

Workforce Development Annual Update

November 28, 2017



Goals

1. Hire the best qualified talent
2. Retain and develop internal talent

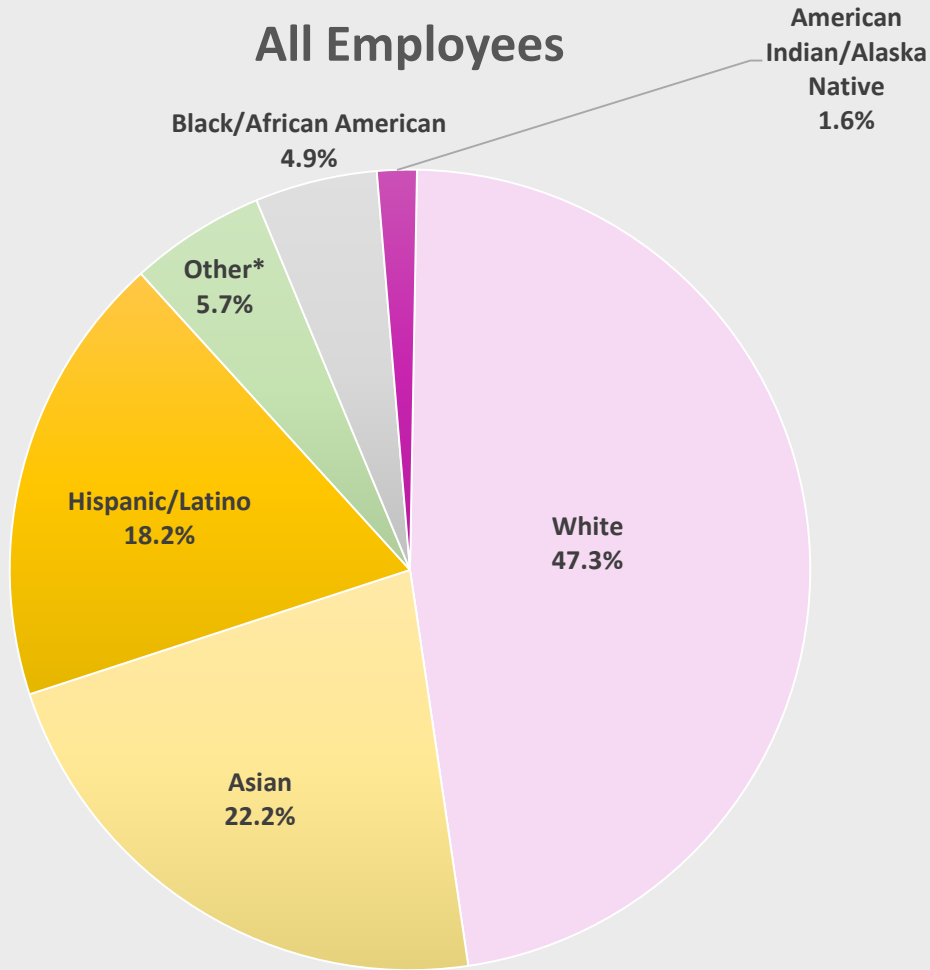


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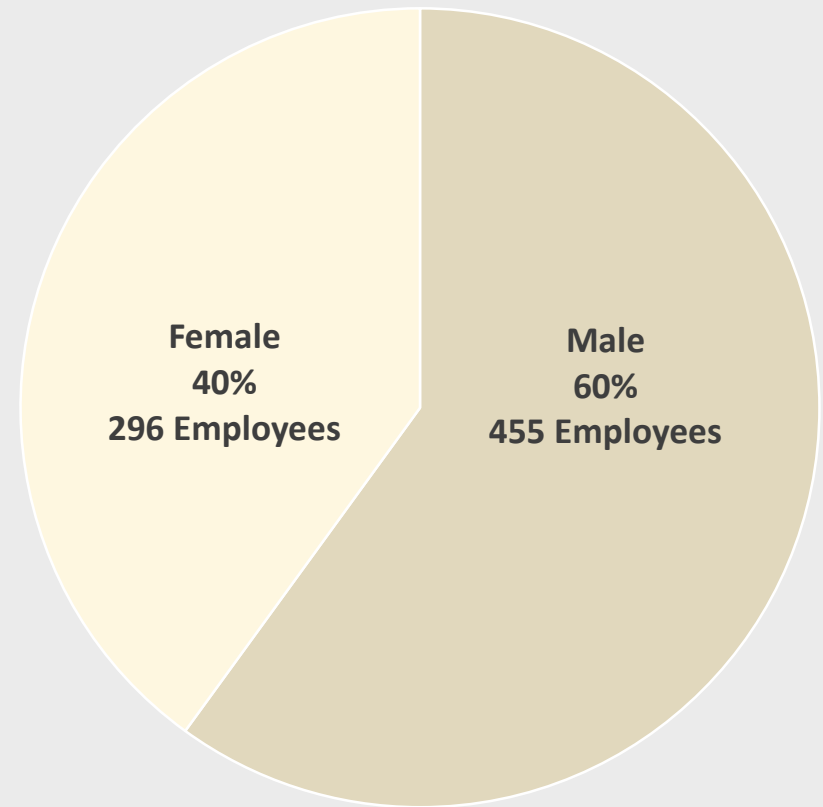


