

December 13, 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
Stanly Yamamoto, District Counsel
Brian Hopper, Senior Assistant District Counsel
Rick Callender, Chief of External Affairs
Melanie Richardson, Chief Operating Officer Watersheds
Nina Hawk, Chief Operating Officer Water Utility
Tina Yoke, Chief Operating Officer, Information Management and Administration
Michael Baratz, Labor Relations Officer
Anna Noriega, Interim Assistant Administrative Officer
Angelica Cruz, Employment Services Manager
Sherilyn Tran, Civic Management Manager
Richard Nguyen, Management Analyst II
Diahann Soleno, Administrative Assistant

The meeting of the Diversity and Inclusion Ad Hoc Committee is to be held on **Wednesday, December 18, 2019, at 11:00 a.m.** in the Headquarters Building Boardroom located at the Santa Clara Valley Water District, 5700 Almaden Expressway, Board Conference Room A-124, San Jose, CA 95118.

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

Enclosures



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

Board Conference Room A-124

REGULAR MEETING AGENDA

Wednesday, December 18, 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.

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

**REGULAR MEETING
AGENDA**

Wednesday, December 18, 2019

11:00 AM

Board 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.

[19-1168](#)

Recommendation: Approve the October 30, 2019, Meeting Minutes.

Attachments: [Attachment 1: October 30, 2019 D&I Ad Hoc Committee Draft Min](#)

4. ACTION ITEMS:

4.1. Diversity & Inclusion Update

[19-1171](#)

Recommendation: A. Review and discuss updates to the Diversity & Inclusion Programs; and
B. Review and discuss Diversity & Inclusion Industry Standards and Suggested Measurements

Attachments: [Diversity & Inclusion Program Updates 12.18.19.docx](#)

[Diversity & Inclusion Industry Standards and Measurements 12.18](#)

4.2. Recommended Ends Policy Language [19-1169](#)

- Recommendation:
- A. Review the revised draft Ends Policy dedicated to Business Management and agree on the recommended language to present to the full Board; and
 - B. Per the Board's request, discuss modifying the Diversity & Inclusion Committee name and make a recommendation to the full Board.

4.3. Review Diversity and Inclusion Ad Hoc Committee Work Plan and the Committee's Next Meeting Agenda. [19-1170](#)

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.: 19-1168

Agenda Date: 12/18/2019
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Minutes.

RECOMMENDATION:

Approve the October 30, 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: October 30, 2019 D&I Ad Hoc Committee Draft Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

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DIVERSITY AND INCLUSION AD HOC COMMITTEE MEETING

DRAFT MINUTES

**WEDNESDAY, OCTOBER 30, 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 October 30, 2019, at the District Headquarters Building Board Conference Room A-124, 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 11:02am.

Board Members in attendance were: Director Tony Estremera-District 6, Director Nai Hsueh-District 5 and Director John L. Varela-District 1. Constituting a quorum of the Committee.

Staff members in attendance were: Michael Baratz, Angelica Cruz, Frank David, Laurel Hanchett, Brian Hopper, Gauri Khanna, Michele King, Courtney Letts, Marta Lugo, Cathy Morrey, Anna Noriega, Ana Ortiz, Arthur Saye, Robert Scott, Derek Tanguay, Natalie Vye, Tina Yoke

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

Damaris Villalobos-Galindo, OLA Representative, reported to the Board ERG scheduling.

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 March 8, 2019 Diversity and Inclusion Ad Hoc Committee meeting, as presented.

4. ACTION/DISCUSSION ITEMS

4.1 RECOMMENDED ENDS POLICY LANGUAGE

This item was tabled to the next Diversity and Inclusion Ad Hoc Committee Meeting, scheduled for December 18, 2019.

4.2 DIVERSITY AND INCLUSION PROGRAM UPDATES

The following staff reviewed the information on this item, per the attached Committee Agenda Memo and corresponding material contained in Attachment 1:

Angelica Cruz reported on the Employee Resources Groups and annual budget for the twelve groups, Annual Disparate Impact Analysis Report, employee goal, recognition events/service awards, Multi-Year Master Plan, cross-training and knowledge transfer.

