwavering and together they stay actively involved in community and economic initiatives that seek to empower underrepresented communities. She is thankful for her journey and credits everything back to Jesus Christ who is and will always be the center of her life!

Area of expertise and interests/skills

Please reference comments in Business and Civic experience section.

Additional Comments

My heart centers around servitude, community, mentorship, professionalism and giving back. As a member of the Mecklenburg County HR Advisory Board, my commitment is to bring all of my experience and skillsets to the Board including (but not limited to) strategic planning, creativity and collaborative ideas.

Additional Information

If you are or have ever served on a Mecklenburg County board/commission, please answer yes or no. If yes, please disclose the Board and term-end date.

no

Why are you interested in serving on the board(s) to which you are applying?

I believe my background would bring "Value Add" to the Board. My heart centers around servitude, community, mentorship, professionalism and giving back. As a member of the Mecklenburg County HR Advisory Board, my commitment is to bring all of my experience and skillsets to the Board including (but not limited to) strategic planning, creativity and collaborative ideas.

Have you attended a meeting of the advisory board(s) to which you are applying?

☐ Yes ☒ No

Hours Per Month Available for Position

I am flexible

How did you learn of the vacancy? *

☒ Other

If you answered other - Where did you learn of this vacancy?

Mecklenburg County HR Team Member

[JBrowning_Bio_02-28-24.pdf](#)

Upload a Resume

Disclosure

Are you a Mecklenburg County resident?

☒ Yes ☐ No

Are you a current Mecklenburg County employee? (Mecklenburg County employees are prohibited from serving on any board where appointments are made by the Board of Commissioners. If you are a current, county employee who is to serve in an ex-officio and/or non-voting capacity on any board when required by law, please email clerk@mecknc.gov before submitting an application.)

☐ Yes ☒ No

Are you a current vendor with Mecklenburg County?

☐ Yes ☒ No

• Do you have any personal or business interest that could create a conflict (either real or perceived) if appointed? If yes, please explain the conflict.

☐ Yes ☒ No

Disclaimer

I, hereby, authorize Mecklenburg County to verify all information included in this application. I certify that I have read the appointment policy and that the information contained in this application is true according to the best of my knowledge and belief. I certify that I am providing my legal name and address in which I reside. I understand that inaccurate or untrue information will be cause for removal from any appointed advisory board. By submitting this application, I agree to adhere to all County policies pertaining to advisory boards, including attendance. I understand if I do not achieve 65% annual attendance, I will be automatically removed from the board or commission to which I am appointed. I understand that this application is subject to the N.C. Public Records Law (NCGS § 132-1) and may be released upon request.

☒ I Agree

Signature of Applicant (Sign Your Legal Name):

Jacqueline L Browning

Board Specific Questions

Question applies to Human Resources Advisory Committee

HRAC: Which of the following areas best describes your HR background? *

☒ None of the Above

Jacqueline L. Browning Bio

Jacqueline Browning has over 25 years of experience as Real Estate Professional and Entrepreneur and has vast experience in Wireless Connectivity, Clean Energy and DEI. Prior to retiring in May 2023, Jacqueline served as the Global Director of Diversity, Equity and Inclusion at American Tower Corporation (ATC) where she was responsible for the development and implementation of ATC's DEI Global Programs and Initiatives. In her previous role as ATC National Director, In-Building Real Estate her team managed over 500 Wireless Connectivity & Infrastructure Real Estate Account Portfolios nationwide.

Jacqueline holds a B.S in Facilities Management from Iona College and is a Harvard Executive Education for Sustainability Leadership Program Graduate. A global supporter of preserving resources for future generations, she also was a participant in the Energy Economic and Workforce Development Assessment in Mombasa, Kenya. Jacqueline's Wireless Services Company was also nominated for the NC Governor's Award for "Excellence in Workforce Development and Outstanding Innovative Partnerships". That same year, Jacqueline was selected to serve on the White House Small Business Council and was featured in Pride Magazine's "Women in STEM" edition.

Jacqueline has had the pleasure of participating as an Executive Panelist for the Harvard Business School US Competitiveness Paths Forward Forum, the Huffington Post Democratic National Convention Women in Leadership Panel and as a Green Economy Panelist for the U.S. EPA and as contributor EPA's Sustainability Program Manual for Historical Black Colleges and Universities.