Current Workforce Profile

All Employees



Workforce Gender

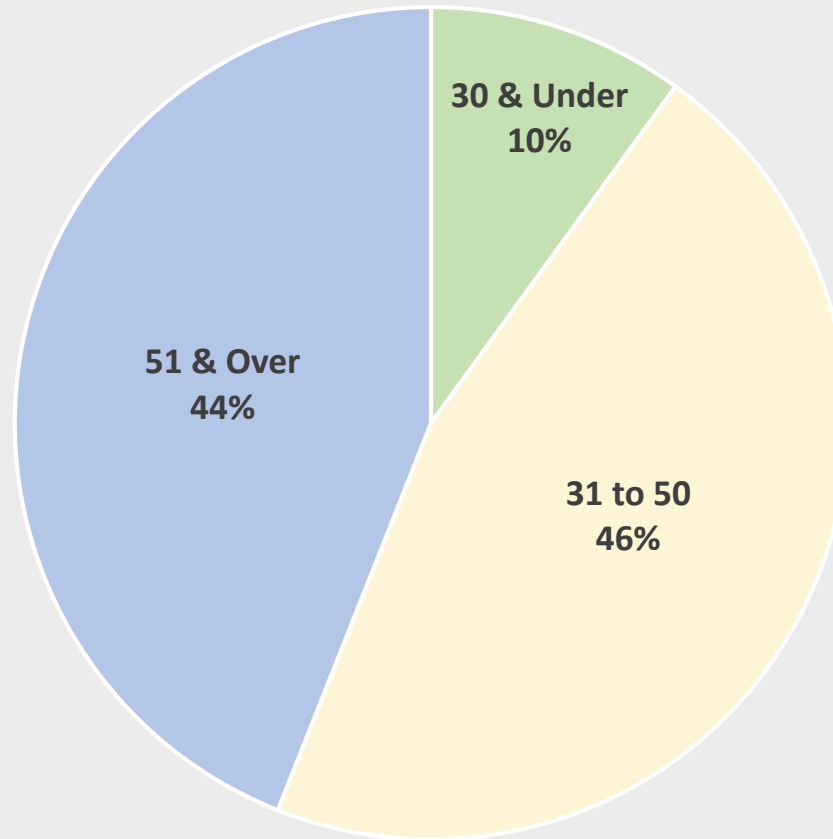


*Two/More Races and Native Hawaiian/Pacific Island



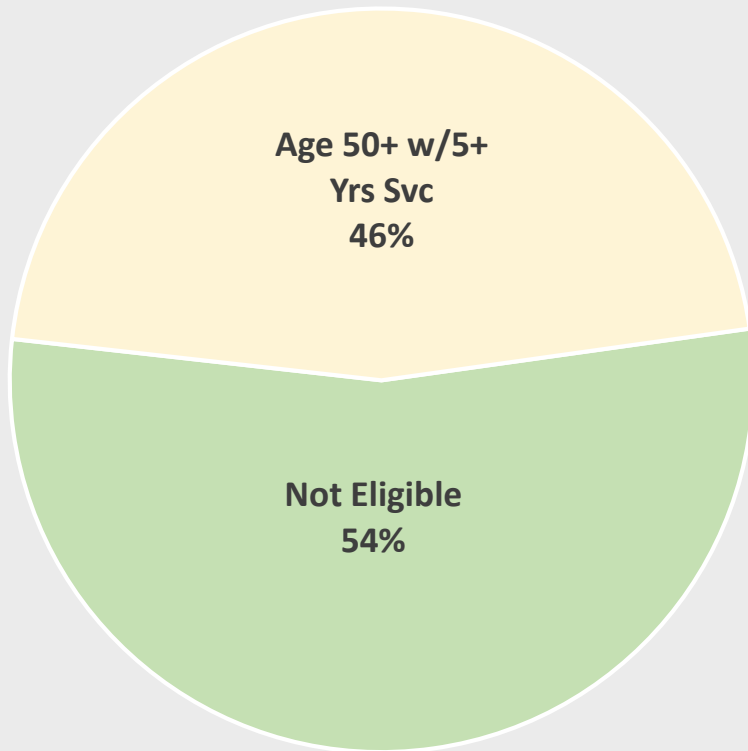
Current Workforce Profile

Age Demographics of All Employees