Laurel Hanchett reported on Summer Internship Program goals, career fair events, and current recruitment partners 2019.

Frank David reported on the recruitment process, veteran hiring events, applicant pools, job posting enhancements, internal employee career advancements, and classification flexibility.

Natalie Vye reported benefits and the wellness program.

Cathy Morrey reported further education/professional licensing, rotation program, Emerging Leaders Certification Program, and leadership academics.

The Committee provided the following input on presented subjects:

I. Build Pipelines

Requested that staff provide reports to the Board on the Joint Venture Silicon Valley High School Year-Round Internship Program.

II. Goals

Return to Committee with goals and measurements for programs within Build Pipelines Category that capture Diversity & Inclusion elements and are meaningful.

III. Recruitment

- A. Identify additional Veteran's Organizations to expand recruitment.
- B. Identify partners, organizations, etc., within the community that reflect non-traditional people for additional recruitment tools.
- C. Develop measures that reflect success of goals, and, capture Diversity & Inclusion elements and are meaningful.

IV. Retention

Investigate OLA issue mentioned during public comment and return to Committee

- A. With required final commitments, resources, budget, staff, etc.
- B. With information on other programs that can be implemented similar to the PE License prep – i.e., water treatment operations licensing.

V. Retention Wellness

Report savings on policies to the Board and request funds be reinvested in Diversity and Inclusion programs.

VI. Succession Planning

Cultivate succession development; capture goals and measurements that include Diversity & Inclusion elements

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

This item was tabled to the next Diversity and Inclusion Ad Hoc Committee Meeting, scheduled December 18, 2019.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

No action items reported for Board consideration.

6. ADJOURNMENT

Chair Director Tony Estremera adjourned the meeting at approximately 1:15pm.

Michele King
Clerk of the Board
Office of the Clerk of the Board

Approved:

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Santa Clara Valley Water District

File No.: 19-1171

Agenda Date: 12/18/2019
Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Diversity & Inclusion Update

RECOMMENDATION:

- A. Review and discuss updates to the Diversity & Inclusion Programs; and
- B. Review and discuss Diversity & Inclusion Industry Standards and Suggested Measurements

SUMMARY:

This item is a continuation of the October 30, 2019 Diversity & Inclusion Ad Hoc Committee Meeting. The Office of Talent and Inclusion presented new and innovative programs with a focus on building workforce pipelines, recruitment efforts, retention and succession planning. Please refer to Attachment 1 for updates since the last meeting to these programs, enhancements and monitoring effectiveness.

In addition, the Office of Talent and Inclusion staff obtained data from Gartner, a highly recognized globally leading research and advisory company, indicating the best industry Diversity and Inclusion standards. The research is from a 2019 survey with 9,689 participants from various industries. The four areas of concentration included Benefits, Talent Development, Recruiting and Diversity and Inclusion.

Furthermore, at the October 30, 2019 meeting, the Board Ad Hoc Committee requested that staff provide measurements to support Building Pipelines, Recruitment, Retention and Succession Planning. A sampling of proposed measurements, outcomes and resources have been developed for discussion.

Please refer to Attachment 2 to view the current best industry Diversity and Inclusion programs at the Santa Clara Valley Water District and sampling of proposed measurements.

