



MEMORANDUM

FC 14 (01-02-07)

TO: Board of Directors

FROM: Diversity and Inclusion Ad Hoc Committee Meeting

SUBJECT: Diversity and Inclusion Ad Hoc Committee Meeting Summary for March 8, 2019

DATE: March 26, 2019

This memorandum summarizes agenda items from the meeting of the Diversity and Inclusion Ad Hoc Committee Meeting held on March 8, 2019.

ACTION ITEMS

4.1. HIRING AND PROMOTION REPORT

Ms. Anna Noriega presented the following agenda item:

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.

The Committee took no action.

4.2 CONSIDERATIONS AND RECOMMENDATIONS OF EFFECTIVE TOOLS FOR MEASURING THE SUCCESS OF THE DIVERSITY AND INCLUSION PROGRAM

Ms. Anna Noriega presented the following agenda item:

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."

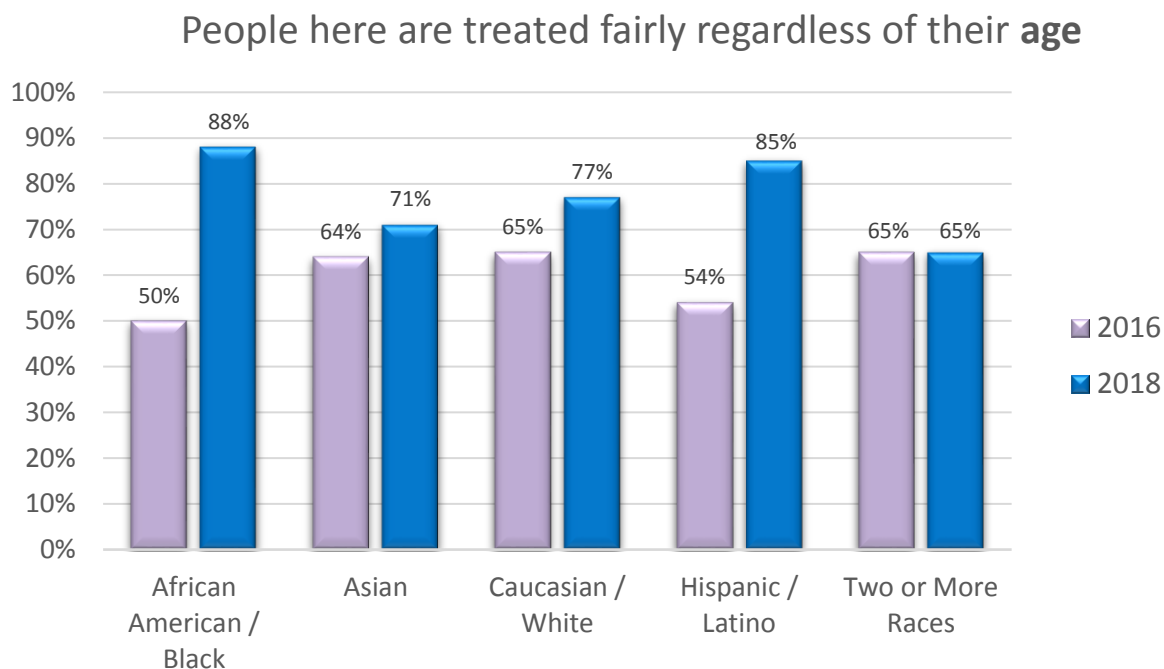
In 2018, 76% of District staff agreed with the statement, "Taking everything into account, I would say this is a great place to work," which is an increase of 12% from the 64% response in 2016. Furthermore, the average agreement between the 60 shared questions between 2016 and 2018 increased from 58.8% 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.