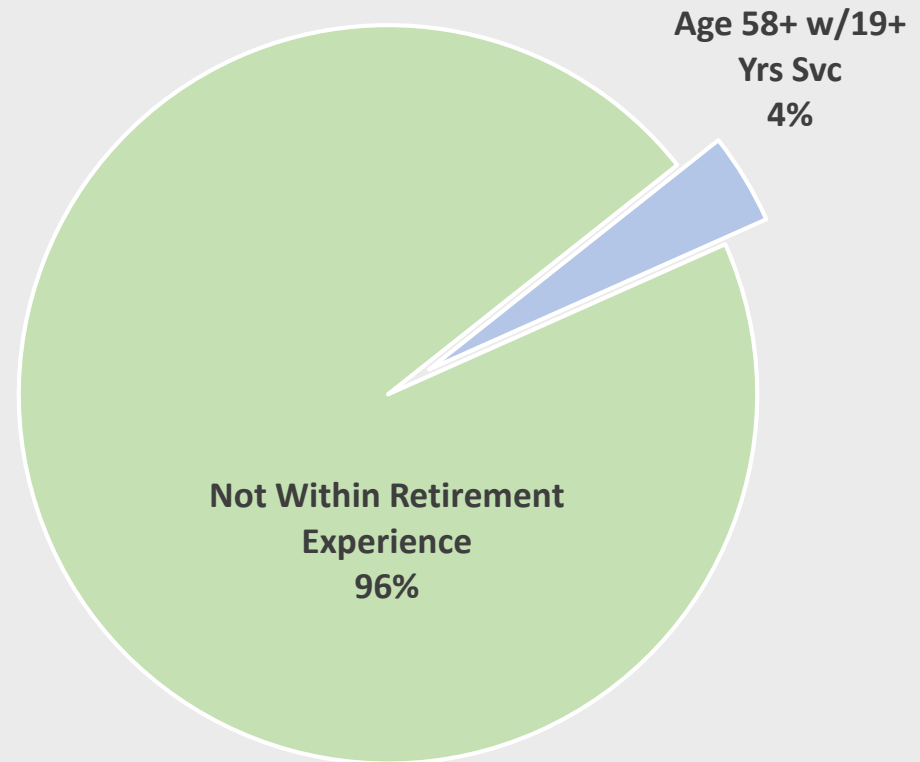


Workforce Profile as of June 30, 2012

Eligibility to Retire
Age 50+ w/5+ Yrs Svc



Historical Retirement Experience*
Age 58+ w/19+ Yrs Svc

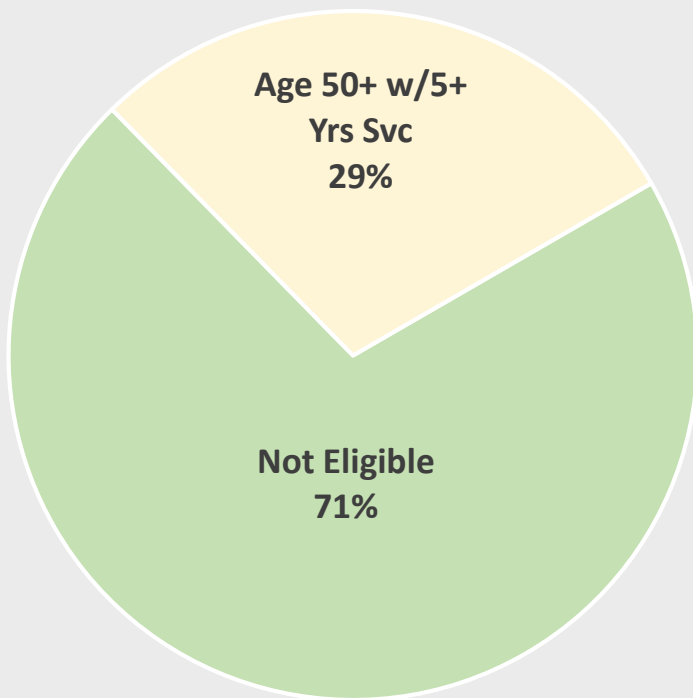


*Analysis of actual retirements for the period of 2006 – 2016.