Jacqueline most recently served on the American Tower Corporation (ATC) CEO Advisory Council, ATC Future Work Task Force HBCU Initiative, NC Central University (NCCU) School of Business Board of Visitors, NCCU School of Business Real Estate Advisory Board and Just Her Rideshare Board of Advisors. She also served on the North Carolina Sustainability Association Board of Directors; University of North Carolina at Charlotte Sustainability Center's Advisory Board and as the Board Chair of the North Mecklenburg High School "Project Lead the Way" where during her tenure as Board Chair, North Mecklenburg High School was awarded its national accreditation to teach engineering and the students received full college credit from Rochester Institute of Technology.

Jacqueline's belief in the value of partnership successfully led to the creation of North Carolina A&T State University's Bio-Medical Engineer Research Apprenticeship Program for High School Girls, the Young Committed Christians in the 21st Century Mentoring Group and the development of Habitat for Humanity's Sustainable Neighborhood Revitalization Pilot Program.

Jacqueline and her husband, Matthew have 4 wonderful children between them and reside in the beautiful city of Charlotte NC. Their commitment to servitude is unwavering and together they stay actively involved in community and economic initiatives that seek to empower underrepresented communities. She is thankful for her journey and credits everything back to Jesus Christ who is and will always be the center of her life!

Statement to Applicants

Profile

Which Boards would you like to apply for?

Human Resources Advisory Committee: Submitted

Delma Guevara
First Name Last Name

What other names have you used? (includes, legal names, aliases, maiden names or professional monikers) NOTE: If none, please note N/A

Delma Feliz Ortiz

delmaguevara@msn.com
Email Address

6529 Gardner Ln
Home Address

Charlotte NC 28270
City State Postal Code

Mobile: (703) 415-6576
Primary Phone Alternate Phone

What Mecklenburg County District do you live in? Please verify below. *

☒ 5

How long have you been a resident of Mecklenburg County? Please include months, or years.

3 yrs and 4 mo

My age range is (please select one): *

☒ 30 to 45

Ethnicity *

☒ Hispanic

Gender *

☒ Female

Interests & Experiences

Education

Masters of Human Resources Management Master of Business Administration

LPL Financial

Employer

Human Resources

Occupation

Business and civic experience

Experienced human resources leader - skilled at implementing human capital initiatives in nonprofits, federal sector, and fortune 500 companies. University of Illinois, Chicago - Masters in Healthcare Administration Advisory Board American College of Healthcare Executives - Hawaii and Pacific Chapter Board Chair Society of Human Resources Management Committee member

Area of expertise and interests/skills

Human Resources Innovation, Workforce Analytics, Talent Acquisition Strategies, and Employee and Labor Relations

Additional Information

If you are or have ever served on a Mecklenburg County board/commission, please answer yes or no. If yes, please disclose the Board and term-end date.

no

Why are you interested in serving on the board(s) to which you are applying?

I would like to share my extensive human resources experience with Mecklenburg County and collaborating with other area HR leaders.

Have you attended a meeting of the advisory board(s) to which you are applying?

☐ Yes ☒ No

Hours Per Month Available for Position

5

How did you learn of the vacancy? *

☒ Mecklenburg County Website

[D. Guevara HR.02.23 .docx](#)

Upload a Resume

Disclosure

Are you a Mecklenburg County resident?

☒ Yes ☐ No

Are you a current Mecklenburg County employee? (Mecklenburg County employees are prohibited from serving on any board where appointments are made by the Board of Commissioners. If you are a current, county employee who is to serve in an ex-officio and/or non-voting capacity on any board when required by law, please email clerk@mecknc.gov before submitting an application.)

☐ Yes ☒ No

Are you a current vendor with Mecklenburg County?

☐ Yes ☒ No

• Do you have any personal or business interest that could create a conflict (either real or perceived) if appointed? If yes, please explain the conflict.

☐ Yes ☒ No

Disclaimer

I, hereby, authorize Mecklenburg County to verify all information included in this application. I certify that I have read the appointment policy and that the information contained in this application is true according to the best of my knowledge and belief. I certify that I am providing my legal name and address in which I reside. I understand that inaccurate or untrue information will be cause for removal from any appointed advisory board. By submitting this application, I agree to adhere to all County policies pertaining to advisory boards, including attendance. I understand if I do not achieve 65% annual attendance, I will be automatically removed from the board or commission to which I am appointed. I understand that this application is subject to the N.C. Public Records Law (NCGS § 132-1) and may be released upon request.

