

Annual Diversity & Inclusion Program Report

Attachment #2

Goal 2: Advance Workplace Inclusion and Engagement

This goal is aimed at supporting and empowering individuals to contribute to their full potential, to cultivate an inclusive and engaged workforce that respects differences and values the unique qualities, ideas and perspectives of all employees. Strategies and tactics have been developed around industry employee engagement drivers which were analyzed and correlated with questions and responses from the 2014 Workforce Satisfaction Survey. The strategies and tactics have been re-examined in correlation with the feedback received from the 2016 Great Places to Work perception survey.

Strategy 2.1 Strengthen Trust in Senior Leaders

- The District Leadership Team (LT) had two day long meetings focused exclusively on building trust within the organization. The first took place on May 27, 2016 under the guidance of Debra Figone, Leadership Consultant and retired San Jose City Manager who, after conducting a series of interviews at the organization, determined that building organizational trust must begin within the ranks of LT. The second day long meeting took place on November 18, 2016 and culminated in the LT defining a set of values and rules of engagement for interacting with one another. These values are defined by implementation measures and are being continuously monitored. The second meeting also included an exercise on how to best utilize personal strengths and a discussion on how to build credibility with employees. (Tactic 2.1.1)
- As a response to the Great Places to Work employee satisfaction survey and feedback from employees after the survey, the LT began collaborating with Workforce Development on a capstone project called the Culture Innovation Lab. The members of this lab are high potential emerging leaders. The objective of this group is to analyze the employee perception data on credibility and come up with actionable recommendations for management. This group will spearhead an effort towards an inclusive culture shift at the District. (Tactic 2.1.1)
- In the past year, employees have utilized multiple avenues provided to them to communicate with the Interim CEO. First, the CEO anonymous input box continues to be utilized. All comments are reviewed at the weekly Chief meetings, and any responses are posted on the CEO Corner of Aqua.gov. Second, the Interim CEO provides weekly appointment times for any employee who would like to come speak with her on any topic. Each week, on average, 2-4 employees attend CEO office hours. Finally, beginning in Q2 of FY2017, the Interim CEO places updates from board meetings, Chiefs meetings, LT/MLT meetings and other events on the CEO Corner. These transparency efforts have been well-received by employees. (Tactic 2.1.2)
- Beginning in Q1 of FY2017, all management and supervisory employees will have a talent development goal in their performance evaluations to identify one or more methods for advancing their staffs' professional development. (Tactic 2.1.2a)

- Currently eleven LT members sponsor and support the District's Employee Resource Groups and Employee Recognition Committee (Tactic 2.1.2b)

Strategy 2.2: Recognize and Promote the Value of Employees

- The District has also revamped its performance appraisal program [now called Employee Development Performance Program (EDPP)] with the goal of providing performance feedback to employees which could be valuable to their professional growth. This necessitated training for all managers with tools on how to conduct effective coaching and feedback sessions. The program incorporates employee self-evaluation and requires each employee to create Development Goals in consultation with their managers.

An emphasis was made for management staff to enhance their coaching skills while developing staff. To aid in this effort, talent management goals are required of all managers with measures to identify success. Furthermore, performance evaluations have been modified with the goal of having developmental discussions rather than strictly referring to historical work status. Additionally, coaching programs have been refined and thus have resulted in an increase in the number of trained coaches accessible to all employees for staff development and knowledge management.

To ensure that the workforce is proficient and competitive for promotional opportunities, the EDPP helps employees track and develop their skills. For the Leadership Team and Management Leadership Team to understand their responsibility for developing staff, training sessions on the mid-year and annual evaluation process are offered on a regular basis. For the FY2017 Annual Evaluation and FY2018 Goal Setting Processes, on-demand webinar videos were developed allowing staff to obtain training at their convenience from their workstation. In addition, detailed job-aids were created for employees and managers on the Automated Talent Management System to assist managers and supervisors to support employee development goals. (Tactic 2.2.1a)

- The District's Employee Resource Groups (ERGs) continue to offer programs that help foster strong internal networks, personal connections, and positive work relations. Since last year's D&I Annual report, the following events were coordinated by our ERGs:
 - Women's History Month, Q3 2016
 - Black History Month, Q3 2016
 - Cesar Chavez Celebration, Q3 2016
 - Lunar New Year Celebration, Q3 2016
 - Month of the Child event, Q4 2016
 - Earth Day Celebration, Q4 2016
 - Asian Pacific Heritage Month, Q4 2016
 - Juneteenth, Q4 2016
 - June Pride, Q4 2016
 - Hispanic Heritage Month, Q2 2017
 - 26th Anniversary of the Americans with Disabilities Act, Q2 2017
 - Breast Cancer Awareness "Pink Day", Q2 2017
 - Veteran's Day Event, Q2 2017
 - Diwali Celebration, Q2 2017

