

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 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 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 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 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 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

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.

Recommendation:Approve the September 27, 2018, Meeting Minutes.Manager:Michele King, 408-630-2711Attachments:Attachment 1: 092718 Dal Ad Hoc DRAFT Mins

4. ACTION ITEMS:

4.1. Hiring and Promotion Report.

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

<u>19-0268</u>

19-0127

4.2. 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.
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 <u>19-0239</u> 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.
 - 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.

19-0267

This Page Intentionally Left Blank Page 6



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

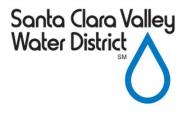
ATTACHMENTS:

Attachment 1: 092718 D&I Ad Hoc Comm Draft Minutes

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

This Page Intentionally Left Blank Page 8



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 MEEETING 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:

This Page Intentionally Left Blank Page 12



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

This Page Intentionally Left Blank Page 14

Hiring and Promotions Report

March 8, 2019

Prepared and presented by:

Anna Noriega, Human Resources

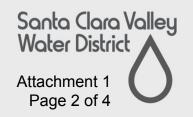


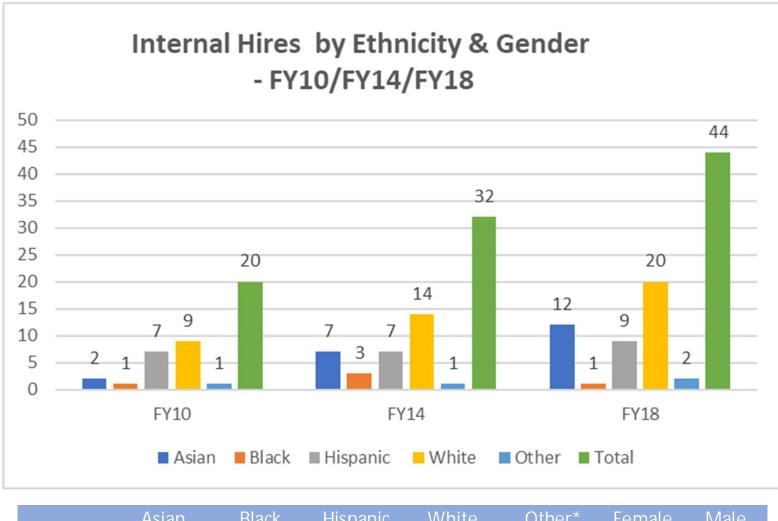
Attachment 1 Page 1 of 4

Page 15

Hiring and Promotions Report

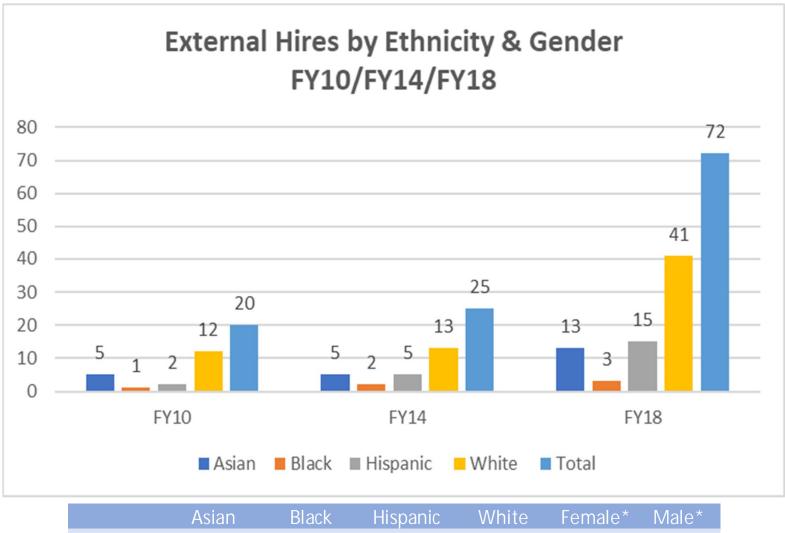
- 1. Internal Hires by Ethnicity and Gender FY10 | 14 | 18
- 2. External Hires by Ethnicity and Gender FY10 | 14 | 18





	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



	ASIAIT	DIACK	пізрапіс	VVIIILE	геппане	IVIAIE	
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.

D&I Ad-hoc Committee | March 8, 2019 | Slide 4 of 4

Page 18

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

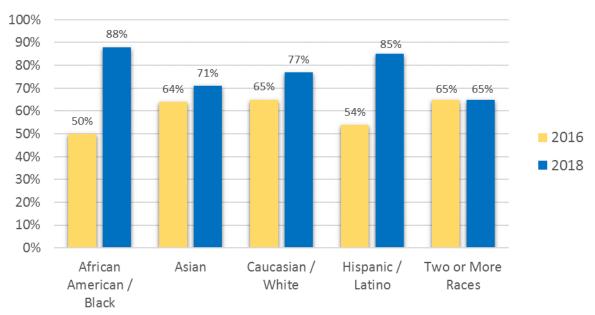
The statements and results in the GPTW Survey are grouped into five main categories: (1) credibility, (2) respect, (3) fairness, (4) pride, and (5) camaraderie. At the end of the survey, respondents were asked their level of agreement on the statement: "Taking everything into account, I would say this 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%	1 6%
Respect	61%	67%	6 %
Fairness	58%	65%	1 7%
Pride	66%	71%	1 5%
Camaraderie	61%	71%	10%
Great Place to Work	64%	76%	12%
Average of All Statements	59%	66%	1 7%

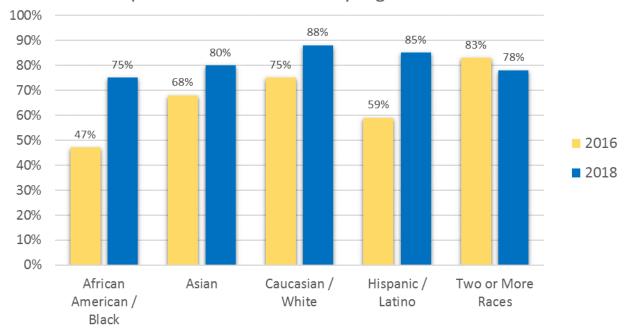
IV. Comparison of District Data between 2016 and 2018

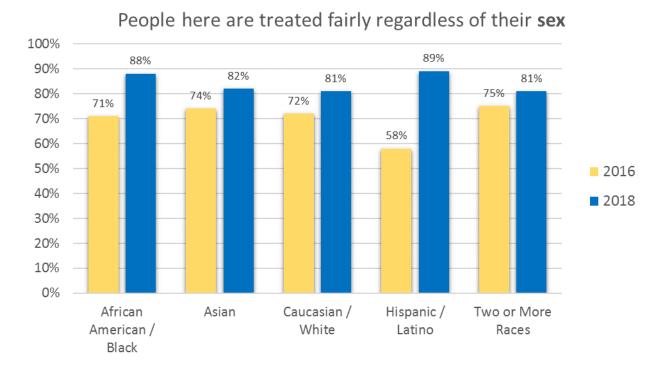
Within the survey, employees were asked to respond to three statements specifically related to diversity and bias through age, race, and sex. The three charts below illustrate a comparison between the responses from 2016 and 2018, with the 2016 responses being shown in yellow, and the 2018 responses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



People here are treated fairly regardless of their age

People here are treated fairly regardless of their race

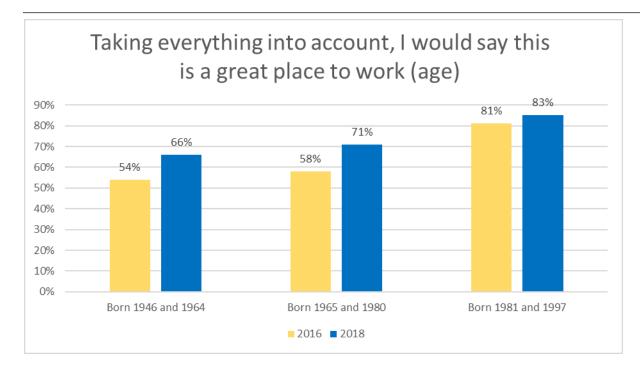




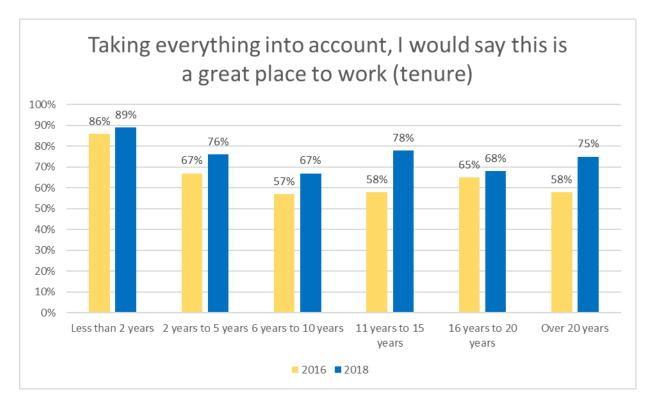
In the last two years, the numbers have increased or held steady in nearly all areas across the board.

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

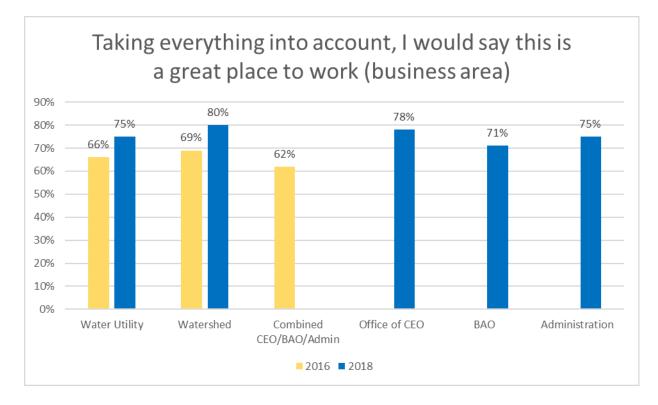
1. In 2016, employees born in 1981 to 1997 - the Millennial <u>age group</u> - rated the District significantly better than employees who were born between 1946-1964 or 1965-1980. In 2018, the ratings from employees born between 1946-1964 and 1965-1980 have increased 12% and 13%, respectively. Within 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.



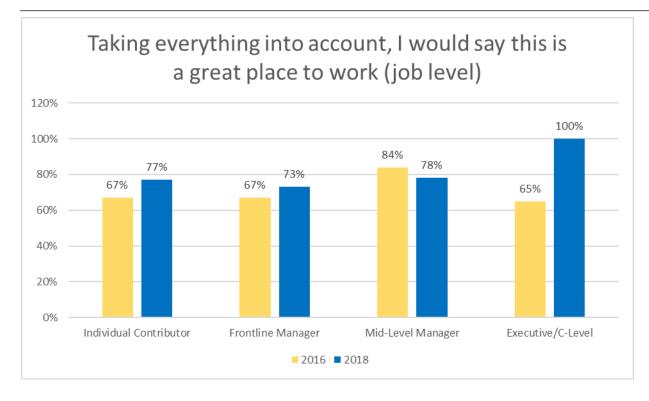
2. New employees (2 years or less) rated the District quite favorably in 2016 at 86%. This year, that percentage is up to 89%. Employees who have been at the District for 6 to 10 years gave the lowest ratings in both 2016 and 2018, although in 2018, it has increased from 57% to 67%.



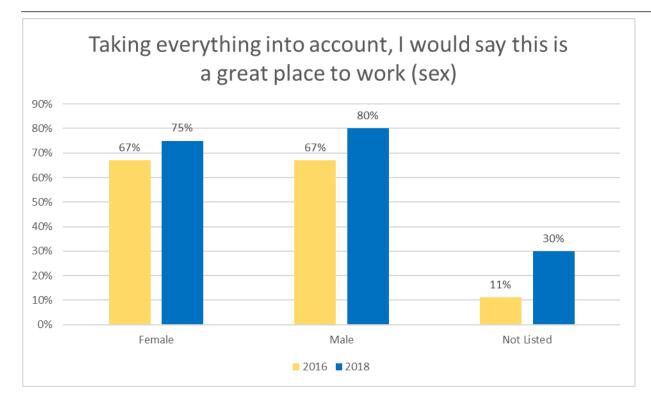
3. In 2018, the <u>business area</u> of the organization that rated the District most favorably was the Watershed group at 80%. Watersheds also achieved the highest satisfaction rating in 2016 when it came in at 69%. Individualized data from the Office of the CEO, BAO, and Administration was unavailable 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.



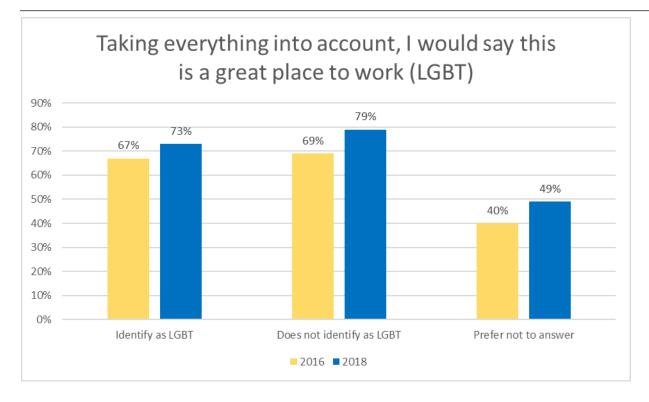
4. At the <u>managerial level</u> in 2018, the Leadership Team were 100% in agreement that the District is a great place to work. MLT followed at 78% and individual contributors came in at 77%. The managerial level that ranked the District lowest was frontline supervisors at 73%. MLT's scores have dropped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



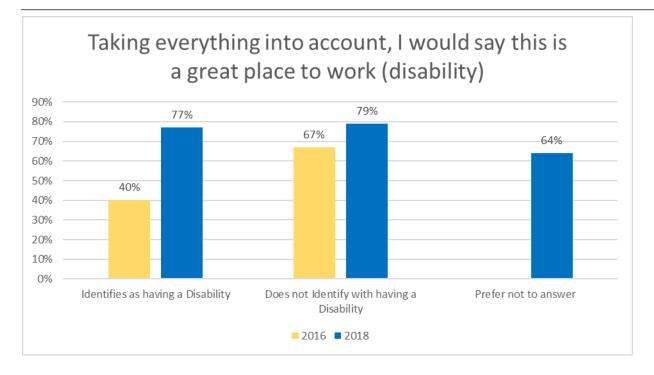
5. In 2016, there were no significantly noticeable differences between how <u>men and women</u> perceived the District. Both thought the District was a great place to work at 67%. In 2018, while the percentage of men and women who consider the District a great place to work have both gone up - women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



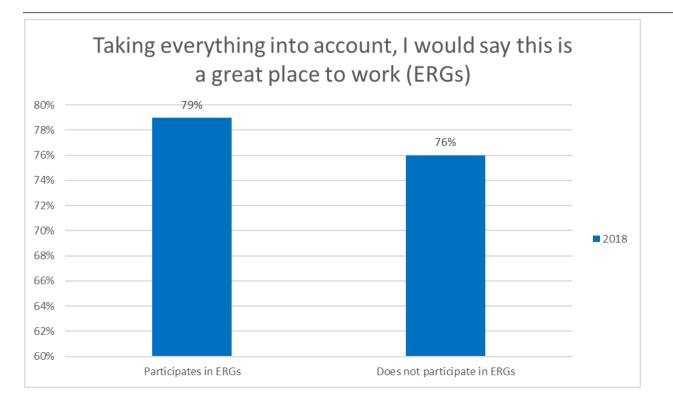
6. While the overall satisfaction of <u>LGBT</u> employees has increased in the past two years - 67% in 2016 to 73% in 2018 - there is a significant difference in the experience of LGBT v. non-LGBT employees. LGBT employees rate the District lower by 6 percent. Again, employees who chose not to respond 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 <u>disabilities</u> 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 <u>Employee Resource Group</u>. 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
Percentage of "True" Responses	76%

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.