☒ I Agree

Signature of Applicant (Sign Your Legal Name):

Delma Guevara

Board Specific Questions

Question applies to Human Resources Advisory Committee

HRAC: Which of the following areas best describes your HR background? *

- ☒ Compensation
- ☒ Employee Relations
- ☒ Recruitment and Selection
- ☒ Retention
- ☒ Training

DELMA GUEVARA, MBA, MHRM, SPHR, CHHR

703-415-6576

Charlotte, NC

delmaguevara@msn.com

www.linkedin.com/in/delma-guevara

CHIEF HUMAN RESOURCES OFFICER / CHIEF PEOPLE OFFICER

Strategic Planning - Organizational Development - People Strategy

Strategic HR executive with C-Suite experience and skilled at implementing human capital initiatives in nonprofits, federal sector, and fortune 500 companies. Diverse background in healthcare and other industries, along with 18+ years directing human resources and health care operations. Adept at leading diverse teams, building partnerships, developing solutions, and executing strategies to advance profitability, growth and reduce costs. Committed to improving organizations by focusing on people, safety, and community.

Expertise in:

- ♦ *Cultural Design*
- ♦ *Talent Acquisition*
- ♦ *Workforce Planning*
- ♦ *Learning & Development*
- ♦ *Total Rewards*
- ♦ *Labor Relations*
- ♦ *Diversity, Equity & Inclusion*
- ♦ *Collective Bargaining*
- ♦ *Employee Relations*

PROFESSIONAL EXPERIENCE

LPL FINANCIAL SERVICES, FORT MILL, SC

JUL 2021 –

PRESENT

SENIOR VICE PRESIDENT, HUMAN CAPITAL

Senior human capital advisor on people strategies and thought partner for Managing Director on organizational design, talent acquisition, and employee value proposition supporting four corporate sites across North America. Responsible for effectively driving strategic organizational change influencing long-term business objectives.

- ♦ Lead people strategy, executing talent development, succession, and performance management initiatives
- ♦ Engineered data-driven HR function, successfully leading OKRs and measurable people driven decisions
- ♦ Overhauled talent function, industry leading candidate and experience reducing attrition by 10% YoY
- ♦ Transformed employee engagement with ongoing feedback loop, improved engagement scores by 8% and positively impacted organizational culture and client experience with improving NPS scores

AMAZON.COM, CHARLOTTE, NC

AUG 2020 – JUN

2021

SENIOR HUMAN RESOURCES SITE LEAD

Led human resources operations for \$8 Billion Customer Fulfillment Center, supporting 3K employees in 24/7 operation. Directed a team of 18 HR Professionals in all Human Capital initiatives including talent acquisition, succession planning, employee relations, and Diversity and Inclusion. Key advisor to the General Manager, Regional Human Resources, and Operations Directors in the strategic direction of the site.

- ♦ Overhauled talent acquisition and retention strategy, collaborated across functions reducing attrition by 22%
- ♦ Revitalized onboarding, provided job preview and boosted engagement on day 1, increased attendance by 10%
- ♦ Led East Region Diversity & Inclusion, increased program participation, & minority promotion by 60% YoY
- ♦ Orchestrated leader development & succession plan for 60+ leaders & 25 high performing entry level employees

DELMA GUEVARA, MBA, MHRH, SPHR, CHHR

NORWEGIAN AMERICAN HOSPITAL, CHICAGO, IL
2020

OCT 2018 – MAY

VICE PRESIDENT OF HUMAN RESOURCES

Led all human resources and employee health policy & operations for 200 bed acute care hospital, with affiliated PHO & specialty practices, supporting 900 FTEs and over 350 providers. Advised the CEO and drove people strategies, government affairs, and community relations.

