

March 5, 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

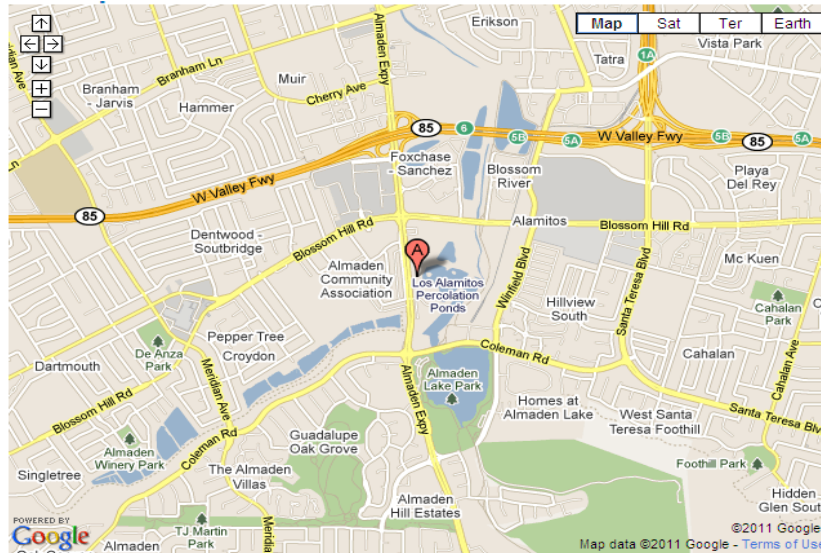
The meeting of the Diversity and Inclusion Ad Hoc Committee is to be held on **Friday, March 8, 2019, at 11:00 a.m.** in the Headquarters Building Boardroom located at the Santa Clara Valley Water District, 5700 Almaden Expressway, San Jose, California.

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

Enclosures



**Santa Clara Valley Water District - Headquarters Building,
5700 Almaden Expressway, San Jose, CA 95118**



From Oakland:

- Take 880 South to 85 South
- Take 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Morgan Hill/Gilroy:

- Take 101 North to 85 North
- Take 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- Cross Blossom Hill Road
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Sunnyvale:

- Take Highway 87 South to 85 North
- Take Highway 85 North to Almaden Expressway exit
- Turn left on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From San Francisco:

- Take 280 South to Highway 85 South
- Take Highway 85 South to Almaden Expressway exit
- Turn left on Almaden Plaza Way
- Turn right (south) on Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Downtown San Jose:

- Take Highway 87 - Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (first traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance

From Walnut Creek, Concord and East Bay areas:

- Take 680 South to 280 North
- Exit Highway 87-Guadalupe Expressway South
- Exit on Santa Teresa Blvd.
- Turn right on Blossom Hill Road
- Turn left at Almaden Expressway
- At Via Monte (third traffic light), make a U-turn
- Proceed north on Almaden Expressway approximately 1,000 feet
- Turn right (east) into the campus entrance



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

HQ Boardroom
5700 Almaden Expressway
San Jose CA 95118

REGULAR MEETING AGENDA

Friday, March 8, 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**

Friday, March 8, 2019

11:00 AM

HQ Boardroom
5700 Almaden Expressway, San Jose CA 95118

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 two 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.

[19-0268](#)

Recommendation: Approve the September 27, 2018, Meeting Minutes.

Manager: Michele King, 408-630-2711

Attachments: [Attachment 1: 092718 Dal Ad Hoc DRAFT Mins](#)

4. ACTION ITEMS:

4.1. Hiring and Promotion Report.

[19-0127](#)

Recommendation: Receive and discuss information regarding FY18 hires at the District.

Manager: Anna Noriega, 408-630-3089

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

Est. Staff Time: 20 Minutes

- 4.2. Considerations and Recommendations of Effective Tools for Measuring the Success of the Diversity and Inclusion Program [19-0267](#)

Recommendation: Receive and discuss proposed updates to the August 2018 Diversity and Inclusion Program presentation.

Manager: Anna Noriega, 408-630-3089

Attachments: [Attachment 1: 2018 Great Places to Work Survey Results](#)
[Attachment 2: 2016 Great Places to Work Survey Results](#)
[Attachment 3: D&I Program Success Measures August 13 2018](#)

Est. Staff Time: 15 Minutes

- 4.3. Review Diversity and Inclusion Ad Hoc Committee Work Plan and the Committee's Next Meeting Agenda. [19-0239](#)

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

Manager: Michele King, 408-630-2711

Attachments: [Attachment 1: D&I Ad Hoc Comm Work Plan](#)

Est. Staff Time: 10 Minutes

5. 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.

6. ADJOURN:

- 6.1. Adjourn.

File No.: 19-0268

Agenda Date: 3/8/2019
Item No.: 3.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Approval of Minutes.

RECOMMENDATION:

Approve the September 27, 2018, 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: 092718 D&I Ad Hoc Comm Draft Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711



DIVERSITY AND INCLUSION AD HOC COMMITTEE MEETING

DRAFT MINUTES

**THURSDAY, SEPTEMBER 27, 2018
12:00 PM**

(Paragraph numbers coincide with agenda item numbers)

A meeting of the Diversity and Inclusion Ad Hoc Committee (Committee) was held on September 27, 2018, 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 12:09 p.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: Salam Baqleh, Michael Baratz, Wade Blackard, Glenna Brambill, Michelle Critchlow, Peggy Donatelli, Amy Fonseca, Dolores Grissom, Laurel Hanchett, Brian Hopper, Cody Houston, Gauri Khanna, and Tina Yoke.

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

There was no one who wished to speak.

3. APPROVAL OF MINUTES

3.1 Approval of Minutes

It was moved by Director Nai Hsueh, seconded by Director John L. Varela and unanimously carried to approve the minutes of the August 13, 2018, Diversity and Inclusion Ad Hoc Committee meeting, as presented.

4. ACTION/DISCUSSION ITEMS

4.1 INTERSHIP PROGRAM REVIEW and

4.3 PRESENTATION REGARDING, "CREATING PIPELINE FOR WATER INDUSTRY CAREERS."

The two agenda items were joined together for discussion.

Ms. Tina Yoke introduced Ms. Peggy Donatelli who along with Director Nai Hsueh reviewed the materials as outlined in the agenda items along with a handout (Pilot

SCVWD Recruitment, Retention, Internship and Scholarship Program Strategic Initiative Proposal (Proposal) with emphasis on the four components 1. Recruitment, 2. Retention, 3. Internships and 4. Scholarship. There was a presentation on Gavilan's disadvantaged youth program, reviewing the Proposal in comparison with San Jose State University's model of the Minority Engineering Program.

The Committee discussed having the Diversity and Inclusion Program researching the 4 proposed objectives, developed programs at colleges, such as; Gavilan and West Valley, creating a pool of skilled labor and subsidizing educational costs,

It was moved by Director Nai Hsueh, seconded by Director John L. Varela and unanimously carried to approve having staff research the Proposal being part of the current internship program and bring back an analysis of the four objectives and look at associated costs.

4.2 EMERGING LEADERS DIVERSITY & INCLUSION MASTER PLAN ASSESSMENT CAPSTONE PROJECT

Ms. Tina Yoke introduced the Emerging Leaders Team, Mr. Cody Houston, Ms. Amy Fonseca and Mr. Wade Blackard who reviewed the materials as outlined in the agenda item. Handout of the Diversity and Inclusion Master Plan Assessment was disseminated to the Committee.

The Committee thanked the Team for their great work on the assessment of the Plan.

No action taken.

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

Ms. Glenna Brambill, Board Committee Liaison reviewed the materials as outlined in the agenda item and noted the next meeting previously scheduled for Thursday, November 8, 2018, at 12:00 p.m. will be rescheduled. The Clerk of the Board's office will advise the Committee on the new date.

No action taken.

5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS AND RECOMMENDATIONS

Ms. Glenna Brambill, Board Committee Liaison reported one action item.

Committee Action:

Agenda Item 4.3

The Committee approved unanimously to approve having staff research the Proposal (Pilot SCVWD Recruitment, Retention, Internship and Scholarship Program Strategic Initiative Proposal (Proposal) being part of the current internship program and bring back an analysis of the four objectives (Recruitment, Retention, Internship and Scholarship Program) and look at associated costs.

6. ADJOURNMENT

Chair Director Tony Estremera adjourned the meeting at 1:20 p.m.

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

Approved:

File No.: 19-0127

Agenda Date: 3/8/2019
Item No.: 4.1.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Hiring and Promotions Report.

RECOMMENDATION:

Receive and discuss information regarding FY18 hires at the District.

SUMMARY:

In August 2018, staff provided the Diversity and Inclusion Ad Hoc Committee Diversity and Inclusion program success measures. Following that presentation, staff was asked to provide data specific to Fiscal Year 18 recruitments.

This provides a summary of recruitment activities broken down by ethnicity and gender for both internal and external hires.

ATTACHMENTS:

Attachment 1: FY18 Hiring Report

UNCLASSIFIED MANAGER:

Anna Noriega, 408-630-3089

Hiring and Promotions Report

March 8, 2019

Prepared and presented by:

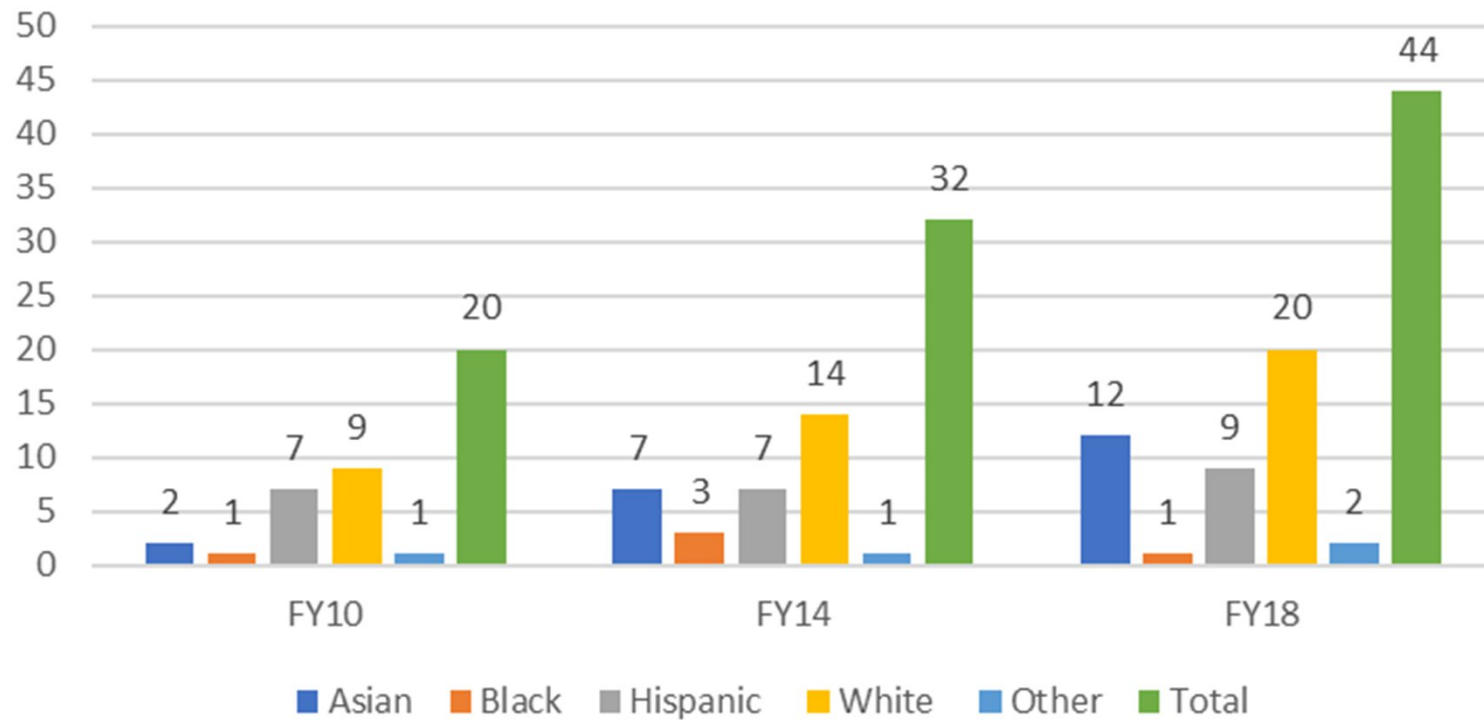
Anna Noriega, Human Resources



Hiring and Promotions Report

1. Internal Hires by Ethnicity and Gender – FY10 | 14 | 18
2. External Hires by Ethnicity and Gender – FY10 | 14 | 18

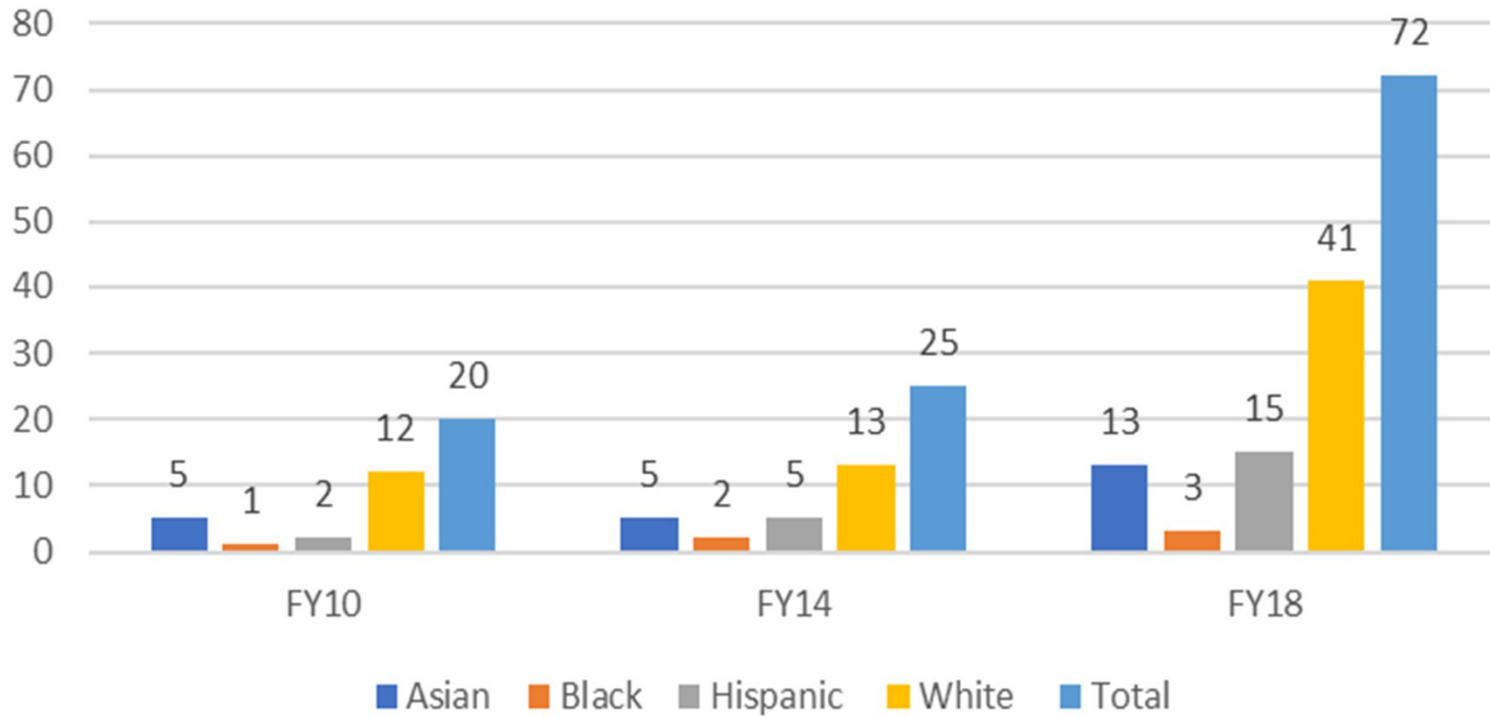
Internal Hires by Ethnicity & Gender - FY10/FY14/FY18



	Asian	Black	Hispanic	White	Other*	Female	Male
FY10	10.00%	5.00%	35.00%	45.00%	5.00%	35.00%	65.00%
FY14	21.90%	9.40%	21.90%	43.80%	3.10%	61.54%	38.46%
FY18	27.27%	2.27%	20.45%	45.45%	4.54%	36.36%	63.64%

*Includes American Indian/Alaskan Native and Two or More

External Hires by Ethnicity & Gender FY10/FY14/FY18



	Asian	Black	Hispanic	White	Female*	Male*
FY10	25.00%	5.00%	10.00%	60.00%	30.00%	70.00%
FY14	20.00%	8.00%	20.00%	52.00%	50.00%	50.00%
FY18	18.06%	4.17%	20.83%	56.94%	37.50%	62.50%

*Data run 2019 for FY2014 indicates 32 external hires - gender % based on 2019 data.

File No.: 19-0267

Agenda Date: 3/8/2019

Item No.: 4.2.

COMMITTEE AGENDA MEMORANDUM

Diversity & Inclusion Ad Hoc Committee

SUBJECT:

Considerations and Recommendations of Effective Tools for Measuring the Success of the Diversity and Inclusion Program.

RECOMMENDATION:

Receive and discuss proposed updates to the August 2018 Diversity and Inclusion Program presentation.