			To	tals															
				Benchmarks		Birth Year	I			Busine	ss Area			Confi	lence			Disabilities	
Grec Plac	it																		1
			Overall	2017 150 Best -															(I
То		Santa Clara Valley Water District (Overall)	Recognition	Top 150 Small	_				Office of District										(
Wor	<₀		Program 2018	and Medium	Between 1946	Between 1965	Between 1981	E (1400)	Counsel/Clerk of	XX			6	F :	T. A	N. 1.1	Yes, I have a	No, I do not have	Prefer not to
		Number of Responses:	ORG (Aug 2018) 548	Workplaces 27,235	and 1964 157	and 1980 248	and 1997 122	External Affairs	the Board 14	Water Utility 213	Office of the CEO 46	Administration Watersheds 73 158	Great deal	Fair amount 264	Just some 97	Very little or none	disability 23	a disability 426	answer 78
	17	Management keeps me informed about important issues and changes.	59	90	59	63	57	65	50	62	65	52 61	89	59	29	12	78	60	51
		Management makes its expectations clear.	53	90	55	54	50	56	36	52	61	53 57	89	50	20	7	57	55	41
	7 I	I can ask management any reasonable question and get a straight answer.	55	92	55	56	59	48	43	55	54	51 64	89	53	26	0	59	58	45
		Management is approachable, easy to talk with.	60	94	55	61	68	46	43	59	61	56 69	90	60	28	4	70	63	45
		Management is competent at running the business.	59	96	55	59	68	63	36	62	57	53 62	96	60	14	0	65	62	44
edibility		Management hires people who fit in well here. Management does a good job of assigning and coordinating people.	54 52	95 88	49 50	55 52	62 59	56 56	21 21	52 51	64 50	51 61 56 58	87 91	51 49	23	0	55 52	57 56	45
ibil		Management does a good job of assigning and coordinating people. Management trusts people to do a good job without watching over their shoulders.	66	95	66	66	69	48	50	70	61	59 72	91	49 67	38	15	61	70	53
		People here are given a lot of responsibility.	70	96	71	72	67	85	36	70	72	65 73	89	73	49	22	70	73	62
<mark>ت</mark>		Management has a clear view of where the organization is going and how to get there.	47	92	47	49	44	58	7	44	48	44 54	88	42	11	0	48	49	39
		Management delivers on its promises.	50	93	48	50	58	46	43	49	54	43 58	94	44	16	0	43	52	45
		Management's actions match its words.	50	92	45	50	60	50	21	50	52	41 58	93	44	13	4	48	54	36
		I believe management would lay people off only as a last resort.	81	93	86	80	82	81	71	83	89	75 83	96	81	70	41	83	84	70
		Management is honest and ethical in its business practices. Our executives fully embody the best characteristics of our company.	59 53	97 95	56 52	60 53	66 58	56 52	29 29	63 55	57 58	51 66 51 57	93 93	60 53	22	0 4	57 50	63 57	47 44
	51	Credibility Average		93 93	57	59	62	58	36	55 59	60	53 63	93 91	57	26	8	60	61	44 47
_		c, cubiny riverage																	
		I am offered training or development to further myself professionally.	85	88	85	88	85	89	93	82	91	77 93	95	85	77	59	91	87	76
		I am given the resources and equipment to do my job.	81	95	86	81	80	69	93	81	78	81 84	96	80	70	41	96	82	67
		Management shows appreciation for good work and extra effort.	62	92	60	60	74	56	57	60	61	63 69	89	63	37	0	57	67	40
		Management recognizes honest mistakes as part of doing business. We celebrate people who try new and better ways of doing things, regardless of the outcome.	58 40	94 90	53 35	56 43	67 44	41 35	50 7	61 39	52 33	50 63 36 51	85 78	55 33	35	0	35	61 44	44 29
t.		Management genuinely seeks and responds to suggestions and ideas.	40	90	49	43	55	56	43	48	48	43 54	91	40	23	0	48	52	33
) jec		Management involves people in decisions that affect their jobs or work environment.	45	87	41	46	50	44	14	46	43	39 51	80	41	14	0	30	49	29
les		This is a physically safe place to work.	88	99	91	86	91	96	93	92	93	89 79	97	88	86	56	96	91	76
ž		This is a psychologically and emotionally healthy place to work.	62	92	59	59	76	44	50	61	57	62 72	91	62	32	0	65	66	45
		Our facilities contribute to a good working environment.	70	93	75	70	66	74	50	75	78	70 63	89	70	52	19	74	72	58
		I am able to take time off from work when I think it's necessary. People are encouraged to balance their work life and their personal life.	91 74	96 91	94 75	89 70	93 84	85 52	79 64	91 74	91 67	90 94 68 85	99 89	90 76	88 59	63 22	91 74	91 77	88 62
		Management shows a sincere interest in me as a person, not just an employee.	54	93	50	54	61	56	21	56	54	48 59	88	51	23	4	57	58	37
		We have special and unique benefits here.	77	90	80	72	87	70	79	73	89	74 84	91	77	65	48	74	79	68
		Respect Average	67	92	67	66	72	62	57	67	67	64 71	90	65	48	23	65	70	54
																_			
		I feel I receive a fair share of the profits made by this organization. People here are paid fairly for the work they do.	50	82 87	46	51	57 71	54	25 64	48 70	45	49 59	80	47	29	7	32 74	55 75	32 62
		Everyone has an opportunity to get special recognition.	73 60	91	58	60	69	78 70	36	59	76 54	70 79 59 68	90 84	72 61	60 34	41	48	75 64	62 49
		I am treated as a full member here regardless of my position.	72	94	74	73	72	74	64	72	78	75 73	96	73	48	19	83	74	59
8		Promotions go to those who best deserve them.	44	89	37	46	55	54	15	47	48	36 46	76	40	21	4	43	49	25
ne		Managers avoid playing favorites.	46	85	44	44	57	48	14	50	48	36 49	80	40	21	7	30	49	36
air		People avoid politicking and backstabbing as ways to get things done.	45	91	41	47	50	42	7	47	37	35 55	78	43	12	7	13	50	30
H		People here are treated fairly regardless of their age. People here are treated fairly regardless of their race.	75 84	96 98	69 81	79 83	81 92	93 81	64 69	76	72 80	64 82 85 86	93 99	78 82	54 76	19 40	83 91	79 85	59 82
		People here are treated fairly regardless of their face.	82	98	81	83	92 86	81	69	83	80	74 85	99	82	67	27	91	83	71
		People here are treated fairly regardless of their sexual orientation.	89	98	88	89	93	93	69	89	93	81 94	100	89	84	50	100	91	83
		If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	55	92	51	53	68	42	29	57	48	54 62	88	55	19	4	30	60	41
		Fairness Average	65	92	62	65	71	69	44	66	63	60 70	89	64	44	19	60	68	52
			00		00	02	74	70		01	00	70 00	07	01		26	02	02	
		I feel I make a difference here. My work has special meaning: this is not "just a job."	80 80	92 90	80 83	82 80	76	73	71 71	81 82	80 78	79 82 75 83	97 94	81 83	63 64	26 30	82 65	82 82	71 74
		When I look at what we accomplish, I feel a sense of pride.	81	90	81	83	80	89	64	82	78	81 85	94	84	60	30	70	82	74
		People here are willing to give extra to get the job done.	60	95	67	61	51	74	43	59	56	62 63	81	57	41	30	57	60	58
ide		People here quickly adapt to changes needed for our organization's success.	37	92	37	38	36	41	14	39	27	25 45	64	32	18	4	23	41	22
Prid		I want to work here for a long time.	74	91	78	75	71	56	71	74	76	74 80	95	78	48	15	91	76	65
H		I'm proud to tell others I work here.	77	97	78	75	82	78	57	77	76	75 82	98	85	40	15	78	80	69
		People look forward to coming to work here. I feel good about the ways we contribute to the community.	65 86	94 92	68 88	62 87	70 82	59 81	54 86	68 87	63 89	56 72 86 84	94 99	65 88	35 74	11 30	61 91	68 87	55 79
		I would strongly endorse my company to friends and family as a great place to work.	73	95	73	72	80	63	71	73	73	71 78	99	79	38	4	77	76	61
		Our customers would rate the service we deliver as "excellent."	66	96	68	67	60	67	64	69	71	63 61	89	65	42	27	59	67	62
		Pride Average	71	94	73	71	70	69	61	72	70	68 74	91	73	<i>48</i>	20	69	73	63
	00	r 1 10 11	70								70			74		-	62	75	
<u>e</u> .		I can be myself around here. People celebrate special events around here.	72 82	94	72	74	76 82	70	64 85	71 83	78 83	68 78 78 82	93 95	76	52 71	7 48	83 87	75 83	61 74
ler		People care about each other here.	75	96 96	83 77	81 73	82 78	78 67	85 69	83 76	83 78	78 82 71 78	95	81 75	55	48	68	83 78	66
rac		This is a fun place to work.	61	94	63	59	68	59	64	57	64	65 68	90	63	26	11	64	64	49
ma		When you join the company, you are made to feel welcome.	85	98	87	85	87	81	100	83	89	82 90	97	87	71	54	95	86	81
Ca		When people change jobs or work units, they are made to feel right at home.	71	95	73	73	68	65	50	72	73	60 77	94	71	45	24	60	73	67
	5	You can count on people to cooperate.	53	94	59	56	45	59	43	52	63	48 58	79	53	28	7	43	56	44
		Camaraderie Average	71	95	73	71	72	69	68	70	75	68 76	92	72	50	26	72	74	63
	Г	Great Place to Work®	1																
	60 1	Taking everything into account, I would say this is a great place to work.	76	96	76	74	83	74	71	75	78	75 80	99	83	39	7	77	79	64
		Average of all Great Place to Work® Model© Statements	66	93	65	66	69	64	51	66	66	62 70	91	65	41	18	64	68	55
	1																		

Attachment 2 Page 2 of 5

			To															
			-	Employee Resource Group		Gender		LGBT			Manage Frontline	erial Level	Executive/C		Meaningful Innov	ation Opportunities		Pay
Gre	at									Employee/Individ	Manager or	Mid-Level Manager (runs	Executive/C- Level Leader				, I	1
Plac			Overall							ual Contributor	Supervisor (first	major	(Highest level				, I	1
То		Santa Clara Valley Water District (Overall)	Recognition							(no people	tier manager;	departments or	leaders;				, I	1
Woi	r k ₀		Program 2018						Prefer not to	management	supervises other	divisions, but not	CEO/President				, I	1
			ORG (Aug 2018)	Yes No	Female	Male Not listed	Yes	No	answer	responsibility)	employees, not	part of executive	and the C-suite	A lot	Some	Just a few	None	Hourly
	17	Number of Responses: Management keeps me informed about important issues and changes.	<u>548</u> 59	<u>244</u> <u>268</u> 60 61	<u>194</u> 56	<u>300 10</u> 65 40	<u>15</u> 53	<u>465</u> 63	<u>41</u> 32	<u>347</u> 60	<u>139</u> 53	<u>41</u> 66	<u>13</u> 92	<u>146</u> 79	<u>257</u> 61	<u>121</u> 37	<u>23</u> 39	<u>357</u> 60
		Management makes its expectations clear.	53	54 54	52	57 30	40	56	27	55	47	54	85	70	57	31	22	53
		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
		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
		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
dibility		Management hires people who fit in well here. Management does a good job of assigning and coordinating people.	54	57 53	54	58 10 58 30	57 53	57 55	32	56 52	48	56	85 92	70	57	33	35	54
[Pi		Management does a good job of assigning and coordinating people. Management trusts people to do a good job without watching over their shoulders.	52 66	55 51 70 63	48 66	58 30 67 50	53	68	29 46	68	47 60	59 62	92	71 82	57 68	25 50	17 35	51 67
ed		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
U U		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
		Management delivers on its promises.	50	55 47	49	54 30	60	52	25	51	42	56	92	73	50	29	17	47
		Management's actions match its words.	50	52 49	45	55 20	53	53	18	52	41	51	92	65	53	31	26	47
		believe management would lay people off only as a last resort. Management is honest and ethical in its business practices.	81 59	83 82 62 60	83 55	82 50 65 20	87 53	84 63	52 25	80 60	82 53	88	100	90 77	83 61	71 40	61 30	81 56
		Our executives fully embody the best characteristics of our company.	53	58 52	52	58 10	40	57	23	55	46	61	92	72	55	34	17	52
	57	Credibility Average	58	61 57	56	62 29	55	61	33	59	53	59	92	76	60	38	31	57
	<u> </u>	2 0																
		am offered training or development to further myself professionally. am given the resources and equipment to do my job.	85 81	90 82 82 81	87 76	88 50 87 50	87 93	88 83	66 59	84 85	88 73	85 75	92 92	93 88	91 85	71 70	52 48	86 83
		Management shows appreciation for good work and extra effort.	62	65 63	60	67 20	60	66	39	64	57	66	85	87	61	42	22	60
		Management recognizes honest mistakes as part of doing business.	58	59 56	54	61 20	47	60	32	59	53	54	77	76	57	41	30	58
		We celebrate people who try new and better ways of doing things, regardless of the outcome.	40	41 40	36	45 0	27	43	18	43	34	32	69	58	43	19	9	40
ç		Management genuinely seeks and responds to suggestions and ideas.	48	52 46	44	55 0	47	52	15	51	41	54	85	70	51	25	13	47
spe		Management involves people in decisions that affect their jobs or work environment. This is a physically safe place to work.	45 88	47 43 91 87	42	50 10 89 50	60 93	47 90	24	45 89	42	46 88	85 100	63 90	46 92	26 81	13 70	43 89
Re		This is a physically sale place to work. This is a psychologically and emotionally healthy place to work.	62	66 60	58	68 30	53	66	34	61	59	68	100	79	67	38	22	61
		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
		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
		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
		Management shows a sincere interest in me as a person, not just an employee. We have special and unique benefits here.	54 77	58 54 80 78	54 83	59 <u>10</u> 76 50	73	57 79	24 61	55 79	50 75	51 71	92 77	75 87	58 80	28 67	17 39	53 78
	43	Respect Average	67	70 66	65	76 30 71 29	67	69	43	68	63	64	86	87	69	52	39	67
		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
		People here are paid fairly for the work they do. Everyone has an opportunity to get special recognition.	73 60	75 71 63 61	75 62	74 60 65 10	73 53	75 64	49	72 58	73 64	76 68	100 77	86 80	76 61	59 45	35 13	75 57
		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
s		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
ne		Managers avoid playing favorites.	46	44 48	40	53 30	47	48	22	48	39	46	92	64	46	31	14	45
Fair		People avoid politicking and backstabbing as ways to get things done.	45	45 46	42	50 10	40	48	24	46	43	46	46	62	45	32	13	45
		People here are treated fairly regardless of their age. People here are treated fairly regardless of their race.	75 84	76 76 85 84	74 83	79 40 86 60	87 87	78 85	41 76	74 82	78 86	80 92	100	89 94	78	61 72	36 59	75
		People here are treated fairly regardless of their gender.	82	81 84	77	87 60	87	85	61	80	83	92	100	89	85	72	50	81
		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
		If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	55	56 55	50	61 30	36	60	17	58	44	62	100	75	56	35	27	56
		Fairness Average	65	66 65	63	69 <u>36</u>	66	67	42	64	64	68	91	79	67	49	32	65
	51	feel I make a difference here.	80	83 77	81	82 40	87	81	71	76	84	90	100	92	83	65	43	80
		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
		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
		People here are willing to give extra to get the job done. People here quickly adapt to changes needed for our organization's success.	60 37	59 61 35 38	58	62 60 39 40	47	61	59	58 43	61 28	66 20	92 54	73	60 39	46 24	41	59 40
Pride		where the success readed for our organization s success.	37 74	75 75	71	<u> </u>	67	38	61	43 74	72	78	54 100	<u> </u>	81	47	43	74
P		I'm proud to tell others I work here.	74	78 78	77	80 50	60	79	68	74	72	76	100	91	81	58	43	74
	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
		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
		I would strongly endorse my company to friends and family as a great place to work. Our customers would rate the service we deliver as "excellent."	73 66	79 70 64 67	70 63	79 20 69 40	60 67	76 66	56 58	73 67	70 62	76 62	100 100	90 78	79 69	48 50	30 41	73 67
	50	Dur customers wond rate the service we denver as excenent. Pride Average	71	72 71	70	74 43	67 64	72	58 61	71	62 69	73	<u>95</u>	84	74	54	39	71
						· · · · · · · · · · · · · · · · · · ·												
e		I can be myself around here.	72	77 70	76	73 40	80	75	48	72	73	68	100	90	74	55	35	72
eri		People celebrate special events around here. People care about each other here.	82 75	85 80 77 74	82	80 80 76 40	73	82 77	73	83 74	78	80	100	90 84	84	70	65 43	80
rad		People care about each other here. This is a fun place to work.	61	67 59	78 61	76 40 65 30	80 60	64	61 39	64	76 54	76 61	92	84	66	66 35	43	72 61
man		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
Can		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
	Γ	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

