

October 25, 2019

MEETING NOTICE

DIVERSITY AND INCLUSION AD HOC COMMITTEE

Board Members of the Diversity and Inclusion Ad Hoc Committee:

Director Tony Estremera, Chair
Director Nai Hsueh, Vice Chair
Director John L. Varela

Staff Support of the Diversity and Inclusion Ad Hoc Committee:

Norma J. Camacho, Chief Executive Officer
Tina Yoke, Chief Operating Officer, Information Management and Administration
Stanly Yamamoto, District Counsel
Brian Hopper, Senior Assistant District Counsel
Anna Noriega, Interim Assistant Administrative Officer
Michael Baratz, Labor Relations Officer
Frank David, Supervising Program Administrator
Dolores Grissom, Management Analyst II
Janice Lum, Management Analyst II

The meeting of the Diversity and Inclusion Ad Hoc Committee is to be held on **Wednesday, October 30, 2019, at 11:00 a.m.** in the Headquarters Building Board Conference Room A-124, located at the Santa Clara Valley Water District, 5700 Almaden Expressway, San Jose, California.

Enclosed are the meeting agenda and corresponding materials. Please bring this packet with you to the meeting.

Enclosures





Santa Clara Valley Water District Diversity & Inclusion Ad Hoc Committee Meeting

Conference Room A-124

REGULAR MEETING AGENDA

Wednesday, October 30, 2019
11:00 AM

District Mission: Provide Silicon Valley safe, clean water for a healthy life, environment and economy.

DIVERSITY & INCLUSION AD HOC
COMMITTEE

Nai Hsueh - District 5
Tony Estremera - District 6
John L. Varela - District 1

All public records relating to an item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body will be available for public inspection at the Office of the Clerk of the Board at the Santa Clara Valley Water District Headquarters Building, 5700 Almaden Expressway, San Jose, CA 95118, at the same time that the public records are distributed or made available to the legislative body. Santa Clara Valley Water District will make reasonable efforts to accommodate persons with disabilities wishing to attend Board of Directors' meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.

Note: The finalized Board Agenda, exception items and supplemental items will be posted prior to the meeting in accordance with the Brown Act.

**Santa Clara Valley Water District
Diversity & Inclusion Ad Hoc Committee**

**REGULAR MEETING
AGENDA**

Wednesday, October 30, 2019

11:00 AM

Conference Room A-124

1. CALL TO ORDER:

1.1. Roll Call.

2. TIME OPEN FOR PUBLIC COMMENT ON ANY ITEM NOT ON THE AGENDA.

Notice to the public: This item is reserved for persons desiring to address the Committee on any matter not on this agenda. Members of the public who wish to address the Committee on any item not listed on the agenda should complete a Speaker Form and present it to the Committee Clerk. The Committee Chair will call individuals in turn. Speakers comments should be limited to three minutes or as set by the Chair. The law does not permit Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If Committee action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Committee may take action on any item of business appearing on the posted agenda.

3. APPROVAL OF MINUTES:

3.1. Approval of Minutes.

[19-0975](#)

Recommendation: Approve the March 8, 2019, Meeting Minutes.

Attachments: [Attachment 1: March 8, 2019 D&I Ad Hoc Committee Draft Minute](#)

4. ACTION ITEMS:

4.1. Recommended Ends Policy Language.

[19-0971](#)

Recommendation: A. Review, discuss and revise the draft Ends Policy dedicated to Advancing Diversity and Inclusion; and
 B. Consider and discuss modifying the Diversity & Inclusion Committee name.

4.2. Review Existing Diversity and Inclusion Programs, Recommend Enhancements and Ways to Monitor Effectiveness.

[19-0973](#)

Recommendation: Review and discuss the existing programs related to Diversity and Inclusion including enhancements and monitoring methods.

Attachments: [Attachment 1: Diversity and Inclusion Program Updates](#)

- 4.3. Review Diversity and Inclusion Ad Hoc Committee Work Plan and the Committee's Next Meeting Agenda.

[19-0976](#)

Recommendation: Review the Committee's Work Plan to guide the Committee's discussions regarding policy alternatives and implications for Board deliberation.

Attachments: [Attachment 1: Diversity & Inclusion Ad Hoc Committee 2019 Wor](#)

5. INFORMATION ITEMS:

6. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.

This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during the meeting.