- ◆ Revamped talent acquisition strategy attaining 67% vacancy rate reduction and increasing retention by 20%
- ◆ Enhanced total rewards offerings, overhauled compensation & incentive program, reduced cost by \$200,000
- ◆ Guided Collective Bargaining Agreement negotiation, and mitigated \$300,000 increase & service interruption
- ◆ Directed compliance with labor law, reducing EEOC & IDHR reports by 90%, and hospital liability by \$150,000
- ◆ Aligned resources to operations, leading to overtime reduction of 15% and premium labor savings of \$225,000
- ◆ Spearheaded \$205M Community Wellness District Plan, value-based, and hospital re-branding initiatives

HAWAII' I HEALTH PARTNERS, HONOLULU, HI
2018

FEB 2017 – SEP

DIRECTOR OF OPERATIONS

Directed HR, finance, and analytics for Accountable Care Organization providing strategic and operational leadership to transition from fee-for-service to coordinated and high-quality value-based care. Collaborated with 900+ physicians and executives across four hospitals, and led operations, network adequacy, clinical integration, and care management teams.

- ◆ Directed recruiting, engagement & development initiatives, attained 93% retention rate and <5% vacancy rate
- ◆ Revitalized Complex Care Management program, resulting in 300% ROI and \$1M total cost of care reduction
- ◆ Leveraged analytics for comorbidities & SDOH, lowered inappropriate admissions 36%, and ED visits 45%
- ◆ Partnered with clinical operations, optimized patient navigation reducing mismanaged diabetics by 11%
- ◆ Exceeded ambulatory quality performance/Shared Savings measures by 9% for two consecutive contract years
- ◆ Led multidisciplinary team in development and implementation of Medicare Advantage plan for 125,000 lives
- ◆ Identified strategic priorities & optimized population health improving value-based measures by 35%

UNITED STATES AIR FORCE, MALCOLM GROW AMBULATORY AND SURGICAL CARE CENTER, MD
JAN 2011 – SEP 2016

DIRECTOR OF HUMAN RESOURCES & BUSINESS OPERATIONS

DIRECTOR OF RISK MANAGEMENT AND QUALITY

Executive team member responsible for leading human resources, finance, compliance, and decision support for health center providing emergency, Integrated Primary & Behavioral Health (IPBH), specialty and dental care. Managed \$106M budget and guided use of strategic resources for 1,200 FTEs caring for 445,000 patients. Facilitated

- ◆ Directed 3-year workforce development & succession plan for 1,200 FTEs & \$72M annual payroll program
- ◆ Mitigated staff shortages & sourced 37 critical positions enabling 3,500 patient transfers to higher level of care
- ◆ Negotiated \$2M clinical contract reducing vacancies by 23%; prevented \$3M leakage & supported 20K ED visits
- ◆ Oversaw Service Lines business plan, achieved 500,000 annual Relative Value Units & 98% end

DELMA GUEVARA, MBA, MHRH, SPHR, CHHR

of year targets

- ♦ Guided employee relations and CBA for 220 FTEs, aided contract negotiations & mitigated employee grievances
- ♦ Spearheaded learning & development for 145 RNs, lowered safety incidents by 40% & mitigated sentinel events

OTHER RELEVANT PROFESSIONAL EXPERIENCE

HYATT REGENCY ST LOUIS, ST LOUIS, MO- **ASSISTANT DIRECTOR OF HUMAN RESOURCES**

MAR 2008 – JUN 2010

THE CHAMBERLAIN GROUP, TUCSON, AZ - **Sr HUMAN RESOURCES ADMINISTRATOR**

JUL 2005 – MAR 2008

COMMUNICATION SERVICES FOR THE DEAF, TUCSON, AZ - **HR & OPERATIONS MANAGER**

AUG 2004 – JUL 2005

CANYON RANCH HEALTH RESORT, TUCSON, AZ - **HUMAN RESOURCES RECRUITER**

APR 2003 – AUG 2004

HYATT HOTELS AND RESORTS, VARIOUS LOCATIONS - **HR BUSINESS PARTNER**

MAY 1999 – MAR 2003

EDUCATION

UNIVERSITY OF HAWAII AT MANOA, 2017

Management

Masters of Human Resources

TROY STATE UNIVERSITY, 2007

Administration

Masters of Business

UNIVERSITY OF CENTRAL MISSOURI, 2000

Management

BSBA in Human Resource

Certified Senior Professional Human Resources (SPHR)

Certified Healthcare Human Resources (CHHR)

PROFESSIONAL AFFILIATIONS

Member, Society for Human Resource Management (SHRM)

Member, American Society for Health Care Human Resources Administrator (ASHHRA)

Member, American College Healthcare Executives (ACHE)

Member, Association of Latino Professionals For America (ALPFA)

Statement to Applicants

Profile

Which Boards would you like to apply for?