SUMMARY:

At the previous Diversity and Inclusion (D&I) Ad Hoc Committee meeting in August of 2018, staff presented the Ad Hoc Committee with several performance metrics measuring the success and effectiveness of the D&I program at the District. Following the presentation, staff was asked to share the same performance metrics with the entire Board. In preparation for the upcoming presentation, the D&I team has updated the statistics and figures in the initial presentation. Most notably, the updated presentation contains a comparison between the 2016 and 2018 Great Places to Work (GPTW) survey results, the latter of which was not yet available in August of 2018. The following memo outlines key insights and comparisons between the two surveys. In addition to the update to the GPTW results, the presentation to the Board will also contain minor updates to the following metrics to reflect the most current data available:

1. Applicant v. Hire Data (replacing FY18 Q3 data with FY19 Q2 data)
2. Demographics by Job Group Comparison (replacing FY18 Q3 data with FY19 Q2 data)
3. Applications received vs. new external/internal hires (replacing FY18 Q3 data with FY19 Q2 data)

The remainder of this report will go into greater detail regarding the comparison of GPTW results between 2016 and 2018.

I. Great Place to Work

Organizations often measure employee engagement through a semi-regular engagement survey. Since 2016, the District has utilized the Great Place to Work Trust Index Employee Engagement Survey on a biennial basis to measure employee engagement.

Great Place to Work ("GPTW"), a third-party organization which markets itself as the "global authority on building, sustaining, and recognizing high-trust organizational cultures," created and administered

the survey. The Great Place to Work Trust Model is built on 25 years of research and data collected through their Trust Index Employee Survey, which is taken by millions of employees annually worldwide. Responses to the survey are anonymous.

II. Changes Between 2016 and 2018 GPTW Surveys

511 staff (71% of District staff) completed the GPTW survey in 2016 and 548 staff (74% of District staff) completed the survey in 2018. While the two surveys are largely the same, there are some key differences between the two. Firstly, in 2016, employees were asked to respond to 64 statements, including 6 of which were submitted by the District. In 2018, 9 statements were removed and replaced by 5 new statements. The modified statements are listed below.

Removed	Added
This is a friendly place to work.	Our executives fully embody the best characteristics of our company.
There is a "family" or "team" feeling here.	We celebrate people who try new and better ways of doing things, regardless of the outcome.
We're all in this together.	People here quickly adapt to changes needed for our organization's success.
I feel the District has effective processes in place to ensure the delivery of quality products and services.	I would strongly endorse my company to friends and family as a great place to work.
People are not ridiculed due to their background, personal traits, or characteristics.	Our customers would rate the service we deliver as "excellent."
Consequences for poor performers in our organization are reasonable and timely.	
My manager/supervisor provides me with timely feedback on my work.	
I feel like I can raise issues without fear of retaliation.	
I know where to turn for guidance at work about ethical issues, harassment or discrimination.	

In addition, while in 2016 employees were asked to respond to each statement on the survey twice (once for how employees felt about the statement with the organization in mind, and the other with their individual work group in mind), that was not the case in 2018. In 2018, GPTW sought a more holistic approach to each statement. Throughout this memorandum, I will refer to the 2016 data as an average between the two scores it received in 2016 for comparison purposes with the 2018 data.

III. Overview of Results

The statements and results in the GPTW Survey are grouped into five main categories: (1) credibility, (2) respect, (3) fairness, (4) pride, and (5) camaraderie. At the end of the survey, respondents were asked their level of agreement on the statement: "Taking everything into account, I would say this is a great place to work."

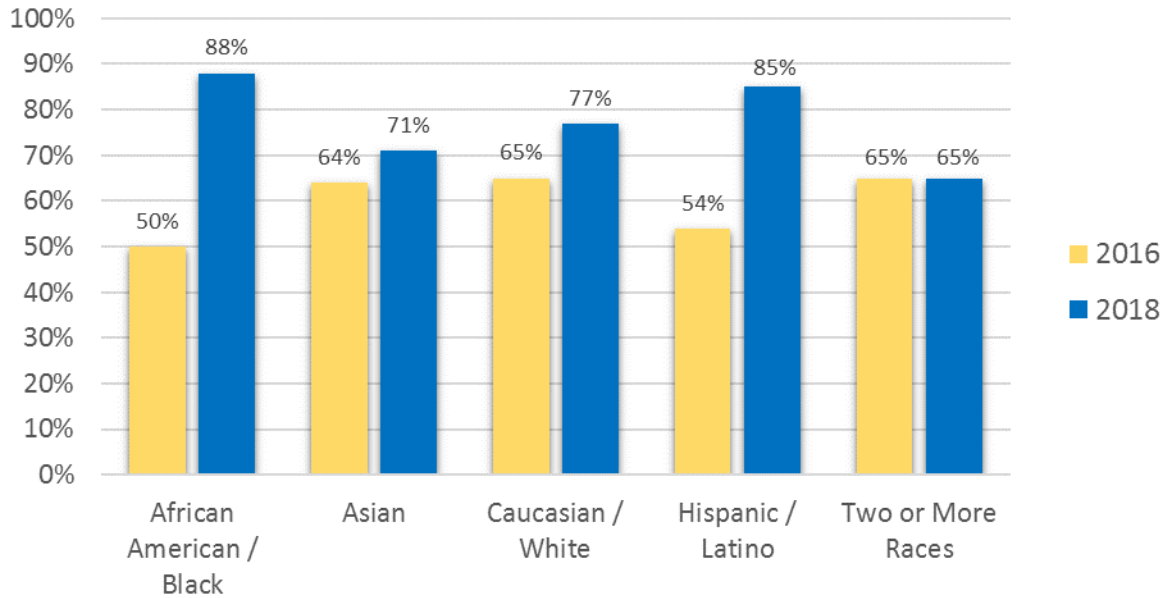
In 2018, 76% of District staff agreed with the statement, “Taking everything into account, I would say this is a great place to work,” which is an increase of 12% from the 64% response in 2016. Furthermore, the average agreement between the 60 shared questions between 2016 and 2018 increased from 58.8% in 2016 to 66% in 2018. Comparison of these data points show a large increase in employee satisfaction, and in 2018, the District met the threshold on the statement average and qualified for a Great Place to Work® certification. The data in the table below contains more detail.

	2016	2018	Change
Credibility	52%	58%	6%
Respect	61%	67%	6%
Fairness	58%	65%	7%
Pride	66%	71%	5%
Camaraderie	61%	71%	10%
Great Place to Work	64%	76%	12%
Average of All Statements	59%	66%	7%

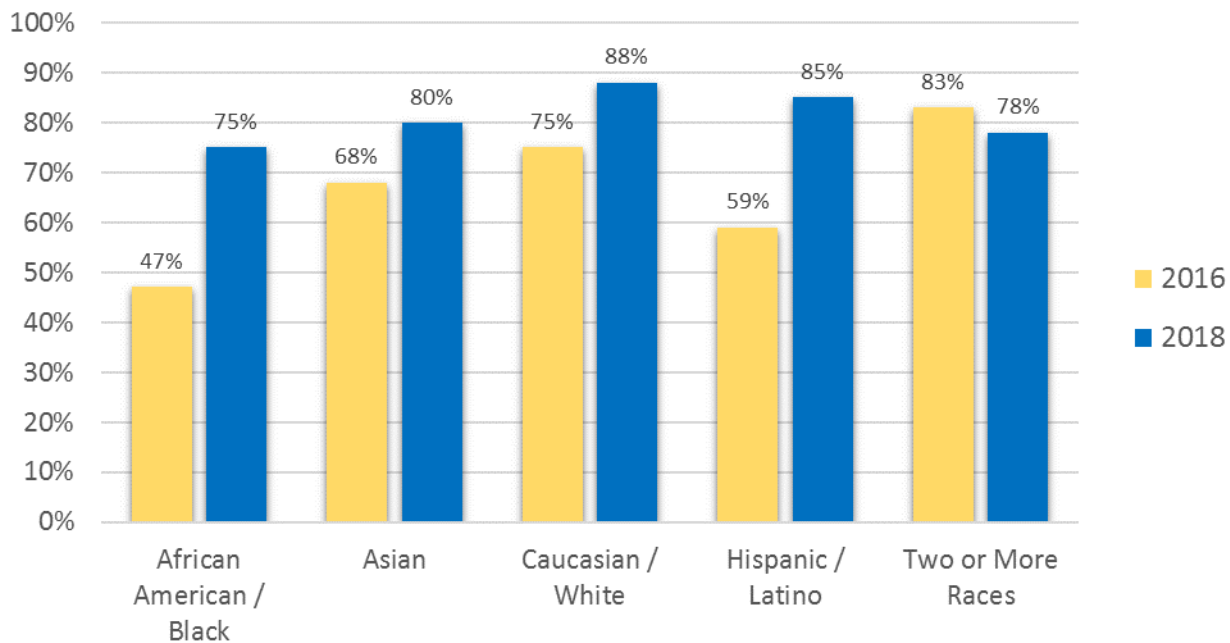
IV. Comparison of District Data between 2016 and 2018

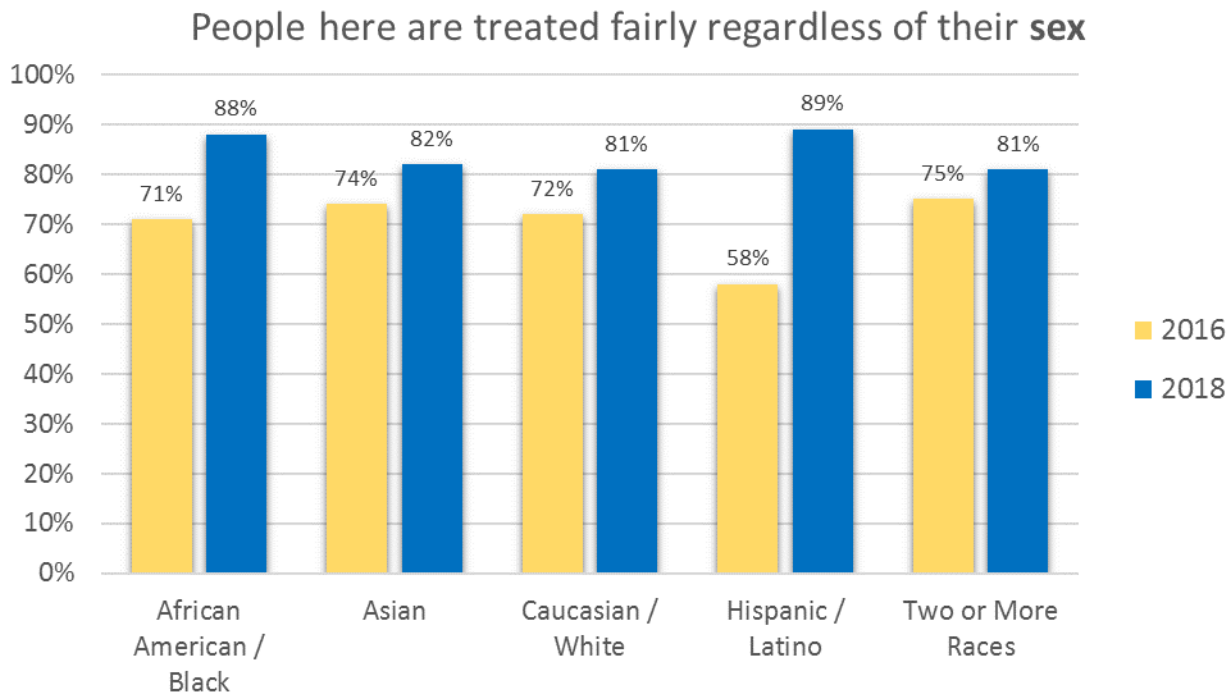
Within the survey, employees were asked to respond to three statements specifically related to diversity and bias through age, race, and sex. The three charts below illustrate a comparison between the responses from 2016 and 2018, with the 2016 responses being shown in yellow, and the 2018 responses being shown in blue.

People here are treated fairly regardless of their age



People here are treated fairly regardless of their race

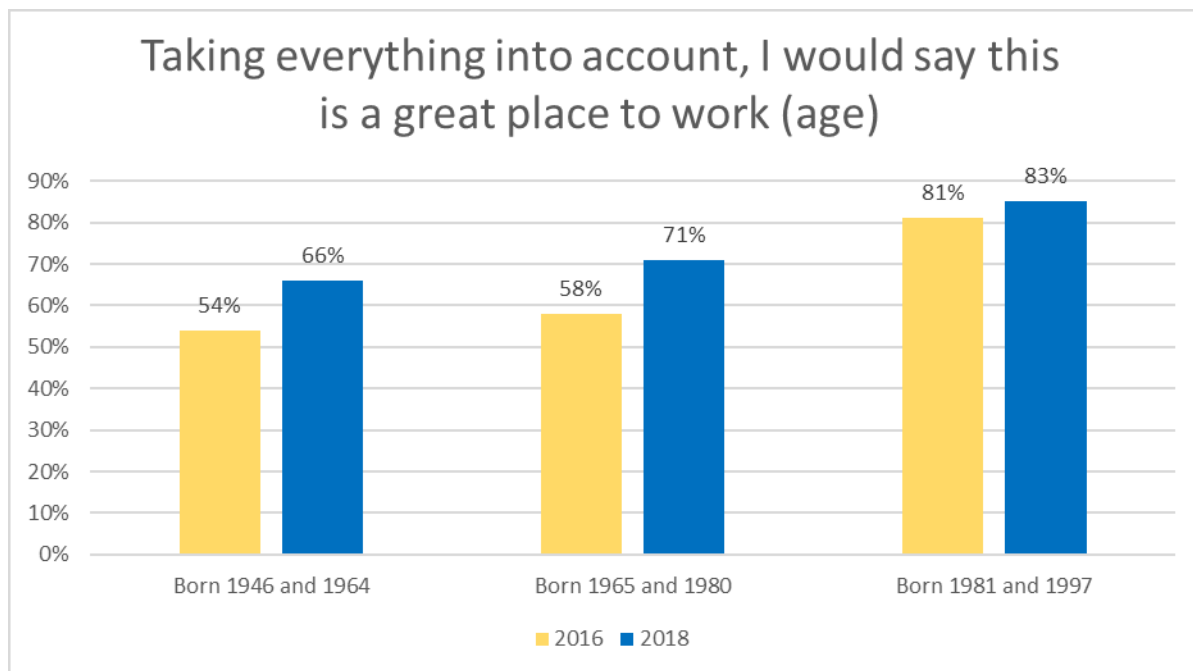




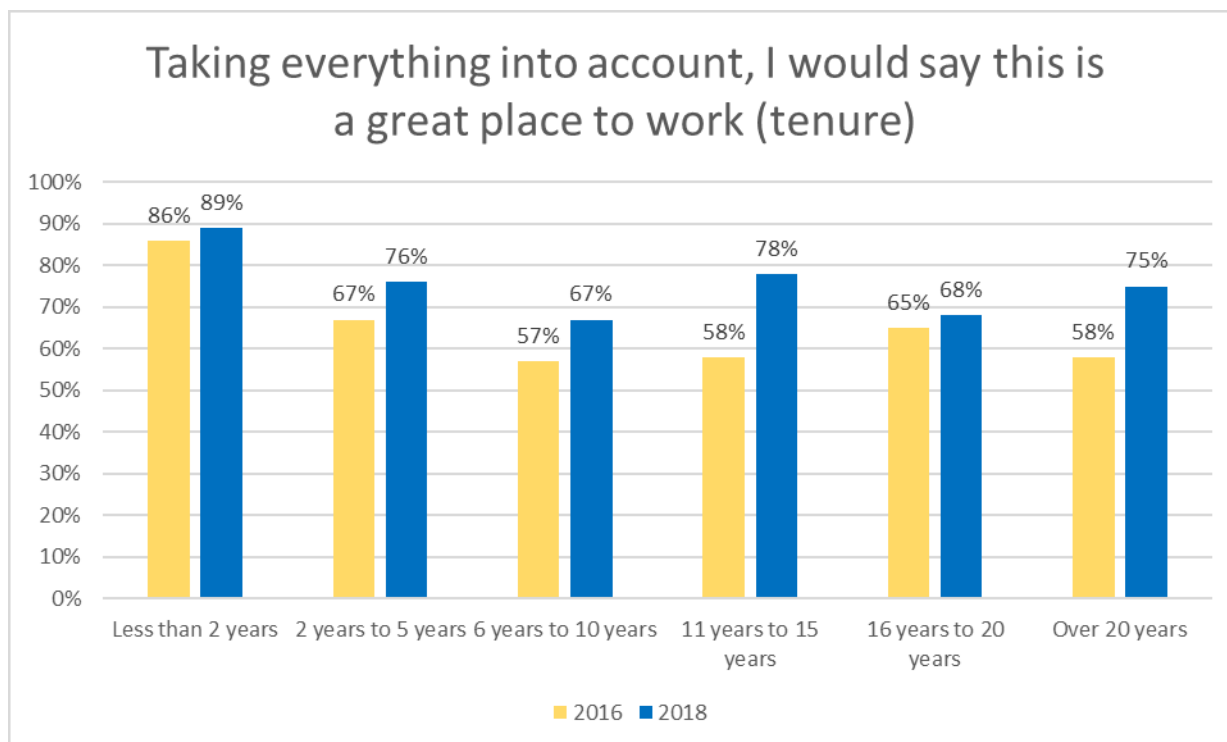
In the last two years, the numbers have increased or held steady in nearly all areas across the board.

The following charts contain a further breakdown, by demographic, of the survey results.