7. ADJOURN:

- 7.1. Adjourn



Santa Clara Valley Water District

File No.: 19-0975

Agenda Date: 10/30/2019
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Minutes.

RECOMMENDATION:

Approve the March 8, 2019, Meeting Minutes.

SUMMARY:

A summary of Committee discussions, and details of all actions taken by the Committee, during all open and public Committee meetings, is transcribed and submitted for review and approval.

Upon Committee approval, minutes transcripts are finalized and entered into the District's historical records archives and serve as historical records of the Committee's meetings

ATTACHMENTS:

Attachment 1: March 8, 2019 D&I Ad Hoc Committee Draft Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711



DIVERSITY AND INCLUSION AD HOC COMMITTEE MEETING

DRAFT MINUTES

**FRIDAY, MARCH 8, 2019
11:00 AM**

(Paragraph numbers coincide with agenda item numbers)

A meeting of the Diversity and Inclusion Ad Hoc Committee (Committee) was held on March 8, 2019, at the District Headquarters Building Boardroom, 5700 Almaden Expressway, San Jose, California.

1. CALL TO ORDER/ROLL CALL

A meeting of the Santa Clara Valley Water District Diversity and Inclusion Ad Hoc Committee was called to order by Chair Tony Estremera at 11:08 a.m.

Board Members in attendance were: Director Tony Estremera-District 6, Director Nai Hsueh-District 5 and Director John L. Varela-District 1.

Staff members in attendance were: Michael Baratz, Glenna Brambill, Brian Hopper, Janice Lum and Anna Noriega.

2. TIME OPEN FOR PUBLIC COMMENT ON ANY ITEM NOT ON AGENDA

There was no one present who wished to speak.

3. APPROVAL OF MINUTES

3.1 Approval of Minutes

It was moved by Director John L. Varela, seconded by Director Nai Hsueh and unanimously carried to approve the minutes of the September 27, 2018, Diversity and Inclusion Ad Hoc Committee meeting, as presented.

4. ACTION/DISCUSSION ITEMS

4.1 HIRING AND PROMOTION REPORT

Ms. Anna Noriega reviewed the materials as outlined in the agenda item.

The Committee wanted more information that was supplied during the meeting but wasn't in the packet, data points, snapshot data for a year is nice, however, would like to see over several years and if problems exist in hiring. The historical data does not supply enough information. The Committee would like to see and suggested bridging of any gaps, help employees meet their career paths, goals and training. Having the right recruitment tools to get a more diverse pool of candidates and what

will staff need to reach this goal. What is Valley Water's message when posting jobs for recruitment and increasing the pool also needs to be conveyed in that message. Having necessary information to monitor data received, how to figure out issues and how to resolve them. Internal hires, gender, ethnicity and root cause analyses to address issues as they arise with recruiting,

The Committee took no action. However, suggested bringing the succession development plan to the Committee.

4.2 CONSIDERATIONS AND RECOMMENDATIONS OF EFFECTIVE TOOLS FOR MEASURING THE SUCCESS OF THE DIVERSITY AND INCLUSION PROGRAM

Ms. Anna Noriega reviewed the materials as outlined in the agenda item.

The Committee took no action.

4.3 REVIEW DIVERSITY AND INCLUSION AD HOC COMMITTEE WORK PLAN, THE OUTCOMES OF BOARD ACTION OF COMMITTEE REQUESTS; AND THE COMMITTEE NEXT MEETING AGENDA

Director Nai Hsueh reviewed the materials as outlined in the agenda item.

The Committee discussed succession planning, need to follow up on sponsorships with Government Relations Unit, educational aspects of reaching out to those that may not attend college, recruitment in south county and researching other avenues and/or resources for diversity in the workplace.

The Committee took no action.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

Ms. Glenna Brambill reported that there were no action items for Board consideration.

6. ADJOURNMENT

Chair Director Tony Estremera adjourned the meeting at 11:49 a.m.

Glenna Brambill
Board Committee Liaison
Office of the Clerk of the Board

Approved:



Santa Clara Valley Water District

File No.: 19-0971

Agenda Date: 10/30/2019

Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Recommended Ends Policy Language.

RECOMMENDATION:

- A. Review, discuss and revise the draft Ends Policy dedicated to Advancing Diversity and Inclusion; and
- B. Consider and discuss modifying the Diversity & Inclusion Committee name.