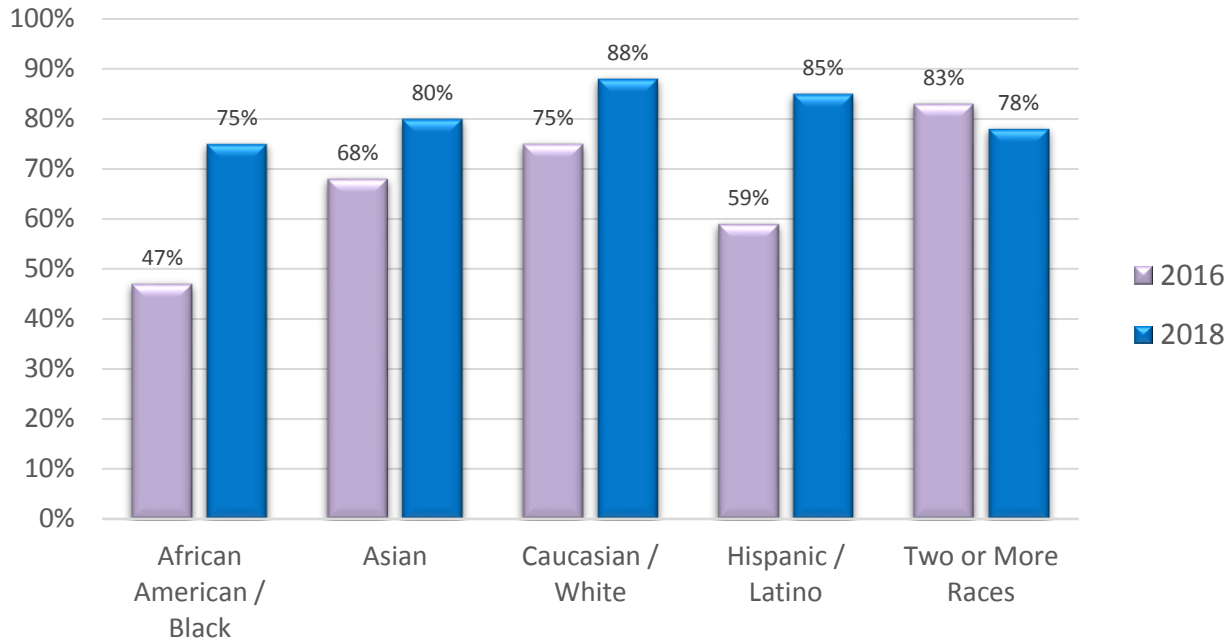
	2016	2018	Change
Credibility	52%	58%	↑6%
Respect	61%	67%	↑6%
Fairness	58%	65%	↑7%
Pride	66%	71%	↑5%
Camaraderie	61%	71%	↑10%
Great Place to Work	64%	76%	↑12%
Average of All Statements	59%	66%	↑7%

IV. Comparison of District Data between 2016 and 2018

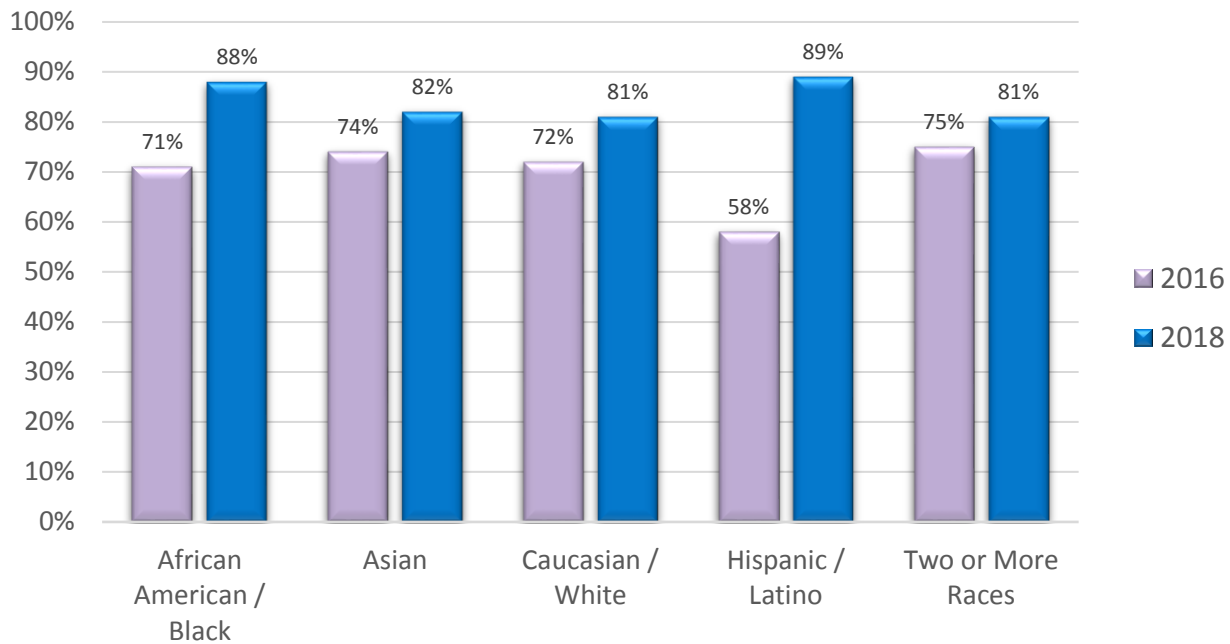
Within the survey, employees were asked to respond to three statements specifically related to diversity and bias through age, race, and sex. The three charts below illustrate a comparison between the responses from 2016 and 2018, with the 2016 responses being shown in yellow, and the 2018 responses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