			Te																	
				Гуре			Race/ Ethnicity				Respor	nsibility				Te	nure			
Grea	t			• •							<u>^</u>									
Place																				
То		Santa Clara Valley Water District (Overall)	Overall																	
Morile		Sunta Ciara Vaney Water District (Overall)	Recognition		African American		Caucasian or		Two or More			Both children and	Neither children			6 years to 10	11 years to 15	16 years to 20		
Work	.©		Program 2018 ORG (Aug 2018)	Salaried	or Black	Asian	White	Hispanic/Latino	Races	Children	Elders	elders	nor elders	Less than 2 years	2 years to 5 years	vears	vears	vears	Over 20 years	Skilled Craft
		Number of Responses:	548	180	01 Black 16	Asian 101	244		54	209	37	104	171	102	2 years to 5 years	48	79	116	68	38
	17 1	Aanagement keeps me informed about important issues and changes.	59	60	75	61	58	74	50	63	47	62	59	76	55	64	57	53	59	71
		Management makes its expectations clear.	53	55	56	58	52	70	39	59	46	58	48	70	49	42	56	47	51	61
		can ask management any reasonable question and get a straight answer.	55	56	62	55	56	65	50	62	46	54	54	75	55	53	55	46	49	51
		Management is approachable, easy to talk with.	60	65	94	62	57	75	50	61	51	61	63	84	62	54	56	45	57	58
		Management is competent at running the business.	59	62	62	60	56	78	52	61	49	59	62	81	63	54	55	47	51	61
8		Management hires people who fit in well here.	54	57	47	55	55	66	42	59	47	55	54	83	53	38	45	46	52	53
edibility	23 1	Aanagement does a good job of assigning and coordinating people.	52	56	62	55	50	69	43	57	46	58	48	74	50	45	49	42	51	49
- fil	19 1	Aanagement trusts people to do a good job without watching over their shoulders.	66	66	81	68	66	77	52	71	58	64	64	77	64	58	72	53	78	66
rec		People here are given a lot of responsibility.	70	67	62	69	70	78	72	74	78	68	67	75	70	60	73	69	72	74
C	18 1	Aanagement has a clear view of where the organization is going and how to get there.	47	43	47	50	40	73	39	54	36	46	41	65	40	38	51	43	42	61
	31 1	Management delivers on its promises.	50	57	47	56	47	68	41	50	46	50	54	81	50	35	43	37	50	49
		Management's actions match its words.	50	57	47	54	49	62	39	55	41	41	54	80	49	33	47	38	46	58
		believe management would lay people off only as a last resort.	81	83	80	82	84	85	70	85	70	76	82	88	80	74	83	81	79	79
		Anagement is honest and ethical in its business practices.	59	68	62	64	57	74	50	65	57	56	59	84	62	54	58	43	54	58
	57 (Our executives fully embody the best characteristics of our company.	53	59	47	63	50	64	46	58	49	46	57	72	52	46	49	47	49	43
		Credibility Average	58	61	62	61	57	72	49	62	51	57	58	78	57	50	57	49	56	59
	0	an offered training or development to further mus-16	05	05	04	95	96	02	80	00	20	70	05	00	05	77	07	02	Q.4	76
		am offered training or development to further myself professionally. am given the resources and equipment to do my job.	85 81	85 78	94 86	85 76	86 85	92 85	80 70	90 84	89 73	79 69	85 87	90 89	85 77	77	87 84	86 78	84 81	76 84
		Anagement shows appreciation for good work and extra effort.	62	68	86 69	66	85 64	85 73	46	84 65	62	57	65	89	61	60	84 58	49	56	63
		Aanagement recognizes honest mistakes as part of doing business.	58	57	44	58	59	73	39	58	46	53	63	77	66	46	46	49	59	55
		We celebrate people who try new and better ways of doing things, regardless of the outcome.	40	42	36	45	35	60	39	44	30	43	38	58	41	29	35	35	39	45
-		Anagement genuinely seeks and responds to suggestions and ideas.	48	52	56	54	47	68	30	51	35	46	53	72	46	42	47	37	49	42
Dec		Anagement 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
lsə		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
Ř	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 (Dur 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	87	93	92	85	92	86	84	95	93	91	88	96	86	93	87
		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
		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	Ve 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
	201		50	10		17	10	70	20		50			25		27		12	10	10
		feel I receive a fair share of the profits made by this organization. People here are paid fairly for the work they do.	50	48	57	47	48	73	38	56 78	53	44 69	46	75	51 70	37	45	43	40	49
		Everyone has an opportunity to get special recognition.	73 60	71 68	93 62	69 64	75 62	82 72	59 44	78 67	65 54	54	71 61	86 82	70 61	65 50	72 56	51	69 57	66 50
		am treated as a full member here regardless of my position.	72	69	81	73	73	85	57	77	62	67	74	82	72	67	72	72	66	68
so		Promotions go to those who best deserve them.	44	49	47	48	45	51	35	45	41	38	51	69	47	33	35	32	46	46
les		Managers avoid playing favorites.	46	48	47	44	45	54	41	49	46	42	46	76	44	46	40	33	37	45
airin		People avoid politicking and backstabbing as ways to get things done.	45	46	33	48	45	55	35	51	35	40	43	66	42	38	38	40	43	47
Fa		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
		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 1	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
		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 1	f 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
		0 1 ¥ 1 100 1											~~	~~			<u>.</u>			
		feel I make a difference here.	80	81	79	78	81	85	76	83	78	78	80	87	76	73	84	75	88	74
		Ay work has special meaning: this is not "just a job." When I look at what we accomplish, I feel a sense of pride.	80	83 83	81	80	79	85	81 74	82 83	78 84	83 83	77 78	88	75	79	80	77	85 87	74
		People here are willing to give extra to get the job done.	81 60	83 62	88 56	81 54	81 60	91 74	74 56	63	84 59	63	78 56	91 72	77 50	75	80 48	78 63	8/	<u>84</u> 61
		People here quickly adapt to changes needed for our organization's success.	60 37	62 31	56 27	54 34	35	62	20	63 40	33	38	34	50	50 34	32	48	38	37	47
Pride		want to work here for a long time.	74	77	100	75	74	82	67	81	73	75	69	81	70	71	29 77	74	76	79
Pr		'm proud to tell others I work here.	74	78	75	77	74	88	72	81	70	80	75	92	76	73	75	74	70	74
		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
		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
		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
		Dur 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
	- 1	Pride Average		72	76	70	70	82	65	73	68	72	69	81	67	66	70	67	74	72
			· · · · · ·	·	·		-						·				•			
		can be myself around here.	72	74	81	70	72	86	61	78	49	70	74	84	73	62	71	70	71	63
Ľ,		People celebrate special events around here.	82	85	81	81	82	85	71	84	78	80	81	88	84	73	78	81	81	74
nde		People care about each other here.	75	81	73	71	78	80	69	76	70	70	80	84	73	58	78	74	76	65
ars		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
Ĩ		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
C		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	43	54	49	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
	-		1																	
		Great Place to Work®						<u></u>	-		7 ^		70	6.5				~		
		Caking 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
	1	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

	Г	T	c							
				-	Type of Work		-	-	Work	Status
Grea										
Place	e	Overall								
То	Santa Clara Valley Water District (Overall)	Recognition								
Work		Program 2018	Other	Technical/Enginee	Operations/Servic	Scientific	Managerial/Super	Administrative/Cl		
		ORG (Aug 2018)	Professional	ring Professional	e	Professional	visory	erical	Full-time	Part-time
	Number of Responses:	548	87	153	48	43	95	58	540	7
	17 Management keeps me informed about important issues and changes.	59	56	58	58	41	69	71	59	86
	6 Management makes its expectations clear.	53	48	51	60	44	59	62	53	71
	7 I can ask management any reasonable question and get a straight answer.	55 60	53 56	52 61	70 77	47 58	61 59	66 64	56 60	57 71
	13 Management is approachable, easy to talk with. 43 Management is competent at running the business.	59	52	61	66	48	66	63	59	67
Å	54 Management hires people who fit in well here.	54	55	58	60	43	58	54	54	67
Credibility	23 Management does a good job of assigning and coordinating people.	52	49	52	56	42	62	59	52	83
dib	19 Management trusts people to do a good job without watching over their shoulders.	66	53	64	79	69	72	74	66	100
Le	24 People here are given a lot of responsibility.	70	70	68	83	67	76	63	71	67
0	18 Management has a clear view of where the organization is going and how to get there.	47	46	42	49	33	51	59	47	67
	31 Management delivers on its promises.	50	44	50	45	60	54	61	50	67
	 34 Management's actions match its words. 39 I believe management would lay people off only as a last resort. 	50 81	45 78	50 80	50 77	45 84	54 93	57 81	50 81	67 71
	46 Management is honest and ethical in its business practices.	59	56	61	60	62	67	61	59	67
	57 Our executives fully embody the best characteristics of our company.	53	52	57	54	45	59	57	53	67
	Credibility Average	58	54	58	63	53	64	63	58	72
	8 I am offered training or development to further myself professionally.	85	85	82	90	81	93	93	85	86
	1 I am given the resources and equipment to do my job.	81	82	79	93	79	77	86	81	86
	9 Management shows appreciation for good work and extra effort.	62 58	51 46	61 56	69 73	67 62	71 60	71 65	62 57	57
	 Management recognizes honest mistakes as part of doing business. 58 We celebrate people who try new and better ways of doing things, regardless of the outcome. 	58 40	46	38	52	62 40	60 41	65 38	40	50
	15 Management genuinely seeks and responds to suggestions and ideas.	40	40	51	50	40	57	56	40	57
Respect	20 Management involves people in decisions that affect their jobs or work environment.	45	36	47	52	48	52	45	45	71
est	2 This is a physically safe place to work.	88	92	88	83	88	88	95	89	71
~	25 This is a psychologically and emotionally healthy place to work.	62	56	63	73	65	66	67	62	71
	35 Our facilities contribute to a good working environment.	70	77	71	77	55	66	74	70	86
	50 I am able to take time off from work when I think it's necessary.	91	91	90	96	88	95	88	91	71
	41 People are encouraged to balance their work life and their personal life.	74 54	67 49	80 52	77 64	79	71 59	78	74 54	71 83
	47 Management shows a sincere interest in me as a person, not just an employee.45 We have special and unique benefits here.	54 77	78	75	79	58 76	59 74	61 93	78	83 71
	45 We have special and unique benches here. Respect Average	67	63	67	73	67	69	72	67	72
		•								
	30 I feel I receive a fair share of the profits made by this organization.	50	47	49	65	47	49	55	50	50
	10 People here are paid fairly for the work they do.	73	77	67	79	70	83	72	73	71
	3 Everyone has an opportunity to get special recognition.	60	56	59	67	69	76	54	60	57
	49 I am treated as a full member here regardless of my position.	72	78	68	83	69	77	73	72	83
ess	27 Promotions go to those who best deserve them. 21 Managers avoid playing favorites.	44 46	48 42	41 50	46 53	36 37	57 54	40 40	44 46	43 71
Fairness	40 People avoid politicking and backstabbing as ways to get things done.	40	42	50	48	43	46	40	40	43
Fa	26 People here are treated fairly regardless of their age.	75	71	74	85	74	87	72	75	86
	32 People here are treated fairly regardless of their race.	84	85	86	83	86	91	77	84	83
	36 People here are treated fairly regardless of their gender.	82	80	82	88	67	93	79	82	83
	42 People here are treated fairly regardless of their sexual orientation.	89	92	91	85	85	98	87	89	83
	44 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	55	53	56	68	58	58	50	55	67
	Fairness Average	65	64	65	71	62	73	62	65	68
	51 I feel I make a difference here.	80	80	76	81	81	90	77	80	100
	11 My work has special meaning: this is not "just a job."	80	77	78	77	88	88	75	80	57
	16 When I look at what we accomplish, I feel a sense of pride.	81	85	76	81	77	92	76	81	71
	4 People here are willing to give extra to get the job done.	60	62	61	56	51	71	51	60	57
le	59 People here quickly adapt to changes needed for our organization's success.	37	36	32	55	36	32	39	37	33
Pride	48 I want to work here for a long time.	74	76	72	72	67	80	81	74	86
H	37 I'm proud to tell others I work here.	77	82	76	79	70	80	84	77	86
	28 People look forward to coming to work here.	65 86	64 94	63	75 92	66 74	71 92	63 84	65 86	71 86
	22 I feel good about the ways we contribute to the community. 55 I would strongly endorse my company to friends and family as a great place to work.	86 73	94 78	82 70	92 76	74 70	92 79	84 71	73	71
	56 Our customers would rate the service we deliver as "excellent."	66	67	57	76	56	79	70	66	83
	Pride Average	71	73	68	75	67	77	70	71	73
				•			•			J
0	29 I can be myself around here.	72	78	69	67	74	78	83	72	86
, nic	38 People celebrate special events around here.	82	79	81	85	81	84	86	82	71
ade	33 People care about each other here.	75	79	72	79	74	82	75	75	83
Camaraderie	53 This is a fun place to work.	61	66	58	71	57	65	63	62	43
am	52 When you join the company, you are made to feel welcome. 12 When people change jobs or work units, they are made to feel right at home.	85 71	85 68	85 71	83 72	88 76	88 79	91 70	86 71	83 71
C	5 You can count on people to cooperate.	53	63	52	62	30	59	57	53	71
	Camaraderie Average	71	74	70	74	68	76	75	71	72
									► ·-	
	Great Place to Work®									
	60 Taking everything into account, I would say this is a great place to work.	76	76	72	81	72	81	84	76	86
	Average of all Great Place to Work® Model© Statements	66	65	65	71	63	71	68	66	72

Attachment 2 Page 5 of 5

This Page Intentionally Left Blank

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
Percentage of "True" Responses	58%	70%

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.