ATTACHMENTS:

Attachment 1: Diversity & Inclusion Program Updates


Attachment 2: Diversity & Inclusion Industry Standards and Measurements


UNCLASSIFIED MANAGER:


Anna Noriega 408-630-3089


Diversity & Inclusion Program Updates
December 18, 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	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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 	<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 	<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 train High School teachers on water industry jobs) - Reaching out to Evergreen's water resource management for internship partnership


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p>Build Pipelines</p> 	<ul style="list-style-type: none"> • 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 • 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 	<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. UPDATES: Annually track diversity of college internship participants and for those hired as regular employees. 	<p>UPDATES:</p> <ul style="list-style-type: none"> - Annually review the type of fairs we participate in and evaluate alternative career fairs to expand and diversify the communities we reach, including increasing the Veterans outreach and collaboration - Career Day Event: Exploring hosting a Career Day for the public on campus as a regional public agency partnership <p>UPDATES: Expand partnerships to other local community colleges that provide curriculums related to Valley Water's mission.</p> <p>Consider establishing a set number of budgeted positions for competitively selecting apprenticeship graduates.</p> <p>UPDATES: Consider establishing a set number of budgeted positions for competitively selecting college graduates.</p>


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p>Build Pipelines</p> 	<ul style="list-style-type: none"> • Fellowship Program: Nine assignments for students obtaining a Master's degree • High School Job Shadow Program and partnered with Youth Commission • BAYWORK Partnership: - Workshop on Wheels for Educators- Teacher Externship- Contextualized Learning Curriculum & How to Guide- Internship Guidebook- Career Fairs- White Papers for Trades- Website Educator Tab 	<ul style="list-style-type: none"> • Fellowship Program Hires: One Fellow was hired into a regular Water Resources Specialist employee. UPDATES: Annually track diversity of fellowship participants and those hired as regular employees. Conduct survey with each fellow and hiring manager to solicit feedback and ensure goals of the program are being met UPDATES: Annually track high school participants and increase awareness of Valley Water career paths • BAYWORK: Attendee Feedback Surveys 	<p>UPDATES: Expand the number of budgeted fellowships</p> <p>Require the completion of a capstone project</p> <p>Evaluate the competitiveness of the compensation</p> <p>UPDATES: Develop partnership with the Civic Engagement Unit and the Youth Commission to identify enhancements and goals</p> <p>• BAYWORK: Working on Developing Regional Apprenticeship Program</p>


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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 UPDATES: <ul style="list-style-type: none"> - Gilroy Chamber of Commerce (Rock-the-Mock) 	<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) UPDATES: <ul style="list-style-type: none"> Increase quantity (minimum of 10) and quality of community partnerships. The accomplishment of this goal would require additional resources. 	<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)


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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 to measure recruitment efforts. • 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 training materials for interview panels and hiring managers UPDATES: <ul style="list-style-type: none"> - Coordinate Inclusive Leadership training with Talent Development Program - Propose to expand Unconscious Bias training to all Valley Water Staff


Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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 • 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 	<ul style="list-style-type: none"> • Diversity and Inclusion:- 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. 	<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

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">Retention</p> 	<ul style="list-style-type: none"> • Multi-Year Master Plan: Highlights 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 • Wellness Program: Onsite fitness classes, Virgin Pulse online wellness portal with up to \$200/year in cash incentives, Mindfulness program (off-site retreat with generous subsidy, on-site 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: 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.) <p>UPDATES: Partner with ERG's for events and lunchtime seminars</p>	<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

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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. • Further Education / Professional Licensing- 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"> • 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. • 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. • Further Education / Professional Licensing- In FY19, 34 Valley Water staff received reimbursements through TAP for a total of \$38,718, or \$1,139 per employee 	<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) • Career Paths: Identifying career paths to give employees a structure and navigation career tool. Publishing Knowledge, Skills and Abilities as a self-navigation aid.

