

“What Makes an Award-Winning DEI Program?”

2024 AWWA Pacific Northwest Section Conference

Spokane, Washington

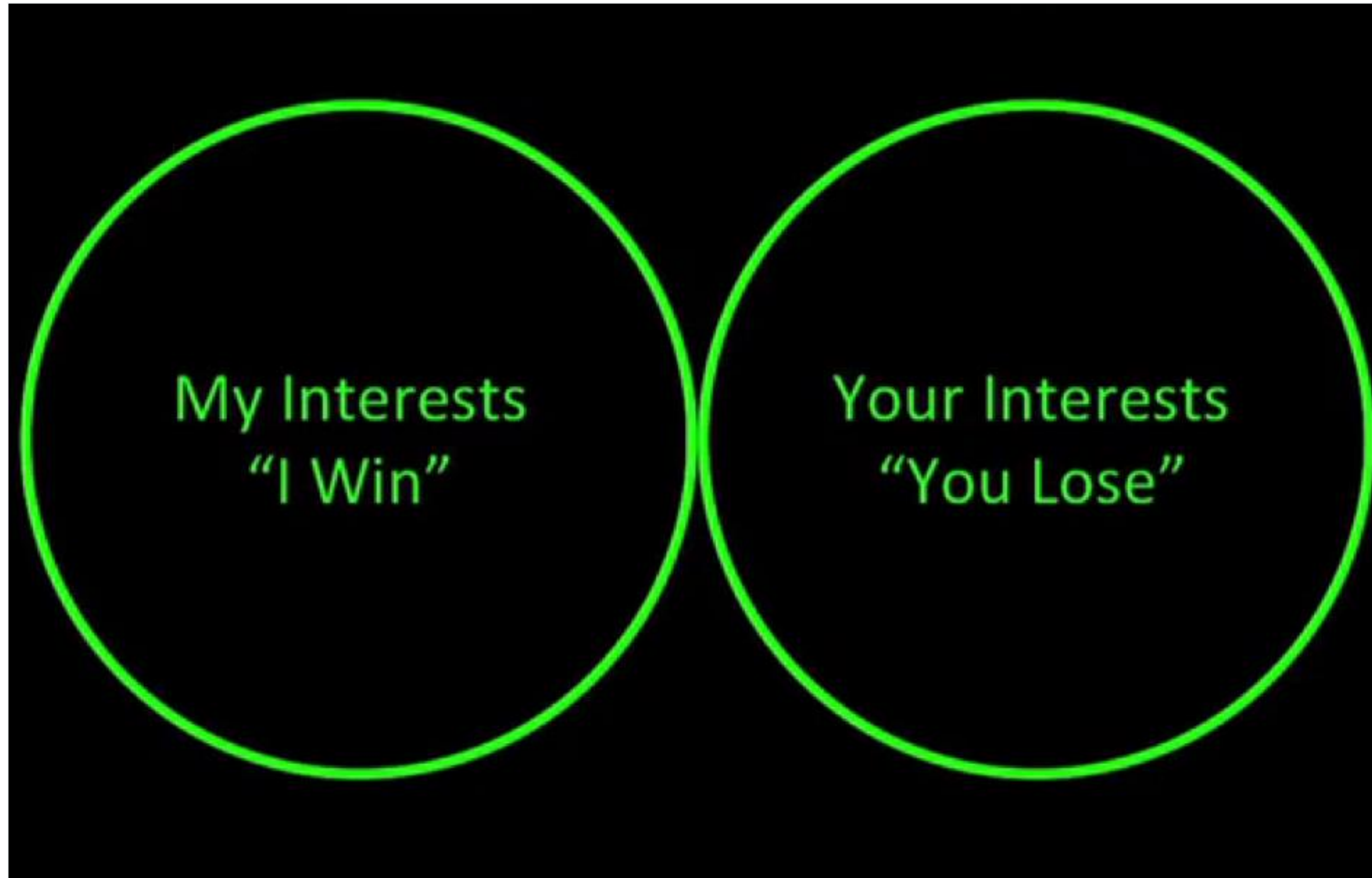


“Making The Case For Diversity—Is It Part Of Your Strategic Plan?”