SUMMARY:

The Board establishes long-term goals and objectives for each of Valley Water's core business areas. In 2019, the Board developed a Fiscal Year 2019-20 (FY20) Board Work Plan that identifies goals, and challenges/opportunities. The Diversity and Inclusion Ad Hoc Committee is one of the FY20 focus areas under Business Management.

ENDS POLICY:

To emphasize the importance of Diversity and Inclusion, adding a new Ends Policy is recommended. Proposed language is as follows:

Title: Business Management

Category: Ends

Provide affordable and effective cost level of services.

BUSINESS MANAGEMENT GOAL

5.1 Advance Diversity and Inclusion

Business Management Objective

5.1.1 Ensure a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment.

5.1.2 Embed diversity and inclusion practices into leadership actions, activities and professional development.

5.1.3 Enhance awareness of diversity and inclusion in day to day work for all employees.

COMMITTEE NAME:

Furthermore, diversity and inclusion industry best practices have evolved to be more transparent to the overall employee career life cycle and making inclusion feel personal. It is recommended that this committee expand the scope of diversity and inclusion efforts by retitling it to "Diversity, Inclusion

and Belonging” Ad Hoc Committee. Including “belonging” in the committee name incorporates the employee’s personal connection to the day-to-day work and it helps employees show their authentic selves.

ATTACHMENTS:

None

UNCLASSIFIED MANAGER:

Anna Noriega, 408-630-3089



Santa Clara Valley Water District

File No.: 19-0973

Agenda Date: 10/30/2019
Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Review Existing Diversity and Inclusion Programs, Recommend Enhancements and Ways to Monitor Effectiveness.

RECOMMENDATION:

Review and discuss the existing programs related to Diversity and Inclusion including enhancements and monitoring methods.

SUMMARY:

For the last several years, the Office of Talent and Inclusion along with partnerships with Santa Clara Valley Water District staff have developed new innovative programs with a focus on building pipelines, recruitment efforts, retention and succession planning.

Please refer to Attachment 1 for a detailed listing of programs, enhancements and monitoring effectiveness.

ATTACHMENTS:


Attachment 1: Diversity and Inclusion Program Updates

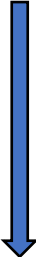
UNCLASSIFIED MANAGER:

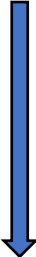
Anna Noriega, 408-630-3089


Diversity & Inclusion Program Updates October 30, 2019


All categories, programs and potential enhancements are in support of Diversity & Inclusion efforts. Some enhancements or new programs may require Meet and Confer.


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Build Pipelines</p> 	<ul style="list-style-type: none"> • Employee Resources Groups: The Diversity & Inclusion Program is well branded on both internal and external Valley Water web sites promoting the Employee Resources Groups • Summer Internship Program Goals: Conduct broad recruitment outreach efforts to attract applicants from various resources • Career Fair Events: SJSU Diversity Career Fair Gavilan Career Event San Jose State MESA Mock Interviews Santa Clara University Tech & Innovation Fair UC Santa Cruz Government Winter Job & Internship Fair UC Berkeley STEM Career & Internship Fair Sobrato High School, Morgan Hill 	<ul style="list-style-type: none"> • External Community Engagement: <ul style="list-style-type: none"> - Exploring forming a Regional Diversity & Inclusion Council with local agencies to further brand the program - Researching opportunities for Diversity & Inclusion Awards to recognize Valley Water's Diversity & Inclusion excellence • Expanding High School & College Internship Programs: <ul style="list-style-type: none"> - Partnering with Joint Venture Silicon Valley - Developing relationships with High Schools for year-round internships - Exploring participation in Pathways Program (Work/Study program for High School students) - Exploring partnering with BAYWORK to participate in Ignite (to 	<ul style="list-style-type: none"> • Summer Internship Program: <ul style="list-style-type: none"> - Since 2018, track summer interns after their internship to first professional job with the goal of them working for Valley Water, government agency or in the water industry - Since 2016, 33 MetroEd High School Skilled Trade students - Focus group with summer interns on program improvement. Intern and Mentor surveys for feedback and improvement