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">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"> • 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 	<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

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p style="text-align: center;">Succession Planning</p> 	<ul style="list-style-type: none"> • Cultivate Succession Development: - 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; - 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 	<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

Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p data-bbox="174 175 384 253">Succession Planning</p> 	<p data-bbox="478 175 890 199">- Technical Skills Academies:</p> <p data-bbox="478 207 936 435">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</p> <p data-bbox="478 475 961 503">- Competency and Technical Skills</p> <p data-bbox="478 511 961 738">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</p> <p data-bbox="478 779 961 938">- Staffing Plan: In 2019, the Executive Leadership team participated in an exercise to aid in a staffing plan and succession planning</p>		



Valley Water

Clean Water • Healthy Environment • Flood Protection

Board D&I Ad Hoc Committee 12/18/19

Presented by: Office of Talent & Inclusion Team



Topics of Discussion


- 1 Updates to Diversity & Inclusion Programs
- 2 Diversity Vs. Inclusion
- 3 Elements of Inclusion
- 4 Initiatives Contributing to Inclusion
- 5 Measurements of Resources

1: Updates to D&I Programs

Please refer to Attachment 1

Diversity & Inclusion Program Updates
December 18, 2019

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

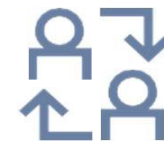
Diversity & Inclusion Category	Current Diversity & Inclusion Programs	Method of monitoring effectiveness of programs	Potential enhancement to current program and/or new program
<p>Build Pipelines</p> 	<ul style="list-style-type: none"> Employee Resources Groups: The Diversity & Inclusion Program is well 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 	<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 	<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 train High School teachers on water industry jobs) - Reaching out to Evergreen's water resource management for internship partnership

2: Diversity Vs. Inclusion: Interrelated, but Different



Diversity

The collective mixture of differences and similarities that includes, for example, individual and organizational characteristics, values, beliefs, experiences, background, preferences and behaviors.



Inclusion

The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources and can contribute fully to the organization's success.

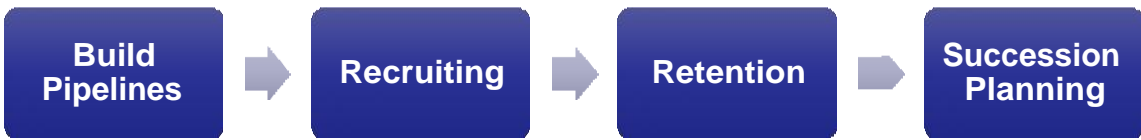
3: Elements of Inclusion

Elements	Most Representative Item
Fair Treatment	Employees at my organization who help the organization achieve its strategic objectives are fairly rewarded and recognized.
Integrating Differences	Employees at my organization respect and value each other's opinions.
Decision-Making	Members of my team give fair consideration to ideas and suggestions offered by other team members.
Psychological Safety	I feel welcome to express my true feelings at work.
Trust	Communications we receive from the organization are honest and open.
Belonging	People in my organization care about me.
Diversity	Managers at my organization are as diverse as the broader workforce.

n =9,689 employees

Source: 2019 Gartner Diversity and Inclusion Employee Survey

3: Initiatives Impacting Employee Inclusion



Diversity and Inclusion
(D&I)