1996 AWWA Pacific Northwest Section Conference
Bellevue, Washington



DEI Is Not A Zero Sum Game



Award Recognition for **Harris & Associates** DEI Program



- AEC Advisors, LLC – advisors to the Architecture, Engineering and Construction industry
 - Harris recognized in the 2022 AEC Advisors DE&I Index as one of the top firms for our DEI program



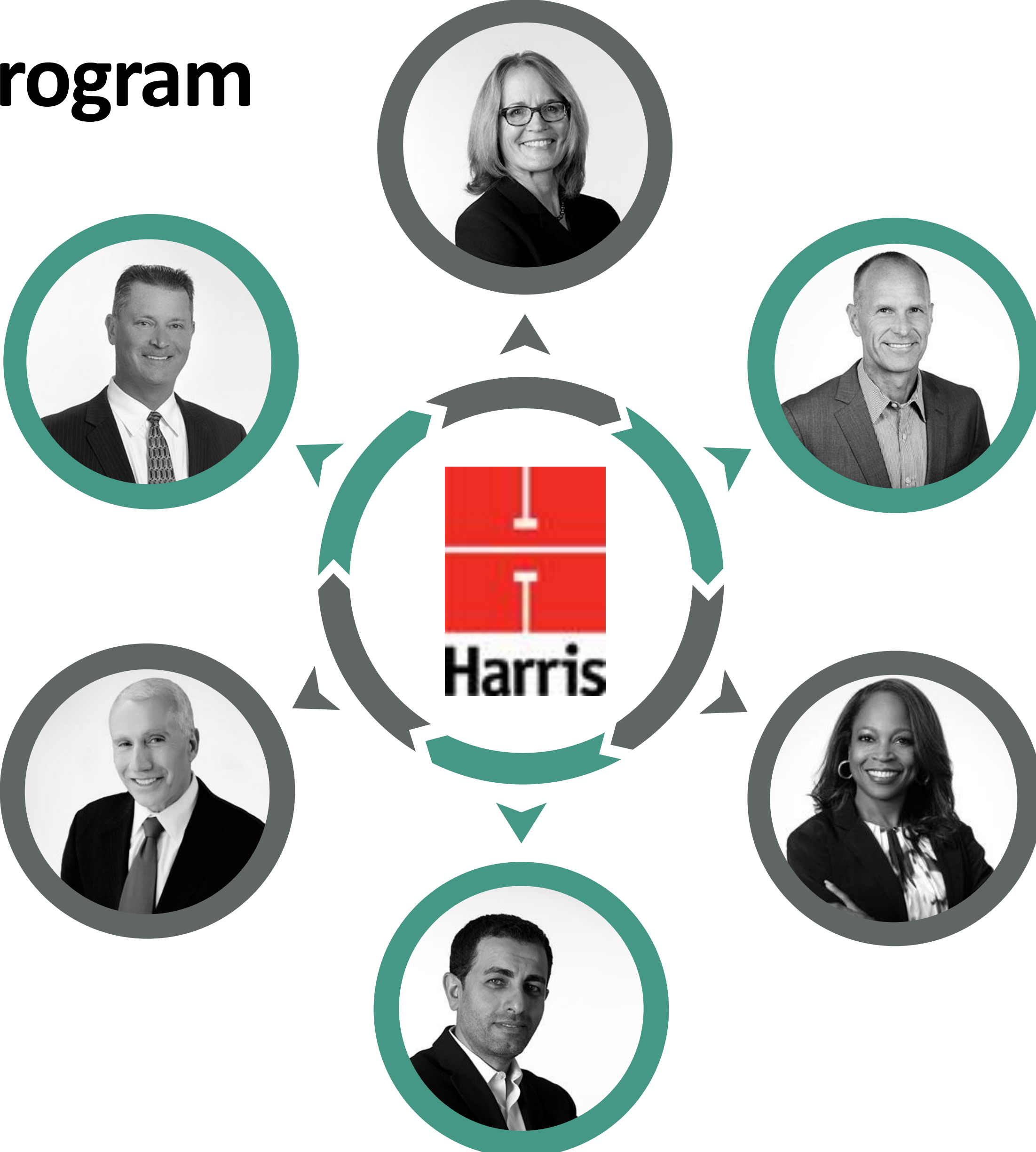
- SMPS – Society for Marketing Professional Services – dedicated to the benchmarking and marketing of AEC services
 - Harris recognized in 2022 for our DEI program, specifically internal communication efforts