Page 37

						Totals - Organiz																
C						Bench	marks	1				Α	ge		Disa	bility		Gender			Job Level	<u> </u>
P	GREA LACE	Santa Clara Valley Water District (Overall)		2015 50 Best -				2016 100 Best -														
	TC			Companies Headquartered in		2016 100 Best -		More than 40%												Management -	Management - M	lanagement -
V	VORK	• Organization Data	Overall 2016	the San Francisco	D 100	Unionized	D:00	Minority	D.00	Diff btwn ORG	Between 1928	Between 1946	Between 1965	1001 1	X.	N			0.1	Frontline or	Department or E	Executive/C-
		Number of Responses	ORG (Jun 2016)	Bay Area 1,031	Difference -	Employees 10,420	Difference -	Employees 29,129	Difference -	and WG	and 1945 6	and 1964 191	and 1980 208	1981 or later 70	Yes 17	No 462	Female 203	Male 269	Other 11	Middle Manager 69	Division Leader Lo	Level Leader
		19 Management keeps me informed about important issues and changes.	39	87	-48	81	-42	83	-44	-21	67	32	37	62	27	39	38	40	18	35	56	43
	-	Management makes its expectations clear. I can ask management any reasonable question and get a straight answer.	33 34	87 88	-54	84 82	-51 -48	84 82	-51 -48	-29 -28	50 50	26 30	31 32	60 56	19 19	34 35	34 36	35 35	10	29 26	47 53	29 36
	-	14 Management is approachable, easy to talk with.	36	92	-56	85	-40	86	-48	-33	50	31	36	56	25	38	35	40	9	40	56	43
	8	45 Management is competent at running the business.	43	92	-49	87	-44	88	-45	-22	67	29	46	69	24	44	50	39	9	40	65	43
	jit -	Management hires people who fit in well here. Management does a good job of assigning and coordinating people.	41 30	92 86	-51	82 80	-41 -50	83 80	-42 -50	-20 -28	50 50	32 22	43	72 55	33	43	46	41 30	0 30	35	60 31	31
	dib	21 Management trusts people to do a good job without watching over their shoulders.	43	91	-48	87	-44	86	-43	-28	67	34	45	63	33	44	43	43	27	35	79	36
	U C	26 People here are given a lot of responsibility.	50	94	-44	88	-38	88	-38	-23	67	45	50	68	40	51	49	52	36	55	71	64
	ŀ	20 Management has a clear view of where the organization is going and how to get there. 32 Management delivers on its promises.	33 30	86	-53	84	-51 -49	84 81	-51	-22 -29	17 33	27 23	30	62 52	13	34	36	34 32	0	29 22	50 47	14 29
		35 Management's actions match its words.	29	89	-60	80	-51	81	-52	-31	17	22	31	55	19	31	29	32	0	25	44	29
		41 I believe management would lay people off only as a last resort.	68	92	-24	86	-18	84	-16	-9	67	66	70	73	56	69	72	67	20	72	93	86
		49 Management is honest and ethical in its business practices. Credibility Average	36 39	97 90	-61 -51	88 84	-52 -45	89 84	-53 -45	-32 -25	50 50	29 32	35 39	61 62	6 25	38 40	35 40	39 40	9 13	35 36	59 58	57 40
	-	9 I am offered training or development to further myself professionally. 2 I am given the resources and equipment to do my job.	60 55	88	-28 -36	83	-23 -33	84 89	-24 -34	-14 -16	83 83	57 48	59 56	68 74	33	61 56	56	63 52	45 50	69 43	88 50	57 50
		10 Management shows appreciation for good work and extra effort.	39	90	-50	82	-43	84	-45	-25	33	33	39	61	25	41	40	41	0	39	71	43
		15 Management recognizes honest mistakes as part of doing business.	38	92	-54	84	-46	84	-46	-30	50	33	37	62	19	40	39	39	36	31	62	21
	g	16 Management genuinely seeks and responds to suggestions and ideas. 22 Management involves people in decisions that affect their jobs or work environment.	29 28	88 84	-59 -56	80 76	-51 -48	81 76	-52 -48	-32 -28	33 33	22 23	30 30	50 47	12 25	30 29	29 30	31 30	0	28 22	56 53	42 46
	sbe	3 This is a physically safe place to work.	81	98	-17	94	-13	95	-14	-2	67	77	83	88	67	82	86	80	20	87	94	71
	² X	This is a psychologically and emotionally healthy place to work. Our facilities contribute to a good working environment.	47 59	92	-45 -36	83	-36 -31	83 89	-36 -30	-15 -7	33 67	39 54	47 62	75 69	27 67	49 60	50	48 61	0 27	42 62	73 65	31 64
	ŀ	53 I am able to take time off from work when I think it's necessary.	83	93	-11	88	-5	90	-7	-4	100	85	79	91	71	83	84	84	50	74	100	85
		43 People are encouraged to balance their work life and their personal life.	54	89	-35	82	-28	83	-29	-18	100	49	54	76	50	56	58	53	60	38	59	54
		50 Management shows a sincere interest in me as a person, not just an employee. 47 We have special and unique benefits here.	<u>34</u> 69	91 91	-57 -22	82	-48	82 85	-48	-31 -4	60 100	29	32 66	53 79	25	35	36	35	0 60	28 66	69 81	38 62
L		Respect Average		91	-39	84	-32	85	-33	-17	65	47	52	69	39	53	54	53	26	48	71	51
_		11 People here are paid fairly for the work they do.	65	86	-21	77	-12	78	-13	-5	83	66	64	73	73	66	70	64	55	66	81	79
	ŀ	18 I feel I receive a fair share of the profits made by this organization.	36	85	-21 -49	70	-12 -34	73	-13	-9	40	27	39	57	23	38	37	38	10	29	22	36
		4 Everyone has an opportunity to get special recognition.	42	89	-47	81	-39	83	-41	-15	83	37	41	58	31	43	43	43	18	42	69	36
	<u>s</u>	21 I am treated as a full member here regardless of my position. 29 Promotions go to those who best deserve them.	53 28	92 87	-39 -59	87	-34 -46	88 74	-35 -46	-19 -25	83 83	47	56 27	68 53	29 12	55 30	55 24	55 32	27	51	73 57	50 38
	nes	23 Managers avoid playing favorites.	28	84	-56	73	-45	73	-45	-29	33	23	28	51	12	30	23	34	9	20	62	25
	air	42 People avoid politicking and backstabbing as ways to get things done.	29	91	-62	77	-48	76	-47	-29	33	26	27	48	12	30	30	30	0	25	56	8
		28 People here are treated fairly regardless of their age. 33 People here are treated fairly regardless of their race.	58 64	97 97	-39	<u>89</u> 93	-31 -29	90 93	-32 -29	-13 -15	83 100	49 54	63 67	71 88	47	60 67	56 69	61 63	27	65 69	79 80	67 79
		37 People here are treated fairly regardless of their sex.	66	96	-30	93	-27	93	-27	-11	100	59	67	85	33	68	61	73	30	71	67	71
		44 People here are treated fairly regardless of their sexual orientation. 46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	83 38	98	-15 -50	95 80	-12 -42	96 80	-13 -42	-2 -19	100 40	80 33	84 34	89 67	56 19	84 39	84 41	84 38	33	85 30	88 59	86 38
		Fairness Average	50	91	-41	83	-33	83	-33	-16	73	44	50	68	31	51	50	52	20	49	68	52
		54 I feel I make a difference here.	55	92	-37	88	-33	88	-33	-23	67	51	58	66	31	57	59	56	10	62	73	71
		12 My work has special meaning: this is not "just a job".	58	92	-33	87	-29	86	-28	-18	83	56	57	70	29	60	61	58	33	66	80	64
		17 When I look at what we accomplish, I feel a sense of pride.	57	95	-38	91	-34	91	-34	-23	50	53	59	67	33	58	64	54	27	69	87	50
	rid -	5 People here are willing to give extra to get the job done. 51 I want to work here for a long time.	42 63	94	-52 -27	85 87	-43 -24	85 87	-43 -24	-28 -8	50 67	39 55	44 67	50 80	40 46	43 65	64	44 65	10 50	41 58	47 87	46 54
	-	38 I'm proud to tell others I work here.	61	97	-36	93	-32	93	-32	-10	83	57	62	77	43	63	62	62	40	64	88	54
	F	30 People look forward to coming to work here. 24 I feel good about the ways we contribute to the community.	44 74	94	-50	82	-38 -17	82	-38	-17	67 67	44	39 76	60 87	21	45	44	45	20	41	71 93	31
		24 I feel good about the ways we contribute to the community. Pride Average	57	96 94	-22 -37	91 88	-1/	92 88	-18 -31	-11 -17	67	53	58	<u>69</u>	40	58	60	57	45 30	78 60	78	56
		-											-								25	
		31 I can be myself around here. 40 People celebrate special events around here.	50 70	94 96	-44 -26	89 87	-39 -17	88 88	-38 -18	-17	33 100	43 69	54 68	65 80	20 50	52 71	59 72	47 70	9 64	49 62	75	43 71
	ie	34 People care about each other here.	51	97	-46	88	-37	88	-37	-21	50	48	49	75	44	53	56	52	0	53	71	50
	- Ider	1 This is a friendly place to work. 56 This is a fun place to work.	63 48	98 94	-35 -46	94 84	-31 -36	94 85	-31 -37	-15 -10	50 50	58 46	68 46	72 68	44	65 50	70 53	62 48	27	65 38	88 67	43 46
		55 When you join the company, you are made to feel welcome.	74	96	-22	94	-20	94	-20	-8	100	71	74	86	50	76	75	77	40	76	88	71
	Jam	13 When people change jobs or work units, they are made to feel right at home.	46	94	-48	88	-42	88	-42	-22	50	40	49	63	25	48	46	49	12	47	71	43
	<u> </u>	39 There is a "family" or "team" feeling here. 48 We're all in this together.	38 43	95 93	-57	86	-48 -43	87 86	-49 -43	-26	67 50	35 37	38 44	51 62	20	40 44	43 46	37 44	10	32 38	57 69	38 43
		6 You can count on people to cooperate.	38	92	-54	84	-46	84	-46	-28	50	34	40	43	38	38	37	40	10	35	53	29
		Camaraderie Average	52	95	-43	88	-36	88	-36	-17	60	48	53	67	36	54	56	53	19	49	74	48
		Great Place to Work®																				
	[58 Taking everything into account, I would say this is a great place to work.	58	95	-37	91	-33	91	-33	-12	40	54	58	81	36	61	62	60	0	51	88	57
		Average of all Great Place to Work® Model© Statements	49	92	-43	85	-36	86	-37	-19	62	44	50	67	33	51	51	50	21	47	69	49
		Client-Specific Statements	1																			
		59 I feel the District has effective processes in place to ensure the delivery of quality products and ser								-15	50	42	51	68	33	50	56	46	0	38	62	43
		People are not ridiculed due to their background, personal traits, or characteristics. Consequences for poor performers in our organization are reasonable and timely.	75 23							-7	80 40	72 20	76 26	84 36	76 6	76 25	78	75 29	40	79 16	75 25	79 29
		62 My manager/supervisor provides me with timely feedback on my work.	45							-22	40 60	20 41	46	66	21	48	46	49	27	41	58	50
	-	63 I feel like I can raise issues without fear of retaliation.	38							-21	20	35	36	61	14	40	34	43	0	34	69	43
	-	64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	68	Į						-9	80	64	66	91	69	69	70	70	11	71	88	93
	1	Bue shading highlights results that are less than 29 points below the corresponding benchmark. Vellow shading indicates res																				

1		-				Disa	hiliter.		Condor		1	Job L	anal
			A	ge		Disa	binty		Gender			J00 L	levei
											Management -	Management -	Management -
	Diff btwn ORG	Between 1928	Between 1946	Between 1965							Frontline or	Department or	Executive/C-
	and WG	and 1945	and 1964	and 1980	1981 or later	Yes	No	Female	Male	Other	Middle Manager	Division Leader	Level Leader
_	-	6	<u>191</u>	208	70	17	462	203	269	11	69	17	15
_	-21	67	32	37	62	27	39	38	40	18	35	56	43
	-29 -28	50	26 30	31 32	60 56	19 19	34 35	34	35	10	29 26	47 53	29 36
	-28 -33	50 50	30	32	56	25	35	36 35	35 40	9	40	56	43
	-22	67	29	46	69	23	44	50	39	9	40	65	43
	-22	50	32	43	72	33	43	46	41	0	35	60	31
	-28	50	22	31	55	13	31	32	30	30	24	31	25
	-28	67	34	45	63	33	44	43	43	27	35	79	36
	-23	67	45	50	68	40	51	49	52	36	55	71	64
	-22	17	27	30	62	13	34	36	34	0	29	50	14
	-29	33	23	31	52	19	31	30	32	0	22	47	29
	-31	17	22	31	55	19	31	29	32	0	25	44	29
	-9	67	66	70	73	56	69	72	67	20	72	93	86
	-32	50	29	35	61	6	38	35	39	9	35	59	57
	-25	50	32	39	62	25	40	40	40	13	36	58	40
	14	02	57	59	60	22	61	56	63	45	69	00	57
	-14 -16	83 83	57 48	59	68 74	33 31	61 56	56 60	63 52	45 50	43	88 50	57 50
	-16 -25	33	33	39	61	25	41	40	41	0	43 39	71	43
	-30	50	33	39	62	19	40	39	39	36	31	62	21
	-32	33	22	30	50	12	30	29	31	0	28	56	42
	-28	33	23	30	47	25	29	30	30	0	22	53	46
	-2	67	77	83	88	67	82	86	80	20	87	94	71
	-15	33	39	47	75	27	49	50	48	0	42	73	31
	-7	67	54	62	69	67	60	61	61	27	62	65	64
	-4	100	85	79	91	71	83	84	84	50	74	100	85
	-18	100	49	54	76	50	56	58	53	60	38	59	54
	-31	60	29	32	53	25	35	36	35	0	28	69	38
	-4	100	71	66	79	71	69	74	67	60	66	81	62
	-17	65	47	52	69	39	53	54	53	26	48	71	51
	-5	83	66	64	73	73	66	70	64	55	66	81	79
	-9	40	27	39	57	23	38	37	38	10	29	22	36
	-15	83	37	41	58	31	43	43	43	18	42	69	36
	-19	83	47	56	68	29	55	55	55	27	51	73	50
	-25	83	22	27	53	12	30	24	32	18	26	57	38
	-29	33	23	28	51	12	30	23	34	9	27	62	25
	-29	33	26	27	48	12	30	30	30	0	25	56	8
	-13	83	49	63	71	47	60	56	61	27	65	79	67
	-15	100	54	67	88	25	67	69	63	18	69	80	79
	-11	100	59	67	85	33	68	61	73	30	71	67	71
	-2	100	80	84	89	56	84	84	84	33	85	88	86
_	-19	40	33	34	67	19	39	41	38	0	30	59	38
	-16	73	44	50	68	31	51	50	52	20	49	68	52
	-23	67	51	58	66	31	57	59	56	10	62	73	71
	-18	83	56	57	70	29	60	61	58	33	66	80	64
	-23	50	53	59	67	33	58	64	54	27	69	87	50
	-28	50	39	44	50	40	43	44	44	10	41	47	46
	-8	67	55	67	80	46	65	64	65	50	58	87	54
	-10	83	57	62	77	43	63	62	62	40	64	88	54
	-17	67	44	39	60	21	45	44	45	20	41	71	31
	-11	67	70	76	87	75	75	82	71	45	78	93	71
	-17	67	53	58	69	40	58	60	57	30	60	78	56
	-17	33	43	54	65	20	52	59	47	9	49	75	43
	2	100	69	68	80	50	71	72	70	64	62	100	43
	-21	50	48	49	75	44	53	56	52	0	53	71	50
	-15	50	58	68	72	44	65	70	62	27	65	88	43
	-10	50	46	46	68	38	50	53	48	0	38	67	46
	-8	100	71	74	86	50	76	75	77	40	76	88	71
	-22	50	40	49	63	25	48	46	49	12	47	71	43
	-26	67	35	38	51	20	40	43	37	10	32	57	38
	-26	50	37	44	62	27	44	46	44	10	38	69	43
	-28	50	34	40	43	38	38	37	40	10	35	53	29
	-17	60	48	53	67	36	54	56	53	19	49	74	48
	-12	40	54	58	81	36	61	62	60	0	51	88	57
	-12 -19	62	54 44	58	67	36	51	51	50	21	47	88 69	49
	-19	02	44	50	07		15	51	50	21	47	09	47
	-15	50	42	51	68	33	50	56	46	0	38	62	43
	-15	80	72	76	84	76	76	78	75	40	79	75	79
	-18	40	20	26	36	6	25	19	29	10	16	25	29
	-22	60	41	46	66	21	48	46	49	27	41	58	50
	-21	20	35	36	61	14	40	34	43	0	34	69	43
	-9	80	64	66	91	69	69	70	70	11	71	88	93