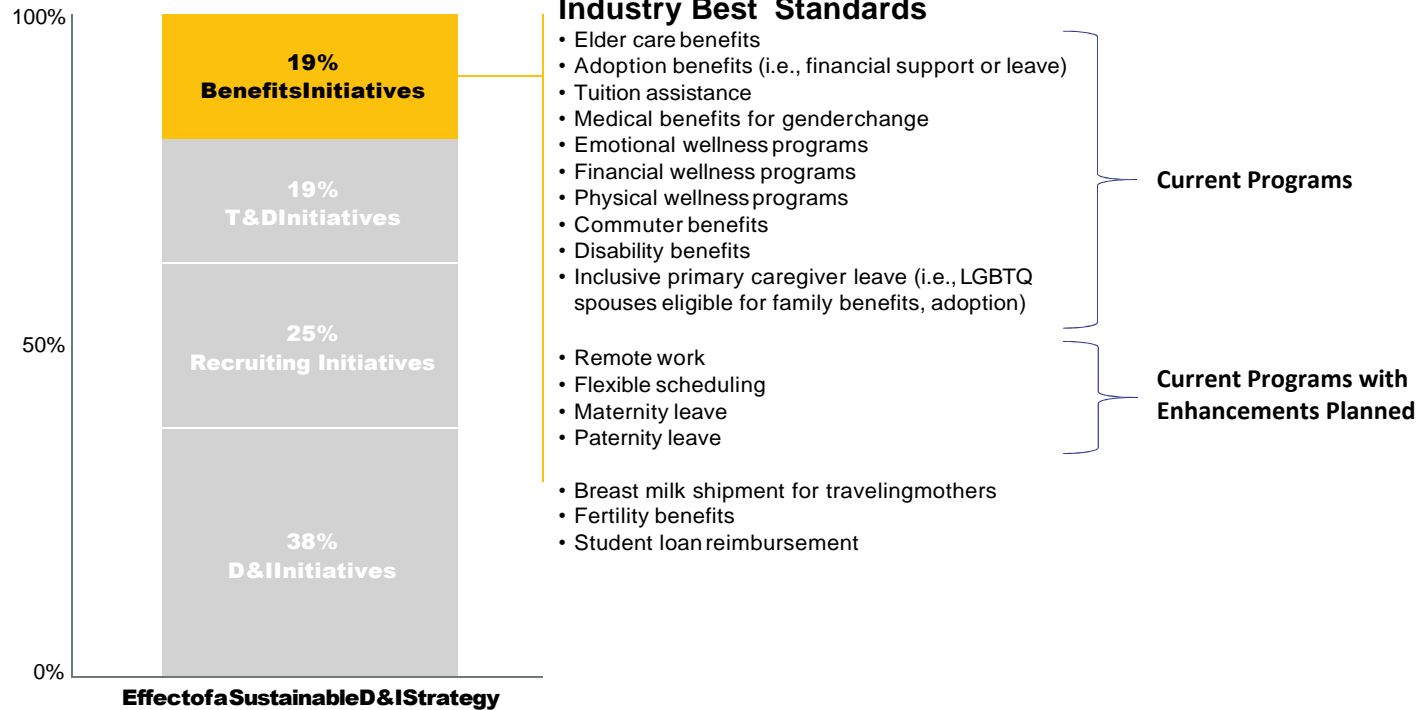
Recruiting

Talent and Development
(T&D)