Human Resources Advisory Committee: Submitted

Crystal Williams
First Name Last Name

What other names have you used? (includes, legal names, aliases, maiden names or professional monikers) NOTE: If none, please note N/A

Roseboro

crystalewilliams@att.net
Email Address

3322 Valerie Drive
Home Address

Charlotte NC 28216
City State Postal Code

Mobile: (980) 253-7915
Primary Phone Alternate Phone

What Mecklenburg County District do you live in? Please verify below. *

☒ 2

How long have you been a resident of Mecklenburg County? Please include months, or years.

40

My age range is (please select one): *

☒ 46 to 55

Ethnicity *

☒ African American

Gender *

☒ Female

Interests & Experiences

Education

Bachelor's degree from Liberty University; pursuing Master's at Queens University of Charlotte

Ally Financial

Employer

HR Director

Occupation

Business and civic experience

Mayor's Youth Employment Program Advisory Council

Area of expertise and interests/skills

Talent management, leadership development, recruiting, workforce planning, inclusive leadership

Additional Information

If you are or have ever served on a Mecklenburg County board/commission, please answer yes or no. If yes, please disclose the Board and term-end date.

No

Why are you interested in serving on the board(s) to which you are applying?

I'm passionate about coaching and advising businesses on the importance of providing a pleasant employee experience where individuals feel seen, heard, and valued.

Have you attended a meeting of the advisory board(s) to which you are applying?

☐ Yes ☒ No

Hours Per Month Available for Position

2

How did you learn of the vacancy? *

☒ Mecklenburg County Website

[Crystal_Williams_HR_Executive_2024.pdf](#)

Upload a Resume

Disclosure

Are you a Mecklenburg County resident?

☒ Yes ☐ No

Are you a current Mecklenburg County employee? (Mecklenburg County employees are prohibited from serving on any board where appointments are made by the Board of Commissioners. If you are a current, county employee who is to serve in an ex-officio and/or non-voting capacity on any board when required by law, please email clerk@mecknc.gov before submitting an application.)

☐ Yes ☒ No

Are you a current vendor with Mecklenburg County?

☐ Yes ☒ No

• Do you have any personal or business interest that could create a conflict (either real or perceived) if appointed? If yes, please explain the conflict.

☐ Yes ☒ No

Disclaimer

I, hereby, authorize Mecklenburg County to verify all information included in this application. I certify that I have read the appointment policy and that the information contained in this application is true according to the best of my knowledge and belief. I certify that I am providing my legal name and address in which I reside. I understand that inaccurate or untrue information will be cause for removal from any appointed advisory board. By submitting this application, I agree to adhere to all County policies pertaining to advisory boards, including attendance. I understand if I do not achieve 65% annual attendance, I will be automatically removed from the board or commission to which I am appointed. I understand that this application is subject to the N.C. Public Records Law (NCGS § 132-1) and may be released upon request.

☒ I Agree

Signature of Applicant (Sign Your Legal Name):

Crystal Williams

Board Specific Questions

Question applies to Human Resources Advisory Committee

HRAC: Which of the following areas best describes your HR background? *

- ☒ Recruitment and Selection
- ☒ Retention
- ☒ Training

CRYSTAL WILLIAMS

MOBILE: 980-253-7915

CRYSTALEWILLIAMS@ATT.NET

Highly accomplished and strategic Director of Diversity, Equity, and Inclusion (DEI) with more than 10 years' experience developing and implementing comprehensive strategies and programming to drive organizational change. Demonstrated success in fostering inclusive cultures and delivering measurable outcomes.