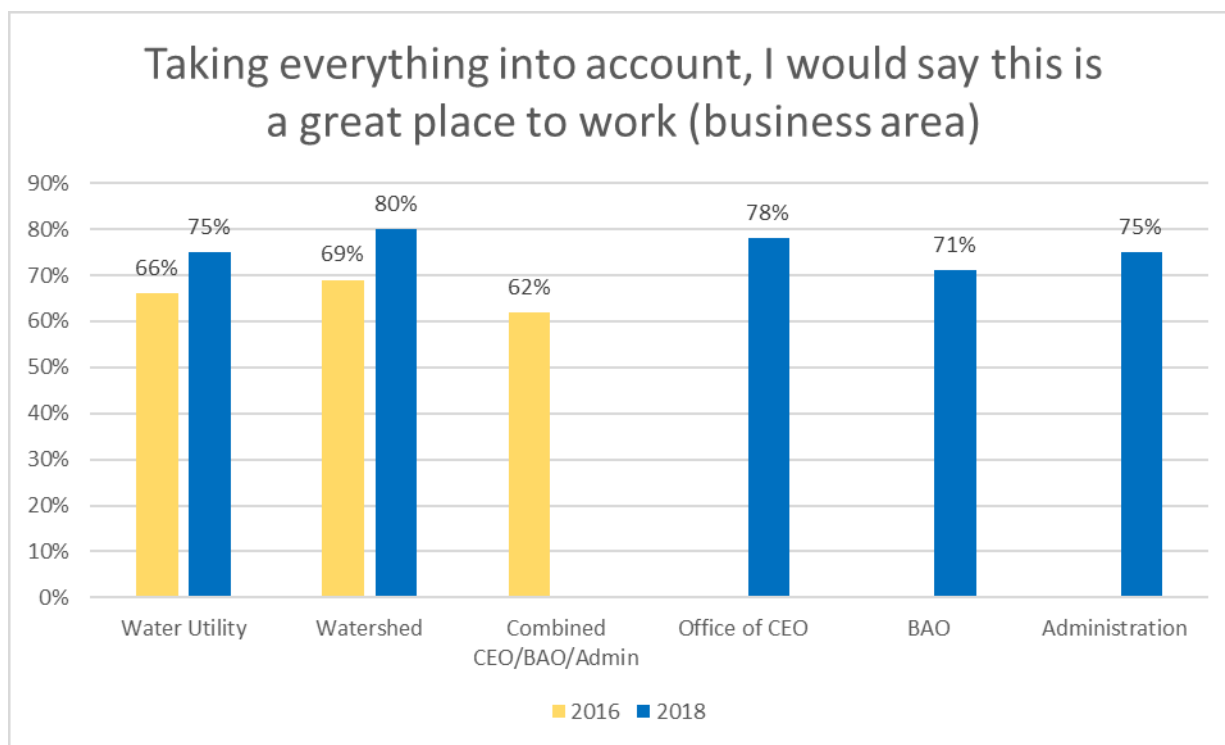
1. In 2016, employees born in 1981 to 1997 - the Millennial age group - rated the District significantly better than employees who were born between 1946-1964 or 1965-1980. In 2018, the ratings from employees born between 1946-1964 and 1965-1980 have increased 12% and 13%, respectively. Within the Millennial group, 83% rated the District as a great place to work in 2018. This percentage has held steady over the past two years.



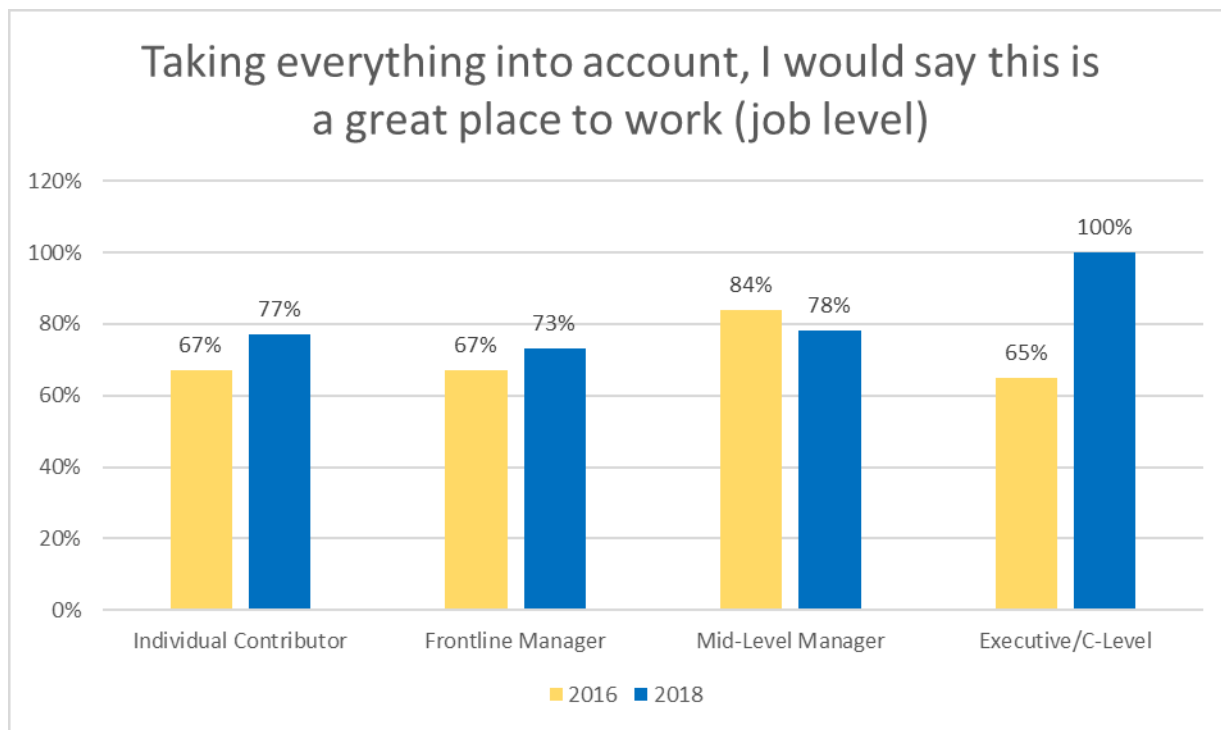
2. New employees (2 years or less) rated the District quite favorably in 2016 at 86%. This year, that percentage is up to 89%. Employees who have been at the District for 6 to 10 years gave the lowest ratings in both 2016 and 2018, although in 2018, it has increased from 57% to 67%.



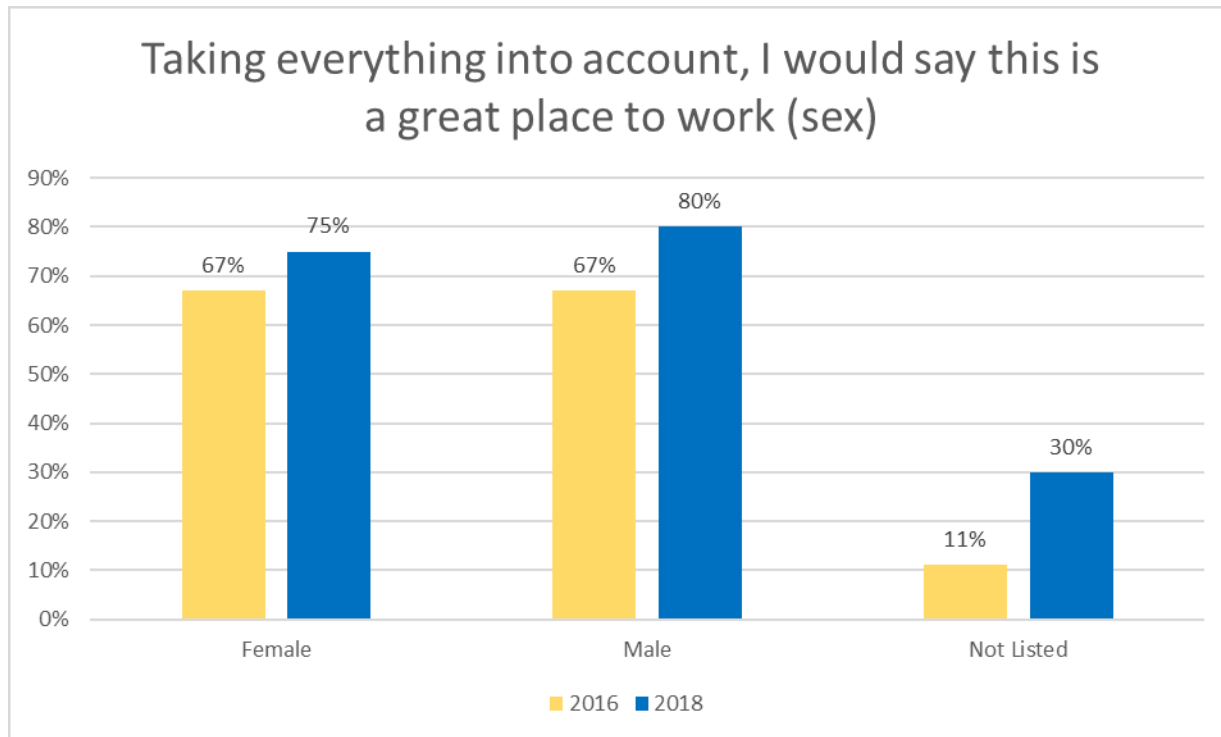
3. In 2018, the business area of the organization that rated the District most favorably was the Watershed group at 80%. Watersheds also achieved the highest satisfaction rating in 2016 when it came in at 69%. Individualized data from the Office of the CEO, BAO, and Administration was unavailable in 2016. Instead, the 3 business areas were combined into a single group, 62% of which rated the District as a Great Place to Work.



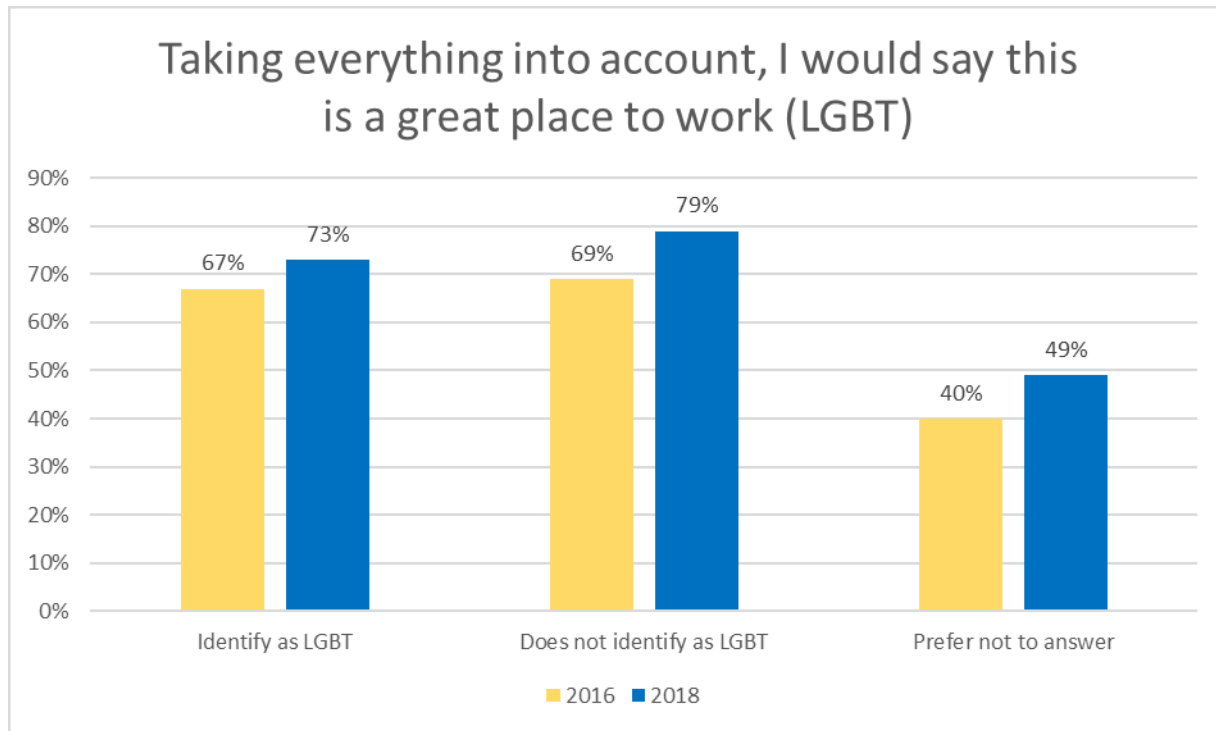
4. At the managerial level in 2018, the Leadership Team were 100% in agreement that the District is a great place to work. MLT followed at 78% and individual contributors came in at 77%. The managerial level that ranked the District lowest was frontline supervisors at 73%. MLT's scores have dropped this year from 84% to 78%.



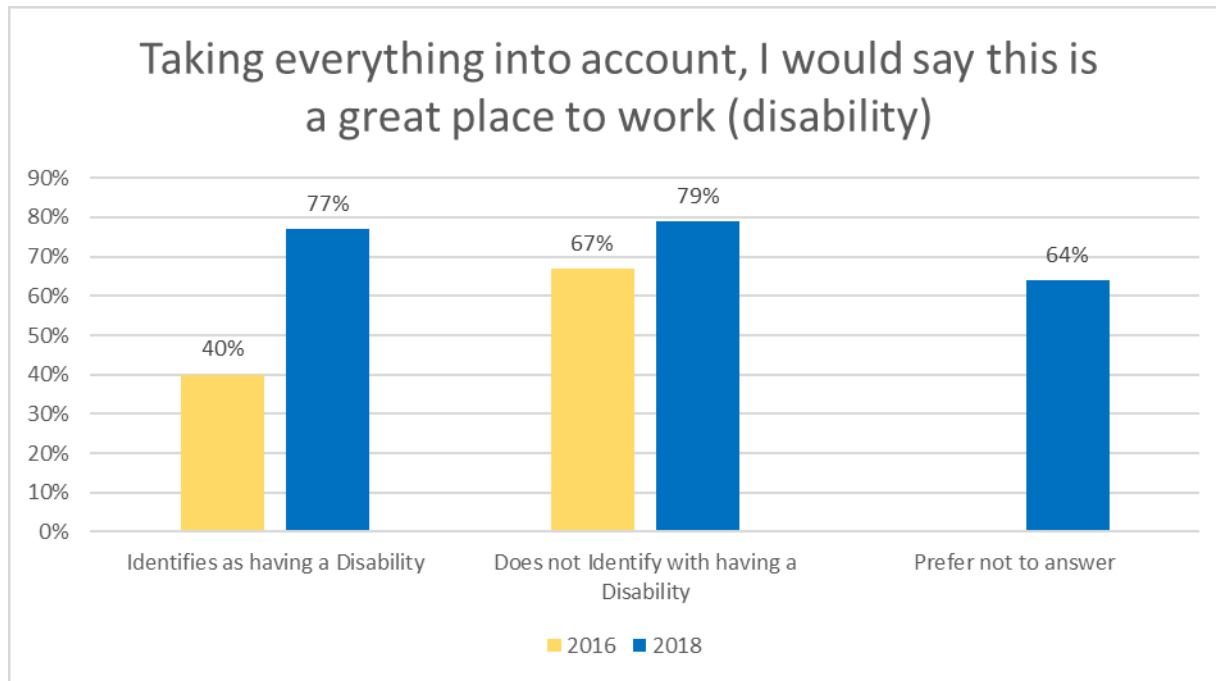
5. In 2016, there were no significantly noticeable differences between how men and women perceived the District. Both thought the District was a great place to work at 67%. In 2018, while the percentage of men and women who consider the District a great place to work have both gone up - women at 75% and men at 80% - there is now a pronounced difference between how men and women rate the District. As was the case in 2016, staff who selected the third option (in 2016 “other”, in 2018 “not listed”), rated the District very low.



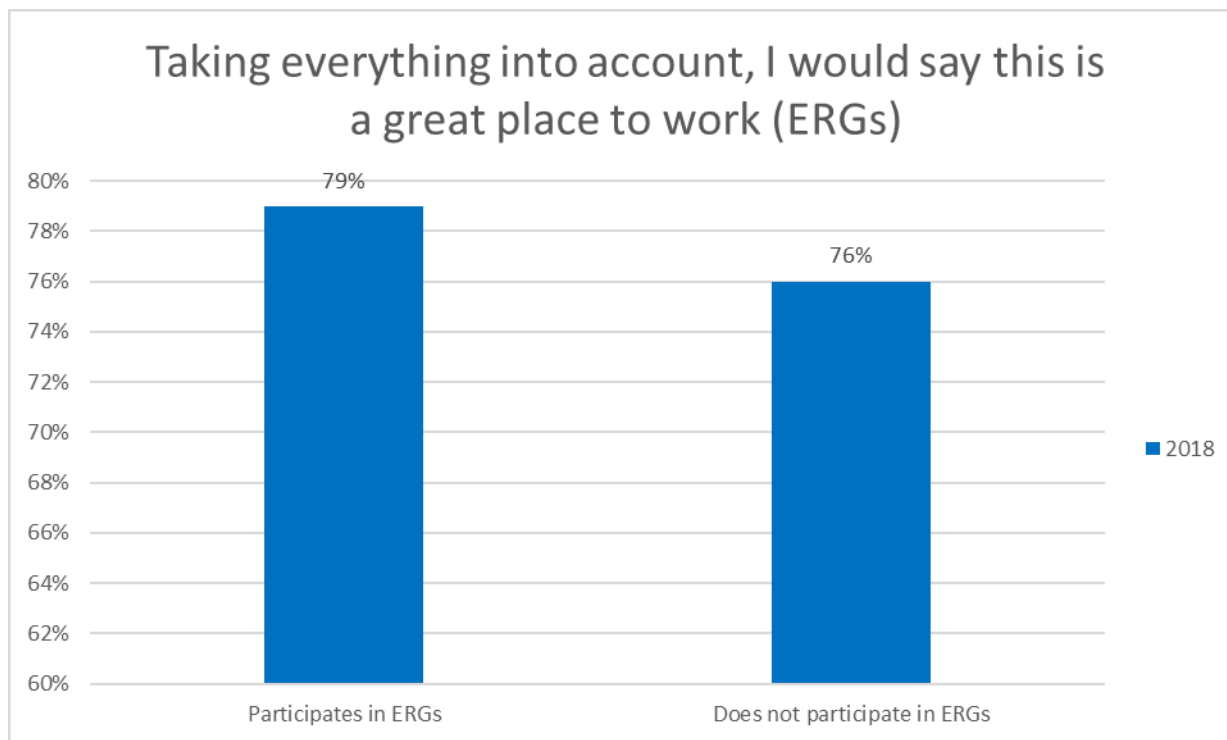
6. While the overall satisfaction of LGBT employees has increased in the past two years - 67% in 2016 to 73% in 2018 - there is a significant difference in the experience of LGBT v. non-LGBT employees. LGBT employees rate the District lower by 6 percent. Again, employees who chose not to respond to this demographic question rated the District poorly - in 2016 40%, and in 2018 49%.