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Build Pipelines</p> 	<ul style="list-style-type: none"> • Apprenticeship with Gavilan College for students seeking Water Plant Operations careers (8 in FY19 and 4 in Dec. 2019) • Year-Round College Internship Program: Since 2014, 490 students have participated • Fellowship Program: Nine assignments for students obtaining a Master's degree • High School Job Shadow Program and partnered with Youth Commission • BAYWORK Partnership: <ul style="list-style-type: none"> - Workshop on Wheels for Educators - Teacher Externship - Contextualized Learning Curriculum & How to Guide - Internship Guidebook - Career Fairs - White Papers for Trades - Website Educator Tab 	<p>train High School teachers on water industry jobs)</p> <ul style="list-style-type: none"> - Reaching out to Evergreen's water resource management for internship partnership <ul style="list-style-type: none"> • BAYWORK: Working on Developing Regional Apprenticeship Program 	<ul style="list-style-type: none"> • Apprenticeship with Gavilan College: Two students were hired as regular Water Plant Operator employees. Three were hired by local cities. • Internship Program Hires: Since 2012, 30 former interns were hired as regular employees. • Fellowship Program Hires: One Fellow was hired into a regular Water Resources Specialist employee. • BAYWORK: Attendee Feedback Surveys


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Recruitment</p> 	<ul style="list-style-type: none"> • Annual Disparate Impact Analysis Report: Includes applicant flows with gender and ethnicity data for competitive promotions and transfers, new hires, and separations. A statistical analysis of the applicant data is compared against the relevant labor workforce in Santa Clara County. • Current Recruitment Partners 2019: <ul style="list-style-type: none"> - Valley Water's Employee Resources Group Leadership - San Jose State University - MESA Engineering Program - Cal State East Bay - Career Development - Gavilan Students Rising Above - College Students - Pivotal – Foster Youth High School Students - MetroEd - Skilled Trades High School Students - Bright Futures - High School Students - Next Gen Regional Internship Program - Government Careers 	<ul style="list-style-type: none"> • Recruitment Processes: <ul style="list-style-type: none"> - Exploring blind application reviews to avoid a perception of bias - Exploring methods in which D&I can be embedded in all recruiting process - Enhancing recruitment marketing campaigns as an added method to attract applicants - Implementing a paperless routing approval process to fill positions quicker - Marketing Awards to promote Valley Water as an innovative place to work • Veteran Hiring Efforts: <ul style="list-style-type: none"> - Implementing Veteran's preference at interview stage - Developing a list of Veteran's focused resource groups to assist in enhancing networking and outreach - Attending Veteran's based community events for networking partnerships (Hire for Vets) 	<ul style="list-style-type: none"> • Annual Disparate Impact Analysis Report: This report documents thorough reviews of recruitments with variances. No Disparate Impact findings have been sustained for ten (10) years. <ul style="list-style-type: none"> - Blind resume reviews for summer internship utilized and applicant results were successful reflecting a very diverse pool of intern selections. Since 2014, summer internships doubled and 2019 had 65% diverse students and 63% female. • Recruitment Process Success Measures: <ul style="list-style-type: none"> - Award: Received Pivotal Award for helping Foster Youth in our community - CA FWD: Partnership in industry and Education - top 10 finalist for Valley Water's Internship Program - Promotions continue to increase year over year: <ul style="list-style-type: none"> - FY18 = 64 (43% of hires) - FY19 = 76 (47% of hires) - FY20 (to date) = 31 (48% of hires)


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Recruitment</p> 	<ul style="list-style-type: none"> • Applicant Pools: Applicant pools from previous recruitments are being utilized to expedite filling of positions • Job Posting Enhancements: <ul style="list-style-type: none"> - “Open Until Filled” job posting approach to increase applicant pools for current and future openings - Job posting language is creative and engaging to applicants • Interviewing Skills: Provided training seminars to internal candidates on interviewing skills • Unconscious Bias Training: All interview panels are required to view an Unconscious Bias video for each recruitment • Temporary Staffing Agencies: Expanded number of temporary staffing agencies from 1 to 3 to address high volume of staffing needs 	<ul style="list-style-type: none"> • Recruitment Search Firms: <ul style="list-style-type: none"> - Hiring 2-3 outside recruitment/search firms to aid in filling high volume of recruitments due to key factors such as the unemployment rate at a low of 2.6% and San Jose having the largest number of vacancies in Santa Clara County - Sourcing temporary staffing agencies for specialized fields (e.g., engineering) to meet business needs more efficiently and timely • Career Day Event: Exploring hosting a Career Day for the public on campus as a regional public agency partnership • Recruitment Policies: Updating the Fellowship, Internship, and Temporary Worker policies to provide alignment with current practices • Recruitment Metrics: Developing metrics as a result of pipeline efforts 	