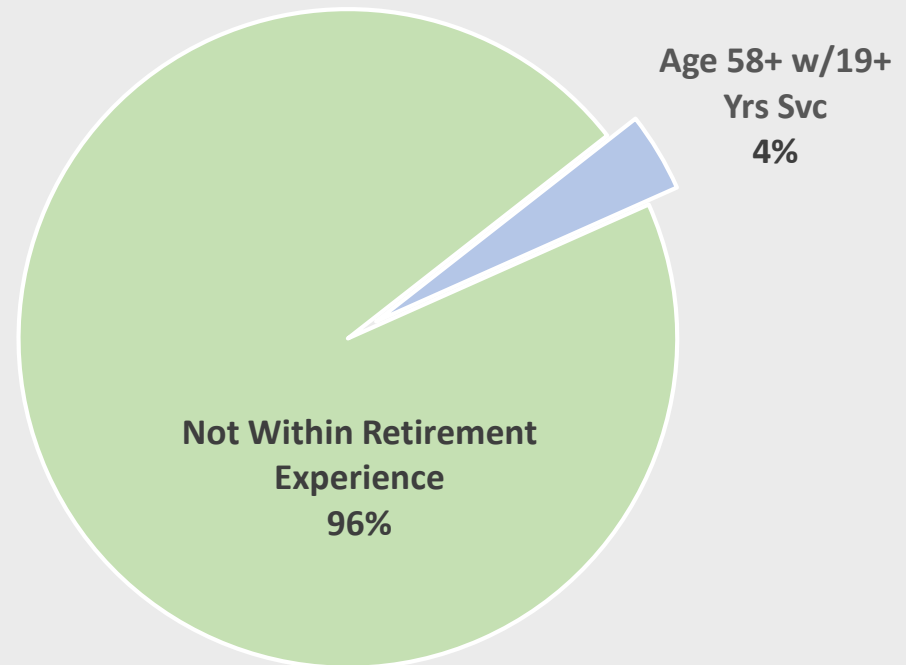


Current Workforce Profile

**Eligibility to Retire
Age 50+ w/5+ Yrs Svc**



**Historical Retirement Experience*
Age 58+ w/19+ Yrs Svc**



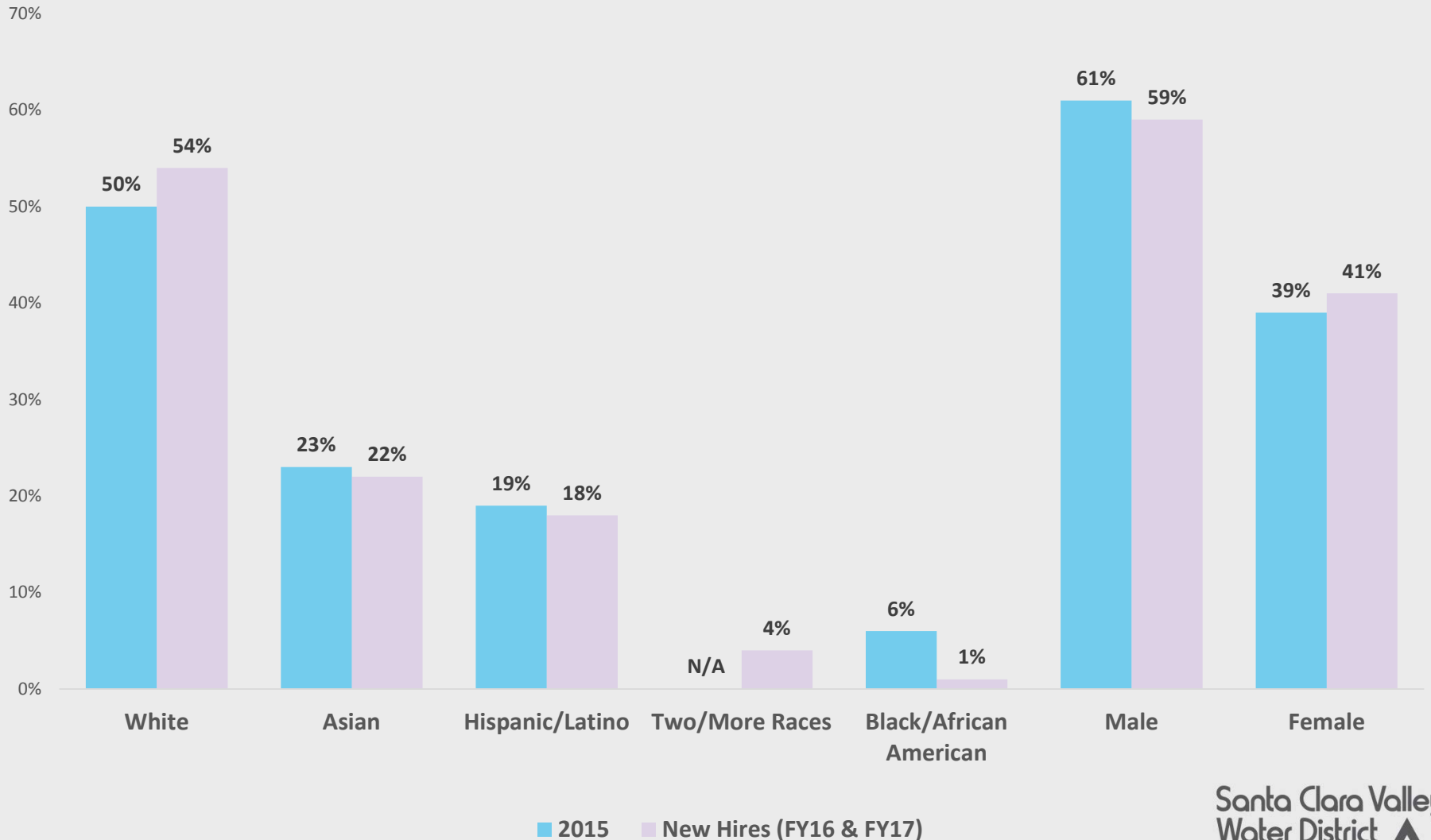
*Analysis of actual retirements for the period of 2006 – 2016.
For the period 7/1/12 – 6/30/17, 169 employees retired, and 285 employees were hired.

Analysis of Actual Retirements

Fiscal Year Ending	Total Retirements	Total Active Employees	Percentage of Employees that Retired
6/30/2006	22	775	2.8%
6/30/2007	15	781	1.9%
6/30/2008	15	780	1.9%
6/30/2009	15	773	1.9%
6/30/2010	15	766	2.0%
6/30/2011	23	743	3.1%
6/30/2012	46	704	6.5%
6/30/2013	24	689	3.5%
6/30/2014	32	681	4.7%
6/30/2015	36	681	5.3%
6/30/2016	32	718	4.5%
6/30/2017	35	752	4.65%
Averages	26	737	3.56%

