



Goal 2 – Be the Employer of Choice

SWP's Risk-Informed Strategic Plan - Elevate to '28

California Water Commission, October 2024

**Department of Water Resources (DWR)
State Water Project (SWP)**

Goals SWP is Working to Achieve our E'28 Plan

★ *Today's focus*

1



Advance an industry-leading safety culture

2



Be the employer of choice

3



Accelerate adaptation and strengthen resiliency for a changing climate

4



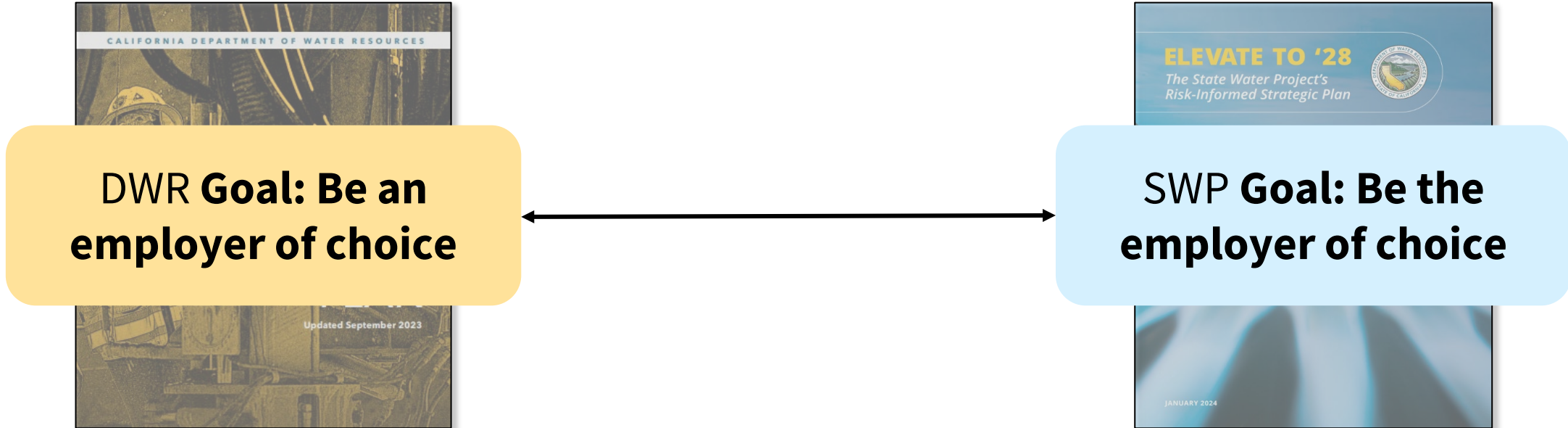
Promote awareness of the SWP's significance

5



Optimize infrastructure, financial integrity, and operations

Connectivity to DWR's Strategic Goal



SWP's strategic plan creates cross-divisional initiatives that **work towards achieving DWR's mission.**

Workforce Attraction and Retention

Workforce Challenges:

- Shifting workforce expectations
- Availability of skilled resources and competition to attract them
- Agility and speed of state hiring practices
- Ability to match private sector pay scales
- 40% of water sector workforce approaching retirement in the next 10 years



SWP Objectives to Achieve Goal 2

2.1 Improve the recruitment strategy to attract a diverse and engaged workforce.

2.2 Promote an employee-centric culture to meet the current and future needs of personnel.

2.3 Expand promotional pathways to increase employee retention.

2.4 Improve succession planning to improve knowledge management.

2.5 Foster diversity to create an inclusive work environment.

SWP is Already Progressing Goal 2 in Many Ways

One Example: SWP's One **Blue** Team 



Purpose

To Develop Future Leaders Now.
This has been on-going since 2021.



Impact

Function as One Blue Team to accomplish our **Purpose**, leading with open communication and collaboration, and partnering internally and externally in the work that we do.



What Success Looks Like

Sustainable leadership development with high engagement and increased employee growth and retention.

Creating a Workforce Strategy Plan



Assess current recruitment and retention methods and create a new workforce strategy plan informed by input from employee engagement channels.

What Success Looks Like:

A formal workforce plan to help SWP improve hiring, retention, and succession planning

Advancing Diversity, Equity, and Inclusion Efforts



Expand and enhance employee programs related to **DEI** to continue creating a more **diverse, equitable, and inclusive** work environment.

What Success Looks Like:

Promotion of policies, procedures, and practices that advance diversity, equity, and inclusion at SWP

Expanding and Enhancing Workforce Trainings



Assess current **training offerings** then develop and **implement** a **training strategy** for employees, informed by the Workforce Strategy Plan (e.g., training around key risks, SWP history, and job required activities).

What Success Looks Like:

A standardized training program to help SWP personnel share and develop new skills

Expanding Education and Community Outreach



Continue to **perform outreach, participation, and partnership development** with educational institutions, professional organizations, and community groups.

What Success Looks Like:

Enhance partnerships and build public and private understanding and support of SWP

Leveraging Workforce Feedback and Analytics



Establish stronger employee feedback channels and conduct additional research and analyses to **better measure employee engagement** and **improve retention.**

What Success Looks Like:

Improved efficiency and standardization of employee research and feedback collection for utilization in decision-making

Example | Strategic Alignment with DWR

DWR Action

By 2025, update DWR's succession plan to include strategies for employee development within a hybrid workplace.

SWP Initiative

Create a Workforce Strategy Plan:
Assess current recruitment and retention methods and create a new workforce strategy plan informed by input from employee engagement channels.



Questions?

SWPElevateto28@water.ca.gov



Tony Meyers
SWP Principal Operating Officer
Anthony.Meyers@water.ca.gov



David Gordon
Risk and Strategy Support Team
David.Gordon@water.ca.gov



Olivia Virgadamo
Risk and Strategy Support Team
Olivia.Virgadamo@water.ca.gov