People here are treated fairly regardless of their **race**



People here are treated fairly regardless of their **sex**

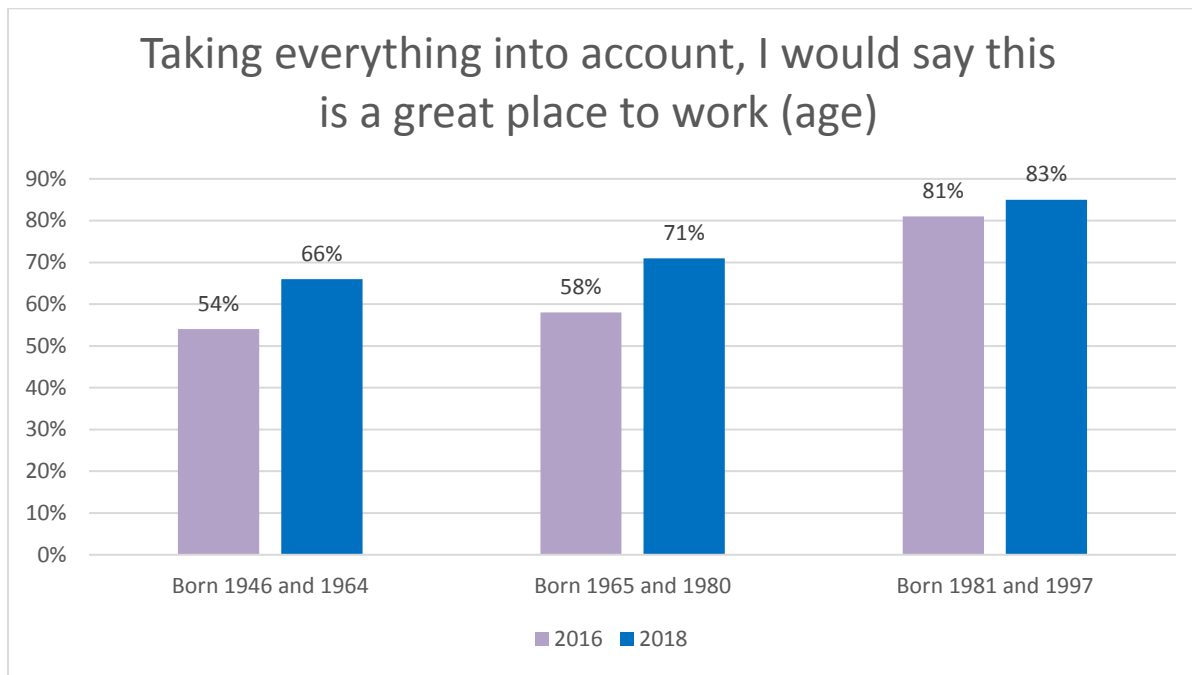


In the last two years, the numbers have increased or held steady in nearly all areas across the board.

