

Annual Diversity & Inclusion Program Report
Attachment #1

Goal 1: Sustain and Enhance Workforce Diversity

This goal is aimed at attracting, promoting, and retaining a diverse, creative and highly skilled workforce to support a high-performing organization. Strategies have been developed to leverage the skills and to support the success of all District employees during periods of workforce transition and in the future.

Strategy 1.1: Maintain a skilled and diverse workforce that is adaptable to future conditions.

- The District's management team recognized the importance of raising the bar as it relates to management skills, and so, three new innovative leadership programs were launched in 2016. Management 101 is a 10-month program tailored to newly hired and promoted supervisors and managers in which internal subject-matter-experts teach courses on key district procedures. The participants learn about diversity in the workplace, labor relations, recruitment and selection, budgeting, procurement, leave of absence management, Board agenda process, etc. The Unit Manager Academy is a year-long program for middle managers to enhance their leadership and coaching skills. Courses include industry recognized training such as, Leading at the Speed of Trust, The 7 Habits of Highly Effective People, InsideOut Coaching, along with soft skill development relative to delegation, project management, team building, running effective meetings, diversity and inclusion, etc. Working with the Bargaining Units, several job descriptions were revised to enhance the minimum requirements to include requiring two years of supervisory experience for management positions. Another important Chief decision was to direct HR to develop programs and create opportunities for employees to gain supervisory skills. As a result, HR has developed an Emerging Leaders Certification Program which is a 12-month course designed to provide employees with the critical skills needed to be successful as supervisors. Upon completion, the 26 competitively selected participants will be given credit for 2 years of supervisory experience and will thus be able to compete for management positions. In addition to the above, the District participates in the following regional employee development programs.
 - Santa Clara County Leadership Academy
 - Management Talent Exchange Program
 - Municipal Management Association
 - NextGen Silicon Valley
 - BAYWORK
 - Water Career Pathway Consortium
 - International City Managers Association (ICMA) (Tactic 1.1.1)
- Comprehensive Training Program: In 2017-2018, HR plans to roll-out a comprehensive training program that is designed for various levels of employees. Classes in writing, computer software, project management, teambuilding, communications and soft-skills will be offered to all employees as electives. Another Emerging Leaders Academy and courses targeted to supervisors will be offered. For managers and executive employees,

courses designed to enhance their effectiveness in areas such as strategic thinking and organizational change will be provided. (Tactic 1.1.1)

- Succession Development Action Plan: In 2016, the District developed and launched the Succession Development Action Plan to accelerate the development of employees and transfer knowledge within the District. Programs were identified with timelines and metrics. To introduce employees to a different business area and allow employees to develop new skills, several rotational opportunities were identified. To provide additional professional development opportunities to staff, the District participates in the Santa Clara County Leadership Academy which allows employees to network with colleagues across local government agencies, enhance leadership skills and offer employees positive development opportunities and motivating experiences. Through District representation at the Two-County Next Generation Committee, sponsored by the City/County Managers Associations of San Mateo and Santa Clara Counties, District employees can attend Speed Coaching and Networking Lunch events and participate in the Management Talent Exchange Program (MTEP) in which high-potential employees are placed in another local government agency for three months to further enhance leadership growth. (Tactic 1.1.1)
- As part of the District's succession planning effort, Associate Engineers and Senior Engineers are being assigned subordinate employees so that they can gain supervisory experience. (Tactic 1.1.1)
- For the remainder of the 2017 fiscal year, the District has launched a Knowledge Management Committee comprised of staff throughout the various business areas. The goal is to identify a pilot to ensure that key knowledge is captured before positions are vacated. (Tactic 1.1.2)

Strategy 1.2: Establish and strengthen relationships with diverse community groups to attract highly qualified candidates into the organization and support pipelines for future workforce.