7. One of the biggest areas of change was how employees with disabilities feel about the District. In 2016, only 40% of employees with disabilities said the District was a great place to work. In 2018, 77% of employees with disabilities think it's a great place to work. As is the case throughout the survey, if employees prefer not to answer a demographic, they often rate the District lower. "Prefer not to answer" was not an option in the 2016 survey.



8. In 2018, the District added a new demographic to the survey which asked employees to identify whether they are members of an Employee Resource Group. Employees who were in an Employee Resource Group were more likely to think the District is a great place to work by three percentage points. The survey also revealed that nearly 45% of employees at the District participate in Employee Resource Groups.



More in-depth analysis can be found in the attached Excel spreadsheet and further data cuts can be extrapolated through the Great Place to work portal. Also included in the portal are the open-ended comments from employees, which can also be sorted by demographic.

ATTACHMENTS:

- Attachment 1: 2018 Great Place to Work Survey Results
- Attachment 2: 2016 Great Place to Work Survey Results
- Attachment 3: D&I Program Success Measures August 13 2018

UNCLASSIFIED MANAGER:

Anna Noriega, 408-630-3089

GUIDELINES FOR READING SPREADSHEETS

Enclosed are spreadsheets depicting results for Santa Clara Valley Water District (Overall). Survey statements are presented in the far left column according to the five dimensions of the Great Place to Work® Trust Index©: Credibility, Respect, Fairness, Pride and Camaraderie. These dimensions are followed by one overarching statement, "Taking everything into account, I would say this is a great place to work." The numbers to the left of the statements indicate the order in which the statements appeared on the survey instrument. Additional information about this spreadsheet is below.

RESPONSE PATTERNS

Employees were instructed to respond to each statement using a 1-5 scale. The positive responses to the affirmative survey statements, indicating either a 4 ("often true") or a 5 ("almost always true"), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating the response percentage. For example, responses for the statement, *"Taking everything into account, I would say this is a great place to work,"* were as follows:

Response Option	Responses
0 (Blank)	3
1 (Almost always untrue)	11
2 (Often untrue)	27
3 (Sometimes untrue/ sometimes true)	94
4 (Often true)	229
5 (Almost always true)	184
	Responses
Total Responses	545
Total 4 and 5 (or True) Responses	413
<i>Percentage of "True" Responses</i>	<i>76%</i>

The percentage of "true" responses (shown here in italics) is presented on the spreadsheets for each statement and demographic segmentation.

BENCHMARKS

Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These benchmarks represent the average responses of the nation's top employers as established in the annual selection process conducted by Great Place to Work® each year.

DATA PRESENTATION

Responses sorted by demographic categories are presented in separate columns on the spreadsheet. To protect the confidentiality of respondents, only those categories in which 5 or more people responded are reported as separate columns. If a demographic category is too small to appear by itself, its data will be merged with another demographic or not shown as a separate column and only included in the totals column. Some data cells are shaded blue to direct attention to the most positive survey results as compared to the benchmark. Yellow shading indicates results that are the least positive in comparison to the benchmark. In a few cases, slight and insignificant anomalies appear in the data totals because of rounding or because of confidential demographic data appearing only in the totals column.



Santa Clara Valley Water District (Overall)

	Total	Employee Resource Group		Gender			LGBT			Managerial Level				Meaningful Innovation Opportunities				Pay	
		Overall Recognition Program 2018 ORG (Aug 2018)	Yes	No	Female	Male	Not listed	Yes	No	Prefer not to answer	Employee/Individual Contributor (no people management responsibility)	Frontline Manager or Supervisor (first tier manager; supervises other employees, not part of executive)	Mid-Level Manager (runs major departments or divisions, but not CEO/President and the C-suite)	Executive/C-Level Leader (Highest level leaders; CEO/President and the C-suite)	A lot	Some	Just a few		None
Number of Responses:		548	244	268	194	300	10	15	465	41	347	139	41	13	146	257	121	23	357
Credibility	17 Management keeps me informed about important issues and changes.	59	60	61	56	65	40	53	63	32	60	53	66	92	79	61	37	39	60
	6 Management makes its expectations clear.	53	54	54	52	57	30	40	56	27	55	47	54	85	70	57	31	22	53
	7 I can ask management any reasonable question and get a straight answer.	55	56	57	52	60	30	33	60	22	58	50	46	92	78	57	31	30	56
	13 Management is approachable, easy to talk with.	60	63	59	55	66	40	67	63	32	62	55	59	92	81	62	36	27	58
	43 Management is competent at running the business.	59	63	57	54	67	10	60	63	25	60	55	61	92	77	62	38	30	59
	54 Management hires people who fit in well here.	54	57	53	54	58	10	57	57	32	56	48	56	85	70	57	33	35	54
	23 Management does a good job of assigning and coordinating people.	52	55	51	48	58	30	53	55	29	52	47	59	92	71	57	25	17	51
	19 Management trusts people to do a good job without watching over their shoulders.	66	70	63	66	67	50	53	68	46	68	60	62	92	82	68	50	35	67
	24 People here are given a lot of responsibility.	70	73	70	71	72	40	73	71	63	70	71	59	100	87	69	58	52	73
	18 Management has a clear view of where the organization is going and how to get there.	47	47	48	43	50	30	40	49	32	49	38	44	77	68	48	24	22	49
	31 Management delivers on its promises.	50	55	47	49	54	30	60	52	25	51	42	56	92	73	50	29	17	47
	34 Management's actions match its words.	50	52	49	45	55	20	53	53	18	52	41	51	92	65	53	31	26	47
	39 I believe management would lay people off only as a last resort.	81	83	82	83	82	50	87	84	52	80	82	88	100	90	83	71	61	81
	46 Management is honest and ethical in its business practices.	59	62	60	55	65	20	53	63	25	60	53	71	100	77	61	40	30	56
	57 Our executives fully embody the best characteristics of our company.	53	58	52	52	58	10	40	57	29	55	46	61	92	72	55	34	17	52
	Credibility Average		58	61	57	56	62	29	55	61	33	59	53	59	92	76	60	38	31
Respect	8 I am offered training or development to further myself professionally.	85	90	82	87	88	50	87	88	66	84	88	85	92	93	91	71	52	86
	1 I am given the resources and equipment to do my job.	81	82	81	76	87	50	93	83	59	85	73	75	92	88	85	70	48	83
	9 Management shows appreciation for good work and extra effort.	62	65	63	60	67	20	60	66	30	64	57	66	85	87	61	42	22	60
	14 Management recognizes honest mistakes as part of doing business.	59	59	56	54	61	20	47	54	32	59	53	54	77	76	57	41	30	58
	58 We celebrate people who try new and better ways of doing things, regardless of the outcome.	48	41	40	36	45	0	27	43	18	43	34	32	69	58	43	19	9	40
	15 Management genuinely seeks and responds to suggestions and ideas.	40	42	46	44	48	0	47	46	15	44	41	54	85	70	51	25	13	47
	20 Management involves people in decisions that affect their jobs or work environment.	45	47	43	42	50	10	60	47	24	45	42	46	85	63	46	26	13	43
	2 This is a physically safe place to work.	88	91	87	91	89	50	93	90	71	89	86	88	100	90	92	81	70	89
	25 This is a psychologically and emotionally healthy place to work.	62	66	60	58	68	30	53	68	34	61	59	68	100	79	67	38	22	61
	35 Our facilities contribute to a good working environment.	70	75	67	70	73	30	73	72	41	73	65	58	85	77	73	61	39	70
	50 I am able to take time off from work when I think it's necessary.	91	92	91	89	93	50	93	91	80	90	91	98	92	93	92	88	74	91
	41 People are encouraged to balance their work life and their personal life.	74	77	73	71	79	30	53	77	51	77	74	54	77	85	76	64	30	74
	47 Management shows a sincere interest in me as a person, not just an employee.	54	58	54	54	59	10	73	57	24	55	50	51	92	75	58	28	17	53
	45 We have special and unique benefits here.	77	80	78	83	76	50	80	79	61	79	75	71	77	87	80	67	39	78
	Respect Average		67	70	66	65	71	29	67	69	43	68	63	64	86	80	69	52	34
Fairness	30 I feel I receive a fair share of the profits made by this organization.	50	53	49	49	52	22	50	52	24	53	45	39	70	64	55	31	20	52
	10 People here are paid fairly for the work they do.	73	75	71	75	74	60	73	75	49	72	73	76	100	86	76	59	35	75
	3 Everyone has an opportunity to get special recognition.	60	63	61	62	65	10	53	64	37	58	64	68	77	80	61	45	13	57
	49 I am treated as a full member here regardless of my position.	72	73	73	69	76	50	80	73	60	71	73	71	100	87	78	50	35	75
	27 Promotions go to those who best deserve them.	44	43	47	43	48	10	53	47	15	43	42	49	100	61	47	26	9	43
	21 Managers avoid playing favorites.	46	44	48	40	53	30	47	48	22	48	39	46	92	64	46	31	14	45
	40 People avoid politicking and backstabbing as ways to get things done.	45	45	46	42	45	10	40	46	24	46	45	43	46	62	45	32	13	45
	26 People here are treated fairly regardless of their age.	75	76	76	74	79	40	87	78	41	74	78	80	100	89	78	61	36	75
	32 People here are treated fairly regardless of their race.	84	85	84	83	86	60	87	85	76	82	86	92	100	94	85	72	59	83
	36 People here are treated fairly regardless of their gender.	82	81	84	77	87	60	87	84	61	80	83	92	100	89	85	72	50	81
	42 People here are treated fairly regardless of their sexual orientation.	89	92	88	89	91	44	93	91	75	87	93	98	100	96	91	79	77	88
	44 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	55	56	55	50	55	30	36	50	17	58	44	62	100	75	56	35	27	56
Fairness Average		65	66	65	63	69	36	66	67	42	64	64	68	91	79	67	49	32	65
Pride	51 I feel I make a difference here.	80	83	77	81	82	40	87	81	71	76	84	90	100	92	83	65	43	80
	11 My work has special meaning; this is not "just a job."	80	81	80	79	82	67	80	81	72	77	84	85	100	95	80	68	48	79
	16 When I look at what we accomplish, I feel a sense of pride.	81	81	82	81	83	50	80	82	73	79	81	90	100	92	86	65	39	80
	4 People here are willing to give extra to get the job done.	60	59	61	58	62	60	47	61	59	58	61	66	92	73	60	46	41	59
	59 People here quickly adapt to changes needed for our organization's success.	37	35	38	35	39	40	33	38	21	43	28	20	54	50	39	24	9	40
	48 I want to work here for a long time.	74	75	75	71	80	40	67	77	61	74	72	78	100	90	81	47	43	74
	37 I'm proud to tell others I work here.	77	78	78	77	80	50	60	79	68	78	73	76	100	91	81	58	43	78
	28 People look forward to coming to work here.	65	67	65	62	70	10	60	67	49	66	61	68	100	81	67	47	39	65
	22 I feel good about the ways we contribute to the community.	86	86	86	88	86	60	67	86	85	86	84	90	100	93	89	76	52	86
	55 I would strongly endorse my company to friends and family as a great place to work.	73	79	70	70	79	20	60	76	56	73	70	76	100	90	79	48	30	73
56 Our customers would rate the service we deliver as "excellent."	66	64	67	63	69	40	67	66	58	67	62	62	100	78	69	50	41	67	
Pride Average		71	72	71	70	74	43	64	72	61	71	69	73	95	84	74	54	39	71
Camaraderie	29 I can be myself around here.	72	77	70	76	73	40	80	75	48	72	73	68	100	90	74	55	35	72
	38 People celebrate special events around here.	82	85	80	82	80	80	73	82	73	83	78	80	100	90	84	70	65	80
	33 People care about each other here.	75	77	74	78	76	40	80	77	61	74	76	76	100	84	77	66	43	72
	53 This is a fun place to work.	61	67	59	61	65	30	60	64	39	64	54	61	92	80	66	35	32	61
	52 When you join the company, you are made to feel welcome.	85	88	85	88	86	60	86	87	73	86	82	88	100	92	88	77	62	86
	12 When people change jobs or work units, they are made to feel right at home.	71	70	72	70	72	75	71	72	63	68	69	83	100	83	72	58	40	71
5 You can count on people to cooperate.	53	57	52	54	56	20	60	55	32	54	50	54	77	64	58	36	26	55	
Camaraderie Average		71	74	70	73	73	49	73	73	55	72	69	73	96	83	74	57	43	71
Great Place to Work®																			
60 Taking everything into account, I would say this is a great place to work.		76	79	76	75	80	30	73	79	49	77	73	78	100	93	81	52	30	77
Average of all Great Place to Work® Model® Statements		66	68	65	64	69	35	64	68	45	66	63	67	91	80	68	49	35	65

Blue shading highlights results that are less than 14 points below the corresponding benchmark. Yellow shading indicates responses more than 40 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2018 Great Place to Work® Institute, Inc. All



Santa Clara Valley Water District (Overall)