Keys to an Award-Winning DEI Program



Keys to an Award-Winning DEI Program

1. Leadership Commitment



Keys to an Award-Winning DEI Program

2. Empathetic Culture



OUR WHY (Personal) – NOV 2020

-Create a more inclusive, equitable, and just world for our children.

-Ensure all feel welcome, valued, supported, and fully able to participate here at Harris.

-Fulfill a commitment to social justice.

-Pay inclusivity forward and counteract the painful impacts of exclusivity.

-Honor loved ones whose lives—and life’s work—advanced DEI causes.

-Foster STEM opportunities and inclusion for underrepresented groups.

-Help eliminate systemic racism and exclusionary patterns within the industry.

-Reach Harris’ highest potential to make a difference through DEI.

-Learn and do more...and know and do better.

-Bring our [shared values](#) more fully to life.





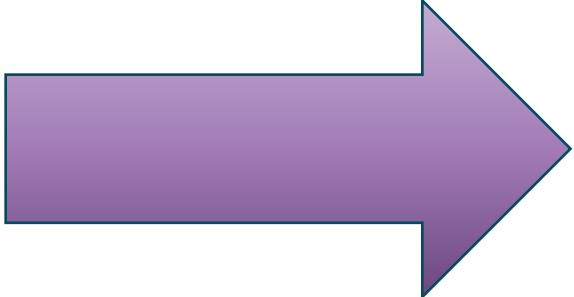
OUR WHY (Organizational)

By fostering Diversity, Equity, and Inclusion, Harris:

- Can be the change/lead the way on social issues.
- Empowers people to be best and authentic selves at work.
- Shows we truly care about all people.
- Fosters true sense of ownership among employees.
- Develops more effective, compassionate, empathetic leaders.
- Inspires employee pride and cultural ambassadorship.
- More fully reflects the communities in which we live and work.
- Provides more creative and innovative solutions.
- Can reach our full potential, goals, and aspirations.
- Becomes more sustainable, resilient, and adaptable.
- Offers mentorship and growth opportunities for all our people.
- Attracts, engages, and retains great people.
- Taps into wider and deeper talent pools.
- Differentiates ourselves from competition.
- Wins meaningful work and builds stronger client relationships.
- Will be an even better place to work.
- Brings our [shared values](#) more fully to life.

Keys to an Award-Winning DEI Program

3. Business Imperative

DEI  ENGAGEMENT = ORGANIZATION SUCCESS

Statement of DEI Strategy: Foster a more diverse, equitable, and inclusive workplace that empowers all to reach their highest potential.

State of DEI in 2023

Representation

- **Women:** 45% of employees
 - 47% of senior leadership and 45% of people management roles filled by **women**
- **POC:** 48% of employees
 - 33% of senior leadership and 36% of people management roles filled by **POC**
- **LGBTQ2IA+:** 3.6% of employees
- **People with disabilities:** 4.1% of employees

Culture + Inclusion

- Leaders and colleagues consistently demonstrate Harris' Shared Values: 87% agree
- Inclusion Ratings: All Harris: 84%, Women: 84%, POC: 84%, LGBTQ2IA+: 78%, People with disabilities: n/a

Engagement + Communication

- Active DEI Program, Action Teams (27 participants), [POC ECN](#) (14 participants), and [WCN](#) (18 participants).
- Provide regular DEI-related updates in monthly office all hands and quarterly companywide all hands.