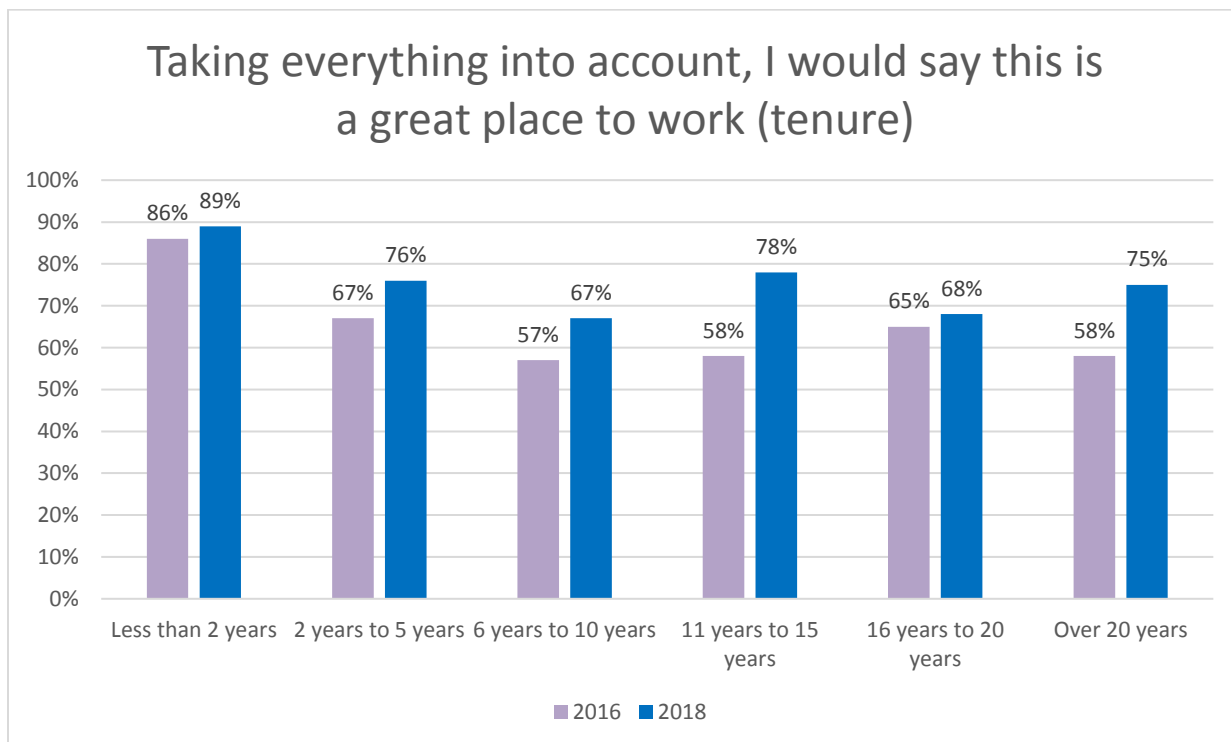
The following charts contain a further breakdown, by demographic, of the survey results.

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.