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Recruitment</p> 		<ul style="list-style-type: none"> • Professional Development: Expanding training for internal recruiters to include technical skills in classification principles and job analysis • Unconscious Bias Educational Tools: Researching various Unconscious Bias best practices and methods for interview panels and hiring managers 	


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Retention</p> 	<ul style="list-style-type: none"> • Commitment: Board of Directors have pledged to Advancing Diversity & Inclusion as a key initiative in the FY20 Board Workplan • Employee Resources Groups: Twelve (12) Employee Resources Groups each with Executive Sponsors. Each ERG is provided with a \$2,000 annual budget to host various celebratory events highlighting their culture and backgrounds. • Employee Goal: All employees have a mandatory Diversity & Inclusion Goal on their annual workplans. Employees are encouraged to use an average of five (5) hours per FY on Diversity & Inclusion Activities. • Recognition Events: Annual events to recognize employees including the Recognition Event and Service Awards for employees celebrating milestone anniversaries. 	<ul style="list-style-type: none"> • Performance Evaluations: Considering re-titling to “Talent Reviews” to include an element of inclusiveness • Enhanced Trainings: <ul style="list-style-type: none"> - Developing and implementing trainings on Cultural Sensitivity and Microaggressions in the workplace - Instilling Diversity and Inclusion facets in all leadership programs to create a culture of inclusion as a key leadership factor • Employee Engagement: <ul style="list-style-type: none"> - Restoring the Diversity & Inclusion employee newsletter and articles - Providing local volunteering opportunities to diverse communities 	<ul style="list-style-type: none"> • Diversity and Inclusion: <ul style="list-style-type: none"> - Surveys are conducted post ERG events and Annual agency events to measure success and feedback - Workforce Surveys have been successful and workplace satisfaction increased in 2018. As a result, Valley Water was certified in 2018 as a Great Place to Work. Surveys are conducted every two years.

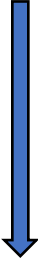
Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Retention</p> 	<ul style="list-style-type: none"> • FLOW Awards: Recognize employees for their commitment to Flexibility, Leadership, Openness and Willingness. Employees can submit FLOW certificates to any employee who demonstrates success in these categories. A \$25 Gift Card is awarded. • Multi-Year Master Plan: HighlightTS key strategies/initiatives including a.) Sustaining and Enhancing a Diverse Workforce, b.) Advancing Workplace Inclusion & Engagement, c.) Leveraging and Supporting Strategic Community Alliances. The plan includes tactics for each strategy and milestone dates. • Workforce Satisfaction Surveys: Used as an effective tool to measure employee job satisfaction 		


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Retention</p> 	<ul style="list-style-type: none"> • Wellness Program: Onsite fitness classes, Virgin Pulse online wellness portal with up to \$200/year in cash incentives, Mindfulness program (<i>off-site</i> retreat with generous subsidy, <i>on-site</i> day-long retreats), various monthly lunch & learns, extracurricular activity sponsorship (soccer, softball, golf), free flu shots and biometrics, employee discounts and perks, Community Fitness Reimbursement Program with up to \$100/year in reimbursements, annual wellbeing day event with cash prizes and giveaways, various program and Virgin Pulse challenge launch events, Weight Watchers, quarterly Tai Chi, cooking demos, health station access for employees to measure blood pressure and weight at their convenience. 	<ul style="list-style-type: none"> • Wellness Program: Replacing onsite fitness classes with \$100 gym reimbursements Jan. 1, 2020, adding additional employee discounts/perks, adding onsite massage (employee paid), weekly mindful mornings meditation 	<ul style="list-style-type: none"> • Wellness Program: Wellness surveys (2016 and 2019), health insurance renewal data drives utilization and serious health condition factors, Virgin Pulse provides various metrics regarding program participation, engagement, incentives earned and spent, etc., recognition from industry giants (Healthiest Employer awards, IPMA-HR, etc.) • Cost Savings: In the 2018 and 2019 health insurance renewals, Valley Water saved a total of \$1.2M in annual premiums. This is a direct correlation to the efforts of the Wellness Program.