Attachment 2 Page 2 of 9

			-																			
					LGBT			Organizational Are	a					Ra	ce/ Ethnicity (Custo	om)		T				
GRE. PLAC																					1	
PLAC	Santa Clara Valley Water District (Overall)		Employee/																		1	ı – – – – – – – – – – – – – – – – – – –
WO	Organization Data	Overall 2016	Employee/ Individual			Prefer not to	CEO/Clerk/Couns	3		African American	American Indian	Caucasian or							Two or More			
		ORG (Jun 2016)	Contributor	Yes	No	answer	el/Admin	Water Utility	Watershed	or Black	or Alaskan Native	White	Chinese	Filipino	Hispanic/Latino	Indian	Japanese	Vietnamese	Races	Other	Children	Elders
	Number of Responses: Management keeps me informed about important issues and changes.	<u>511</u> 39	<u>400</u> 38	<u>15</u> 33	<u>412</u> 41	52 25	<u>152</u> 39	<u>178</u> 38	137 42	<u>18</u> 28	<u>5</u> 50	216 39	34 41	<u>10</u> 70	74 38	13 42	60 60	43	27 39	<u>41</u> 26	<u>198</u> 40	<u>36</u> 25
	7 Management makes its expectations clear.	33	33	36	37	8	31	34	36	29	25	34	45	80	33	42	60	22	27	16	33	21
	8 I can ask management any reasonable question and get a straight answer.	34	34	36	38	10	32	37	36	24	50	36	43	78	30	50	60	22	32	16	33	21
	14 Management is approachable, easy to talk with. 45 Management is competent at running the business.	36 43	35 42	36 53	40	14 12	36 49	36 41	38 43	31 41	50 50	37 41	42 47	75 67	35 50	58 64	20 60	33 78	48 40	18 16	38 43	18
dibility	57 Management hires people who fit in well here.	41	42	56	45	15	45	41	42	27	50	43	50	56	52	58	60	44	48	14	44	29
libi	25 Management does a good job of assigning and coordinating people.	30	31	42	32	13	32	27	34	29	50	27	36	67 67	35	36	25	44	30	18	28	26
Lec	21 Management trusts people to do a good job without watching over their shoulders. 26 People here are given a lot of responsibility.	43 50	43 48	58 67	45	22 37	40	45 48	45 54	35	50 75	42 49	46 46	89	46 48	50 50	60 20	56	39 78	27 41	42	38 48
0	20 Management has a clear view of where the organization is going and how to get there.	33	34	50	36	10	32	36	31	24	50	35	42	70	34	42	60	33	30	5	31	29
	32 Management delivers on its promises. 35 Management's actions match its words.	30	31	36	33	6	31	33	26	24	50	28	39	62	30 30	58	60 60	22	41	8	30	25
	41 I believe management would lay people off only as a last resort.	29 68	29 65	42 57	32	52	72	66	30 70	18 76	50 75	29 71	42 76	60	50 64	50 82	60	78	41 79	41	30 69	60
	49 Management is honest and ethical in its business practices.	36	34	50	40	12	38	38	35	35	50	36	43	56	35	50	40	50	48	19	39	30
	Credibility Average	39	38	46	42	17	40	39	40	33	52	39	45	69	40	52	51	44	45	19	39	30
	9 I am offered training or development to further myself professionally.	60	57	43	63	46	57	55	67	59	75	67	68	78	51	75	60	33	55	38	59	36
	2 I am given the resources and equipment to do my job.	55	57	53	58	40	53	57	55	50	50	57	59	89	57	67	40	78	57	32	55	36
	10 Management shows appreciation for good work and extra effort. 15 Management recognizes honest mistakes as part of doing business.	39 38	37 39	40	42	20	38	38 40	44	41 24	25 50	40	50 48	80 57	33 44	42	60 60	38 44	50 41	23 26	38 38	25 27
	16 Management genuinely seeks and responds to suggestions and ideas.	29	28	33	32	10	32	29	29	24 22	25	30	35	78	28	42	60	33	30	11	29	27
ect	22 Management involves people in decisions that affect their jobs or work environment.	28	28	46	31	8	29	29	29	24	50	28	41	67	28	45	40	38	30	8	29	22
Resp	3 This is a physically safe place to work.27 This is a psychologically and emotionally healthy place to work.	81 47	79 47	80 47	84 51	64 19	85 47	83 51	77 47	82	100	85 48	84 58	90 56	78 49	75 58	40 60	100	86 57	63	81 45	79 52
H	36 Our facilities contribute to a good working environment.	59	58	60	62	39	60	61	56	67	50	60	69	67	58	83	60	67	64	37	62	45
	53 I am able to take time off from work when I think it's necessary.	83	84	75	85	68	81	82	86	89	100	86	90	89	79	83	60	89	68	71	82	82
	43 People are encouraged to balance their work life and their personal life. 50 Management shows a sincere interest in me as a person, not just an employee.	54 34	57	43	57 37	42	51	53 36	63	50 19	75 50	56 36	66 48	78 56	47	75 42	60 60	67 38	48	41	55 33	50
	47 We have special and unique benefits here.	69	69	77	71	55	74	61	75	76	100	72	77	100	61	58	60	89	64	54	72	68
	Respect Average	52	52	52	55	34	53	52	54	49	63	54	61	76	49	61	55	63	53	33	52	44
	11 People here are paid fairly for the work they do.	65	64	60	68	52	67	67	66	88	100	67	64	78	70	42	60	56	74	54	66	59
	18 I feel I receive a fair share of the profits made by this organization.	36	38	50	39	21	27	39	47	31	50	38	43	71	41	36	0	50	39	17	38	23
	Everyone has an opportunity to get special recognition. I am treated as a full member here regardless of my position.	42 53	41 53	36 54	45	22	42	42	45 58	28 47	75 50	45 57	62 58	70 67	34 50	50 64	40 60	44	48	23 32	43 53	31 53
8	29 Promotions go to those who best deserve them.	28	27	42	30	15	27	33	29	24	0	31	32	38	29	27	60	38	38	13	32	13
Be	23 Managers avoid playing favorites.	28	27	50	31	8	25	34	28	31	25	29	41	50	32	27	40	50	30	11	30	22
Fai	 42 People avoid politicking and backstabbing as ways to get things done. 28 People here are treated fairly regardless of their age. 	29 58	29 55	23 46	32 62	10	28 57	30 63	32 57	31 50	50 50	29 65	35 68	50 62	30 54	27 64	20 60	50 56	35 65	10 34	32 63	19 47
	33 People here are treated fairly regardless of their race.	64	62	67	70	33	62	67	70	47	75	75	69	67	59	75	60	62	83	33	68	52
	37 People here are treated fairly regardless of their sex.	66 83	65 81	57 54	71 87	42	58	71 84	73 87	71 94	75 75	72	81 87	67 89	58 73	67 90	60 60	78 88	75 96	34	70 87	55
	 44 People here are treated fairly regardless of their sexual orientation. 46 If I am unfairly treated, I believe I'll be given a fair shake if I appeal. 	38	38	42	41	64	39	84 40	87 36	94 31	75	35	48	56	36	90 45	60	62	50	62 20	87 40	27
	Fairness Average		49	48	53	29	47	52	53	48	58	53	58	64	47	51	51	58	59	29	52	39
	54 I feel I make a difference here.	55	53	62	58	34	58	56	53	59	75	59	67	78	48	58	40	62	59	36	54	58
	12 My work has special meaning: this is not "just a job".	58	55	77	60	37	62	56	59	72	100	57	66	78	58	75	60	62	64	41	59	66
0	17 When I look at what we accomplish, I feel a sense of pride.	57	53	69	59	39	64	53	54	56	75	60	69	88	53	58	60	67	61	28	59	48
Pride	5 People here are willing to give extra to get the job done. 51 I want to work here for a long time.	42 63	42 64	<u>36</u> 58	45 68	29 40	40	46	45	41	100	44 64	48	80	39 60	36 67	20 40	33 89	52	21 49	43 67	45 52
<u>4</u>	38 I'm proud to tell others I work here.	61	60	60	66	29	60	62	65	76	75	64	65	67	65	75	40	67	74	37	66	56
	30 People look forward to coming to work here.	44	43	67	47	15	43	42	48	40	75	43	55	60	43	55	40	67	55	24	44	39
	24 I feel good about the ways we contribute to the community. Pride Average	74 57	55	86 64	77 60	56 35	79 58	73 56	58	88 63	100 84	77 58	74 65	89 77	72 55	83 64	60 45	100 69	87 66	51 36	74 58	68 54
	-																					
	31 I can be myself around here. 40 People celebrate special events around here.	50 70	50	64 73	53 72	26 62	48 70	52	52 68	50	50 75	53	62 84	78 70	49 69	64 75	40	50 67	52 78	21 62	55 73	34 66
	40 People celebrate special events around here. 34 People care about each other here.	51	50	73	54	62 33	52	54	53	39	50	60	84 71	67	45	50	50 60	56	52	62 26	51	55
leri	1 This is a friendly place to work.	63	63	67	66	47	67	67	58	61	75	69	72	90	56	67	40	78	70	36	64	48
ara	56 This is a fun place to work. 55 When you join the company, you are made to feel welcome.	48	49 73	46 64	52 78	26 56	50 73	46	55 77	47 89	50 75	49 79	59 75	67 89	49 67	58 75	50 60	78 78	59 78	20 56	48	45 64
l	13 When you form the company, you are made to reel welcome.	46	45	50	50	18	46	49	46	44	50	49	69	100	42	45	50	44	43	25	46	28
C	39 There is a "family" or "team" feeling here.	38	38	23	41	19	37	41	38	29	25	40	57	62	37	55	40	22	39	22	37	28
	48 We're all in this together. 6 You can count on people to cooperate.	43	43	38 50	46	26 23	47	43 43	44	39	75 25	45	48 44	67 60	41 36	67 58	60 60	33 44	57 45	16	42	39 33
	6 Fou can count on people to cooperate. Camaraderie Average	50	52	56	55	34	53	43 54	52	51	55	55	44 64	74	30 49	62	51	55	45	30	53	44
	-							-										-			· · · ·	
	Great Place to Work® 58 Taking everything into account, I would say this is a great place to work.	58	59	60	63	30	58	58	63	67	75	62	72	78	62	45	60	88	61	21	60	58
	Average of all Great Place to Work® Model© Statements	49	49	52	52	29	49	50	51	48	61	51	58	78	48	45	51	57	55	21 29	50	41
		1		N							I								•		i	
	Client-Specific Statements 59 I feel the District has effective processes in place to ensure the delivery of quality products and ser	40	50	20	50	10	52	40	47	47	100	50	50	70	40	50	40	(7	50	17	40	20
	 59 I feel the District has effective processes in place to ensure the delivery of quality products and served. 60 People are not ridiculed due to their background, personal traits, or characteristics. 	v 49 75	50 74	38	53 80	19 53	53 74	48 81	47 75	47 61	100 75	50 82	58 78	78 89	49 72	50 73	40 60	67 75	52 79	17 57	49 78	39 74
	61 Consequences for poor performers in our organization are reasonable and timely.	23	25	17	25	17	22	27	25	22	25	20	38	50	30	30	40	12	22	16	22	16
	62 My manager/supervisor provides me with timely feedback on my work. 63 I feel like I can raise issues without fear of retaliation.	45 38	46 37	50 29	50	20	44	46 41	50 41	44	50 50	51 42	54 53	57 62	45 37	36 36	60 40	38 25	57 35	25	45 41	42 26
	63 I feel like I can raise issues without fear of retaliation.64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	38 68	65	29	42 72	13 39	34	41 69	41 66	29 61	50	42	53	62	37 69	36 73	40 60	25	35 65	38	41 67	26
	Rhue shading highlights results that are less than 29 points below the corresponding benchmark. Vellow shading indicates results	•								·	· · · · · · · · · · · · · · · · · · ·										L	

Attachment 2 Page 3 of 9

			_															
			Responsibility				Ten	ure			Type of Worl	k (Custom)		Veterar	n Status	Work	Status	Worker Ty
GREA PLAC																		
PLAC																		
WOR	Organization Data	Overall 2016	Both children and	Neither children			6 years to 10	11 years to 15	16 years to 20		Managerial/Super Administrative/Cl Technical/Engine	Other	Operations/Servic					
		ORG (Jun 2016)		nor elders Extended Family		2 years to 5 years	years	years	years	Over 20 years			ed Craft e	Yes	No	Full-time	Part-time	Classified
	Number of Responses: 19 Management keeps me informed about important issues and changes.	<u>511</u> 39	<u>58</u> 23	<u>140 20</u> 46 59	<u>94</u> 72	47 38	50 32	<u>155</u> 28	<u>65</u> 22	73 38	<u>84 66 145</u> 41 51 35	100	<u>32 54</u> 43 39	<u>35</u> 41	<u>442</u> 39	<u>479</u> 38	<u>13</u> 42	<u>384</u> 36
	7 Management makes its expectations clear.	33	23	41 53	67	38	23	23	15	33	33 34 31	ę.,	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		42 32	29	35	34	30	31
	14 Management is approachable, easy to talk with. 45 Management is competent at running the business.	36 43	<u>30</u> 42	45 44 47 58	64 78	42	33 38	26	25 29	37 33	<u>44</u> <u>36</u> <u>36</u> 44 <u>57</u> <u>37</u>		40 <u>32</u> 48 45	38 36	37 43	37 43	25	36 41
ility	57 Management hires people who fit in well here.	41	39	45 59	79	56	27	28	32	34	41 51 40		43 43	35	43	41	50	39
libi	25 Management does a good job of assigning and coordinating people. 21 Management trusts people to do a good job without watching over their shoulders.	30 43	22	35 53 46 76	65 77	34 44	22	19 35	19	27 38	27 36 28 44 47 40		41 35 55 41	37 42	30 44	29 43	44	27 41
Je	26 People here are given a lot of responsibility.	50	39	52 59	72	64	52	39	37	45	55 48 49	11	59 45	42	50	50	22	49
Ŭ	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		32 36	32	34	33	36	33
	32 Management delivers on its promises. 35 Management's actions match its words.	30 29	24	31 53 36 47	67 68	36	20 18	20	17	24 29	27 <u>33</u> 29 29 <u>33</u> 29		36 27 28 35	39 39	30 30	30 29	33	28
	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		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		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
	9 I am offered training or development to further myself professionally.	60	54	74 59	80	67	43	49	63	58	73 53 56		58 62	48	61	60	33	58
	2 I am given the resources and equipment to do my job.	55 39	53 30	60 67 48 61	83	61	43	50	46	46	42 82 47 47 39 38		55 49 45 31	45	56 40	55	40	51
	10 Management shows appreciation for good work and extra effort. 15 Management recognizes honest mistakes as part of doing business.	39 38	30 31	48 61 43 61	78 77	41 36	23 30	33 29	18 27	36 32	47 39 38 37 49 34		45 31 38 40	35 32	40 39	39 38	40	38 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
pec	22 Management involves people in decisions that affect their jobs or work environment. 3 This is a physically safe place to work.	28	19 78	34 53 87 78	64 97	32 80	17 75	20 79	17 80	25 70	<u>33</u> <u>31</u> <u>26</u> 87 <u>88</u> 88 <u>82</u>		28 29 77 69	30	29 82	29 81	20 67	24 80
Res	27 This is a psychologically and emotionally healthy place to work.	47	44	55 53	82	54	28	41	31	40	87 88 82 47 53 49		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		57 53	71	59	59	67	59
	53 I am able to take time off from work when I think it's necessary. 43 People are encouraged to balance their work life and their personal life.	83 54	69 51	90 88 61 65	92 87	86 59	83 51	82 48	79 37	77 49	82 93 83 46 60 58	10	90 85 55 58	87 52	82 56	82 54	91 64	81 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	40 00 38		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
	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 42	21	47 46 46 67	64 73	32 49	37 20	30 34	29 37	22	<u>30 38 40</u> 44 38 39		42 33 55 39	37 47	38 42	35 42	50 30	34 40
	4 Everyone has an opportunity to get special recognition. 52 I am treated as a full member here regardless of my position.	53	48	57 75	73	59	56	43	42	56	56 56 54	-	62 56	47	55	54	33	53
S.	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
airne	 23 Managers avoid playing favorites. 42 People avoid politicking and backstabbing as ways to get things done. 	28 29	27	26 65 32 39	62 56	37	22	21 23	12	24 25	<u>34</u> 21 27 28 34 28		41 38 25 33	33 28	29 30	28 28	27 42	26 27
Fai	28 People here are treated fairly regardless of their age.	58	51	59 76	84	67	38	47	56	60	62 66 57		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 65	53	67	64	70	64
	 37 People here are treated fairly regardless of their sex. 44 People here are treated fairly regardless of their sexual orientation. 	66	55	71 72 88 88	89 95	73 93	62 89	59 76	53	60 74	72 69 71 84 89 83		67 69 83 76	65 74	67 84	66 82	50	65 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
	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
ide	Yhen I look at what we accomplish, I feel a sense of pride. People here are willing to give extra to get the job done.	57 42	48	59 76 47 44	83 59	52 40	47	48 40	55 41	54 44	68 59 51 42 44 46		55 46 52 34	44	58 43	57 42	60 50	55 41
Pric	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		60 63	65	62	61	55	60
	30 People look forward to coming to work here. 24 I feel good about the ways we contribute to the community.	44	38	45 71 81 88	66 92	48	31 62	36 68	34	47 70	45 49 39 82 82 68	10	57 49 73 62	31 65	45 76	43 74	55 82	41 73
	24 Ther good about the ways we contribute to the community. Pride Average	57	49	61 74	77	61	46	52	52	52	$\begin{array}{c ccccccccccccccccccccccccccccccccccc$		61 53	49	58	57	59	56
	31 L can be myself around here	50	43	55 50	72	51	30	47	4.4	45	54 54 40	56	50 20	48	51	50	64	51
	40 People celebrate special events around here.	50	43 65	55 50 66 89	93	65	68	47 68	44 59	45	54 54 49 73 77 69	50	50 <u>38</u> 76 65	76	70	71	64 60	69
rie	34 People care about each other here.	51	46	56 61	76	60	35	46	43	51	53 56 51		43 46	48	53	51	50	51
Ide	1 This is a friendly place to work. 56 This is a fun place to work.	63 48	54 49	71 72 53 62	87 80	59 43	48 39	57 43	71 41	57 38	63 70 69 48 57 44		55 55 55 50	56 53	65 49	64 49	62	64 47
lar.	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		90 74	84	74	74	58	74
Can	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 38 45 37		55 39	45	47	46	33	46
- T	39 There is a "family" or "team" feeling here. 48 We're all in this together.	38 43	35 37	44 61 51 53	65 71	38 48	28 26	30 37	34	35 37	38 45 37 44 53 42		50 37 37 46	37 48	39 43	37 43	36 50	37 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
	Client-Specific Statements	1																
	59 I feel the District has effective processes in place to ensure the delivery of quality products and serv	49	40	50 75	74	58	39	40	47	39	46 62 38	52	48 63	47	50	49	45	46
	60 People are not ridiculed due to their background, personal traits, or characteristics.	75	69	79 78	88	82	74	72	73	67	78 81 79		71 69	77	76	75	82	75
	Consequences for poor performers in our organization are reasonable and timely. My manager/supervisor provides me with timely feedback on my work.	23 45	28 31	28 44 56 56	51 77	21 49	15 32	20	19 39	17 44	23 15 26 46 56 41		11 43 38 60	24 45	24 47	24 46	27 27	21 43
	63 I feel like I can raise issues without fear of retaliation.	38	22	44 59	69	40	30	29	31	34	35 42 41	35	43 39	35	40	38	50	36
	64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	68	63	72 88	89	80	62	64	60	56	75 68 67	74	52 68	66	69	68	82	67