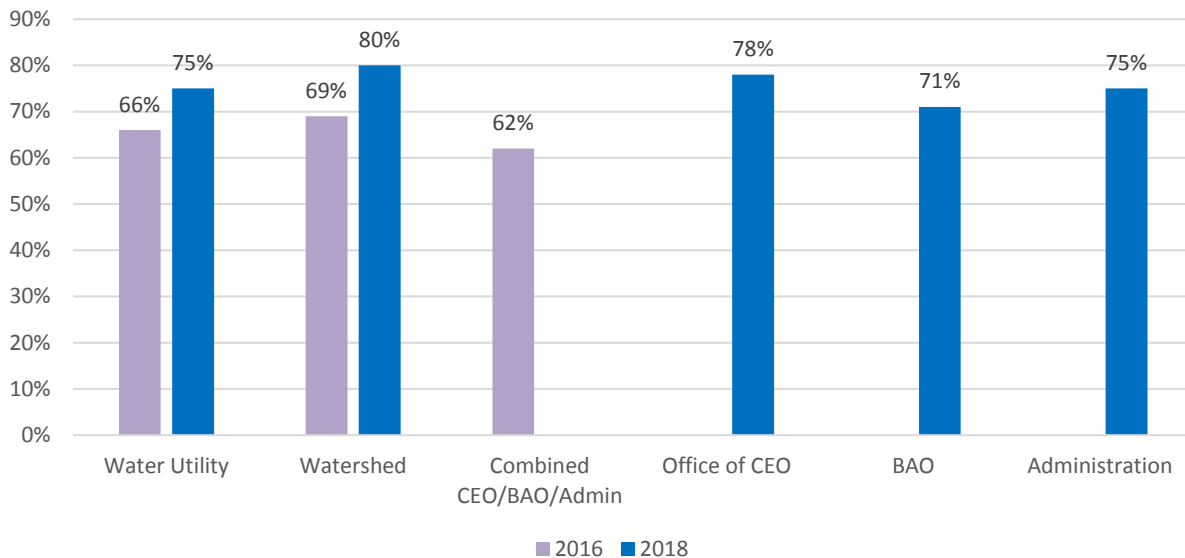


2. New employees (2 years or less) rated the District quite favorably in 2016 at 86%. This year, that percentage is up to 89%. Employees who have been at the District for 6 to 10 years gave the lowest ratings in both 2016 and 2018, although in 2018, it has increased from 57% to 67%.



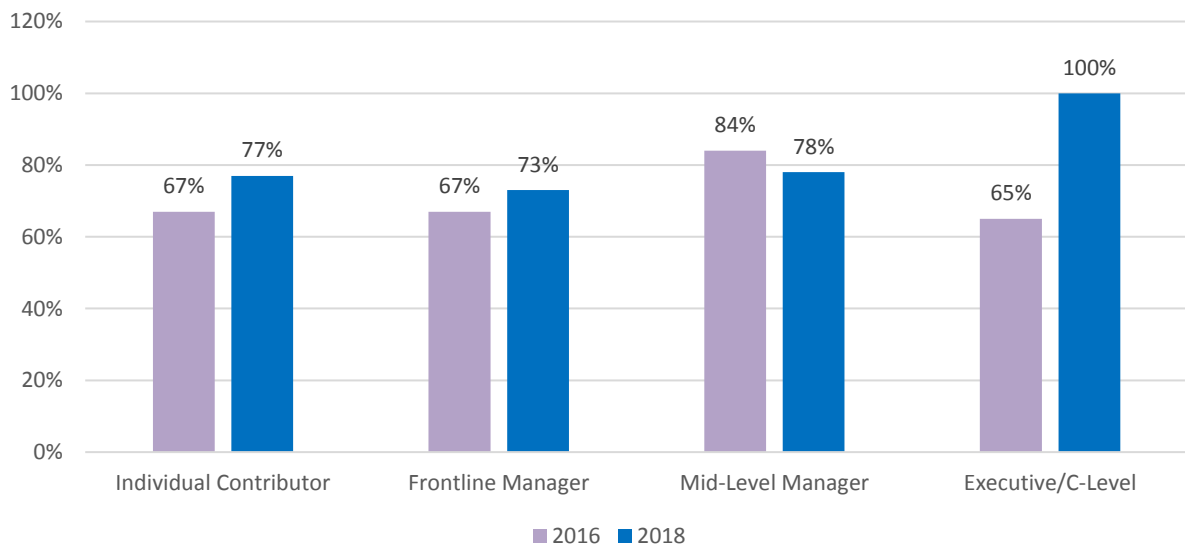
3. In 2018, the business area of the organization that rated the District most favorably was the Watershed group at 80%. Watersheds also achieved the highest satisfaction rating in 2016 when it came in at 69%. Individualized data from the Office of the CEO, BAO, and Administration was unavailable in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

Taking everything into account, I would say this is a great place to work (business area)