Professional Experience

ALLY FINANCIAL Charlotte, NC

2022 – Present

Director of Diversity, Equity, & Inclusion

- Lead a high performing team of DEI professionals to deliver programming and initiatives that foster a diverse, equitable, and inclusive workplace culture.
- Develop and execute the DEI vision and strategy aligned with business goals and objectives. Collect and analyze data to identify gaps in existing initiatives and create actions plans for improvement.
- Provide strategic leadership by collaborating with senior executives and Human Resources Business Partners to integrate DEI principles into business practices across the enterprise.
- Serve as a close advisor and thought partner to the leadership team on issues related to diversity, equity, and inclusion.
- Develop and implement recruiting strategy to attract diverse talent pools that reflect the communities served by the organization. Partner closely with Talent Acquisition and HR teams to ensure fair and consistent candidate experience throughout all stages of the recruiting process.
- Develop training programs on unconscious bias, cultural competency, inclusive leadership, and other topics to foster inclusion and employee engagement.
- Oversee ERGs (Employee Resource Groups) and inclusion networks to provide resources and support to underrepresented groups and to advocate for policies and practices that support diversity, equity, and inclusion.
- Responsible for workforce development partnership selection and strategy to support diversity recruiting and development efforts.
- Establish metrics and scorecard to measure progress towards goals and ensure accountability. Report on key performance indicators related to DEI impact on workforce representation and inclusion efforts.

JELD-WEN Charlotte, NC

2021 – 2022

Senior Global Manager of Diversity, Equity, & Inclusion

- Strategic partner and trusted advisor to senior global leaders across business units and functions on cultural leadership and advocacy for diversity, equity, and inclusion (DEI) in North America, Australasia, and Europe.
- Provided thought leadership on inclusive approaches and talent practices for integrating DEI throughout the employee lifecycle.
- Raised the capability of the organization to advance DEI efforts in the design and implementation of a learning journey that broadened cultural and situational awareness as well as provided a greater sense of belonging.
- Leveraged data analytics and insights to enable better business decisions and communications on progress against objectives to reinforce accountability.
- Led the design and execution of DEI programming that aligned to strategic priorities of the business.
- Collaborated with industry peers to cultivate external partnerships and connections.
- During first five months, launched five new ERGs (Employee Resource Groups) to drive inclusion and belonging; increased momentum and strengthened allyship around cultural transformation work.

TRANE TECHNOLOGIES (FORMERLY INGERSOLL RAND) Davidson, NC

2012 – 2021

Career Development Program Manager (2020 – 2021)

- Built and led comprehensive career development programs designed to prepare high potential early and mid-level engineering talent for full-time careers.

- Developed a 12-week program for mid-level engineering professionals designed to re-sharpen technical skills through meaningful project work, mentoring & networking, and professional development.
- Collaborated cross-functionally with business leaders and other key stakeholders to help shape the vision, learning outcomes, and next-generation strategies to continue to elevate career development programs and further drive diversity & inclusion goals.
- Led the work to curate function-specific learning paths, ensuring transfer of learning and business alignment across early and mid-level career development programs.
- Analyzed internal and external workforce trends and data to make recommendations for improved retention and employee engagement.

Senior Talent Acquisition Partner – Early Talent (2015 – 2020)

- Talent acquisition planning and campus strategy – Partnered closely with Human Resources Business Partners and business leaders to create campus/brand strategies for prestigious college graduate and internship programs in U.S. and Canada.
- Employment branding – Leveraged strategic partnerships with colleges/universities, national diversity conferences, and industry associations to advance employer brand as an “employer of choice” aimed at attracting, hiring, and retaining top diverse talent.
- Candidate relationship management – Strong focus on ensuring a positive candidate experience and effectively managing a diverse candidate pipeline; leveraged People Analytics team to define metrics that matter and accurately measure success/failure.
- Strategic diversity recruiting – Collaborated with Diversity & Inclusion, Human Resources Business Partners, and business leaders to drive diversity action plans, ensuring alignment to overarching diversity & inclusion initiatives and value/growth creation strategies.
- Leadership/Coaching for Performance – Provided coaching and hands-on support to Talent Acquisition and business leaders on talent attraction, recruiting, and retention strategies for improved individual and organizational performance.

Project: Leader, Diversity & Inclusion - Employee Resource Group (2019 – 2021)

- Fostered a diverse and inclusive workplace through mentoring, volunteerism, networking, leadership development, and community outreach.
- Successfully led team in the ideation, planning and execution of a corporate diversity event designed to increase cultural competency.
- Demonstrated ability to influence at executive leader (C-suite) level; gained buy-in which resulted in sponsorship/additional funding for diversity events.
- Effectively managed budget to determine and deliver highest achievable outcome.