Category	Statement	Type		Race/ Ethnicity					Responsibility				Tenure						Skilled Craft
		Overall Recognition Program 2018 ORG (Aug 2018)	Salaried	African American or Black	Asian	Caucasian or White	Hispanic/Latino	Two or More Races	Children	Elders	Both children and elders	Neither children nor elders	Less than 2 years	2 years to 5 years	6 years to 10 years	11 years to 15 years	16 years to 20 years	Over 20 years	
Credibility	17 Management keeps me informed about important issues and changes.	59	60	16	101	244	74	54	209	37	104	171	102	128	48	79	116	68	38
	6 Management makes its expectations clear.	53	55	75	61	58	70	50	63	47	62	59	76	55	64	57	53	59	71
	7 I can ask management any reasonable question and get a straight answer.	55	56	56	58	52	74	39	59	46	58	48	71	49	42	56	47	51	61
	13 Management is approachable, easy to talk with.	60	65	62	55	56	65	50	62	46	54	54	75	55	53	55	46	49	51
	43 Management is competent at running the business.	59	62	94	62	57	75	50	61	51	61	63	84	62	54	56	45	57	58
	54 Management hires people who fit in well here.	54	57	62	60	56	78	52	61	49	59	62	81	63	54	55	47	51	61
	23 Management does a good job of assigning and coordinating people.	52	56	47	55	57	66	42	59	47	55	54	83	53	38	45	46	52	53
	19 Management trusts people to do a good job without watching over their shoulders.	66	66	62	55	50	69	43	57	46	58	48	74	50	45	49	42	51	49
	24 People here are given a lot of responsibility.	70	67	81	68	66	77	52	71	58	64	64	77	64	58	72	53	78	66
	18 Management has a clear view of where the organization is going and how to get there.	47	43	62	69	70	78	72	74	78	68	67	75	70	60	73	69	72	74
	31 Management delivers on its promises.	50	57	47	50	40	73	39	54	36	46	41	65	40	38	51	43	42	61
	34 Management's actions match its words.	50	57	47	56	46	68	41	50	46	50	54	81	50	35	43	37	50	49
	39 I believe management would lay people off only as a last resort.	81	83	47	54	49	62	39	55	41	41	54	80	49	33	47	38	46	58
	46 Management is honest and ethical in its business practices.	59	68	80	82	84	85	70	85	70	76	82	88	80	74	83	81	79	79
	57 Our executives fully embody the best characteristics of our company.	53	59	62	64	57	74	50	65	57	56	59	84	62	54	58	43	54	58
	Credibility Average	58	61	47	63	50	64	46	58	49	46	57	72	52	46	49	47	49	43
				62	61	57	72	49	62	51	57	58	78	57	50	57	49	56	59
Respect	8 I am offered training or development to further myself professionally.	85	85	94	85	86	92	80	90	89	79	85	90	85	77	87	86	84	76
	1 I am given the resources and equipment to do my job.	81	78	86	76	85	85	70	84	73	69	87	89	77	79	84	78	81	84
	9 Management shows appreciation for good work and extra effort.	62	68	69	66	64	73	46	65	62	57	65	89	61	60	58	49	56	63
	14 Management recognizes honest mistakes as part of doing business.	58	57	44	58	59	53	39	58	46	53	63	77	66	46	46	44	59	55
	58 We celebrate people who try new and better ways of doing things, regardless of the outcome.	40	42	36	45	35	60	31	44	30	43	38	58	41	29	35	35	39	45
	15 Management genuinely seeks and responds to suggestions and ideas.	47	52	56	54	47	68	30	51	54	35	46	72	46	42	47	37	49	42
	20 Management involves people in decisions that affect their jobs or work environment.	45	49	62	52	38	64	31	50	32	44	44	66	42	33	47	35	44	42
	2 This is a physically safe place to work.	88	89	94	91	87	89	91	90	86	85	90	89	90	85	89	88	87	79
	25 This is a psychologically and emotionally healthy place to work.	62	66	75	62	62	78	50	66	57	62	62	83	63	52	56	53	59	55
	35 Our facilities contribute to a good working environment.	70	70	88	72	65	91	57	73	65	68	71	77	70	60	68	72	66	68
	50 I am able to take time off from work when I think it's necessary.	91	92	100	92	93	92	85	92	87	86	84	93	92	91	88	96	86	87
	41 People are encouraged to balance their work life and their personal life.	74	75	62	74	77	82	56	76	53	71	80	88	80	64	80	67	57	76
	47 Management shows a sincere interest in me as a person, not just an employee.	54	58	62	53	53	73	44	59	49	51	55	78	58	48	47	40	49	53
	45 We have special and unique benefits here.	77	76	88	74	80	86	61	78	76	65	86	89	77	69	73	78	71	76
	Respect Average	67	68	72	68	67	79	55	70	60	63	70	81	68	59	65	61	64	64
Fairness	30 I feel I receive a fair share of the profits made by this organization.	50	48	57	47	48	73	38	56	53	44	46	75	51	37	45	43	40	49
	10 People here are paid fairly for the work they do.	73	71	93	69	75	82	59	78	65	69	71	86	70	65	72	74	69	66
	3 Everyone has an opportunity to get special recognition.	60	68	62	64	62	72	44	67	54	54	61	82	61	50	56	51	57	50
	49 I am treated as a full member here regardless of my position.	72	69	81	73	73	85	57	77	62	67	74	83	72	67	72	72	66	68
	27 Promotions go to those who best deserve them.	44	49	47	48	45	51	35	45	48	41	51	69	47	33	35	32	46	46
	21 Managers avoid playing favorites.	46	48	44	44	47	54	41	49	46	42	46	76	44	46	40	33	37	45
	40 People avoid politicking and backstabbing as ways to get things done.	45	46	33	45	48	55	35	51	44	45	43	66	42	38	38	40	43	47
	26 People here are treated fairly regardless of their age.	75	78	88	71	77	85	65	82	65	68	75	92	78	69	73	68	68	66
	32 People here are treated fairly regardless of their race.	84	87	75	80	88	85	78	87	73	78	89	97	88	75	81	76	81	81
	36 People here are treated fairly regardless of their gender.	82	85	88	82	81	89	81	88	78	74	82	92	84	73	79	76	82	82
	42 People here are treated fairly regardless of their sexual orientation.	89	92	88	91	88	93	89	93	81	85	91	100	90	85	88	84	85	76
44 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	55	56	53	54	55	72	48	58	49	50	60	84	57	52	45	43	45	47	
Fairness Average	65	66	68	64	66	75	56	69	59	59	66	84	65	58	60	58	60	60	
Pride	51 I feel I make a difference here.	80	81	79	78	81	85	76	83	78	78	80	87	76	73	84	75	88	74
	11 My work has special meaning; this is not "just a job."	80	83	81	80	79	85	81	82	78	83	77	88	75	79	80	77	85	74
	16 When I look at what we accomplish, I feel a sense of pride.	81	83	88	81	81	91	74	83	84	83	78	91	77	75	80	78	87	84
	4 People here are willing to give extra to get the job done.	60	62	56	54	60	74	56	63	59	63	56	72	50	52	48	63	78	61
	59 People here quickly adapt to changes needed for our organization's success.	37	31	27	34	35	62	20	40	33	38	34	50	34	32	29	38	37	47
	48 I want to work here for a long time.	74	77	100	75	74	82	67	81	73	74	69	81	70	71	77	74	76	79
	37 I'm proud to tell others I work here.	77	78	75	77	78	88	72	81	70	80	75	92	76	73	75	73	72	74
	28 People look forward to coming to work here.	65	67	69	60	65	84	52	67	54	65	67	82	62	54	69	55	68	68
22 I feel good about the ways we contribute to the community.	86	87	88	87	84	93	87	87	81	86	85	92	84	85	85	82	88	79	
55 I would strongly endorse my company to friends and family as a great place to work.	73	77	87	74	73	86	59	76	70	71	75	85	75	66	76	66	68	74	
56 Our customers would rate the service we deliver as "excellent."	66	64	87	64	62	76	69	63	68	71	65	73	61	69	73	58	69	76	
Pride Average	71	72	76	70	70	82	65	73	68	72	69	81	67	66	70	67	74	72	
Camaraderie	29 I can be myself around here.	72	74	81	70	72	86	61	78	49	70	74	84	73	62	71	70	71	63
	38 People celebrate special events around here.	82	85	81	81	82	85	71	84	78	80	81	88	84	73	73	81	81	74
	33 People care about each other here.	75	81	73	71	78	80	69	76	70	70	80	84	73	58	78	74	76	65
	53 This is a fun place to work.	61	64	80	61	59	80	50	63	62	61	63	78	63	48	54	58	58	58
	52 When you join the company, you are made to feel welcome.	85	85	93	86	85	91	80	84	89	89	87	90	84	85	87	87	80	82
	12 When people change jobs or work units, they are made to feel right at home.	71	72	47	65	73	85	59	74	63	72	70	81	69	64	67	71	71	63
5 You can count on people to cooperate.	53	51	50	58	50	66	41	60	58	43	54	67	45	31	56	60	54	47	
Camaraderie Average	71	73	72	70	71	82	61	74	65	71	72	82	70	60	70	71	70	65	
Great Place to Work®																			
60 Taking everything into account, I would say this is a great place to work.	76	77	93	75	76	88	67	79	70	73	78	89	76	67	78	68	75	76	
Average of all Great Place to Work® Model® Statements	66	67	70	66	65	77	56	69	60	63	66	81	65	58	64	60	64	64	

Blue shading highlights results that are less than 14 points below the corresponding benchmark. Yellow shading indicates responses more than 40 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2018 Great Place to Work® Institute, Inc. All rights reserved.



Santa Clara Valley Water District (Overall)

Table with columns: Overall Recognition Program 2018 ORG (Aug 2018), Type of Work (Other Professional, Technical/Engineering Professional, Operations/Service, Scientific Professional, Managerial/Supervisory, Administrative/Clerical), Work Status (Full-time, Part-time). Rows include categories: Credibility, Respect, Fairness, Pride, Camaraderie, and a final Great Place to Work® statement.

Blue shading highlights results that are less than 14 points below the corresponding benchmark. Yellow shading indicates responses more than 40 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2018 Great Place to Work® Institute, Inc. All rights reserved.

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GUIDELINES FOR READING SPREADSHEETS

Enclosed are spreadsheets depicting Organization and Work Group results for Santa Clara Valley Water District (Overall). Survey statements are presented in the far left column according to the five dimensions of the Great Place to Work® Trust Index©: Credibility, Respect, Fairness, Pride and Camaraderie. These dimensions are followed by one overarching statement, "Taking everything into account, I would say this is a great place to work." The numbers to the left of the statements indicate the order in which the statements appeared on the survey instrument.

RESPONSE PATTERNS

Employees were instructed to respond to each statement using a 1-5 scale. The positive responses to the affirmative survey statements, indicating either a 4 ("often true") or a 5 ("almost always true"), are counted as a percentage of the total number of responses received for that statement. Blanks are not included in calculating the response percentage. For example, responses for the statement, *"Taking everything into account, I would say this is a great place to work,"* were as follows:

Response Option	Organization responses	Work Group responses
0 (Blank)	44	7
1 (Almost always untrue)	23	21
2 (Often untrue)	52	33
3 (Sometimes untrue/ sometimes true)	120	95
4 (Often true)	129	162
5 (Almost always true)	143	193
	Organization	Work Group
Total Responses	467	504
Total 4 and 5 (or True) Responses	272	355
<i>Percentage of "True" Responses</i>	<i>58%</i>	<i>70%</i>

The percentage of "true" responses (shown here in italics) is presented on the spreadsheets for each statement and demographic segmentation.

BENCHMARKS

Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These benchmarks represent the average responses of the nation's top employers as established in the annual selection process conducted by Great Place to Work® Institute each year.

DATA PRESENTATION

Responses sorted by demographic categories are presented in separate columns on the spreadsheet. To protect the confidentiality of respondents, only those categories in which 5 or more people responded are reported as separate columns. If a demographic category is too small to appear by itself, its data will be merged with another demographic or not shown as a separate column and only included in the totals column. Some data cells are shaded blue to direct attention to the most positive survey results as compared to the benchmark. Yellow shading indicates results that are the least positive in comparison to the benchmark. In a few cases, slight and insignificant anomalies appear in the data totals because of rounding or because of confidential demographic data appearing only in the totals column.



Santa Clara Valley Water District (Overall) Organization Data

Table with multiple columns: Overall 2016 ORG (Jun 2016), Benchmarks (2015 50 Best, 2016 100 Best, 2016 100 Best - More than 40% Minority Employees), Diff btwn ORG and WG, Age, Disability, Gender, Job Level. Rows include categories like Credibility, Respect, Fairness, Pride, Camaraderie, and Client-Specific Statements.

Blue shading highlights results that are less than 29 points below the corresponding benchmark. Yellow shading indicates responses more than 56 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2016 Great Place to Work® Institute, Inc. All rights reserved.



Santa Clara Valley Water District (Overall) Organization Data

Survey results table with columns for categories (Credibility, Respect, Fairness, Pride, Camaraderie), demographic groups (LGBT, Organizational Area, Race/Ethnicity), and various Likert-scale statements. Includes averages and a final 'Great Place to Work' score of 49.

Blue shading highlights results that are less than 29 points below the corresponding benchmark. Yellow shading indicates responses more than 56 categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2016 Great Place to Work® Institute, Inc. All rights reserved.



Santa Clara Valley Water District (Overall) Organization Data

Overall 2016 ORG (Jun 2016)	Responsibility				Tenure						Type of Work (Custom)						Veteran Status		Work Status		Worker Ty	
	Both children and elders	Neither children nor elders	Extended Family		Less than 2 years	2 years to 5 years	6 years to 10 years	11 years to 15 years	16 years to 20 years	Over 20 years	Managerial/Supervisory	Administrative/Clerical	Technical/Engineering Professional	Other Professional	Skilled Craft	Operations/Service	Yes	No	Full-time	Part-time	Classified	
Number of Responses:	511	58	140	20	94	47	50	155	65	73	84	66	145	100	32	54	35	442	479	13	384	
Credibility	19 Management keeps me informed about important issues and changes.	39	23	46	59	72	38	32	28	22	38	41	51	35	37	43	39	41	39	38	42	36
	7 Management makes its expectations clear.	33	23	41	53	67	38	23	23	15	33	33	34	31	34	45	33	33	34	33	18	31
	8 I can ask management any reasonable question and get a straight answer.	34	28	44	56	78	35	17	22	20	32	33	29	36	37	42	32	29	35	34	30	31
	14 Management is approachable, easy to talk with.	36	30	45	44	64	42	33	26	25	37	44	36	26	35	40	32	38	37	37	25	36
	45 Management is competent at running the business.	43	42	47	58	78	46	38	34	29	33	44	57	37	42	48	45	36	43	43	33	41
	57 Management hires people who fit in well here.	41	39	45	59	79	56	27	28	32	34	41	51	40	41	43	43	35	43	41	50	39
	25 Management does a good job of assigning and coordinating people.	30	22	35	53	65	34	22	19	19	27	27	36	28	28	41	35	37	30	29	44	27
	21 Management trusts people to do a good job without watching over their shoulders.	43	33	46	76	77	44	37	35	25	38	44	47	40	41	55	41	42	44	43	40	41
	26 People here are given a lot of responsibility.	50	39	52	59	72	64	52	39	27	45	55	48	49	50	59	45	42	50	50	22	49
	20 Management has a clear view of where the organization is going and how to get there.	33	22	42	53	67	42	21	20	23	30	32	40	34	29	32	36	32	34	33	36	33
	32 Management delivers on its promises.	30	24	31	53	67	36	20	20	17	24	27	33	29	33	36	27	39	30	30	33	28
	35 Management's actions match its words.	29	20	36	47	68	34	18	19	15	29	29	33	29	28	28	35	39	30	29	36	27
	41 I believe management would lay people off only as a last resort.	68	56	73	78	85	76	61	61	70	62	79	83	69	63	55	56	69	68	68	70	68
	49 Management is honest and ethical in its business practices.	36	33	36	53	77	40	20	28	20	30	44	38	29	35	43	38	23	38	36	27	31
	Credibility Average	39	31	44	57	73	44	30	29	26	35	41	44	37	38	44	38	38	40	39	36	37
Respect	9 I am offered training or development to further myself professionally.	60	54	74	59	80	67	43	49	63	58	73	53	56	57	58	62	48	61	60	33	58
	2 I am given the resources and equipment to do my job.	55	53	60	67	83	61	43	50	46	46	42	82	47	65	55	49	45	56	55	40	51
	10 Management shows appreciation for good work and extra effort.	39	30	48	61	78	41	23	33	18	36	47	39	38	41	45	31	35	40	39	33	38
	15 Management recognizes honest mistakes as part of doing business.	38	31	43	61	77	36	30	29	27	32	37	49	34	42	38	40	32	39	38	40	35
	16 Management genuinely seeks and responds to suggestions and ideas.	29	23	35	47	60	32	20	20	18	27	36	32	26	28	21	32	38	29	29	30	26
	22 Management involves people in decisions that affect their jobs or work environment.	28	19	34	53	64	32	17	20	17	25	33	31	26	28	28	29	30	29	29	20	24
	3 This is a physically safe place to work.	81	78	87	78	97	80	75	79	80	70	87	88	82	81	77	69	72	82	81	67	80
	27 This is a psychologically and emotionally healthy place to work.	47	44	55	53	82	54	28	41	31	40	47	53	49	44	50	41	47	48	47	45	45
	36 Our facilities contribute to a good working environment.	59	60	60	78	83	59	60	53	53	46	66	58	61	60	57	53	71	59	59	67	59
	53 I am able to take time off from work when I think it's necessary.	83	69	90	88	92	86	83	82	79	77	82	93	83	76	90	85	87	82	82	91	81
	43 People are encouraged to balance their work life and their personal life.	54	51	61	65	87	59	51	48	37	49	46	60	58	54	55	58	52	56	54	64	52
	50 Management shows a sincere interest in me as a person, not just an employee.	34	31	37	50	66	42	21	26	22	25	42	32	37	31	24	28	30	35	34	27	32
	47 We have special and unique benefits here.	69	51	73	81	79	67	66	69	67	65	72	78	66	74	72	62	60	70	69	82	66
	Respect Average	52	46	58	65	79	55	43	46	43	46	55	57	51	53	52	49	50	53	52	50	50
Fairness	11 People here are paid fairly for the work they do.	65	59	70	83	86	66	53	62	55	67	73	69	62	67	81	53	53	67	65	73	64
	18 I feel I receive a fair share of the profits made by this organization.	36	21	47	46	64	32	37	30	29	22	30	38	40	38	42	33	37	38	35	50	34
	4 Everyone has an opportunity to get special recognition.	42	31	46	67	73	49	20	34	37	32	44	38	39	46	55	39	47	42	42	30	40
	52 I am treated as a full member here regardless of my position.	53	48	57	75	77	59	56	43	42	56	56	56	54	48	62	56	47	55	54	33	53
	29 Promotions go to those who best deserve them.	28	31	28	38	62	36	20	19	18	29	32	21	26	27	29	41	17	30	27	44	25
	23 Managers avoid playing favorites.	28	27	26	65	62	37	22	21	12	24	34	21	27	22	41	38	33	29	28	27	26
	42 People avoid politicking and backstabbing as ways to get things done.	29	23	32	39	56	28	18	23	22	25	28	34	28	27	25	33	28	30	28	42	27
	28 People here are treated fairly regardless of their age.	58	51	59	76	84	67	38	47	56	60	62	66	57	49	66	67	52	60	58	50	57
	33 People here are treated fairly regardless of their race.	64	54	68	78	94	74	70	56	46	57	68	69	66	63	63	65	53	67	64	70	64
	37 People here are treated fairly regardless of their sex.	66	55	71	72	89	73	62	59	53	60	72	69	71	56	67	69	65	67	66	50	65
	44 People here are treated fairly regardless of their sexual orientation.	83	71	88	88	95	93	89	76	78	74	84	89	83	83	83	76	74	84	82	73	81
	46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	38	37	40	62	76	43	27	30	32	23	37	38	33	40	39	45	32	39	37	44	35
	Fairness Average	50	42	53	66	77	55	43	42	40	45	52	51	49	48	55	51	45	51	49	49	48
Pride	54 I feel I make a difference here.	55	44	60	81	69	57	57	50	51	56	61	53	54	60	55	49	50	57	55	58	55
	12 My work has special meaning; this is not "just a job".	58	53	62	72	78	68	42	56	46	55	67	63	52	62	61	50	45	59	58	55	59
	17 When I look at what we accomplish, I feel a sense of pride.	57	48	59	76	83	52	47	48	55	54	68	59	51	64	55	46	44	58	57	60	55
	5 People here are willing to give extra to get the job done.	42	31	47	44	59	40	17	40	41	44	42	44	46	38	52	34	39	43	42	50	41
	51 I want to work here for a long time.	63	59	66	94	84	71	57	60	61	48	61	68	57	65	72	76	53	65	63	55	62
	38 I'm proud to tell others I work here.	61	50	65	67	86	67	59	58	57	42	65	71	57	62	60	63	65	62	61	55	60
	30 People look forward to coming to work here.	44	38	45	71	66	48	31	36	34	47	45	49	39	40	57	49	31	45	43	55	41
	24 I feel good about the ways we contribute to the community.	74	71	81	88	92	82	62	68	73	70	82	82	68	81	73	62	65	76	74	82	73
	Pride Average	57	49	61	74	77	61	46	52	52	52	61	61	53	59	61	53	49	58	57	59	56
Camaraderie	31 I can be myself around here.	50	43	55	50	72	51	39	47	44	45	54	54	49	56	50	38	48	51	50	64	51
	40 People celebrate special events around here.	70	65	66	89	93	65	68	68	59	59	73	77	69	72	76	65	76	70	71	60	69
	34 People care about each other here.	51	46	56	61	76	60	35	46	43	51	53	56	51	57	43	46	48	53	51	50	51
	1 This is a friendly place to work.	63	54	71	72	87	59	48	57	71	57	63	70	69	64	55	55	56	65	64	62	64
	56 This is a fun place to work.	48	49	53	62	80	43	39	43	41	38	48	57	44	49	55	50	53	49	49	33	47
	55 When you join the company, you are made to feel welcome.	74	69	80	76	92	80	70	70	69	65	74	78	71	73	90	74	84	74	74	58	74
	13 When people change jobs or work units, they are made to feel right at home.	46	44	56	59	79	45	36	38	46	37	54	39	48	47	55	39	45	47	46	33	46
	39 There is a "family" or "team" feeling here.	38	35	44	61	65	38	28	30	34	35	38	45	37	36	50	37	37	39	37	36	37
	48 We're all in this together.	43	37	51	53	71	48	26	37	33	37	44	53	42	44	37	46	48	43	43	50	40
	6 You can count on people to cooperate.	38	39	43	39	58	37	17	33	35	40	38	39	41	40	33	31	39	38	38	27	39
	Camaraderie Average	52	48	58	62	77	53	41	47	48	46	54	57	52	54	54	48	54	53	52	48	52
Great Place to Work®																						
	58 Taking everything into account, I would say this is a great place to work.	58	42	68	59	86	59	45	52	61	50	60	72	54	55	70	59	61	60	59	45	57
	Average of all Great Place to Work® Model® Statements	49	42	54	64	77	53	40	42	41	44	52	54	48	49	53	47	47	50	49	47	48