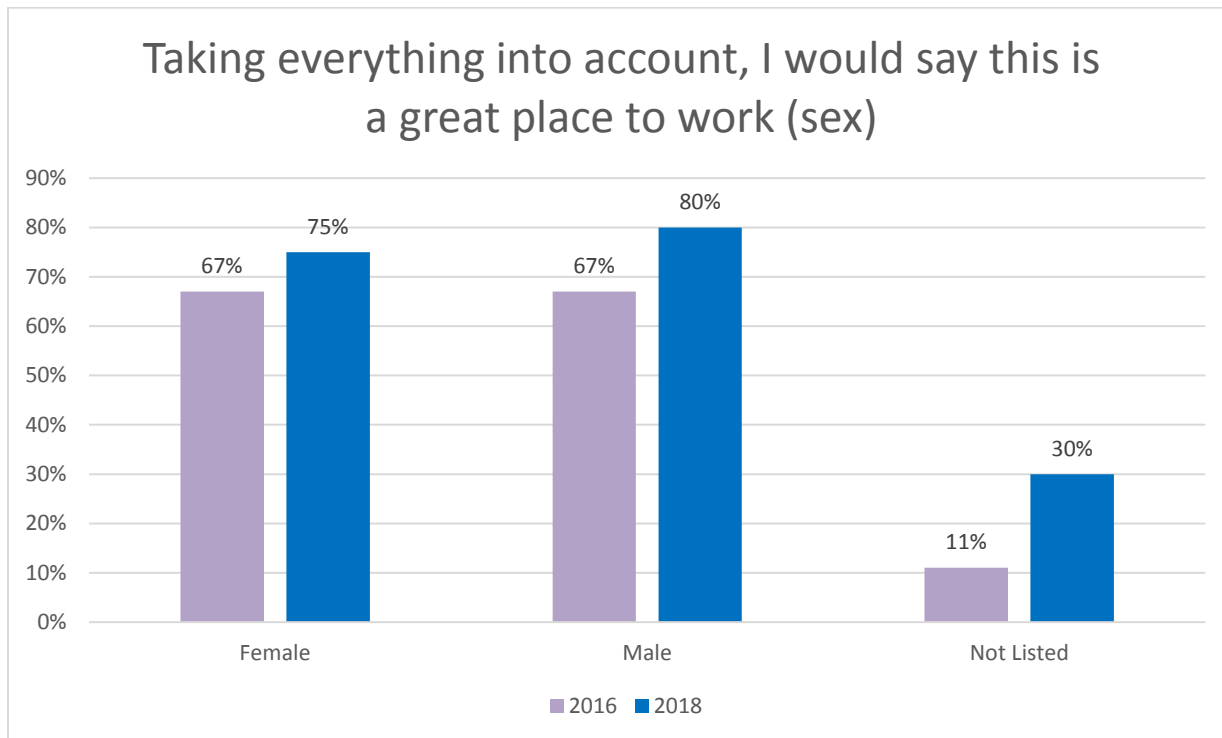


4. At the managerial level in 2018, the Leadership Team were 100% in agreement that the District is a great place to work. MLT followed at 78% and individual contributors came in at 77%. The managerial level that ranked the District lowest was frontline supervisors at 73%. MLT's scores have dropped this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