- Additionally, the ERGs had many educational brown bags, potlucks, salsa recipe contests, crock pot challenges and more. (Tactic 2.2.2b)
- The ERGs also participated in a variety of donation drives in support of the following organizations:
 - Santa Visits Alviso Foundation
 - Second Harvest Food Bank
 - Holiday Funds for custodial and cafeteria staff that raised over \$5,000 (Tactic 2.2.2b)
- Beginning in Q1 2017, the ERG leaders have been meeting monthly in an effort to reform and update the District's ERG Guidelines. The purpose of the meetings has been to update logistical items within the Guidelines, but also to identify and track overarching issues related to a successful partnership between the District and the ERGs. The group will determine the composition and objectives of a D&I Council in Q3-Q4 2017. (Tactic 2.2.2 a-e)

Strategy 2.3 Recognize Employee Contributions to the Success of the Organization

- The District continues to build a District-wide culture of recognition with regular programs that recognize employees for their role in the success of the organization. In November 2016, the District honored 116 employees and recent retirees for their commitment, hard work, loyalty and dedication to the District and to the community through its Annual Service Awards. Twenty-seven (27) employees were honored for their 20+ years at the district. (Tactic 2.3.1a)
- In FY17 through Q2, the District also recognized three employees as "Great Talent Developers" - Louisa Mendoza, Sue Turner, Lisa Porcella and Rick Callender. As part of the District's succession development program, *Cultivate*, the *Great Talent Developer Award* is a quarterly recognition of supervisors, managers, and unclassified managers who exhibit the behaviors of a great talent developer in our organization. In addition, the On-the-Spot Award Program provides regular District employees the opportunity to recognize a peer for outstanding work with a small gift card. (Tactic 2.3.2)
- In response to Employee Recognition Program feedback from 2015, the Employee Recognition Program Committee has embarked on revamping the Program Guidelines to address any perceived bias or unfairness in the awards process. One measure that the committee will put into place is a review of nominations with no identifying information. The nomination period is already open and the District is seeing more participation this year than last. (Tactic 2.3.2)

Strategy 2.4 Maintain Satisfaction with Supervisor/Manager

- In addition to the Interim CEO holding open office hours, she has encouraged her direct reports to also hold office hours. (Tactic 2.4.1)

- To cultivate an employee/employer relationship that drives individual and team performance, regular monitoring and development of annual work plans continue. Employees can provide a self-appraisal through the Automated Talented Management System prior to meeting with their managers to discuss their goals. Employees are also given the opportunity to indicate whether they have had the opportunity to reflect and clarify their own professional goals. (Tactic 2.4.1.a and Tactic 2.1.1b)

Strategy 2.5 Sustain Connection to Mission and Alignment with Goals

- To orient and acclimate new employees to the business and culture of the District, an onboarding program has been developed. The components of this program include tours of the Districts' various facilities and a year long Buddy Program. The purpose of the tours is to connect new hires to the mission of the District and help them understand the work that the District does. In October 2016, the District had a tour with approximately 50 new hires and 6 sites were visited. Some of those sites included the Santa Teresa Water Treatment Plant, Lexington Reservoir, Alviso Education Center and the day ended with a tour of the Water Quality Lab. The Buddy Program is currently under design and will be deployed in the next few months. (Tactic 2.5.1a)
- For the first time in over three years, the District held an All Employee Meeting. The meeting was attended by over 450 employees and included presentations by all the Chiefs regarding their groups' accomplishments over the past year and their visions for the year to come. Interim CEO Norma Camacho delivered a presentation on the organization's mission, vision and values to the group. Feedback from the All Employee Meeting was very positive. A post-event survey showed that a large majority of employees present at the meeting thought that the District was a great place to work. (Tactic 2.5.1b)

Strategy 2.6: Continue to Sustain Team Effectiveness

- The Emerging Leaders Program, which brings together staff from across the District, will culminate in cross-functional team projects that include: (1) Transition of Capital Projects to Water Utility Operations; (2) Culture Innovation Lab; (3) Infrastructure Reliability Project – Water Wheeling Study; and (4) THIRA – Threat Hazard Identification and Risk Assessment projects. (Tactic 2.6.1)