**Santa Clara Valley Water District (Overall)
Organization Data**

	Overall 2016 ORG (Jun 2016)	Unclassified
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	Number of Responses:	511	84
Credibility	19 Management keeps me informed about important issues and changes.	39	50
	7 Management makes its expectations clear.	33	38
	8 I can ask management any reasonable question and get a straight answer.	34	45
	14 Management is approachable, easy to talk with.	36	38
	45 Management is competent at running the business.	43	54
	57 Management hires people who fit in well here.	41	53
	25 Management does a good job of assigning and coordinating people.	30	41
	21 Management trusts people to do a good job without watching over their shoulders.	43	53
	26 People here are given a lot of responsibility.	50	53
	20 Management has a clear view of where the organization is going and how to get there.	33	32
	32 Management delivers on its promises.	30	36
	35 Management's actions match its words.	29	36
	41 I believe management would lay people off only as a last resort.	68	71
	49 Management is honest and ethical in its business practices.	36	56
Credibility Average	39	47	

Respect	9 I am offered training or development to further myself professionally.	60	68
	2 I am given the resources and equipment to do my job.	55	71
	10 Management shows appreciation for good work and extra effort.	39	43
	15 Management recognizes honest mistakes as part of doing business.	38	50
	16 Management genuinely seeks and responds to suggestions and ideas.	29	42
	22 Management involves people in decisions that affect their jobs or work environment.	28	43
	3 This is a physically safe place to work.	81	87
	27 This is a psychologically and emotionally healthy place to work.	47	53
	36 Our facilities contribute to a good working environment.	59	65
	53 I am able to take time off from work when I think it's necessary.	83	92
	43 People are encouraged to balance their work life and their personal life.	54	63
	50 Management shows a sincere interest in me as a person, not just an employee.	34	43
	47 We have special and unique benefits here.	69	84
	Respect Average	52	62

Fairness	11 People here are paid fairly for the work they do.	65	75
	18 I feel I receive a fair share of the profits made by this organization.	36	45
	4 Everyone has an opportunity to get special recognition.	42	51
	52 I am treated as a full member here regardless of my position.	53	55
	29 Promotions go to those who best deserve them.	28	42
	23 Managers avoid playing favorites.	28	39
	42 People avoid politicking and backstabbing as ways to get things done.	29	36
	28 People here are treated fairly regardless of their age.	58	63
	33 People here are treated fairly regardless of their race.	64	66
	37 People here are treated fairly regardless of their sex.	66	71
	44 People here are treated fairly regardless of their sexual orientation.	83	91
46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	38	48	
Fairness Average	50	57	

Pride	54 I feel I make a difference here.	55	62
	12 My work has special meaning; this is not "just a job".	58	62
	17 When I look at what we accomplish, I feel a sense of pride.	57	65
	5 People here are willing to give extra to get the job done.	42	51
	51 I want to work here for a long time.	63	75
	38 I'm proud to tell others I work here.	61	72
	30 People look forward to coming to work here.	44	53
24 I feel good about the ways we contribute to the community.	74	82	
Pride Average	57	65	

Camaraderie	31 I can be myself around here.	50	50
	40 People celebrate special events around here.	70	78
	34 People care about each other here.	51	56
	1 This is a friendly place to work.	63	64
	56 This is a fun place to work.	48	55
	55 When you join the company, you are made to feel welcome.	74	78
	13 When people change jobs or work units, they are made to feel right at home.	46	54
	39 There is a "family" or "team" feeling here.	38	45
	48 We're all in this together.	43	56
	6 You can count on people to cooperate.	38	37
Camaraderie Average	52	57	

Great Place to Work®		
58 Taking everything into account, I would say this is a great place to work.	58	71
Average of all Great Place to Work® Model® Statements	49	57

Client-Specific Statements		
59 I feel the District has effective processes in place to ensure the delivery of quality products and services.	49	58
60 People are not ridiculed due to their background, personal traits, or characteristics.	75	79
61 Consequences for poor performers in our organization are reasonable and timely.	23	32
62 My manager/supervisor provides me with timely feedback on my work.	45	59
63 I feel like I can raise issues without fear of retaliation.	38	47
64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	68	74

Blue shading highlights results that are less than 29 points below the corresponding benchmark. Yellow shading indicates responses more than 56. Categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2016 Great Place to Work® Institute, Inc. All rights reserved.



Santa Clara Valley Water District (Overall) □
Work Group Data

Totals - Work Group Perspective																			
Overall 2016 WG (Jun 2016)	Benchmarks				Diff btwn WG and ORG	Age				Disability		Gender			Job Level				
	2015 50 Best - Companies Headquartered in the San Francisco Bay Area	Difference	2016 100 Best - Unionized Employees	Difference		2016 100 Best - More than 40% Minority Employees	Difference	Between 1928 and 1945	Between 1946 and 1964	Between 1965 and 1980	1981 or later	Yes	No	Female	Male	Other	Management - Frontline or Middle Manager	Management - Department or Division Leader	Management - Executive/C-Level Leader
	Number of Responses: 511	1,031	-	10,420	-	29,129	-	6	191	208	70	17	462	203	269	11	69	17	15
Credibility	19 Management keeps me informed about important issues and changes.	60	-27	81	-21	83	-23	80	54	61	74	41	61	59	62	40	57	80	73
	7 Management makes its expectations clear.	62	-25	84	-22	84	-22	80	60	62	71	75	63	58	66	50	67	59	79
	8 I can ask management any reasonable question and get a straight answer.	62	-26	82	-20	82	-20	80	56	64	79	53	64	62	63	30	65	76	71
	14 Management is approachable, easy to talk with.	69	-23	85	-16	86	-17	80	65	71	81	65	70	71	69	40	72	76	77
	45 Management is competent at running the business.	65	-27	87	-22	88	-23	60	59	66	81	50	67	67	66	30	68	62	73
	57 Management hires people who fit in well here.	61	-31	82	-21	83	-22	60	53	64	84	50	63	66	60	33	59	71	60
	25 Management does a good job of assigning and coordinating people.	58	-28	80	-22	80	-22	80	51	61	78	47	60	60	60	40	55	53	64
	21 Management trusts people to do a good job without watching over their shoulders.	71	-20	87	-16	86	-15	100	66	74	81	71	73	72	72	30	71	80	67
	26 People here are given a lot of responsibility.	73	-21	88	-15	88	-15	100	73	71	84	76	74	70	78	60	74	94	87
	20 Management has a clear view of where the organization is going and how to get there.	55	-31	84	-29	84	-29	60	48	58	70	29	57	57	55	40	54	67	53
	32 Management delivers on its promises.	59	-31	79	-20	81	-22	60	51	65	73	41	61	59	62	20	65	65	71
35 Management's actions match its words.	60	-29	80	-20	81	-21	60	56	63	74	47	62	61	63	20	67	65	60	
41 I believe management would lay people off only as a last resort.	77	-15	86	-9	84	-7	80	74	78	84	71	77	79	77	33	85	94	80	
49 Management is honest and ethical in its business practices.	68	-29	88	-20	89	-21	80	61	70	86	50	70	69	70	40	71	76	80	
Credibility Average	64	-26	84	-20	84	-20	76	59	66	78	55	66	65	66	36	66	73	71	
Respect	9 I am offered training or development to further myself professionally.	74	-14	88	-9	84	-10	80	74	75	80	71	75	78	73	60	78	88	87
	2 I am given the resources and equipment to do my job.	71	-20	91	-20	88	-17	100	66	75	80	53	72	72	72	50	68	71	80
	10 Management shows appreciation for good work and extra effort.	64	-26	82	-18	84	-20	60	62	65	77	53	66	66	65	40	63	76	71
	15 Management recognizes honest mistakes as part of doing business.	68	-24	84	-16	84	-16	80	66	68	84	59	70	71	68	60	65	76	71
	16 Management genuinely seeks and responds to suggestions and ideas.	61	-27	80	-19	81	-20	40	56	64	77	53	62	62	63	20	68	71	64
	22 Management involves people in decisions that affect their jobs or work environment.	56	-28	76	-20	76	-20	60	53	58	70	53	57	58	58	30	53	73	67
	3 This is a physically safe place to work.	83	-15	94	-11	95	-12	80	79	85	91	82	84	86	85	30	86	94	93
	27 This is a psychologically and emotionally healthy place to work.	62	-30	83	-21	83	-21	80	57	61	84	35	64	63	65	20	55	81	73
	36 Our facilities contribute to a good working environment.	66	-29	90	-24	89	-23	80	59	72	76	59	68	69	68	30	72	71	60
	53 I am able to take time off from work when I think it's necessary.	87	-7	88	-1	90	-3	100	86	88	87	88	87	89	86	67	87	100	87
	43 People are encouraged to balance their work life and their personal life.	72	-17	89	-17	83	-11	100	69	74	81	67	73	76	69	78	64	65	73
50 Management shows a sincere interest in me as a person, not just an employee.	65	-26	91	-26	82	-17	100	60	66	79	56	66	66	66	38	65	82	73	
47 We have special and unique benefits here.	73	-18	86	-13	85	-12	100	74	72	80	67	73	79	72	56	72	76	64	
Respect Average	69	-22	84	-15	85	-16	81	66	71	80	61	71	72	70	44	69	79	74	
Fairness	11 People here are paid fairly for the work they do.	70	-16	86	-16	77	-7	100	71	70	79	76	72	76	69	60	70	82	73
	18 I feel I receive a fair share of the profits made by this organization.	45	-40	85	-40	70	-25	50	37	46	69	25	47	47	46	11	29	30	50
	4 Everyone has an opportunity to get special recognition.	57	-32	89	-32	81	-24	100	52	58	71	47	59	59	57	30	53	76	67
	52 I am treated as a full member here regardless of my position.	72	-20	87	-15	88	-16	80	64	79	84	65	74	74	74	50	75	88	60
	29 Promotions go to those who best deserve them.	53	-34	87	-34	74	-21	100	44	56	76	41	55	52	56	40	61	57	71
	23 Managers avoid playing favorites.	57	-27	73	-16	73	-16	60	51	60	75	29	60	59	60	10	57	69	79
	42 People avoid politicking and backstabbing as ways to get things done.	58	-33	77	-19	76	-18	60	50	61	75	41	60	60	59	30	57	62	53
	28 People here are treated fairly regardless of their age.	71	-26	97	-26	89	-18	100	65	75	85	59	73	74	72	40	75	75	73
	33 People here are treated fairly regardless of their race.	79	-18	97	-18	93	-14	100	72	84	91	53	81	81	81	40	83	82	87
	37 People here are treated fairly regardless of their sex.	77	-19	93	-16	93	-16	100	73	80	90	71	79	74	83	67	85	76	80
	44 People here are treated fairly regardless of their sexual orientation.	85	-13	95	-10	96	-11	100	81	88	93	47	88	87	86	50	87	88	80
46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	-31	88	-31	80	-23	50	48	59	82	38	59	60	58	11	63	65	64	
Fairness Average	66	-25	83	-17	83	-17	84	49	68	81	50	68	67	67	37	67	73	70	
Pride	54 I feel I make a difference here.	78	-14	92	-14	88	-10	80	73	80	88	56	80	74	83	44	83	88	80
	12 My work has special meaning; this is not "just a job".	76	-15	91	-15	87	-11	100	77	78	76	62	78	78	76	89	83	82	87
	17 When I look at what we accomplish, I feel a sense of pride.	80	-15	95	-15	91	-11	80	77	84	83	65	81	82	81	60	93	88	80
	5 People here are willing to give extra to get the job done.	70	-24	94	-24	85	-15	80	68	72	70	76	71	70	72	56	65	88	87
	51 I want to work here for a long time.	71	-19	90	-19	87	-16	80	66	73	84	69	72	74	70	56	68	94	53
	38 I'm proud to tell others I work here.	71	-26	93	-22	93	-22	80	65	73	87	56	73	69	75	56	80	94	73
	30 People look forward to coming to work here.	61	-33	94	-33	82	-21	80	59	61	74	41	63	62	63	30	59	69	73
24 I feel good about the ways we contribute to the community.	85	-11	91	-6	92	-7	80	82	88	87	94	84	87	85	78	86	100	87	
Pride Average	74	-20	88	-14	88	-14	82	71	76	81	65	75	75	76	58	77	88	78	
Camaraderie	31 I can be myself around here.	67	-27	94	-27	89	-22	60	64	68	79	35	69	73	66	10	67	76	80
	40 People celebrate special events around here.	68	-28	96	-28	87	-19	80	66	68	77	53	69	70	69	70	65	88	80
	34 People care about each other here.	72	-25	88	-16	88	-16	80	66	75	90	65	75	73	75	30	72	82	80
	1 This is a friendly place to work.	78	-20	94	-16	94	-16	80	75	79	89	71	79	80	79	40	78	100	80
	56 This is a fun place to work.	58	-36	84	-26	85	-27	60	55	57	76	38	60	61	57	33	53	71	60
	55 When you join the company, you are made to feel welcome.	82	-14	94	-12	94	-12	100	81	82	88	69	83	82	84	67	85	88	87
	13 When people change jobs or work units, they are made to feel right at home.	68	-26	88	-20	88	-20	80	65	71	78	57	71	68	70	50	69	92	73
	39 There is a "family" or "team" feeling here.	64	-31	86	-22	87	-23	80	60	67	77	53	67	68	66	30	64	65	73
48 We're all in this together.	69	-24	86	-17	86	-17	80	63	71	84	60	70	71	69	44	68	88	73	
6 You can count on people to cooperate.	66	-26	84	-18	84	-18	80	62	70	67	71	67	65	69	30	67	88	80	
Camaraderie Average	69	-26	88	-19	88	-19	80	66	71	81	57	71	71	70	40	69	84	77	
Great Place to Work®																			
58 Taking everything into account, I would say this is a great place to work.	70	-25	91	-21	91	-21	80	66	71	85	44	73	71	73	22	72	82	67	
Average of all Great Place to Work® Model® Statements	68	-24	85	-17	86	-18	80	64	70	80	57	70	70	69	41	69	78	73	
Client-Specific Statements																			
59 I feel the District has effective processes in place to ensure the delivery of quality products and services.	64							60	59	67	79	50	66	69	63	22	61	76	60
60 People are not ridiculed due to their background, personal traits, or characteristics.	82							100	77	84	93	76							