Benefits

4: Different Types of Initiatives Contribute to Inclusion

Proportion of Increase to Inclusion by Initiative Type



n =9,689 employees
 Source: 2019 Gartner Diversity and Inclusion Employee Survey



4: Different Types of Initiatives Contribute to Inclusion

Proportion of Increase to Inclusion by Initiative Type

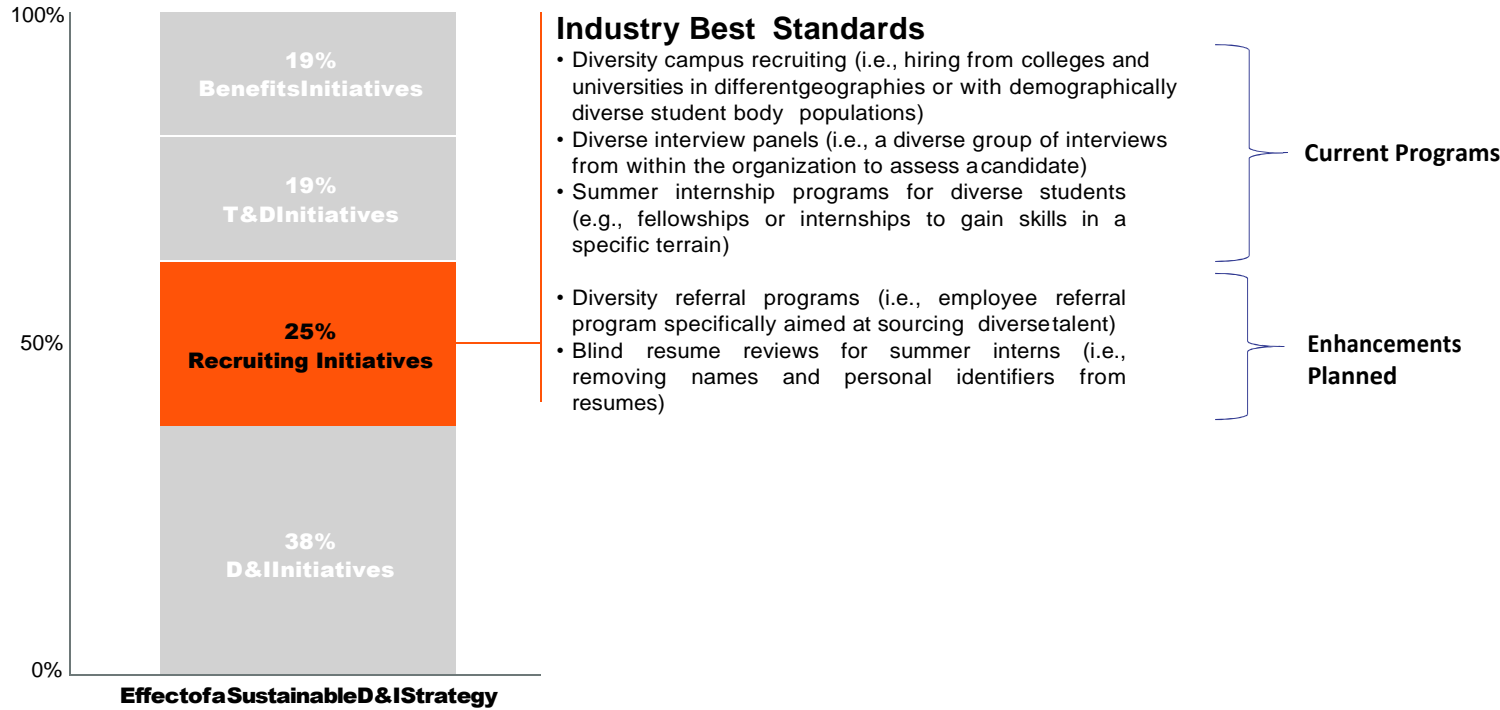


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4: Different Types of Initiatives Contribute to Inclusion