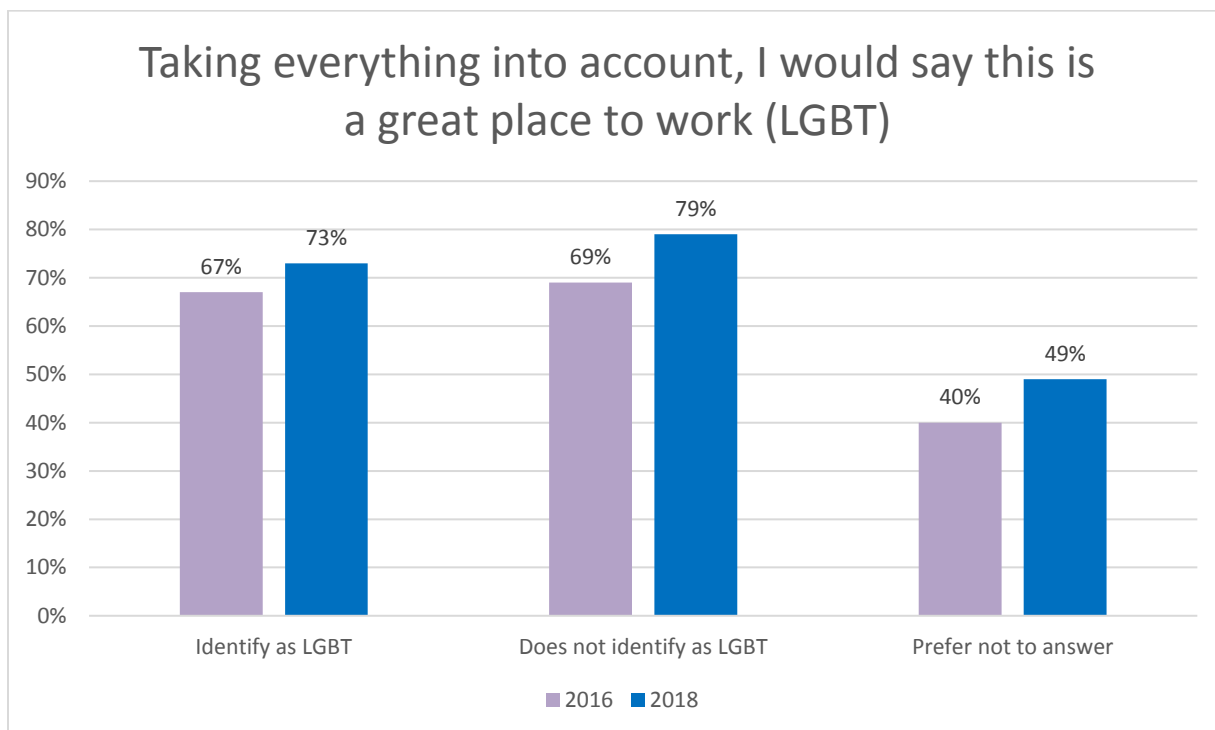
Taking everything into account, I would say this is a great place to work (job level)



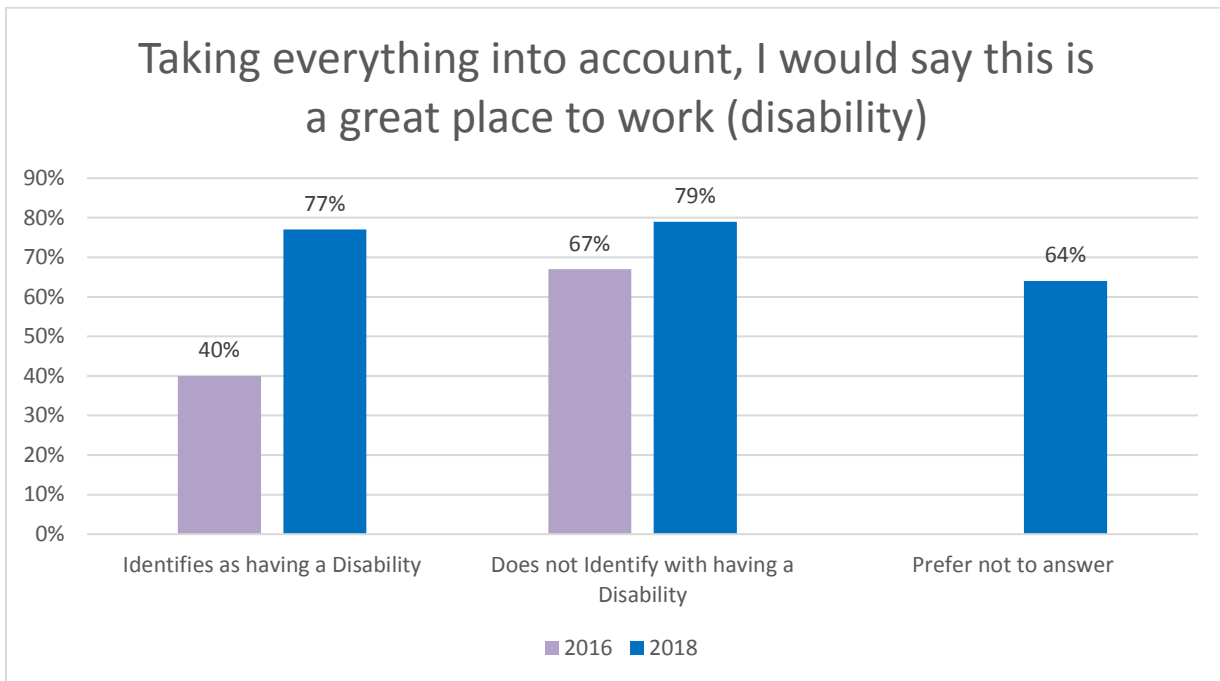
5. In 2016, there were no significantly noticeable differences between how men and women perceived the District. Both thought the District was a great place to work at 67%. In 2018, while the percentage of men and women who consider the District a great place to work have both gone up – women at 75% 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.