Santa Clara Valley Water District (Overall)
Work Group Data

Statement	Overall 2016 WG (Jun 2016)	Employee/Individual Contributor	LGBT			Organizational Area			Race/ Ethnicity (Custom)										Children	Elders	
			Yes	No	Prefer not to answer	CEO/Clerk/Counsel/Admin	Water Utility	Watershed	African American or Black	American Indian or Alaskan Native	Caucasian or White	Chinese	Filipino	Hispanic/Latino	Indian	Japanese	Vietnamese	Two or More Races			Other
Credibility																					
19 Management keeps me informed about important issues and changes.	60	58	67	61	56	56	59	69	56	40	65	58	90	54	54	33	89	67	47	62	40
7 Management makes its expectations clear.	62	60	73	64	51	61	59	69	67	40	67	66	90	58	69	33	67	73	38	66	44
8 I can ask management any reasonable question and get a straight answer.	62	60	73	65	45	62	58	71	50	40	69	67	100	57	69	33	67	63	38	62	47
14 Management is approachable, easy to talk with.	69	67	87	72	51	68	67	77	65	40	76	79	100	64	77	50	56	70	44	71	50
45 Management is competent at running the business.	65	63	67	69	38	62	64	72	71	40	72	67	90	65	75	50	78	54	42	66	53
57 Management hires people who fit in well here.	61	60	77	65	35	59	59	68	50	40	68	66	80	61	77	33	62	67	37	64	51
25 Management does a good job of assigning and coordinating people.	58	59	60	62	43	57	57	64	67	40	62	61	80	62	62	33	89	48	42	58	51
21 Management trusts people to do a good job without watching over their shoulders.	71	71	87	74	56	69	72	79	76	40	79	73	90	72	69	50	88	63	53	75	51
26 People here are given a lot of responsibility.	73	71	80	76	59	70	78	76	67	40	77	75	100	70	69	67	78	96	55	75	77
20 Management has a clear view of where the organization is going and how to get there.	55	54	87	57	37	51	56	60	53	40	59	62	80	56	62	33	67	52	32	53	44
32 Management delivers on its promises.	59	57	86	62	38	55	61	67	65	40	68	62	80	50	69	33	78	60	33	62	50
35 Management's actions match its words.	60	59	79	64	38	56	58	73	56	60	70	61	89	55	77	33	56	62	31	63	47
41 I believe management would lay people off only as a last resort.	77	74	87	80	58	77	76	80	71	80	83	81	80	77	83	33	78	85	51	79	62
49 Management is honest and ethical in its business practices.	68	66	92	71	45	63	71	74	71	60	77	76	90	62	69	33	75	67	39	71	55
Credibility Average	64	63	78	67	46	62	64	71	63	49	71	68	88	62	70	39	73	66	42	66	52
Respect																					
9 I am offered training or development to further myself professionally.	74	73	87	77	57	75	70	81	78	80	79	85	78	69	69	50	78	85	59	78	61
2 I am given the resources and equipment to do my job.	71	71	73	74	55	72	71	74	76	80	73	79	90	75	69	33	89	78	44	75	58
10 Management shows appreciation for good work and extra effort.	64	63	67	67	49	62	61	76	67	40	70	70	100	55	69	50	67	78	44	66	47
15 Management recognizes honest mistakes as part of doing business.	68	68	93	71	53	69	65	77	67	40	75	70	100	67	62	50	67	63	55	73	58
16 Management genuinely seeks and responds to suggestions and ideas.	61	59	60	64	44	59	60	68	56	40	66	69	80	61	62	50	89	69	37	65	46
22 Management involves people in decisions that affect their jobs or work environment.	56	55	73	58	45	56	53	65	44	40	63	61	100	50	58	33	75	56	34	60	39
3 This is a physically safe place to work.	83	82	87	86	64	83	85	84	82	100	87	94	100	84	69	50	89	85	67	88	78
27 This is a psychologically and emotionally healthy place to work.	62	61	73	65	44	59	64	68	67	80	66	79	90	54	77	50	89	67	34	66	54
36 Our facilities contribute to a good working environment.	66	66	73	69	50	65	72	61	78	60	68	76	80	62	92	50	89	72	46	69	56
53 I am able to take time off from work when I think it's necessary.	87	86	93	88	80	87	84	92	94	100	90	88	100	82	77	50	78	85	79	88	86
43 People are encouraged to balance their work life and their personal life.	72	73	80	73	67	72	66	84	71	80	77	76	90	67	77	50	67	81	62	77	66
50 Management shows a sincere interest in me as a person, not just an employee.	65	63	73	68	44	62	67	70	65	60	74	70	90	56	62	33	78	62	38	67	53
47 We have special and unique benefits here.	73	73	79	74	63	77	65	80	75	100	77	78	100	68	69	50	89	65	55	75	69
Respect Average	69	69	78	72	55	69	68	75	71	69	74	76	92	65	70	46	80	73	50	73	60
Fairness																					
11 People here are paid fairly for the work they do.	70	71	64	73	63	69	70	80	100	80	72	71	80	78	38	50	89	77	58	74	69
18 I feel I receive a fair share of the profits made by this organization.	45	47	45	48	33	37	47	55	44	60	46	57	86	47	33	0	62	50	26	45	34
4 Everyone has an opportunity to get special recognition.	57	56	67	60	33	56	58	62	56	60	61	70	100	46	62	50	67	67	41	60	40
52 I am treated as a full member here regardless of my position.	72	71	80	72	54	70	75	77	78	40	79	76	90	72	83	67	78	80	47	76	63
29 Promotions go to those who best deserve them.	53	51	79	56	36	49	59	57	56	20	62	53	75	49	55	33	75	62	29	57	41
23 Managers avoid playing favorites.	57	56	73	60	42	52	63	62	56	40	62	62	90	55	54	50	78	58	34	58	40
42 People avoid politicking and backstabbing as ways to get things done.	58	58	64	60	47	48	63	65	65	40	65	69	80	49	50	33	75	62	41	63	43
28 People here are treated fairly regardless of their age.	71	70	93	74	54	70	73	76	76	40	80	82	89	66	75	33	78	73	47	76	53
33 People here are treated fairly regardless of their race.	79	78	93	83	54	71	84	86	88	60	89	84	80	72	77	67	78	93	54	82	66
37 People here are treated fairly regardless of their sex.	77	75	93	80	60	72	80	87	83	60	85	84	80	68	77	83	78	85	55	82	67
44 People here are treated fairly regardless of their sexual orientation.	85	85	87	89	69	78	88	93	94	60	92	84	90	79	91	60	88	92	73	90	73
46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	55	79	60	40	58	56	61	56	60	60	64	90	52	58	33	71	68	39	61	41
Fairness Average	66	65	77	69	49	62	68	72	71	52	72	71	86	61	63	49	76	73	46	69	53
Pride																					
54 I feel I make a difference here.	78	76	93	79	69	75	81	80	83	100	83	79	100	74	85	50	89	74	61	79	83
12 My work has special meaning; this is not "just a job".	76	74	86	77	74	76	75	82	94	100	76	81	80	81	77	83	89	78	67	77	86
17 When I look at what we accomplish, I feel a sense of pride.	80	77	87	82	70	79	79	85	89	100	80	91	90	85	85	67	100	81	58	83	74
5 People here are willing to give extra to get the job done.	70	69	93	70	66	63	74	77	67	100	74	70	100	65	58	50	67	89	55	74	72
51 I want to work here for a long time.	71	71	73	75	47	69	68	79	78	80	72	82	100	72	77	33	89	69	55	76	61
38 I'm proud to tell others I work here.	71	68	79	74	56	67	75	76	89	80	74	76	90	76	69	50	89	67	51	75	53
30 People look forward to coming to work here.	61	60	87	63	46	58	62	68	76	80	65	75	80	59	62	33	78	60	32	62	57
24 I feel good about the ways we contribute to the community.	85	83	100	86	76	84	87	85	94	100	85	88	100	89	92	50	100	89	70	86	80
Pride Average	74	72	87	76	63	71	75	79	84	92	76	80	92	75	76	52	88	76	56	77	71
Camaraderie																					
31 I can be myself around here.	67	66	80	70	49	65	68	72	83	80	73	79	80	64	69	50	67	63	36	73	50
40 People celebrate special events around here.	68	68	73	70	61	68	67	71	83	80	68	81	80	68	62	60	67	65	68	71	61
34 People care about each other here.	72	71	100	75	61	69	74	81	61	80	82	82	100	66	62	67	67	67	54	75	56
1 This is a friendly place to work.	78	77	93	80	59	78	76	83	78	80	82	88	90	72	85	67	89	81	64	82	64
56 This is a fun place to work.	58	58	60	60	50	57	53	68	56	80	59	76	80	58	62	60	67	67	34	57	44
55 When you join the company, you are made to feel welcome.	82	80	87	84	72	79	84	85	94	80	86	88	100	78	92	60	78	85	66	85	69
13 When people change jobs or work units, they are made to feel right at home.	68	67	75	71	60	64	68	77	71	60	73	81	100	65	75	60	89	67	54	73	59
39 There is a "family" or "team" feeling here.	64	64	67	68	53	63	67	71	78	60	72	81	90	57	69	17	67	67	41	68	50
48 We're all in this together.	69	67	93	70	59	62	72	77	72	80	74	78	90	62	69						



Santa Clara Valley Water District (Overall) □
Work Group Data

Credibility	Overall 2016 WG (Jun 2016)	Responsibility			Tenure						Type of Work (Custom)						Veteran Status		Work Status		Worker Ty
		Number of Responses: 311	Both children and elders 58	Neither children nor elders 140	Extended Family 20	Less than 2 years 94	2 years to 5 years 47	6 years to 10 years 50	11 years to 15 years 155	16 years to 20 years 65	Over 20 years 73	Managerial/Supervisory 84	Administrative/Clerical 66	Technical/Engineering Professional 145	Other Professional 100	Skilled Craft 32	Operations/Service 54	Yes 35	No 442	Full-time 479	Part-time 13
19 Management keeps me informed about important issues and changes.	60	49	71	58	77	61	64	53	54	53	60	59	59	65	61	61	60	60	60	54	59
7 Management makes its expectations clear.	62	50	66	74	77	70	58	55	61	54	66	61	60	69	68	56	71	62	62	50	61
8 I can ask management any reasonable question and get a straight answer.	62	61	71	60	88	64	58	56	56	50	67	64	60	70	58	54	63	63	62	62	61
14 Management is approachable, easy to talk with.	69	60	80	70	88	66	74	62	62	63	69	75	69	76	71	55	69	70	69	69	69
45 Management is competent at running the business.	65	55	74	68	82	70	62	55	62	64	65	73	62	71	63	63	59	66	65	58	63
57 Management hires people who fit in well here.	61	54	68	68	86	72	55	49	59	53	57	61	61	72	58	54	59	62	61	70	60
25 Management does a good job of assigning and coordinating people.	58	54	67	63	83	62	60	51	51	50	56	60	57	67	65	52	59	59	59	58	56
21 Management trusts people to do a good job without watching over their shoulders.	71	60	81	79	86	66	76	67	69	65	72	79	67	77	71	69	71	73	71	77	70
26 People here are given a lot of responsibility.	73	58	80	79	79	85	74	69	69	70	80	68	74	73	84	67	86	73	74	50	72
20 Management has a clear view of where the organization is going and how to get there.	55	55	63	63	81	49	49	47	53	45	55	53	54	64	57	48	52	56	55	58	53
32 Management delivers on its promises.	59	49	66	65	86	53	64	50	59	50	63	61	58	68	61	50	58	60	60	67	59
35 Management's actions match its words.	60	53	70	65	82	57	61	54	59	54	60	61	61	69	61	54	61	62	61	54	61
41 I believe management would lay people off only as a last resort.	77	68	84	75	90	82	69	72	83	65	84	83	77	77	63	75	69	78	77	75	79
49 Management is honest and ethical in its business practices.	68	56	76	78	93	70	67	60	60	60	68	68	67	73	66	69	53	70	68	69	67
Credibility Average	64	56	73	69	84	66	64	57	61	57	66	66	63	71	65	59	64	65	65	62	63
9 I am offered training or development to further myself professionally.	74	61	84	75	87	77	71	70	71	71	82	75	74	78	65	74	65	76	75	62	73
2 I am given the resources and equipment to do my job.	71	60	77	70	86	85	72	68	66	56	71	83	64	74	74	74	77	71	72	58	70
10 Management shows appreciation for good work and extra effort.	64	51	74	75	84	72	60	56	60	58	67	62	64	76	65	54	63	66	65	62	63
15 Management recognizes honest mistakes as part of doing business.	68	56	75	70	88	66	72	63	66	60	68	80	65	79	70	60	76	69	69	75	68
16 Management genuinely seeks and responds to suggestions and ideas.	61	48	71	68	82	62	58	52	58	60	66	56	59	69	58	57	66	61	61	67	58
22 Management involves people in decisions that affect their jobs or work environment.	56	46	65	58	78	54	62	47	55	50	54	52	55	68	48	53	66	56	56	67	53
3 This is a physically safe place to work.	83	77	88	80	96	87	80	82	78	76	88	86	88	86	68	74	79	84	84	77	83
27 This is a psychologically and emotionally healthy place to work.	62	50	69	68	86	70	48	53	58	58	58	69	65	68	55	54	54	64	62	62	61
36 Our facilities contribute to a good working environment.	66	62	71	70	83	70	69	59	70	56	66	67	72	71	57	62	74	67	67	62	67
53 I am able to take time off from work when I think it's necessary.	87	80	91	84	90	85	86	88	89	79	88	92	85	88	84	89	97	86	87	85	86
43 People are encouraged to balance their work life and their personal life.	72	54	81	63	88	74	72	67	68	68	67	79	76	77	63	65	67	74	72	67	71
50 Management shows a sincere interest in me as a person, not just an employee.	65	55	74	68	81	72	67	56	63	59	64	62	63	73	62	66	66	66	65	62	64
47 We have special and unique benefits here.	73	57	78	78	82	66	72	72	75	70	75	82	66	82	73	67	65	74	72	92	70
Respect Average	69	58	77	71	86	72	68	64	68	63	70	73	69	76	65	65	70	70	70	69	68
11 People here are paid fairly for the work they do.	70	55	78	75	85	78	68	68	66	63	72	73	70	78	77	62	69	72	71	92	69
18 I feel I receive a fair share of the profits made by this organization.	45	27	59	53	71	43	45	40	37	28	30	45	50	51	54	39	47	46	44	60	43
4 Everyone has an opportunity to get special recognition.	57	47	63	65	79	66	44	52	54	46	55	58	57	67	63	47	60	58	58	33	56
52 I am treated as a full member here regardless of my position.	72	66	79	74	89	76	71	66	75	63	75	78	74	68	71	76	74	73	73	62	73
29 Promotions go to those who best deserve them.	53	43	61	56	87	60	46	44	48	49	60	46	54	55	57	56	50	55	53	67	51
23 Managers avoid playing favorites.	57	46	71	58	82	55	64	49	52	46	57	54	58	63	61	57	57	59	58	58	56
42 People avoid politicking and backstabbing as ways to get things done.	58	44	66	60	78	50	54	53	66	47	51	53	67	62	48	56	60	59	58	54	58
28 People here are treated fairly regardless of their age.	71	62	80	74	91	77	63	64	72	65	71	81	70	71	65	79	66	73	71	75	70
33 People here are treated fairly regardless of their race.	79	71	85	80	96	83	78	73	75	76	80	86	83	80	71	78	66	82	80	73	80
37 People here are treated fairly regardless of their sex.	77	77	78	80	94	85	66	73	75	75	83	80	82	75	68	74	76	79	78	69	78
44 People here are treated fairly regardless of their sexual orientation.	85	78	89	80	97	93	78	81	81	80	82	90	89	88	71	86	74	87	86	73	85
46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	47	65	59	85	60	52	45	62	47	57	60	51	68	54	57	53	58	57	58	56
Fairness Average	66	56	73	68	86	69	62	59	64	58	65	68	68	69	64	64	63	67	66	65	65
54 I feel I make a difference here.	78	70	81	89	87	74	82	75	77	73	77	72	80	84	81	74	82	78	78	100	78
12 My work has special meaning; this is not "just a job".	76	72	82	75	82	87	68	75	75	76	85	70	75	82	81	66	85	76	76	69	76
17 When I look at what we accomplish, I feel a sense of pride.	80	75	85	84	88	87	74	80	75	75	88	78	78	84	77	74	80	81	81	69	80
5 People here are willing to give extra to get the job done.	70	59	73	75	76	72	72	65	72	68	74	67	73	77	68	57	85	70	70	69	69
51 I want to work here for a long time.	71	62	74	79	85	74	70	71	73	49	65	77	67	75	74	77	71	71	71	69	70
38 I'm proud to tell others I work here.	71	68	77	80	90	81	70	63	70	59	72	73	71	74	68	74	79	72	72	62	70
30 People look forward to coming to work here.	61	46	69	74	77	70	57	53	60	58	62	64	55	69	61	59	68	61	62	46	59
24 I feel good about the ways we contribute to the community.	85	80	87	95	90	89	84	85	84	74	88	84	83	92	84	77	88	85	85	85	84
Pride Average	74	66	79	81	84	79	72	71	73	67	76	73	73	80	74	70	80	74	74	71	73
31 I can be myself around here.	67	53	74	60	82	72	64	59	73	57	65	73	66	73	65	63	63	68	67	69	67
40 People celebrate special events around here.	68	66	69	70	84	72	64	64	67	60	67	73	70	75	61	64	60	70	70	54	66
34 People care about each other here.	72	62	83	80	87	81	68	67	71	71	74	67	73	79	71	74	69	75	78	77	71
1 This is a friendly place to work.	78	72	82	80	93	85	68	75	78	69	82	83	78	84	61	74	69	79	73	85	77
56 This is a fun place to work.	58	53	66	68	80	60	60	49	59	47	51	58	58	67	55	61	59	59	58	54	56
55 When you join the company, you are made to feel welcome.	82	80	87	74	90	81	86	80	81	77	81	78	84	86	87	79	91	82	82	69	83
13 When people change jobs or work units, they are made to feel right at home.	68	54	76	75	87	72	64	61	71	65	71	65	69	79	70	60	67	70	69	78	69
39 There is a "family" or "team" feeling here.	64	56	72	65	79	72	68	56	65	61	63	62	65	76	61	59	76	65	65	69	63
48 We're all in this together.	69	60	77	72	84	72	71	63	65	60	67	72	69	78	60	63	69				



Santa Clara Valley Water District (Overall) □
Work Group Data

Overall 2016 WG (Jun 2016)	Unclassified
511	84

	Number of Responses:	Overall 2016 WG (Jun 2016)	Unclassified
Credibility	19 Management keeps me informed about important issues and changes.	60	67
	7 Management makes its expectations clear.	62	70
	8 I can ask management any reasonable question and get a straight answer.	62	71
	14 Management is approachable, easy to talk with.	69	74
	45 Management is competent at running the business.	65	76
	57 Management hires people who fit in well here.	61	69
	25 Management does a good job of assigning and coordinating people.	58	72
	21 Management trusts people to do a good job without watching over their shoulders.	71	80
	26 People here are given a lot of responsibility.	73	82
	20 Management has a clear view of where the organization is going and how to get there.	55	63
	32 Management delivers on its promises.	59	63
	35 Management's actions match its words.	60	63
	41 I believe management would lay people off only as a last resort.	77	74
	49 Management is honest and ethical in its business practices.	68	75
Credibility Average	64	71	