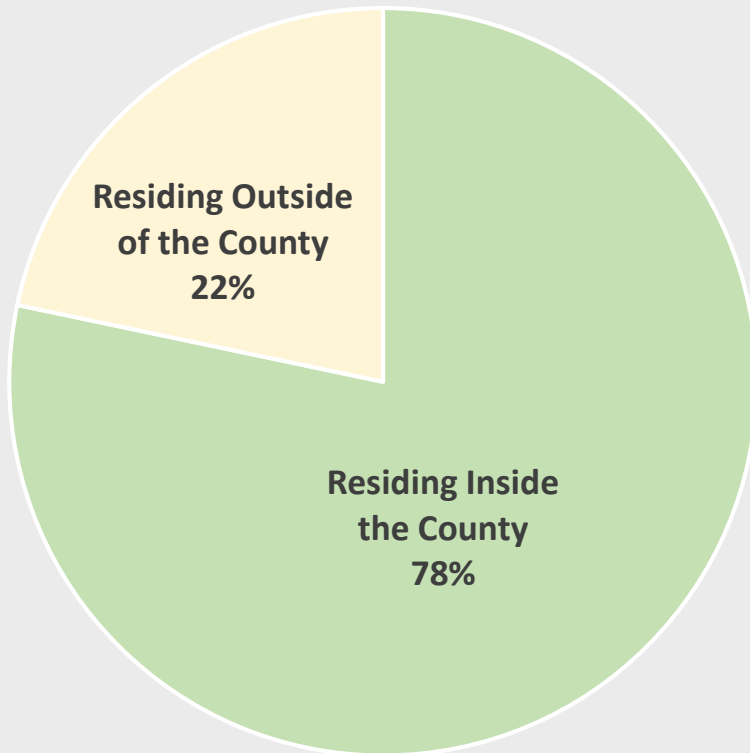


Ethnicity & Gender: 2015 Workforce vs. New Hires



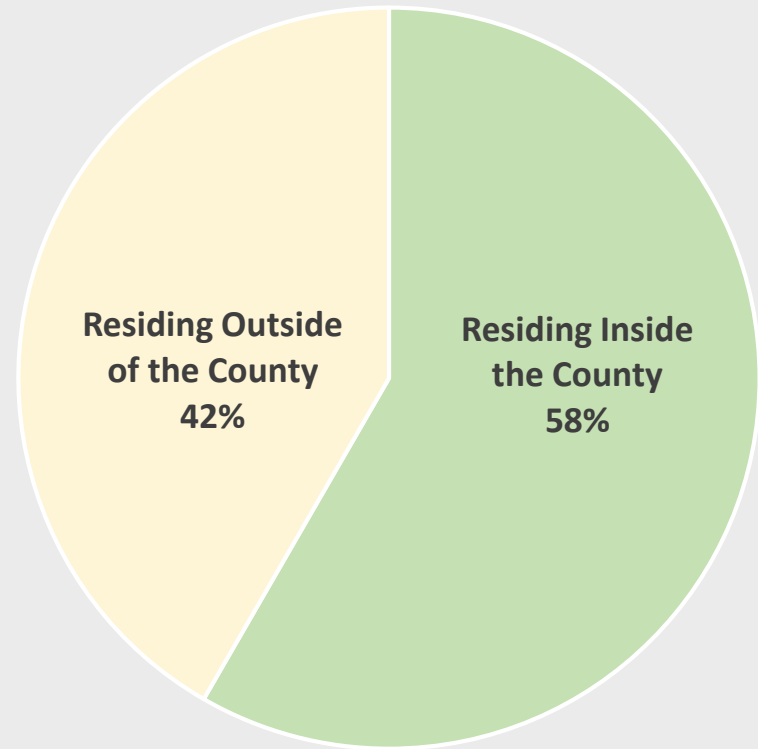
New Employee Demographics

FY 2007



774 Active Employees

FY 2017



751 Active Employees

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Overall Workforce Demographics

	Female	White	Black/ Af Am	Hispanic/ Latino	Asian	AI/AN	Other*
County Workforce Demographics	44.0%	39.0%	3.0%	25.0%	32.0%	0.0%	0.0%
Current District Workforce (6/30/17)	39.4%	47.3%	4.9%	18.2%	22.2%	1.6%	5.7%
Applicant Pool (FY 17)	36.0%	35.0%	6.0%	18.0%	29.0%	1.0%	10.0%
New Hires (FY 17)	40.2%	53.7%	1.2%	18.3%	22.0%	1.2%	3.7%

*Two/More Races and Native Hawaiian/Pacific Island

2017 Hires and Promotions

**147 Positions
Filled**

**4 Fellows and
24 Summer
Intern Positions
Filled**

**5,490
Applicants**

**54 (36.7%)
positions
filled by
employees**

**17
employees
promoted
into
supervisor
or above
positions**

Interview Panel Demographics

Interview Panels: 7/2016 – 6/2017

	Am Indian/ Alaskan Native	Black/ African American	Asian	Hispanic/ Latino	White	Male	Female
All Interview Panels	3%	8%	24%	14%	50%	55%	45%
Interview Panels for 6 Unit Manager Positions	17%	0%	56%	0%	28%	44%	56%
Interview Panel for 8 Management Positions	13%	3%	47%	9%	28%	47%	53%