Attachment 2 Page 4 of 9

			e (Custom)
	T		e (eustoin)
REA .AC .TI /OR	Santa Clara Valley Water District (Overall)		
[]	Organization Data		
/OR	K ^e Organization Data	Overall 2016	
		ORG (Jun 2016)	Unclassified
	Number of Responses:	511	84
	19 Management keeps me informed about important issues and changes.	39	50
	7 Management makes its expectations clear.	33 34	38 45
	8 I can ask management any reasonable question and get a straight answer. 14 Management is approachable, easy to talk with.	34	45
	45 Management is competent at running the business.	43	54
Ę,	57 Management hires people who fit in well here.	41	53
3	25 Management does a good job of assigning and coordinating people.	30	41
Credibility	21 Management trusts people to do a good job without watching over their shoulders.	43	53
5	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 39	56 47
	Credibility Average	39	4/
	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
ect	22 Management involves people in decisions that affect their jobs or work environment.	28	43
Respect	3 This is a physically safe place to work.	81	87
ž	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. 50 Management shows a sincere interest in me as a person, not just an employee.	54 34	63 43
	47 We have special and unique benefits here.	69	84
	47 we have special and unique benefits here. Respect Average		62
	Respectiverage	52	02
	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
S	29 Promotions go to those who best deserve them.	28	42
airness	23 Managers avoid playing favorites.	28	39
ai	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. 37 People here are treated fairly regardless of their sex.	64 66	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		57
	54 I feel I make a difference here.	55	62
	12 My work has special meaning: this is not "just a job".	58	62
9	17 When I look at what we accomplish, I feel a sense of pride.	57	65
Pride	5 People here are willing to give extra to get the job done.	42 63	51 75
2	51 I want to work here for a long time. 38 I'm proud to tell others I work here.	63	75
	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
	31 I can be myself around here.	50	50
	40 People celebrate special events around here.	70	78
rie	34 People care about each other here.	51	56
de	1 This is a friendly place to work.	63	64
Camaraderie	56 This is a fun place to work.	48	55
Ĩ	55 When you join the company, you are made to feel welcome. 13 When people change jobs or work units, they are made to feel right at home.	74 46	78 54
ت	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		57
	Great Place to Work®		
	58 Taking everything into account, I would say this is a great place to work.	58	71
		49	57
	Average of all Great Place to Work® Model© Statements		
	Average of all Great Place to Work® Model© Statements		
	Average of all Great Place to Work® Model® Statements Client-Specific Statements		
	Average of all Great Place to Work® Model® Statements Client-Specific Statements 59 I feel the District has effective processes in place to ensure the delivery of quality products and serv	49	58
	Average of all Great Place to Work® Model© Statements Client-Specific Statements 59 I feel the District has effective processes in place to ensure the delivery of quality products and serv 60 People are not ridiculed due to their background, personal traits, or characteristics.	49 75	79
	Average of all Great Place to Work® Model® Statements Client-Specific Statements 59 I feel the District has effective processes in place to ensure the delivery of quality products and serv 60 People are not ridiculed due to their background, personal traits, or characteristics. 61 Consequences for poor performers in our organization are reasonable and timely.	49 75 23	79 32
	Average of all Great Place to Work® Model© Statements Client-Specific Statements 59 I feel the District has effective processes in place to ensure the delivery of quality products and serv 60 People are not ridiculed due to their background, personal traits, or characteristics.	49 75	79

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.

Attachment 2 Page 5 of 9

					Totals - Work G	roup Perspective															
					Bench	ımarks	1				A	ge		Dis	ability		Gender			Job L	evel
GREA	AI		2015 50 Best -																		
PLAC	Santa Clara Valley Water District (Overall)		Companies				2016 100 Best -														
IC			Headquartered in		2016 100 Best -		More than 40%												Management -	Management -	Management -
WOR	K work Group Data	Overall 2016 WG	the San Francisco	DIG	Unionized	D:00	Minority	D.00	Diff btwn WG	Between 1928	Between 1946	Between 1965	1001 1	N/	N	. .		0.1	Frontline or	Department or	Executive/C-
	Number of Responses:	(Jun 2016)	Bay Area	Difference	Employees 10.420	Difference	Employees 29,129	Difference	and ORG	and 1945	and 1964	and 1980 208	1981 or later 70	Yes 17	No 462	Female 203	Male 269	Other 11	Middle Manager	Division Leader	Level Leader
	19 Management keeps me informed about important issues and changes.	60	87	-27	81	-21	83	-23	21	80	54	61	74	41	61	59	62	40	57	80	73
	7 Management makes its expectations clear.	62	87	-25	84	-22	84	-22	29	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	88	-26	82	-20	82	-20	28	80	56	64	79	53	64	62	63	30	65	76	71
	14 Management is approachable, easy to talk with.	69	92	-23	85	-16	86	-17	33	80	65	71	81	65	70	71	69	40	72	76	77
x	45 Management is competent at running the business. 57 Management hires people who fit in well here.	65 61	92 92	-27 -31	87 82	-22 -21	88	-23 -22	22 20	60 60	59 53	66 64	81 84	50	67 63	67 66	66 60	30	68 59	62 71	73 60
ili	25 Management does a good job of assigning and coordinating people.	58	92 86	-28	80	-21	80	-22	20	80	51	61	78	47	60	60	60	40	55	53	64
di	21 Management trusts people to do a good job without watching over their shoulders.	71	91	-20	87	-16	86	-15	28	100	66	74	81	71	73	72	72	30	71	80	67
Cre	26 People here are given a lot of responsibility.	73	94	-21	88	-15	88	-15	23	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	86	-31	84	-29	84	-29	22	60	48	58	70	29	57	57	55	40	54	67	53
	32 Management delivers on its promises.	59	90	-31	79	-20	81	-22	29	60	51	65	73	41	61	59	62	20	65	65	71
	35 Management's actions match its words. 41 I believe management would lay people off only as a last resort.	60 77	89 92	-29 -15	80 86	-20	81 84	-21	31	60 80	56 74	63 78	74 83	47	62 77	61	63 77	20	67 85	65 94	60 80
	49 Management is honest and ethical in its business practices.	68	92	-29	88	-20	89	-21	32	80	61	70	86	50	70	69	70	40	71	76	80
	Credibility Average	64	90	-26	84	-20	84	-20	25	76	59	66	78	55	66	65	66	36	66	73	71
	9 I am offered training or development to further myself professionally.	74	88	-14	83	-9	84	-10	14	80	74	75	80	71	75	78	73	60	78	88	87
	2 I am given the resources and equipment to do my job. 10 Management shows appreciation for good work and extra effort.	71 64	91 90	-20 -26	88 82	-17 -18	89 84	-18 -20	16	100 60	66 62	75 65	80 77	53 53	72 66	72 66	72 65	50 40	68 63	71 76	80 71
	10 Management shows appreciation for good work and extra effort. 15 Management recognizes honest mistakes as part of doing business.	64	90	-26 -24	82	-18	84	-20	25	60 80	62	65	84	53	70	71	65	40 60	65	76	71
	16 Management genuinely seeks and responds to suggestions and ideas.	61	88	-24	80	-19	81	-20	32	40	56	64	77	53	62	62	63	20	68	71	64
ect	22 Management involves people in decisions that affect their jobs or work environment.	56	84	-28	76	-20	76	-20	28	60	53	58	70	53	57	58	58	30	53	73	67
dsa	3 This is a physically safe place to work.	83	98	-15	94	-11	95	-12	2	80	79	85	91	82	84	86	85	30	86	94	93
R	27 This is a psychologically and emotionally healthy place to work.	62	92	-30	83	-21	83	-21	15	80	57	61	84	35	64	63	65	20	55	81	73
	36 Our facilities contribute to a good working environment. 53 I am able to take time off from work when I think it's necessary.	66 87	95 94	-29 -7	90 88	-24 -1	89 90	-23 -3	7 4	80 100	59 86	72 88	76 87	59 88	68 87	69 89	68 86	30 67	72	71 100	60 87
	43 People are encouraged to balance their work life and their personal life.	72	89	-17	82	-10	83	-11	18	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	91	-26	82	-17	82	-17	31	100	60	66	79	56	66	66	66	38	65	82	73
	47 We have special and unique benefits here.	73	91	-18	86	-13	85	-12	4	100	74	72	79	67	73	79	70	56	72	76	64
	Respect Average	69	91	-22	84	-15	85	-16	17	81	66	71	80	61	71	72	70	44	69	79	74
	11 People here are paid fairly for the work they do.	70	86	-16	77	-7	78	-8	5	100	71	70	79	76	70	76	69	60	70	82	73
	18 I feel I receive a fair share of the profits made by this organization.	45	85	-10	70	-25	78	-8	9	50	37	46	69	25	47	47	46	11	29	30	50
	4 Everyone has an opportunity to get special recognition.	57	89	-32	81	-24	83	-26	15	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	92	-20	87	-15	88	-16	19	80	64	79	84	65	74	74	74	50	75	88	60
SS	29 Promotions go to those who best deserve them.	53	87	-34	74	-21	74	-21	25	100	44	56	76	41	55	52	56	40	61	57	71
Ĕ	23 Managers avoid playing favorites.	57	84 91	-27	73	-16	73	-16	29 29	60 60	51 50	60 61	75	29	60 60	59	60 59	10	57	69 62	79
Fai	42 People avoid politicking and backstabbing as ways to get things done. 28 People here are treated fairly regardless of their age.	71	91	-33	89	-19	90	-18 -19	13	100	50 65	75	75 85	59	73	74	72	40	75	75	73
	33 People here are treated fairly regardless of their race.	79	97	-18	93	-14	93	-14	15	100	72	84	91	53	81	81	81	40	83	82	87
	37 People here are treated fairly regardless of their sex.	77	96	-19	93	-16	93	-16	11	100	73	80	90	71	79	74	83	67	85	76	80
	44 People here are treated fairly regardless of their sexual orientation.	85	98	-13	95	-10	96	-11	2	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	88	-31	80	-23	80	-23	19	50	48	59	82	38	59	60	58	11	63	65	64
	Fairness Average	66	91	-25	83	-17	83	-17	16	84	59	68	81	50	68	67	67	37	67	73	70
	54 I feel I make a difference here.	78	92	-14	88	-10	88	-10	23	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	91	-15	87	-11	86	-10	18	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	95	-15	91	-11	91	-11	23	80	77	84	83	65	81	82	81	60	93	88	80
rid	5 People here are willing to give extra to get the job done. 51 I want to work here for a lone time.	70	94	-24	85	-15	85	-15	28	80	68	72	70	76	71	70	72	56	65	88	87
P	51 I want to work here for a long time. 38 I'm proud to tell others I work here.	71	90 97	-19 -26	87 93	-16 -22	87 93	-16 -22	8	80 80	66 65	73	84 87	69 56	72 73	74 69	70 75	56 56	68 80	94 94	53 73
	30 People look forward to coming to work here.	61	97	-20	82	-22	82	-22	10	80	65 59	61	74	41	63	62	63	30	59	69	73
	24 I feel good about the ways we contribute to the community.	85	96	-11	91	-6	92	-7	11	80	82	88	87	94	84	87	85	78	86	100	87
	Pride Average	74	94	-20	88	-14	88	-14	17	82	71	76	81	65	75	75	76	58	77	88	78
	21 Loop he proved have		0.4	27	89		00	21	17	60	<i>C</i> 4	<u></u>	70	35		73		10	67	74	00
	31 I can be myself around here. 40 People celebrate special events around here.	67 68	94	-27 -28	89 87	-22 -19	88	-21 -20	17	60 100	64 66	68 68	79 77	35	69 69	73	66 69	10	67	76	80
9	40 People celebrate special events around here. 34 People care about each other here.	72	96	-28 -25	87	-19	88	-20	21	80	66	68 75	90	65	75	70	69 75	30	72	88 82	80
eri	1 This is a friendly place to work.	72	98	-20	94	-16	94	-16	15	80	75	79	89	71	79	80	79	40	72	100	80
rad	56 This is a fun place to work.	58	94	-36	84	-26	85	-27	10	60	55	57	76	38	60	61	57	33	53	71	60
nai	55 When you join the company, you are made to feel welcome.	82	96	-14	94	-12	94	-12	8	100	81	82	88	69	83	82	84	67	85	88	87
Car	13 When people change jobs or work units, they are made to feel right at home.	68 64	94	-26	88	-20	88	-20	22	80 80	65	71 67	78	57	71	68	70	50 30	69	92 65	73 73
	39 There is a "family" or "team" feeling here. 48 We're all in this together.	64 69	95	-31 -24	86 86	-22 -17	87 86	-23 -17	26 26	80 80	60 63	6/ 71	77 84	53 60	67 70	68	66 69	30	64 68	65 88	73
	6 You can count on people to cooperate.	66	93	-24	84	-17	84	-17	28	80	62	70	67	71	67	65	69	30	67	88	80
	Camaraderie Average	69	95	-26	88	-19	88	-19	17	80	66	71	81	57	71	71	70	40	69	84	77
	 -						-														
	Great Place to Work®	70	0.5					a :	10	0.0			0-					20		00	
ļ	58 Taking everything into account, I would say this is a great place to work.	70	95 92	-25 -24	91 85	-21	91	-21	12	80 80	66 64	71 70	85 80	44	73 70	71 70	73	22	72	82 78	67 73
	Average of all Great Place to Work® Model© Statements	68	92	-24	85	-1/	86	-18	19	80	04	/0	80	57	/0	/0	69	41	69	/8	15
	Client-Specific Statements																				
l	59 I feel the District has effective processes in place to ensure the delivery of quality products and serv	64							15	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							7	100	77	84	93	76	83	82	83	67	85	76	93
	61 Consequences for poor performers in our organization are reasonable and timely.	41							18	80	35	45	53	31	43	39	44	22	35	41	53
	62 My manager/supervisor provides me with timely feedback on my work.	67							22	80	65	69	75	53	69	68	69	50	64	71	71
	63 I feel like I can raise issues without fear of retaliation. 64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	59 77							21	60 100	54 74	61 76	75 91	31 75	62 78	58	62 79	33 25	61 75	76 94	73 87
	STATATION WHELE IN THE INTERNATION AND A REAL AND A	11								100	/+	70	71	13	10	10	17	43	15	74	07