Proportion of Increase to Inclusion by Initiative Type

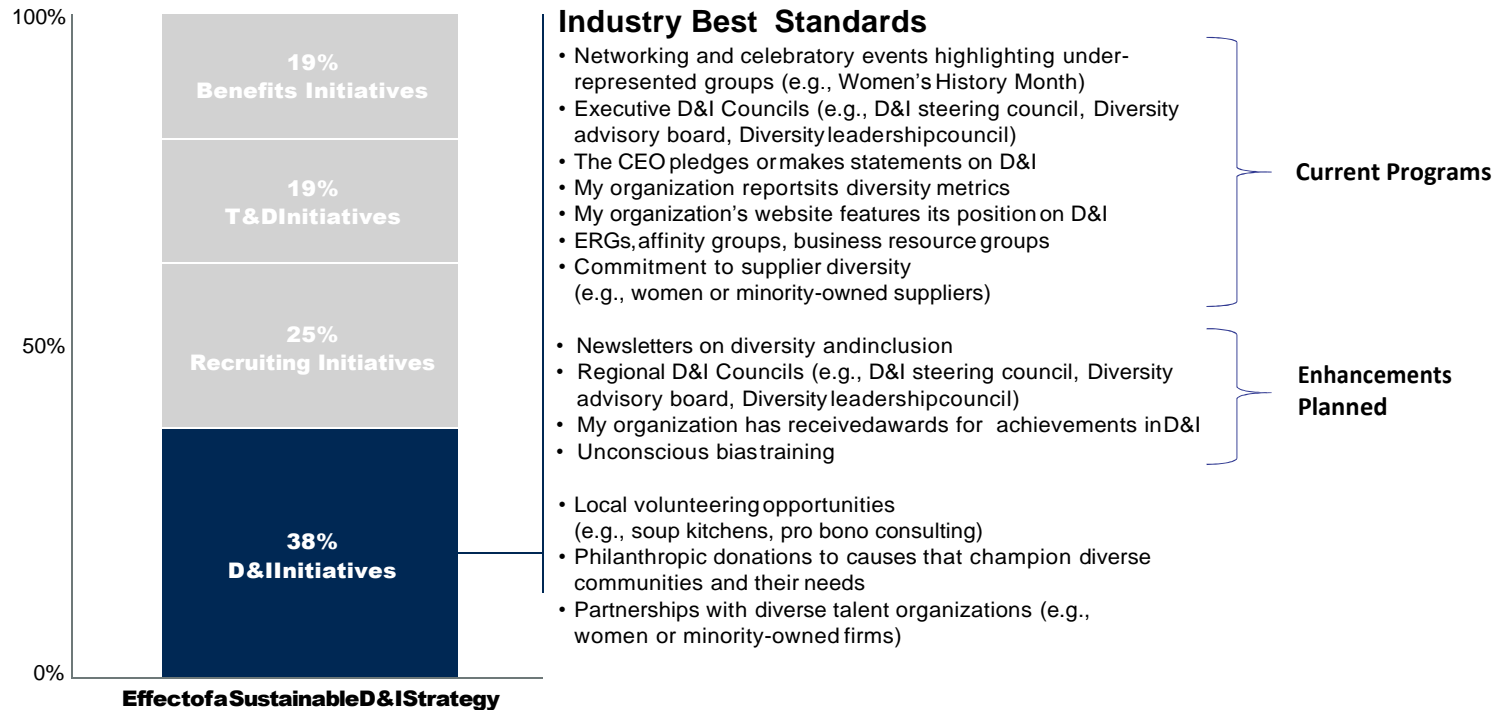


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4: Different Types of Initiatives Contribute to Inclusion

Proportion of Increase to Inclusion by Initiative Type



n = 9,689 employees
 Source: 2019 Gartner Diversity and Inclusion Employee Survey



5: Suggested Program Measurements & Resources

	Sample Measurement	What Does Success Look Like?	Added Resources, if applicable
Build Pipelines Recruitment	Increase quantity (minimum of 10) and quality of community partnerships	<ul style="list-style-type: none"> Partner with and participate in a broad spectrum of community groups and organizations. Identify point of contact at each organization/group and commit to continuous communication and collaboration 	0.5 FTE (Management Analyst)
	Improved marketing of our commitment to attract veterans by improving our website content (e.g. Partner with the Veterans Employee Resource Group to market success stories of veterans at Valley Water)	Increased public awareness of our commitment to veterans outreach and partnerships with veteran organizations	0.5 FTE (Management Analyst)
Retention	Develop a new D&I Master Plan	Communicate and market of the new D&I initiatives to employees and the public	n/a
	Wellness Program Participation	At least 60% of employees participate	n/a
Succession Planning Retention	Overall satisfaction rating; usefulness of training programs and classes	Averaging above 4/5 (80%+) in all categories	n/a
	Increase in knowledge before/after attending diversity/inclusion-specific training which includes topics such as Cultural Sensitivity, Microaggressions, and Inclusive Leadership	At least a 20%+ increase in knowledge	Budget for new classes



QUESTIONS





Santa Clara Valley Water District

File No.: 19-1169

Agenda Date: 12/18/2019
Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Recommended Ends Policy Language

RECOMMENDATION:

- A. Review the revised draft Ends Policy dedicated to Business Management and agree on the recommended language to present to the full Board; and
- B. Per the Board's request, discuss modifying the Diversity & Inclusion Committee name and make a recommendation to the full Board.

SUMMARY:

In 2019, the Board developed a Fiscal Year 2019-20 (FY20) Board Work Plan that identifies goals, strategies, challenges and opportunities for each of Valley Water's core business areas. Advancing Diversity and Inclusion is one of the FY20 goals under the Business Management focus area and the Diversity and Inclusion Ad Hoc Committee has been charged with overseeing this area.