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Internship Outreach

- ▶ High Schools
- ▶ Universities, Community Colleges
- ▶ Career fairs, STEM fairs
- ▶ Community partnerships, TeenForce

Next Generation Committee
Today's Talent...Tomorrow's Leaders



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Student Intern Statistics

- ▶ Summer Internship Program
 - ▶ 34 Interns
 - ▶ 71% Ethnic Diversity & 54% Females
- ▶ Year Round Internship Program
 - ▶ 88 Interns
 - ▶ 51% Ethnic Diversity & 53% Females
- ▶ Hires
 - ▶ 26 Former Interns
 - ▶ 46% Ethnic Diversity & 46% Female



Fellowship Assignments

- ▶ Partnership with City/County Managers Association
- ▶ Talent pipeline with graduate level students
- ▶ 4 designated assignments:
 - ▶ Finance, Government Relations, Water Utility and Watersheds



Retain and Develop Internal Talent

- ▶ Leadership Development Programs
- ▶ Succession Planning
- ▶ Interview Training
- ▶ Learning Development Plans
- ▶ Toastmasters
- ▶ Leadership Conferences



Future Talent Development Initiatives

- ▶ Training plan for all levels of employees tied to competencies
 - ▶ Leadership, Relationship/Trust
 - ▶ Communication
 - ▶ Coaching, Staff Development
 - ▶ Technical Computer Expertise

Succession Development Activities

Goal: to develop our current and future talent

- ▶ ***Cultivate*** - launched 2013
- ▶ Champions
- ▶ 2 Year Program Action Plan



FY 17 Leadership Programs



Management 101

Unit Manager Academy

Emerging Leaders Certification

INSPIRE Leadership Programs

Congratulations Graduates!!!



Emerging Leaders Certification Program

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ICMA Supervisory Certification

Congratulations Graduates!!!



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Great Talent Developer Recognition



Rick Callender
Chief of External Affairs



Sue Turner
Real Estate Services Manager



Vanessa De La Piedra
Groundwater Mgmt Manager

Santa Clara County Leadership Academy

- ▶ Partnership with San Mateo and Santa Clara County Agencies
- ▶ 8 month program
- ▶ Assigned a special project



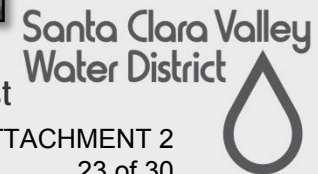
Luz Penilla, Associate Engineer (Civil)
Paul Randhawa, Sr. Management Analyst
Pari Khosraviani, Associate Control Systems Engineer



Meenakshi Ganjoo
Sr. Management Analyst



Chris Cannard
Engineering Systems Analyst



Job Shadow Day



- ▶ 30 District hosts
- ▶ 35 Students
- ▶ 24 different schools in the county

Staff Development

► Job Rotations

70 total
opportunities

► Coaching Programs

22
Coaches

► Management Talent Exchange Program

2 out of 4
Promoted

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Leadership Program Promotions

Leadership Programs Promotion Metrics		
Program Type	Permanent Promotions	Leadership Positions
Cultivate Coach	4	2
Emerging Leaders	3	1
Great Talent Developer	4	3
ICMA Supervisory Practices	2	1
Management 101	5	5
Management Talent Exchange	2	2
Rotations	9	--
Unit Manager Academy	3	3
TOTAL	32	17



Enhancements & Lessons Learned

Enhancements

Unconscious Bias Video

Vetting of Interview Panels
96.2% gender diversity and
91.7% ethnic diverse

Increased engagement from hiring
managers

Recruiters actively sourcing candidates

Expedited application review process

Lessons Learned

Focused Recruitment Outreach Plan

Enhanced diversity of interview panels

Greater focus on disadvantage youth for
internship programs

One Thing That Changes Everything - TRUST

Develop a **high trust-culture** to manage **change** and **lead** high-performing teams that are agile, collaborative, innovative, and engaged!



- ▶ Training sessions with Executives and Managers
- ▶ Follow-up MLT joint sessions to build trust

Communication to Build Trust

- ▶ One-on-One Leadership Coaching
- ▶ Team Coaching
- ▶ Team Building Retreats
- ▶ Soft Skill Training
 - ▶ Enhancing Communication
 - ▶ Emotional Intelligence
 - ▶ Performance Management
 - ▶ Diversity Awareness



Questions?