61	Consequences for poor performers in our organization are reasonable and timely.	41
62	My manager/supervisor provides me with timely feedback on my work.	67
63	I feel like I can raise issues without fear of retaliation.	59
64	I know where to turn for guidance at work about ethical issues, harassment or discrimination.	77

П			А	ge	1	Disa	bility		Gender	1	r	Job I	evel
11													
Ш													
Ш											Management -	Management -	Management -
Ш	Diff btwn WG	Between 1928	Between 1946	Between 1965							Frontline or	Department or	Executive/C-
	and ORG	and 1945	and 1964	and 1980	1981 or later	Yes	No	Female	Male	Other	Middle Manager	Division Leader	Level Leader
11	- 21	80	<u>191</u> 54	208 61	70 74	<u>17</u> 41	462 61	<u>203</u> 59	269 62	<u>11</u> 40	<u>69</u> 57	80	73
11	29	80	60	62	71	75	63	58	66	50	67	59	79
11	28	80	56	64	79	53	64	62	63	30	65	76	71
	33	80	65	71	81	65	70	71	69	40	72	76	77
11	22	60	59 53	66	81 84	50 50	67	67	66	30	68 59	62 71	73
11	20 28	60 80	53	64 61	78	47	63 60	66 60	60 60	33 40	55	53	60 64
11	28	100	66	74	81	71	73	72	72	30	71	80	67
11	23	100	73	71	84	76	74	70	78	60	74	94	87
	22	60	48	58	70	29	57	57	55	40	54	67	53
11	29 31	60 60	51 56	65 63	73 74	41 47	61 62	59 61	62 63	20 20	65 67	65 65	71 60
H	9	80	74	78	83	71	77	79	77	33	85	94	80
11	32	80	61	70	86	50	70	69	70	40	71	76	80
	25	76	59	66	78	55	66	65	66	36	66	73	71
		00		24	00	71	25	50	72	c 0	70	00	07
	14 16	80 100	74 66	75 75	80 80	71 53	75 72	78 72	73 72	60 50	78 68	88 71	87 80
11	25	60	62	65	77	53	66	66	65	40	63	76	71
11	30	80	66	68	84	59	70	71	68	60	65	76	71
	32	40	56	64	77	53	62	62	63	20	68	71	64
	28	60 80	53 79	58 85	70 91	53 82	57	58 86	58 85	30 30	53 86	73 94	67 93
	2	80	57	85 61	91 84	82 35	84 64	86 63	65	20	86 55	94 81	93 73
11	7	80	59	72	76	59	68	69	68	30	72	71	60
11	4	100	86	88	87	88	87	89	86	67	87	100	87
	18	100	69	74	81	67	73	76	69	78	64	65	73
11	31 4	100 100	60 74	66 72	79 79	56 67	66 73	66 79	66 70	38 56	65 72	82 76	73
11	4 17	81	66	71	80	61	71	72	70		69	70	64 74
	.,	01	00		00	01	71	72	70		05	17	<i></i>
	5	100	71	70	79	76	72	76	69	60	70	82	73
	9	50	37	46	69	25	47	47	46	11	29	30	50
H	15 19	100 80	52 64	58 79	71 84	47 65	59 74	59 74	57 74	30 50	53 75	76 88	67 60
11	25	100	44	56	76	41	55	52	56	40	61	57	71
11	29	60	51	60	75	29	60	59	60	10	57	69	79
	29	60	50	61	75	41	60	60	59	30	57	62	53
	13	100	65	75	85	59	73	74	72	40	75	75	73
11	15 11	100	72 73	84 80	91 90	53 71	81 79	81 74	81 83	40 67	83 85	82 76	87 80
11	2	100	81	88	93	47	88	87	86	50	87	88	80
11	19	50	48	59	82	38	59	60	58	11	63	65	64
	16	84	59	68	81	50	68	67	67	37	67	73	70
1.1	23	80	73	80	88	56	80	74	83	44	83	88	80
H	18	100	77	78	76	62	78	74	76	89	83	82	87
11	23	80	77	84	83	65	81	82	81	60	93	88	80
	28	80	68	72	70	76	71	70	72	56	65	88	87
	8 10	80 80	66 65	73 73	84 87	69 56	72 73	74 69	70 75	56 56	68 80	94 94	53 73
H	10	80	65 59	61	74	41	63	69	63	30	80 59	94 69	73
1	11	80	82	88	87	94	84	87	85	78	86	100	87
1	17	82	71	76	81	65	75	75	76	58	77	88	78
1.	17	60	64	68	79	35	60	73	66	10	67	76	80
	-2	100	66	68	79	53	69 69	73	69	70	67	88	80
j I	21	80	66	75	90	65	75	73	75	30	72	82	80
11	15	80	75	79	89	71	79	80	79	40	78	100	80
	10	60	55	57	76	38	60	61	57	33	53	71	60
	8 22	100 80	81 65	82 71	88 78	69 57	83 71	82 68	84 70	67 50	85 69	88 92	87 73
11	26	80	60	67	77	53	67	68	66	30	64	65	73
11	26	80	63	71	84	60	70	71	69	44	68	88	73
	28	80	62	70	67	71	67	65	69	30	67	88	80
I	17	80	66	71	81	57	71	71	70	40	69	84	77
l I	12	80	66	71	85	44	73	71	73	22	72	82	67
1	12	80	64	70	80	57	70	70	69	41	69	78	73
		-0							- 4				
	15	60 100	59 77	67 84	79 93	50 76	66 83	69 82	63 83	22 67	61 85	76 76	60 93
	18	80	35	45	53	31	43	39	44	22	35	41	53
	22	80	65	69	75	53	69	68	69	50	64	71	71
	21	60	54	61	75	31	62	58	62	33	61	76	73
l	9	100	74	76	91	75	78	78	79	25	75	94	87

Attachment 2 Page 6 of 9

			-																			
					LGBT	1		Organizational Are	a I				1	Ra	ace/ Ethnicity (Custo	m)	1	1	1			
GRE																						
PLAG	Santa Clara Valley Water District (Overall)																					
wo	Work Group Data		Employee/			Desferred	CEO/Clash/Carr				A	Construction of							T M			
WO	KK Horn Group Data	Overall 2016 WG (Jun 2016)	Individual Contributor	Yes	No	Prefer not to answer	CEO/Clerk/Cour el/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	Children E	Elders
	Number of Response		400	15	412	52	152	178	137	18	5	216	34	10	74	13	6	9	27	41		36
	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		44
	8 I can ask management any reasonable question and get a straight answer. 14 Management is approachable, easy to talk with.	62 69	60 67	73 87	65 72	45	62	58 67	71 77	<u>50</u> 65	40 40	69 76	67 79	100	57 64	69 77	33 50	67 56	63 70	38 44		47
	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	44		53
lity	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
iei iei	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	**	51
red	21 Management trusts people to do a good job without watching over their shoulders. 26 People here are given a lot of responsibility.	71	71 71	87 80	74	56 59	69 70	72	79 76	76 67	40 80	79 77	73 75	90 100	72 70	69 69	50 67	88 78	63 96	53 55	75	51 77
<u> </u>	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		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		47
	41 I believe management would lay people off only as a last resort. 49 Management is honest and ethical in its business practices.	77 68	74 66	87 92	80 71	58 45	77 63	76	80 74	71	80 60	83 77	81 76	80 90	77 62	83 69	33	78	85 67	51 39		62 55
	47 Istanagement is notest and curear in its business practices. Credibility Average		63	78	67	45	62	64	71	63	49	71	68	88	62	70	39	73	66	42		52
	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		61
	2 I am given the resources and equipment to do my job. 10 Management shows appreciation for good work and extra effort.	71 64	71 63	73 67	74 67	55 49	72 62	71 61	74	76 67	80 40	73 70	79	90 100	75	69 69	33	89 67	78 78	44 44	75	58 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	00	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
Dect	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
Isə	3 This is a physically safe place to work. 27 This is a psychologically and emotionally healthy place to work.	83 62	82 61	87 73	86 65	64 44	83 59	85 64	84 68	82 67	100	87 66	94 79	100 90	84 54	69 77	50 50	89 89	85 67	67 34	88 66	78 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		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		66
	50 Management shows a sincere interest in me as a person, not just an employee. 47 We have special and unique benefits here.	65 73	63 73	73 79	68 74	44 63	62	67 65	70 80	65 75	60 100	74 77	70 78	90 100	56 68	62 69	33 50	78 89	62 65	38 55		53 69
	47 we have special and unique benefits here. Respect Average		69	79	72	55	69	68	75	71	69	74	76	92	65	70	46	89	73	50		60
	Respect trong			70	/2	55			10		0,		70	72	00	70			10	50		00
	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		69
	18 I feel I receive a fair share of the profits made by this organization. 4 Everyone has an opportunity to get special recognition.	45	47 56	45 67	48 60	33 33	37 56	47 58	55 62	44 56	60 60	46 61	57 70	86 100	47 46	33 62	0 50	62 67	50 67	26 41		34 40
	4 Everyone has an opportunity to get special recognition. 52 I am treated as a full member here regardless of my position.	72	71	80	76	54	70	75	77	78	40	79	70	90	40 72	83	67	78	80	41 47		63
s	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		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		40
air	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		43
	28 People here are treated fairly regardless of their age. 33 People here are treated fairly regardless of their race.	71 79	70 78	93 93	74 83	54 54	70	73 84	76 86	76	40	80 89	82 84	89 80	66 72	75	33	78	73 93	47 54	76	53
	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		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		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 52	60	64	90 86	52	58	33	71	68	39		41
	Fairness Averag	e 66	65	77	69	49	62	68	72	71	52	72	71	80	61	63	49	76	73	46	69	53
	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		86
ల	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		74
rid	5 People here are willing to give extra to get the job done. 51 I want to work here for a long time.	70 71	69 71	93 73	70	66 47	63 69	74 68	77 79	67 78	100 80	74 72	70	100	65 72	58	50 33	67 89	89 69	55 55	74	72 61
<u> </u>	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		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		80
	Pride Average	e 74	72	87	76	63	71	75	79	84	92	76	80	92	75	76	52	88	76	56	77	71
	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
rie	34 People care about each other here.	72	71	100	75	61	69	74	81	61	80	82	82	100	66 72	62	67	67	67	54		56
ade	1 This is a friendly place to work. 56 This is a fun place to work.	78	77 58	93 60	80 60	59 50	78	76	83 68	78 56	80 80	82 59	88 76	90 80	72	85 62	67 60	89 67	81 67	64 34		64 44
are	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		69
an	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		59
0	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		50
	48 We're all in this together. 6 You can count on people to cooperate.	69 66	67 64	93 87	70 66	59 63	62 63	72 68	77	72 67	80 60	74 71	78 76	90 80	62 62	69 69	50 67	78 67	73 70	49 37		58 47
	6 1 ou can count on people to cooperate. Camaraderie Averag		68	87	71	59 59	67	70	76	74	74	74	81	80 89	65	71	55	73	70	50		56
		_							•								•		•		· · ·	
	Great Place to Work®				_																	
	58 Taking everything into account, I would say this is a great place to work. Average of all Great Place to Work® Model© Statements	70	69	73	74	49	65	74	75	83	80	75	79 75	80 89	76	62	50	89	70	39	10	58 57
	Average of all Great Place to work® Model® Statements	68	67	80	71	55	66	68	74	72	65	73	15	89	65	69	47	78	71	48	71	31
	Client-Specific Statements																					
	59 I feel the District has effective processes in place to ensure the delivery of quality products and se		64	67	67	42	64	65	66	71	80	68	73	90	62	69	33	67	70	39		53
	60 People are not ridiculed due to their background, personal traits, or characteristics.	82	80	93	85	61	79	83	87	78	60	87	91	100	77	85	67	78	88	70	÷.	69
	61 Consequences for poor performers in our organization are reasonable and timely.	41	42	46	43	35	38	46	42	33	20	40	50	88	44	50	33	25	54	29		23
	62 My manager/supervisor provides me with timely feedback on my work. 63 I feel like I can raise issues without fear of retaliation.	67 59	67 58	67 93	71 62	47 39	64 56	67 64	73 63	67 50	80 60	72 68	75 69	90 90	66 53	69 54	50 50	67 67	67 62	53 29		61 42
	64 I know where to turn for guidance at work about ethical issues, harassment or discrimination.	77	75	87	80	53	79	78	77	67	60	85	85	90	77	92	67	78	69	46		72
	Blue shading highlights results that are less than 17 noints below the corresponding benchmark. Yellow shading indicates re																					