- The Diversity and Inclusion Program plans to host 30 African American middle school and high school students interested in careers in STEM for a facilities tour. The group of students is from the Greene Scholars Program which assists youth successfully complete higher education in STEM, and serve as positive role models and contributors to their communities. (Tactic 1.2.1)
- The District participated in an outreach program put on by ALearn, an organization that has the goal of helping more under-represented students prepare for and complete college. The District sent a representative to present to San Jose middle school students at Shepard Middle School on careers in STEM. (Tactic 1.2.3)
- The District is currently in another annual session of the Youth Stewardship Commission. The commission will give the high school students the opportunity to explore contemporary water issues from an inside perspective. (Tactic 1.2.4)

- Staff also continues to grow the water education program maintaining a high standard of teaching quality. In FY16, the program reached 796 teachers, 552 classes and 16,264 students. These metrics are significantly higher than in FY2015. (Tactic 1.2.5)

Strategy 1.3: Recruit and hire from a highly qualified, diverse pool of candidates

- To reach as many potential candidates as possible, Communications and Recruiting have partnered together to share external job openings on various social media platforms including the District's Facebook and LinkedIn pages. Additionally, the D&I Program encourages ERG leaders and other stakeholders to also post job openings on their social media pages. (Tactic 1.3.1)
- Outreach efforts include forming partnerships and connections with colleges and universities to work with their career centers to assist in recruiting top talent from their students for both internships and regular positions. The District has increased District participation in career fairs, especially with colleges, STEM fairs and events, trade organizations and diverse professional organizations (i.e. La Raza, NAACP and Veterans organizations) and continuously seek additional events that would be helpful in our outreach and recruiting efforts. Beginning in Q2 2017, D&I and Human Resources have forged a formal relationship specifically focused on outreach to underrepresented communities for job recruiting purposes. The effort will include systemization of process for identifying, tracking and following through on tactics to increase the District's recruiting outreach presence in diverse communities. (Tactic 1.3.1)
- The District continues to play a lead role with BAYWORK, a regional industry consortium of 29 water and wastewater utilities working on workforce reliability for our industry. Through BAYWORK, the District has been able to partner with at least two non-profit organizations to work on workforce reliability projects: 1) The Water Career Pathways Grant Consortium which is managed through West Valley College and is focused on building career pathways from High Schools to college for Water Careers and 2) JVS, a workforce development organization, to complete a gap analysis of the training and pathways into these careers as well. Some of the BAYWORK projects the District has been involved with include:
 - Annual Baywork Career Fair
 - Veterans Career Fair (included Baywork in our booth)
 - Provided data for the Gap Analysis
 - Two Training modules at the Annual Training Buffet (for Hiring Managers and Employees)
 - Designing a Knowledge Transfer Tool Kit
 - Water Career Challenge at West Valley College
 - Planning to launch a pilot Skills Trades Internship Program (Tactic 1.3.4)
- In Q2 2017, the District participated in the Black Alliance of Scientists and Engineer's Diversity Career Fair at San Jose State University which included the Black Alliance of Scientists and Engineer's, the Society of Latino Engineers and Scientists, and the Society of Women Engineers. In addition to two recruiters, several members of the District's ERG, the Association of Black Employees, attended and actively recruited students from the

large and diverse group of attendees. The District's recruitment team participates in career fairs and related events throughout the year. (Tactic 1.3.4).

- In addition to hiring for vacant positions, the District has made a commitment to create a pipeline for public sector jobs in general and for District jobs in particular. The District has demonstrated its commitment with various internship programs for high school and college levels. Soon the District will participate in the International City/County Management Association (ICMA) fellowship program and bring 4 recent graduates to the District. In addition, this past summer, thirty-eight (38) college students participated in the District's 12-week Summer Internship Program, including one college skilled trades intern and the District also implemented a high school internship program with ten high school students. Students represented various colleges and universities locally and across the nation such as Stanford, Santa Clara University, San Jose State University, Cal Poly, UC Santa Barbara, UC Davis, UC Irvine, University of Massachusetts Amherst, University of Colorado, University of Virginia and University of Washington. Local community colleges were also represented and this summer the program will offer more internships in skilled trades. The year-round college internship program served another 94 students, working part time during the school year. The District's internship programs showcase careers in the water industry and specifically at the Santa Clara Valley Water District. The ethnic breakdown for the District's 2016 interns was 6% African American, 29% Asian American, 27% Latino/Latina, and 6% of two or more races. Additionally, 58% of the District interns were female and 42% were male. Since 2012, 23 former interns have been hired in fulltime positions at the District. (Tactic 1.3.5)