On March 12, 2019 the Board approved the BPPC's recommendation that an Ends Policy stating the Board's goals and objectives for Valley Water's workforce be developed and that the Diversity and Inclusion Ad Hoc Committee would develop these items as well as associated strategies and an implementation plan for the Board's consideration.

As stated in the Business Management section of the FY20 Board Work Plan, "The Board will work with staff through its Diversity and Inclusion Ad Hoc Committee and Revenue Working Group to develop new goals in for FY20 that will focus on Business Management in these areas:

- 1. Advance Diversity and Inclusion: Ensure a work environment that is diverse, inclusive, free of discrimination and harassment, and that provides equal opportunity employment.
- 2. Maintain Appropriate Staffing Levels and Expertise: Ensure there are capable employees with knowledge and subject-matter expertise to accomplish Valley Water's mission.
- 3. Provide Affordable and Effective Level of Services: Continue to research and pursue feasible revenue sources allowed by the District Act." Item #3 was proposed by the BPPC at the March 19, 2019 to be assigned to the Revenue Working Group.

PROPOSED ENDS POLICY

Below is the proposed ends policy language. Sections highlighted in yellow reflect additions to the policy since the October 30, 2019 D&I Ad Hoc Committee Meeting.

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 **and Maintain Appropriate Staffing Levels and Expertise**

Business Management Objectives

5.1.1 Ensure a work environment that is 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.

5.1.4 Establish a workforce to meet current needs and plan for future needs.

MODIFYING THE D&I AD HOC COMMITTEE NAME

At the March 12, 2019 Board Meeting, the Board approved the BPPC's recommendation to revise the Diversity and Inclusion Ad Hoc Committee name and present a new name to the full Board for approval. The current D&I Committee name only reflects the first goal to advance diversity and inclusion. The recommendation is to modify the Committee name to also include the goal of maintaining staff levels and expertise.

One suggestion is: *Diversity, Inclusion & Workforce Development (DIWD) Committee*

A revised name should reflect the Committee's goal to foster a skilled, diverse, and inclusive workforce.

NEXT STEPS

In addition to continuing work to advance diversity and inclusion, Valley Water will also develop a long-term cohesive staffing plan to address the goal of "Maintaining Appropriate Staffing Levels and Expertise". The Office of Talent and Inclusion will take the lead in working with all leadership, including the bargaining units, to review the various Valley Water Master Plans and begin to forecast staffing plans for each area.

ATTACHMENTS:

None

UNCLASSIFIED MANAGER:

Anna Noriega, 408-630-3089



Santa Clara Valley Water District

File No.: 19-1170

Agenda Date: 12/18/2019
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.: 19-1170

Agenda Date: 12/18/2019
Item No.: 4.3.

UNCLASSIFIED MANAGER:
Michele King, 408-630-2711

2019 Work Plan: Diversity and Inclusion Ad Hoc Committee

Update: December 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"> Continued to December 18, 2019 Meeting 	
4	Review Existing D&I Programs, Recommended Enhancements and Ways to Monitor Effectiveness	10-30-19	<ul style="list-style-type: none"> Committed reviewed this item with input and requested staff to follow-up 	
5	Career Paths in Schools	10-30-19	<ul style="list-style-type: none"> Item removed 	
6	Recommended Ends Policy Language	12-18-19	<ul style="list-style-type: none"> 	

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1
Page 1 of 2

2019 Work Plan: Diversity and Inclusion Ad Hoc Committee

Update: December 2019

ITEM	WORK PLAN ITEM	MEETING	INTENDED OUTCOME(S) (Action or Information Only)	ACCOMPLISHMENT DATE AND OUTCOME
7	Follow-up to D&I Programs, Recommended Enhancements and Ways to Monitor Effectiveness	12-18-19	•	

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1
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