Attachment 2 Page 7 of 9

				-																-		-	
GRI	FAT			Responsibility					Te	nure					Type of Wo	rk (Custom)			Vetera	n Status	Work	Status	Worker Tyj
GRI PLA	ACE	Santa Clara Valley Water District (Overall)																					
	TO	Work Group Data		L																			
WC	JKK.	Work Group Duiu	Overall 2016 WG (Jun 2016)	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/Super A	Administrative/C erical	I Technical/Engine ering Professional	Other Professional	Skilled Craft	Operations/Servic e	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
		Management keeps me informed about important issues and changes. Management makes its expectations clear.	60 62	49 50	71 66	58 74	77	61 70	64 58	53 55	54 61	53 54	60 66	59 61	59 60	65 69	61 68	61 56	60 71	60 62	60 62	54 50	59 61
		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
		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
ity		Management is competent at running the business. Management hires people who fit in well here.	65 61	55 54	74 68	68 68	82 86	70 72	62 55	55 49	62 59	64 53	65 57	73 61	62 61	71 72	63 58	63 54	59 59	66 62	65 61	58 70	63 60
ibil		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
red	21	Management trusts people to do a good job without watching over their shoulders. People here are given a lot of responsibility.	71 73	60 58	81 80	79 79	86 79	66 85	76 74	67 69	69 69	65 70	72 80	79 68	67 74	77 73	71 84	69 67	71 86	73 73	71 74	77 50	70 72
C	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
		2 Management delivers on its promises.	59 60	49	66 70	65 65	86 82	53 57	64	50 54	59 59	50	63 60	61	58 61	68 69	61	50	58	60 62	60	67 54	<u>59</u> 61
		Management's actions match its words. I believe management would lay people off only as a last resort.	77	68	84	75	90	82	69	72	83	54 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
		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
		I am given the resources and equipment to do my job. Management shows appreciation for good work and extra effort.	71 64	60 51	77 74	70 75	86 84	85 72	72 60	68 56	66 60	56 58	71	83 62	64 64	74	74 65	74 54	77 63	71 66	72 65	58 62	70 63
	15	Management recognizes honest mistakes as part of doing business.	68	56	75	70	88	66	72	63	66	60	68	80	65	70	70	60	76	69	69	75	68
H		Management genuinely seeks and responds to suggestions and ideas. Management involves people in decisions that affect their jobs or work environment.	61 56	48 46	71 65	68 58	82 78	62 54	58 62	52 47	58 55	60 50	66 54	56 52	59 55	69 68	58 48	57	66 66	61 56	61 56	67 67	58
spec		Management involves people in decisions that affect their jobs or work environment. This is a physically safe place to work.	83	46 77	65 88	58 80	/8 96	54 87	62 80	47 82	55 78	76	54 88	52 86	55 88	68 86	48 68	74	79	56 84	84	67	83
Re		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
		Our facilities contribute to a good working environment. I am able to take time off from work when I think it's necessary.	66 87	62 80	71 91	70 84	83 90	70 85	69 86	59 88	70 89	56 79	66 88	67 92	72 85	71 88	57 84	62 89	74 97	67 86	67 87	62 85	67 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
		Management shows a sincere interest in me as a person, not just an employee. We have special and unique benefits here.	65 73	55 57	74 78	68 78	81 82	72 66	67 72	56 72	63 75	59 70	64	62 82	63 66	73 82	62 73	66 67	66 65	66 74	65 72	62 92	64 70
	4/	we have special and unique benefits here. Respect Average	69	58	77	71	86	72	68	64	68	63	70	73	69	76	65	65	70	70	70	69	68
-	11	Develo have an est the development days de	70	55	78	25	05	78	c0.					70	70	50			60	72	71	02	
		People here are paid fairly for the work they do. I feel I receive a fair share of the profits made by this organization.	45	27	78 59	75 53	85 71	78 43	68 45	68 40	66 37	63 28	72 30	73 45	70 50	78 51	77 54	62 39	69 47	72 46	71 44	92 60	69 43
		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
20		I am treated as a full member here regardless of my position. Promotions go to those who best deserve them.	72 53	66 43	79 61	74 56	89 87	76 60	71	66 44	75 48	63 49	75	78 46	74 54	68 55	71 57	76	74 50	73 55	73 53	62 67	73
seu.	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
Fair		People avoid politicking and backstabbing as ways to get things done. People here are treated fairly regardless of their age.	58	44 62	66 80	60 74	78	50 77	54 63	53 64	66 72	47	51	53 81	67 70	62	48	56 79	60	59 73	58	54 75	58 70
		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
		People here are treated fairly regardless of their sex.	77 85	77 78	78 89	80 80	94 97	85 93	66 86	73 81	75	75 80	83 82	80 90	82 89	75 88	68 71	74 86	76 74	79 87	78 86	69 73	78 85
		People here are treated fairly regardless of their sexual orientation. 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
		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
de		When I look at what we accomplish, I feel a sense of pride. People here are willing to give extra to get the iob done.	80 70	75	85 73	84 75	88	87 72	74	80 65	75	75 68	88 74	78 67	78 73	84	77 68	74	80	81 70	81	69 69	80 69
Pri	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
	_	I'm proud to tell others I work here. People look forward to coming to work here.	71 61	68 46	77 69	80 74	90 77	81 70	70 57	63 53	70 60	59 58	72 62	73 64	71 55	74 69	68 61	74 59	79 68	72 61	72 62	62 46	70 59
		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
		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
		People celebrate special events around here. People care about each other here.	68 72	66 62	69 83	70 80	84 87	72 81	64 68	64 67	67 71	60 71	67 74	73 67	70 73	75 79	61 71	64 74	60 69	70 75	70 73	54 77	66 71
erie		People care about each other here. This is a friendly place to work.	72 78	62 72	83 82	80 80	93	81 85	68	75	71 78	69	82	83	73	79 84	61	74 74	69 69	75	73	85	71 77
rad	56	5 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
ma		When you join the company, you are made to feel welcome. When people change jobs or work units, they are made to feel right at home.	82 68	80 54	87 76	74 75	90 87	81 72	86 64	80 61	81 71	77 65	81 71	78 65	84 69	86 79	87 70	79 60	91 67	82 70	82 69	69 78	83 69
చ	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
		We're all in this together. You can count on people to cooperate.	69 66	60 57	77 68	72	84	72 68	71	63 63	65 73	60 61	67 74	72 62	69 67	78 73	60 57	63 57	69 79	69 66	69 66	69 69	68 66
(<u></u>		Camaraderie Average	69	61	75	72	84	74	67	64	70	63	70	69	70	77	65	66	70	70	70	69 69	69
		Great Place to Work®				_												_				_	_
	58	Great Place to Work® Taking everything into account, I would say this is a great place to work.	70	56	79	74	85	74	68	64	69	65	68	75	66	75	74	76	71	71	71	62	68
		Average of all Great Place to Work® Model© Statements	68	59	75	72	85	71	66	62	67	61	69	70	68	74	66	64	68	69	68	67	67
		Client-Specific Statements	I																				
	59	I feel the District has effective processes in place to ensure the delivery of quality products and serv	64	55	68	72	83	70	60	59	67	50	60	71	52	76	67	74	64	65	65	55	63
	60	People are not ridiculed due to their background, personal traits, or characteristics.	82	76	88	79	93	87	80	80	80	73	84	83	86	85	74	76	77	83	82	91	82
		Consequences for poor performers in our organization are reasonable and timely. My manager/supervisor provides me with timely feedback on my work.	41 67	44 51	47 73	58 68	64 77	39 79	38 68	36 60	38 63	32 63	40 64	26 69	42 64	53 77	24 55	54 74	36 60	42 69	42 68	42 54	39 65
	63	I feel like I can raise issues without fear of retaliation.	59	40	69	58	77	62	58	53	57	54	61	62	56	67	60	62	56	61	60	69	59
	64	I know where to turn for guidance at work about ethical issues, harassment or discrimination.	77	72	79	79	91	85	70	73	75	67	79	77	76	86	65	78	74	78	77	67	76

Attachment 2 Page 8 of 9

			e (Custom)
EAT			(0101011)
ACE	Santa Clara Valley Water District (Overall) 🗆		
TO	•		
ORK	Work Group Data	Overall 2016 WG	
		(Jun 2016)	Unclassified
	Number of Responses:	511	84
1	9 Management keeps me informed about important issues and changes.	60	67
_	7 Management makes its expectations clear. 8 I can ask management any reasonable question and get a straight answer.	62 62	70
1	A fram ask management any reasonable question and get a straight answer. A Management is approachable, easy to talk with.	62	74
4	5 Management is competent at running the business.	65	76
5	7 Management hires people who fit in well here.	61	69
2	5 Management does a good job of assigning and coordinating people.	58	72
	 Management trusts people to do a good job without watching over their shoulders. 	71	80
	6 People here are given a lot of responsibility.	73	82
	0 Management has a clear view of where the organization is going and how to get there. 2 Management delivers on its promises.	55 59	63 63
-	5 Management's actions match its words.	60	63
2	1 I believe management would lay people off only as a last resort.	77	74
	9 Management is honest and ethical in its business practices.	68	75
	Credibility Average	64	71
_	9 I am offered training or development to further myself professionally.	74	84
-	I am given the resources and equipment to do my job. Management shows appreciation for good work and extra effort.	71 64	80 76
	Management shows appreciation for good work and extra effort. Management recognizes honest mistakes as part of doing business.	68	76
	6 Management genuinely seeks and responds to suggestions and ideas.	61	74
	2 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
	7 This is a psychologically and emotionally healthy place to work.	62	68
	6 Our facilities contribute to a good working environment.	66	72
	I am able to take time off from work when I think it's necessary. People are encouraged to balance their work life and their personal life.	87 72	92 79
	0 Management shows a sincere interest in me as a person, not just an employee.	65	79
	7 We have special and unique benefits here.	73	84
	Respect Average	69	78
	People here are paid fairly for the work they do.	70	84
	I feel I receive a fair share of the profits made by this organization. Everyone has an opportunity to get special recognition.	45 57	55 66
	2 I am treated as a full member here regardless of my position.	72	72
	9 Promotions go to those who best deserve them.	53	68
	3 Managers avoid playing favorites.	57	67
	2 People avoid politicking and backstabbing as ways to get things done.	58	61
	8 People here are treated fairly regardless of their age.	71	80
	3 People here are treated fairly regardless of their race.	79	83 80
	People here are treated fairly regardless of their sex. People here are treated fairly regardless of their sexual orientation.	77 85	80 91
	6 If I am unfairly treated, I believe I'll be given a fair shake if I appeal.	57	63
	Fairness Average	66	73
	, , , , , , , , , , , , , , , , , , ,		
	4 I feel I make a difference here.	78	78
	2 My work has special meaning: this is not "just a job".	76	84
Ľ	7 When I look at what we accomplish, I feel a sense of pride. 5 People here are willing to give extra to get the job done.	80 70	85 80
4	I want to work here for a long time.	70	77
	8 I'm proud to tell others I work here.	71	78
	0 People look forward to coming to work here.	61	72
2	4 I feel good about the ways we contribute to the community.	85	90
_	Pride Average	74	81
-	1 Loon he avoid for and have	(7	75
	I I can be myself around here. People celebrate special events around here.	67	75 80
	4 People care about each other here.	68 72	80
	1 This is a friendly place to work.	72	83
1	6 This is a fun place to work.	58	66
		82	82
1	5 When you join the company, you are made to feel welcome.		77
3 4 1	3 When people change jobs or work units, they are made to feel right at home.	68	
	3 When people change jobs or work units, they are made to feel right at home. 9 There is a "family" or "team" feeling here.	64	75
	3 When people change jobs or work units, they are made to feel right at home. 9 There is a "family" or "team" feeling here. 8 We're all in this together.	64 69	78
	When people change jobs or work units, they are made to feel right at home. There is a "family" or "team" feeling here. We're all in this together. You can count on people to cooperate.	64 69 66	78 73
20 1 1 1 1 1 1	3 When people change jobs or work units, they are made to feel right at home. 9 There is a "family" or "team" feeling here. 8 We're all in this together.	64 69	78
100 T	When people change jobs or work units, they are made to feel right at home. There is a "family" or "team" feeling here. We're all in this together. You can count on people to cooperate. Camaraderie Average	64 69 66	78 73
	When people change jobs or work units, they are made to feel right at home. There is a "family" or "team" feeling here. We're all in this together. You can count on people to cooperate.	64 69 66	78 73

	Client-Specific Statements		
59	I feel the District has effective processes in place to ensure the delivery of quality products and serv	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

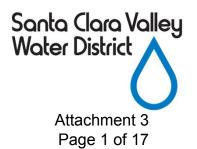
Attachment 2 Page 9 of 9

This Page Intentionally Left Blank

Page 46

D&IAd 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

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

Engagement Survey

	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							
36 36	29 Promotions go to those who best deserve them. 23 Managers avoid playing favorites.								
ů.	23 Managers avoid playing favorites.	28							
Fairness	42 People avoid politicking and backstabbing as ways to get things done.	29							
E4	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							
	Fairness Average	50							
	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							
Pride	5 People here are willing to give extra to get the job done. 51 I want to work here for a long time. 38 Fm proud to tell others I work here.								
F									
	30 People look forward to coming to work here.	44							
	24 I feel good about the ways we contribute to the community.	74							
	Pride Average	57							
	31 I can be myself around here.	50							
	40 People celebrate special events around here.	70							
Camaraderie	34 People care about each other here.	51							
de	1 This is a friendly place to work.	63							
ца	56 This is a fun place to work.	48							
m a	55 When you join the company, you are made to feel welcome.	74							
a	13 When people change jobs or work units, they are made to feel right at home.	46							
C)		38							
Ð	39 There is a "family" or "team" feeling here.								
Ð	48 We're all in this together.	43							
Ð									

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 * +

	White	e (%)**	Black	(%)**	Hispanic/Latino (%)**		Asian (%) **			an/NHOPI/Two e (%)**^	Minor	ity %	
Job Group	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	District	Santa Clara	# of Ees
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 Proffessionals	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	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 estension of American Indian. Native Unversion on Other Decific Islander, and Two on Mars have been combined.													

[^]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: QUA	RTERLY APPLICAT	TIONS RECEIVED	VERSUS NEW EX	(TERNAL/IN ⁻	TERNAL HIRES					
Wh	iite	African Ame	erican/Black	Hispanic	:/Latino	A	sian	Hawaiian Pacif	ic Islander/Two		closed	Totals
Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	
48%	38%	4%	3%	17%	17%	31%	40%	1%	2%	0%	0%	
40%	34%	7%	6%	20%	23%	23%	25%	6%	8%	4%	4%	
438	489	70	89	214	337	249	361	66	112	43	59	252
14	8	0	1	5	6	6	5	0	0	0	0	4
56%	40%	0%	5%	20%	30%	24%	25%	0%	0%	0%	0%	
	Q3 48% 40% 438 14	48% 38% 40% 34% 40% 34% 438 489 14 8	White African Ame Q3 Q2 Q3 48% 38% 4% 40% 34% 7% 438 489 70 14 8 0	White African American/Black Q3 Q2 Q3 Q2 48% 38% 4% 3% 40% 34% 7% 6% 438 489 70 89 14 8 0 1	White African American/Black Hispanic Q3 Q2 Q3 Q2 Q3 48% 38% 4% 3% 17% 40% 34% 7% 6% 20% 438 489 70 89 214 14 8 0 1 5	White African American/Black Hispanic/Latino Q3 Q2 Q3 Q2 Q3 Q2 48% 38% 4% 3% 17% 17% 40% 34% 7% 6% 20% 23% 438 489 70 89 214 337 14 8 0 1 5 6	White African American/Black Hispanic/Latino A Q3 Q2 Q3 Q2 Q3 Q2 Q3 48% 38% 4% 3% 17% 17% 31% 40% 34% 7% 6% 20% 23% 23% 438 489 70 89 214 337 249 14 8 0 1 5 6 6	White African American/Black Hispanic/Latino Asian Q3 Q2 Q3 Q3 Q2 Q3 Q2 Q3 Q3 <td>White African American/Black Hispanic/Latino Asian Hawaiian Pacifion Ω3 Ω2 Ω3 Ω3 Ω3 Ω3 Ω3 Ω3</td> <td>White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Q3 Q2 Q3 Q3 Q4 Q3 Q3 Q3 Q2<td>White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undis Q3 Q2 Q3 Q4 Q40% 1% Q% Q%</td><td>White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undisclosed Q3 Q2 Q3 Q3 Q2 Q3 Q3 Q3 Q4 Q4 Q4 Q4 Q4</td></td>	White African American/Black Hispanic/Latino Asian Hawaiian Pacifion Ω 3 Ω 2 Ω 3 Ω 3 Ω 3 Ω 3 Ω 3 Ω 3	White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Q3 Q2 Q3 Q3 Q4 Q3 Q3 Q3 Q2 <td>White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undis Q3 Q2 Q3 Q4 Q40% 1% Q% Q%</td> <td>White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undisclosed Q3 Q2 Q3 Q3 Q2 Q3 Q3 Q3 Q4 Q4 Q4 Q4 Q4</td>	White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undis Q3 Q2 Q3 Q4 Q40% 1% Q% Q%	White African American/Black Hispanic/Latino Asian American Indian/Native Hawaiian Pacific Islander/Two or More+^ Undisclosed Q3 Q2 Q3 Q3 Q2 Q3 Q3 Q3 Q4 Q4 Q4 Q4 Q4

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

			Quarter over
			Quarter
	Q2	Q3	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	700/		00/			
knowledgeable about the topic 78% 22% 0%						
The content of this course is useful to my			(0)			
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 <u>2,259</u> 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		2011 Audit ERG	2018 ERG
	Expenditures per ERG	FY18 Expenditures	Members*	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			

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



Anthony Fulcher



Scott Condon



Sunny Williams



Katie Vigil



Olivia Hubbard



Steve Twitchell



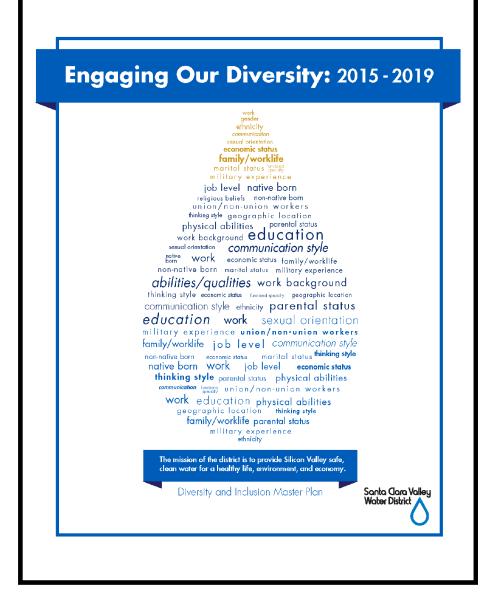
Robin Lovell



Melissa Ledesma

Master Plan 2015-2019 Strategies Not Accomplished Yet

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



This Page Intentionally Left Blank

Page 64

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 agendized 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

UNCLASSIFIED MANAGER:

Michele King, 408-630-2711

2019 Work Plan: Diversity and Inclusion Ad Hoc Committee

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	 Receive and discuss information regarding FY18 hires at the District. <i>Action</i>) 	
			 Submit requests to the Board, as appropriate. 	
2	Review Outcomes the Success of the Diversity and Inclusion Program	3-8-19	 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	 Receive and review the 2018 Committee work plan. (Action) Submit requests to the Board, as appropriate. 	

This Page Intentionally Left Blank

Page 68