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Retention</p> 	<ul style="list-style-type: none"> • Benefits: Generous health insurance benefits with 15% employee contribution requirement, paid Dental and Vision benefits for employee and dependents, paid basic short and long term disability and basic life insurance (up to \$100k), lifetime retiree medical, 457(b) matching, lifetime pension (PERS), paid EAP services for employees and dependents, Health Care and Dependent Care reimbursement program (FSA), time-off (vacation, sick, personal, management, exempt and exec. leave), paid bereavement leave, paid jury duty leave, leaves of absence up to 18 months in length, tuition assistance of up to \$2,500, commuter check benefit, flexible schedules (RDO), onsite daycare (employees receive preferential enrollment), generous cost of living increases, convenient walking trails, etc. 	<ul style="list-style-type: none"> • Benefits: Researching best practices and cost impacts of implementation on the following: <ul style="list-style-type: none"> - Paid parental leave and SDI insurance (exploring if legally permissible) - Increasing deferred compensation matching - HSA with High Deductible Health Plan (HDHP) 	<ul style="list-style-type: none"> • Benefits: Health insurance data drives utilization and serious health condition factors, exit surveys, Employee Assistance Programs provider provides utilization data, MOU contract negotiations provide input from employees and unions as well as comparator agencies.

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Retention</p> 	<ul style="list-style-type: none"> • Further Education / Professional Licensing <ul style="list-style-type: none"> - Through a Tuition Assistance Program (TAP), provide qualifying employees up to a \$2,500 reimbursement annually for qualified courses - Starting in May 2019, began offering onsite Professional Engineer (PE) License Prep training to staff. 6 employees are currently enrolled. 	<ul style="list-style-type: none"> • Career Paths: Identifying career paths to give employees a structure and navigation career tool. Publishing Knowledge, Skills and Abilities as a self-navigation aid. 	<ul style="list-style-type: none"> • Further Education / Professional Licensing <ul style="list-style-type: none"> - In FY19, 34 Valley Water staff received reimbursements through TAP for a total of \$38,718, or \$1,139 per employee

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Succession Planning</p> 	<ul style="list-style-type: none"> • Internal Employee Career Advancements: <ul style="list-style-type: none"> - Option to Double-Fill positions when employees announce retirement - Hold Promotional recruitments whenever there is a sufficient internal applicant pool • Classification Enhancements: <ul style="list-style-type: none"> - Expanded the series of Water Resources Specialist to provide career paths to non-engineers - Added 2 years supervisory experience for management classifications to strengthen management skills - Expanded the number of supervisory classes in the Employees Association (7 classes) and Engineers Society (1 class) bargaining units 	<ul style="list-style-type: none"> • Cross-Training & Knowledge Transfer: Exploring methods to tap into retired employees knowledge base prior to retirement. • Classification Flexibility: To identify relevant transferrable skills broadening internal applicant pools, revising educational degree requirements and technical skills with the Analyst Classification Series 	<ul style="list-style-type: none"> • Double-Fill Positions: Currently, 10 positions are being recruited as a double fill. • Promotions: Continue to increase year over year: <ul style="list-style-type: none"> - FY18 = 64 (43% of hires) - FY19 = 76 (47% of hires) - FY20 (to date) = 31 (48% of hires) • Water Resources Specialist Classes: Two recent promotions from an Environment Planner and Biologist

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Succession Planning</p> 	<ul style="list-style-type: none"> • Cultivate Succession Development: <ul style="list-style-type: none"> - Rotation Program for EA and ES employees to gain knowledge, advance their careers, and promote cross training - Emerging Leaders Certification Program (ELCP), a highly rigorous, year-round program tailored toward employees with no supervisory experience. Upon completion, staff receive the equivalency of 2 years of supervisory experience. - Leadership Academies: The Unit Manager Academy, Management 101, Supervisory Academy and Santa Clara County Leadership Academy series enhances leadership skills. The Management 101 series is being relaunched in 2020 to include additional topics critical for new supervisors. 	<ul style="list-style-type: none"> • Cultivate Succession Development: Following the successful implementation of several Phase 1 programs, Phase 2 includes: <ul style="list-style-type: none"> - Knowledge Transfer: Undergoing a knowledge capture pilot with 2 positions. Following the pilot, the team will develop interview templates, job aids, and interview guides to be distributed broadly across the organization. - A new online Mentoring Program is launching in 2020 	<ul style="list-style-type: none"> • Cultivate Succession Development; <ul style="list-style-type: none"> - Rotations: Since FY17, 52 staff participated in rotations, 24 were promoted - ELCP: 48 staff graduated, 4 promoted into Unit Manager positions, 1 promoted into Unclassified - Unit Manager Academy: 18 staff graduated, 2 promoted, 1 into Unclassified - Management 101: 25 staff graduated, 6 promoted, 3 into Unit Manager positions and 1 into Unclassified - Santa Clara County Leadership Academy: 14 staff have graduated, 5 promoted, 3 into Unit Manager positions - Supervisory Academy: 24 staff graduated, 1 has been promoted to a Unit Manager position - Lead Workers Academy: From 2018-2019, 39 staff graduated, 5 been promoted, 1 into a Unit Manager position