Project: Leader, Diversity Recruiting at National Conferences (2016 – 2021)

- Partnered with Director of Diversity & Inclusion to create a comprehensive strategy for national diversity recruiting events aimed at attracting, developing, promoting, and retaining underrepresented minorities for senior management roles and within targeted STEM (Science, Technology, Engineering and Math) functions.
- Worked closely with Senior Business and Human Resources leaders to define a broad-based approach to diversity and devise workforce plans & strategies that proactively align the needs and priorities of the organization.
- Built strategic partnerships with national diversity organizations, university student diversity chapters, and other related professional associations to help implement programming, increase cultural competency, and further support diversity and inclusion commitments.

Education & Affiliations

Liberty University; Lynchburg, VA

Bachelor of Science in Business Administration

Human Resources Certification Institute (HRCI)

PHR (Professional in Human Resources) Certification

Society for Human Resource Management (SHRM)

Active Member



Mecklenburg County, NC

Human Resources Advisory Committee

Board Details

The Human Resources Advisory Committee brings together human resource leaders from organizations in Mecklenburg County to share ideas and discuss business challenges to keep our organization current with human resources best practices and standards. This collaboration will ensure that Mecklenburg County Human Resources is current in its thinking and practices and supports the organization in a progressive manner.

Overview

- ☐ **Size** 11 Seats
- ☐ **Term Length** 3 Year
- ☐ **Term Limit** 2 Terms

Contact

- ☐ **Name** Maura Beatty
- ☐ **Phone** (980) 314-2739

Additional

Qualifications

Either currently serve as senior managers, human resource (HR) professionals or proprietors of businesses within Mecklenburg County, or have previously served in such capacity. All members are expected to possess knowledge of current human resources practices and procedures in one or more of the following HR disciplines: recruitment; selection; retention; training; compensation; benefits; human resource management systems; and/or employee relations. Must be a resident of Mecklenburg County.

Advisory Board Details

Appointments are made for three-year terms with no one serving more than two consecutive full terms.

Meeting Dates/Times

Bi-monthly - 2nd Thursday at 4:00 p.m.

Meeting Location

Employee Learning Center Meeting - Room 700 E 4th Street Charlotte, NC 28202

Time Commitment

1.5 hour per month

Stipend

No

Special Notes**Job Description**

Human Resources Advisory Committee

Board Roster

Olivia Atwood

1st Term Feb 08, 2023 - Jun 30, 2026

Email olivia.atwood@slalom.com

Appointing Authority BOCC

Home Phone Mobile: (717) 808-1876

Address

7500 Chidester Ct
Charlotte, NC 28277

Lafonda General

1st Term Mar 04, 2020 - Jun 30, 2025

Email lafgeneral@hotmail.com

Appointing Authority BOCC

Home Phone Home: (910) 797-3196

Alternate Phone Home: (910) 797-3196

Address

6402 Brumit Ln
Charlotte, NC 28269

Denis R Goonen

1st Term Mar 15, 2022 - Mar 31, 2025

Email denisg3577@me.com

Appointing Authority BOCC

Home Phone Mobile: (910) 232-9993

Address

13705 Glenford Pl
Charlotte, NC 28278

Steven A Jarrett

1st Term Apr 04, 2023 - Jun 30, 2026

Email sajnupe@aol.com

Appointing Authority BOCC

Home Phone Home: (240) 994-0422

Address

8524 Tamarron Drive
Charlotte, NC 28277

□ **Sharon H Matthews**

1st Term Feb 08, 2023 - Jun 30, 2026

Email shmatt74@gmail.com

Appointing Authority BOCC

Home Phone Home: (704) 293-6443

Alternate Phone Home: (704) 293-6443

Address

3711 Mountain Cove Dr
Charlotte, NC 28216

□ **Vacancy**

Appointing Authority BOCC

□ **Vacancy**

Appointing Authority BOCC

□ **Vacancy**

Appointing Authority BOCC

□ **Vacancy**

Appointing Authority BOCC

□ **Vacancy**

Appointing Authority BOCC

□ **Vacancy**

Appointing Authority BOCC