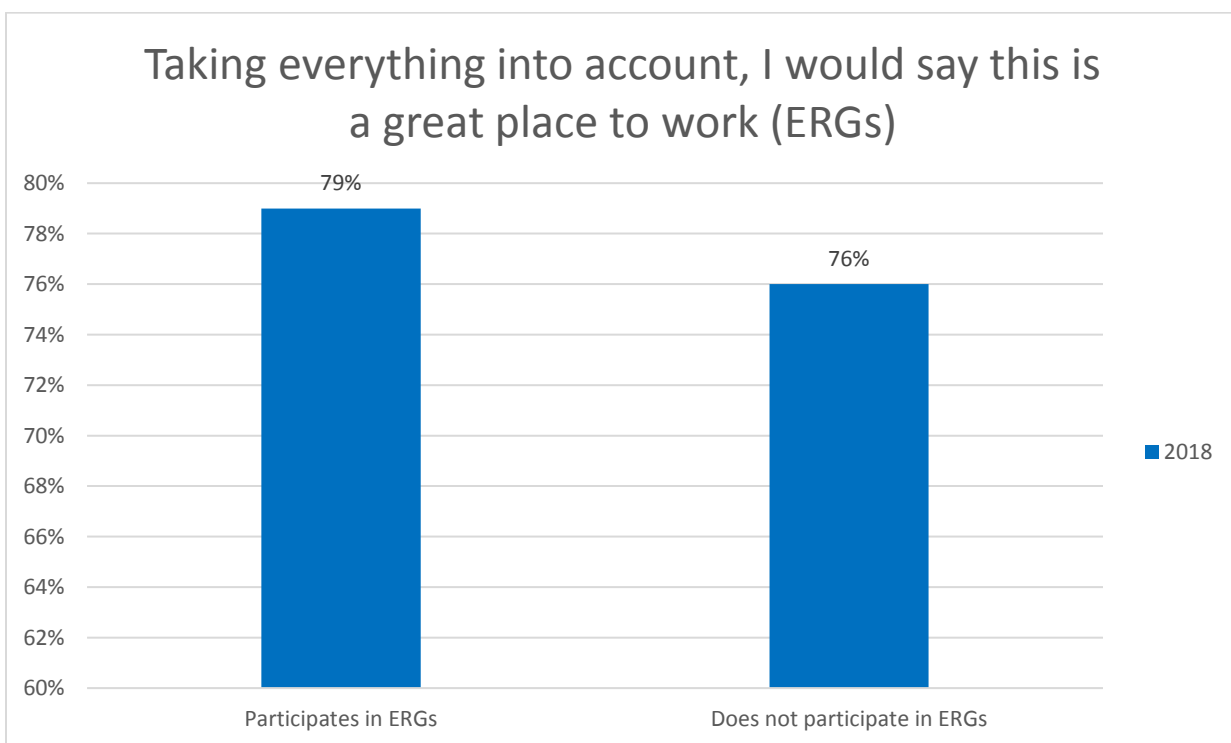
6. While the overall satisfaction of LGBT employees has increased in the past two years – 67% in 2016 to 73% in 2018 – there is a significant difference in the experience of LGBT v. non-LGBT employees. LGBT employees rate the District lower by 6 percent. Again, employees who chose not to respond to this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

The Committee took no action.

If you have any questions or concerns, you may contact me at, gbrambill@valleywater.org or 1.408.630.2408.

Thank you.

Glenna Brambill, Management Analyst II,
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Office of the Clerk of the Board