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Potential enhancement to current program and/or new program	Method of monitoring effectiveness of programs
<p>Succession Planning</p> 	<ul style="list-style-type: none"> - Technical Skills Academies: Launched to address shifting organizational needs and are currently ongoing include: Analyst Certificate Program, Silicon Valley Organization Leadership San Jose, Lead Workers Academy, and Facilitator Academy - Competency and Technical Skills Trainings: A broad catalog of competency trainings (soft skills) and technical trainings (computer/software courses) are available to all staff to further technical skills and develop their careers - Staffing Plan: In 2019, the Executive Leadership team participated in an exercise to aid in a staffing plan and succession planning 		



Santa Clara Valley Water District

File No.: 19-0976

Agenda Date: 10/30/2019

Item No.: 4.3.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Review Diversity and Inclusion Ad Hoc Committee Work Plan and the Committee's Next Meeting Agenda.

RECOMMENDATION:

Review the Committee's Work Plan to guide the Committee's discussions regarding policy alternatives and implications for Board deliberation.

SUMMARY:

The Committee's Work Plan outlines the Board-approved topics for discussion to be able to prepare policy alternatives and implications for Board deliberation. The work plan is agendaized at each meeting as accomplishments are updated and to review additional work plan assignments by the Board.

BACKGROUND:

Governance Process Policy-8:

The District Act provides for the creation of advisory boards, committees, or committees by resolution to serve at the pleasure of the Board.

Accordingly, the Board has established Advisory Committees, which bring respective expertise and community interest, to advise the Board, when requested, in a capacity as defined: prepare Board policy alternatives and provide comment on activities in the implementation of the District's mission for Board consideration. In keeping with the Board's broader focus, Advisory Committees will not direct the implementation of District programs and projects, other than to receive information and provide comment.

Further, in accordance with Governance Process Policy-3, when requested by the Board, the Advisory Committees may help the Board produce the link between the District and the public through information sharing to the communities they represent.

ATTACHMENTS:

Attachment 1: Diversity & Inclusion Ad Hoc Committee 2019 Work Plan

File No.: 19-0976

Agenda Date: 10/30/2019
Item No.: 4.3.

UNCLASSIFIED MANAGER:
Michele King, 408-630-2711

2019 Work Plan: Diversity and Inclusion Ad Hoc Committee

Update: October 2019

The annual work plan establishes a framework for committee discussion and action during the annual meeting schedule. The committee work plan is a dynamic document, subject to change as external and internal issues impacting the District occur and are recommended for committee discussion. Subsequently, an annual committee accomplishments report is developed based on the work plan and presented to the District Board of Directors.

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
1	Hiring and Promotion Report	3-8-19	<ul style="list-style-type: none"> Receive and discuss information regarding FY18 hires at the District. Action Submit requests to the Board, as appropriate. 	
2	Review Outcomes the Success of the Diversity and Inclusion Program	3-8-19	<ul style="list-style-type: none"> Review Outcomes the Success of the Diversity and Inclusion Program. Action Submit requests to the Board, as appropriate. 	
3	Recommended Ends Policy Language	10-30-19	<ul style="list-style-type: none"> 	
4	Review Existing D&I Programs, Recommended Enhancements and Ways to Monitor Effectiveness	10-30-19	<ul style="list-style-type: none"> 	
5	Career Paths in Schools	10-30-19	<ul style="list-style-type: none"> 	

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1
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