Respect	9 I am offered training or development to further myself professionally.	74	84
	2 I am given the resources and equipment to do my job.	71	80
	10 Management shows appreciation for good work and extra effort.	64	76
	15 Management recognizes honest mistakes as part of doing business.	68	77
	16 Management genuinely seeks and responds to suggestions and ideas.	61	74
	22 Management involves people in decisions that affect their jobs or work environment.	56	68
	3 This is a physically safe place to work.	83	87
	27 This is a psychologically and emotionally healthy place to work.	62	68
	36 Our facilities contribute to a good working environment.	66	72
	53 I am able to take time off from work when I think it's necessary.	87	92
	43 People are encouraged to balance their work life and their personal life.	72	79
	50 Management shows a sincere interest in me as a person, not just an employee.	65	73
47 We have special and unique benefits here.	73	84	
Respect Average	69	78	

Fairness	11 People here are paid fairly for the work they do.	70	84
	18 I feel I receive a fair share of the profits made by this organization.	45	55
	4 Everyone has an opportunity to get special recognition.	57	66
	52 I am treated as a full member here regardless of my position.	72	72
	29 Promotions go to those who best deserve them.	53	68
	23 Managers avoid playing favorites.	57	67
	42 People avoid politicking and backstabbing as ways to get things done.	58	61
	28 People here are treated fairly regardless of their age.	71	80
	33 People here are treated fairly regardless of their race.	79	83
	37 People here are treated fairly regardless of their sex.	77	80
44 People here are treated fairly regardless of their sexual orientation.	85	91	
46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	63	
Fairness Average	66	73	

Pride	54 I feel I make a difference here.	78	78
	12 My work has special meaning; this is not "just a job".	76	84
	17 When I look at what we accomplish, I feel a sense of pride.	80	85
	5 People here are willing to give extra to get the job done.	70	80
	51 I want to work here for a long time.	71	77
	38 I'm proud to tell others I work here.	71	78
	30 People look forward to coming to work here.	61	72
24 I feel good about the ways we contribute to the community.	85	90	
Pride Average	74	81	

Camaraderie	31 I can be myself around here.	67	75
	40 People celebrate special events around here.	68	80
	34 People care about each other here.	72	81
	1 This is a friendly place to work.	78	83
	56 This is a fun place to work.	58	66
	55 When you join the company, you are made to feel welcome.	82	82
	13 When people change jobs or work units, they are made to feel right at home.	68	77
	39 There is a "family" or "team" feeling here.	64	75
	48 We're all in this together.	69	78
6 You can count on people to cooperate.	66	73	
Camaraderie Average	69	77	

Great Place to Work®

58 Taking everything into account, I would say this is a great place to work.	70	83
Average of all Great Place to Work® Model® Statements	68	76

Client-Specific Statements

59 I feel the District has effective processes in place to ensure the delivery of quality products and services.	64	71
60 People are not ridiculed due to their background, personal traits, or characteristics.	82	85
61 Consequences for poor performers in our organization are reasonable and timely.	41	52
62 My manager/supervisor provides me with timely feedback on my work.	67	79
63 I feel like I can raise issues without fear of retaliation.	59	66
64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	77	81

Blue shading highlights results that are less than 17 points below the corresponding benchmark. Yellow shading indicates responses more than 50. Categories with fewer than 5 respondents are not shown to protect confidentiality. Numbers may vary slightly due to rounding and confidential data appearing only in the totals column. Survey results are compared with one or more benchmarks. Your results may include the list of Best Companies or derivative benchmarks. These ©2016 Great Place to Work® Institute, Inc. All rights reserved.

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D&I Ad Hoc Committee

D&I Program Success Measures
August 13, 2018



Current D&I Program Success Measures

- I. Great Place to Work Engagement Survey
- II. Annual Disparate Impact Report
- III. FY 18 Q3 Applicant v. Hire Demographics
- IV. FY 18 Q3 Workforce Demographics
- V. FY 18 Q2-Q3 Outreach Effort Results
- VI. FY 18 Summer Intern Demographics
- VII. Diversity Training for Current Staff
- VIII. Diversity and Inclusion Hours for Current Staff
- IX. Employee Resource Group Metrics
- X. Diversity Snapshots
- XI. Master Plan Tracking

Engagement Survey

Great Place to Work®	
Taking everything into account, I would say this is a great place to work.	58

Credibility	19	Management keeps me informed about important issues and changes.	39
	7	Management makes its expectations clear.	33
	8	I can ask management any reasonable question and get a straight answer.	34
	14	Management is approachable, easy to talk with.	36
	45	Management is competent at running the business.	43
	57	Management hires people who fit in well here.	41
	25	Management does a good job of assigning and coordinating people.	30
	21	Management trusts people to do a good job without watching over their shoulders.	43
	26	People here are given a lot of responsibility.	50
	20	Management has a clear view of where the organization is going and how to get there.	33
	32	Management delivers on its promises.	30
	35	Management's actions match its words.	29
	41	I believe management would lay people off only as a last resort.	68
	49	Management is honest and ethical in its business practices.	36
	<i>Credibility Average</i>	39	
Respect	9	I am offered training or development to further myself professionally.	60
	2	I am given the resources and equipment to do my job.	55
	10	Management shows appreciation for good work and extra effort.	39
	15	Management recognizes honest mistakes as part of doing business.	38
	16	Management genuinely seeks and responds to suggestions and ideas.	29
	22	Management involves people in decisions that affect their jobs or work environment.	28
	3	This is a physically safe place to work.	81
	27	This is a psychologically and emotionally healthy place to work.	47
	36	Our facilities contribute to a good working environment.	59
	53	I am able to take time off from work when I think it's necessary.	83
	43	People are encouraged to balance their work life and their personal life.	54
	50	Management shows a sincere interest in me as a person, not just an employee.	34
	47	We have special and unique benefits here.	69
	<i>Respect Average</i>	52	

Engagement Survey

Fairness	18	I feel I receive a fair share of the profits made by this organization.	36
	4	Everyone has an opportunity to get special recognition.	42
	52	I am treated as a full member here regardless of my position.	53
	29	Promotions go to those who best deserve them.	28
	23	Managers avoid playing favorites.	28
	42	People avoid politicking and backstabbing as ways to get things done.	29
	28	People here are treated fairly regardless of their age.	58
	33	People here are treated fairly regardless of their race.	64
	37	People here are treated fairly regardless of their sex.	66
	44	People here are treated fairly regardless of their sexual orientation.	83
46	If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	38	
		<i>Fairness Average</i>	50
Pride	54	I feel I make a difference here.	55
	12	My work has special meaning: this is not "just a job".	58
	17	When I look at what we accomplish, I feel a sense of pride.	57
	5	People here are willing to give extra to get the job done.	42
	51	I want to work here for a long time.	63
	38	I'm proud to tell others I work here.	61
	30	People look forward to coming to work here.	44
	24	I feel good about the ways we contribute to the community.	74
		<i>Pride Average</i>	57
Camaraderie	31	I can be myself around here.	50
	40	People celebrate special events around here.	70
	34	People care about each other here.	51
	1	This is a friendly place to work.	63
	56	This is a fun place to work.	48
	55	When you join the company, you are made to feel welcome.	74
	13	When people change jobs or work units, they are made to feel right at home.	46
	39	There is a "family" or "team" feeling here.	38
	48	We're all in this together.	43
	6	You can count on people to cooperate.	38
		<i>Camaraderie Average</i>	52

Engagement Survey

2016 Great Place To Work Survey Results

Statement	Overall	African American/Black	American Indian/Native Hawaiian	Caucasian/White	Chinese	Filipino	Hispanic/Latino	Indian	Japanese	Vietnamese	Two or more	Other
Total number who took survey	511	18	5	216	34	10	74	13	6	9	27	41
People here are treated fairly regardless of their age.	58%	50%	75%	65%	68%	62%	54%	64%	60%	56%	65%	34%
People here are treated fairly regardless of their race.	64%	47%	75%	75%	69%	67%	59%	75%	60%	62%	83%	33%
People here are treated fairly regardless of their sex.	66%	71%	75%	72%	81%	67%	58%	67%	60%	78%	75%	34%

Below Overall Benchmark

Above Overall Benchmark

Annual Disparate Impact Report

- Annually, an outside consultant provides a disparate impact report to EEO
- The report monitors hiring, employee movement and compensation
- Identification of any potential disparate impact
- EEO reviews results and identifies justifications where they exist
- District's counsel can provide Board with report as a confidential attorney-client communication

FY 18 Q3 Workforce Demographics

FY18 Q3 DEMOGRAPHIC BY JOB GROUP COMPARISON - DISTRICT / SANTA CLARA COUNTY WORKFORCE * +

Job Group	White (%)**		Black (%)**		Hispanic/Latino (%)**		Asian (%)**		American Indian/NHOPI/Two or More (%)***^		Minority %		# of Ees
	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	
Total Organization	47%	43%	5%	3%	19%	19%	22%	34%	7%	1%	60%	57%	729
1.1 Officials & Managers	37%	61%	7%	1%	11%	11%	33%	25%	11%	1%	63%	39%	27
1.2 Supervisors	54%	56%	3%	1%	11%	10%	20%	32%	12%	1%	46%	44%	103
2.1 Eng/Tech Professionals	35%	42%	4%	1%	14%	7%	44%	48%	3%	3%	65%	58%	129
2.2 Scientific Professionals	77%	53%	2%	1%	5%	7%	14%	39%	2%	0%	23%	47%	56
2.3 Admin Professionals	41%	49%	7%	3%	20%	10%	26%	37%	6%	1%	59%	51%	176
3.1 Sr Technicians	48%	38%	0%	4%	28%	15%	16%	41%	8%	1%	52%	62%	25
3.2 Technicians	72%	28%	2%	2%	11%	16%	11%	53%	4%	1%	28%	72%	46
6.1 Sr Clerical	34%	44%	9%	4%	28%	26%	15%	24%	15%	2%	66%	56%	47
6.2 Office & Clerical	38%	36%	0%	6%	38%	29%	25%	27%	0%	2%	63%	64%	8
7 Skilled Craft	53%	39%	4%	5%	31%	36%	4%	19%	8%	1%	47%	61%	72
8 Service & Maintenance	38%	30%	3%	4%	48%	38%	3%	27%	10%	1%	63%	70%	40
Distribution of Demographics across job groups	4%		2%		1%		-12%		6%		3%		

* District data as of March 31, 2018; Santa Clara County Data as of 2010 Census mapped to District Classifications

** 24.3% of employees have not self disclosed their ethnicity; EEOP has identified ethnicity for those individuals as allowed by law.

+ Totals may not add up to 100% due to rounding.

^The categories of American Indian, Native Hawaiian or Other Pacific Islander, and Two or More have been combined

FY 18 Q3 Applicant v. Hire Data

FY18 Q3: QUARTERLY APPLICATIONS RECEIVED VERSUS NEW EXTERNAL/INTERNAL HIRES

	White		African American/Black		Hispanic/Latino		Asian		American Indian/Native Hawaiian Pacific Islander/Two or More+^		Undisclosed		Totals
	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	
Workforce for Positions Hired	48%	38%	4%	3%	17%	17%	31%	40%	1%	2%	0%	0%	
District Applicant Pool	40%	34%	7%	6%	20%	23%	23%	25%	6%	8%	4%	4%	
Applications Received	438	489	70	89	214	337	249	361	66	112	43	59	2527
Total Hires	14	8	0	1	5	6	6	5	0	0	0	0	45
All Hires Percent	56%	40%	0%	5%	20%	30%	24%	25%	0%	0%	0%	0%	

Notes:

- 1) Applicant Pool includes all applications received in response to 45 Open Recruitments filled with start date in Q2 or Q3
 - 2) Hires includes all external and internal new hires from open job postings with start date in Q2 or Q3
 - 3) Percentages rounded to nearest full number
- ^The categories of American Indian, Native Hawaiian or Other Pacific Islander and Two or More have been combined

Applicant Diversity

- Recent efforts to increase diversity in the applicant pool seem to have been unsuccessful
 - Careers in Government Contract

Applicant Demographics FY 18 Q2 and Q3			
	Q2	Q3	Quarter over Quarter Comparison
White	34%	41%	7%
African American/ Black	6%	6%	0%
Hispanic /Latino	23%	20%	-3%
Asian	25%	23%	-2%
Am In/NHPI/ Two or More %	8%	6%	2%
Undisclosed	4%	4%	0%
Total # of Applicants	1447	1080	-367

College Intern Data 2013-2018

- The diversity of District summer college interns has steadily increased over the past 5 years, with the most marked difference this current summer.
- This summer, for the first time, the D&I Program joined HR and screened all applications with identifying information, GPA, school names removed.

Summer College Intern Demographics 2013-2018

Year	Asian	AmInd/An	Black	Hispanic	White	Two+	Und
2013	30.4%	0.0%	0.0%	26.1%	39.1%	0.0%	4.3%
2014	48.0%	0.0%	0.0%	16.0%	24.0%	0.0%	12.0%
2015	23.3%	0.0%	0.0%	26.7%	43.3%	0.0%	6.7%
2016	34.2%	0.0%	2.6%	18.4%	36.8%	5.3%	2.6%
2017	37.5%	4.2%	4.2%	12.5%	25.0%	16.7%	0.0%
2018	35.9%	0.0%	5.1%	28.2%	23.1%	2.6%	5.1%

Diversity Training

- In FY18, for the first time, D&I conducted a training for Emerging Leaders and MLT on bias and privilege.
- Below are the results of the anonymous surveys that came out of the Emerging Leaders Training.

2018 Emerging Leaders D&I Training Session

	Strongly Agree	Agree	Disagree
The instructor(s) was/were prepared and knowledgeable about the topic	78%	22%	0%
The content of this course is useful to my present job and/or career development	56%	39%	6%

Diversity and Inclusion Hours and Workplan Goals

- In FY18, for the first time ever, all staff were allocated 5 hours to charge to D&I to attend trainings, ERG events, and ERG meetings.
- Collectively staff, other than D&I staff, used 2,259 hours.
- In FY19, all staff were again allocated 5 hours to dedicate to D&I.
- As of mid-year evaluations in FY2018, 94% of staff had either achieved or were on target to achieve their Diversity and Inclusion goal.

Work Plan Goal

Demonstrate a commitment to diversity, inclusion, increasing employee morale, and employee engagement through participation in ERG events and initiatives, Employee Recognition events and initiatives, Inclusion events and initiatives, or other relationship building activities. This goal can also be achieved by enhancing managerial soft skills through training, coaching or self-learning.

Employee Resource Groups

Participation and spending in ERGs has increased significantly since the 2011 Audit

	2011 Audit Actual Expenditures per ERG	FY18 Expenditures	2011 Audit ERG Members*	2018 ERG Members*
Asian Pacific Resource Group	\$950	\$1,565	27	136
Association of Black Employees	\$0	\$1,250	25	20
Ability Awareness	\$325	\$1,100	N/A	35
Indo-American Association	\$0	\$900	25	29
LGBT/SA	\$850	\$1,500	34	45
Organization of Latino/a Affairs	\$977	\$1,700.00	64	94
Parents Advisory Network	\$300	\$1,500	N/A	5
Veterans Awareness Group	\$184	\$1,700	37	47
Developing and Recognizing Y Gen Professionals	N/A	\$1,600	N/A	93
Green Team	N/A	\$1,500	N/A	78
Total	\$3,586	\$14,315	212	582

*Many employees participate in multiple ERGs

Employee Resource Group Event Surveys

ERG Event attendance over the past 2 years is, on average, about 100 attendees

Employee Resource Group Events 2014-2018

Statement	% of Attendees Who Agree**
This event was informative. I learned something I wouldn't have known if I had not attended.*	95%
This was a great community building event.*	91%
*Statement varied slightly over the years **"Strongly Agree" and "Agree" combined	

Taste of Inclusion – June 2018

“Seeing how the ERGs encourage camaraderie and cooperation amongst District employees in different groupings than occur during the course of business, and do so in such an open and inclusive way.”

“This event was fun! Before Salam advocated for mingling with new coworkers, I was approached by a coworker from a different building and spoke with him about his background. It was a great way to meet new people.”

“Food and people--was nice to mingle. Also, I know people have diverse background, but physically seeing them and chatting with them at their ERG booth really brought their stories to life.”



Diversity Snapshot Page Views

- Diversity Snapshots, a initiative out of D&I, are very popular with staff.
- While the average post by D&I often receives about 105 unique page views, Diversity Snapshots receive around 360 with many employees commenting on the post.



Lizzie Mercado



Sunny Williams



Steve Twitchell



Anthony Fulcher



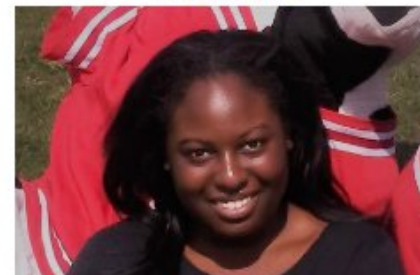
Katie Vigil



Robin Lovell



Scott Condon



Olivia Hubbard



Melissa Ledesma

Master Plan 2015-2019 Strategies Not Accomplished Yet

Of the 53 specific tactics, 46 are ongoing or have been completed.



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File No.: 19-0239

Agenda Date: 3/8/2019

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.: 19-0239

Agenda Date: 3/8/2019
Item No.: 4.3.

UNCLASSIFIED MANAGER:
Michele King, 408-630-2711

2019 Work Plan: Diversity and Inclusion Ad Hoc Committee

Update: March 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 Promotions 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	Review of Diversity and Inclusion Ad Hoc Committee Work Plan, the Outcomes of Board Action of Committee Requests and the Committee's Next Meeting Agenda	3-8-19	<ul style="list-style-type: none"> Receive and review the 2018 Committee work plan. Action Submit requests to the Board, as appropriate. 	

Yellow = Update Since Last Meeting

Blue = Action taken by the Board of Directors

Attachment 1
Page 1 of 1

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