Training + Education

- Quarterly learning opportunities available via [DEI Learning Path](#).

Recruiting

- Member of Circa Network.

Top Business + DEI Priorities Driving Our DEI Strategy

1. Inspire and empower employees to live our [Purpose, Vision, and Shared Values](#) every day.
2. Develop employee awareness, education, and practice of DEI principles.
3. Increase diversity of qualified applicants for STEM-related positions.

Top DEI Actions

1. Facilitate and drive participation in a companywide DEI Learning Path.
2. Update and fully execute our Employee Community Networks (ECN) Strategy.
3. Maintain, int/ext. publicize, and build consistency in STEM Action Team efforts.
4. Identify and activate 2 new DEI Program Team members to include and attract additional diverse perspectives in DEI Strategy execution and related activities.
5. Annually repromote multiple, optional self-ID options.
6. Facilitate an LGBTQ2IA+ and Allies roundtable discussion.
7. Train all managers on updated workplace policies and practices to support our Shared Values and DEI behaviors.
8. Implement inclusive job posting guidelines and Harris Brand ambassadors to further offset unconscious bias and attract a diverse talent array.
9. Fully implement [Careers@Harris Program](#) companywide.
10. Reassess the employee experience with respect to our Shared Values and DEI behaviors by conducting an employee survey in spring 2025.

State of DEI by End of 2025

Representation

- **Women + POC:** Continue to build a pipeline of viable candidates for ongoing succession to leadership and management roles and internal mobility for advancement.
- **Women:** Hold gender diversity at a steady state in leadership and management roles, including the BOD.
- **POC:** Increase representation in leadership and management roles.
- **LGBTQ2IA+:** Continue to provide multiple, optional ways to self-identify. Determine ways to support and offer resources.
- **Identify as people with disabilities:** Increase awareness and education to destigmatize disabilities and advance inclusion.

Culture + Inclusion

- Maintain our high-performing ratings for Shared Values and inclusion drivers.
- Continue to provide support to our veterans and their families.

Engagement + Communication

- Increase ECN's participation levels per ECN Strategy.
- Successfully activate (in 2023) 2 new DEI Program Team members with additional diverse perspectives that were not previously reflected within the team.

Training + Education

- Continue to offer quarterly DEI and Shared Values learning opportunities.

Recruiting

- Continue STEM outreach to advance DEI in STEM and feed talent pipeline. Continue to enhance inclusive recruiting and interviewing practices. Further develop and implement inclusive employer branding.

Underlying Beliefs + Assumptions

1. Living our Shared Values ingrains DEI into Harris' present and future.
2. All employees recognize and support the personal and professional growth potential of embracing DEI principles and priorities and are motivated to act.
3. Continued profitability affords time and resources for DEI efforts.

Risk Factors + Pitfalls to Avoid

1. Loss of dedicated time and resources due to escalating/unforeseen crises.
2. Challenges in attracting "all voices" to the table to engage on DEI principles and priorities.
3. Limited diversity in industry talent pools.

11. DEI Timesheet Codes for Chargeable Time

If you have approval from your manager and choose to participate in the DEI Program or a Harris-sponsored optional and/or required DEI-related event, use the DEI timesheet codes as outlined below:

- **Project code:** DIVERSITY
- **Project name:** Harris Diversity, Equity, and Inclusion

Use phases as a subset of categories to track the different efforts under the DEI project.

- For time spent in DEI-related meetings, including ECN meetings, use:
 - **Phase code:** MEET
 - **Phase name:** Meetings
- For time spent in DEI-related training and/or learning opportunities, use:
 - **Phase code:** LEARN
 - **Phase name:** Learning

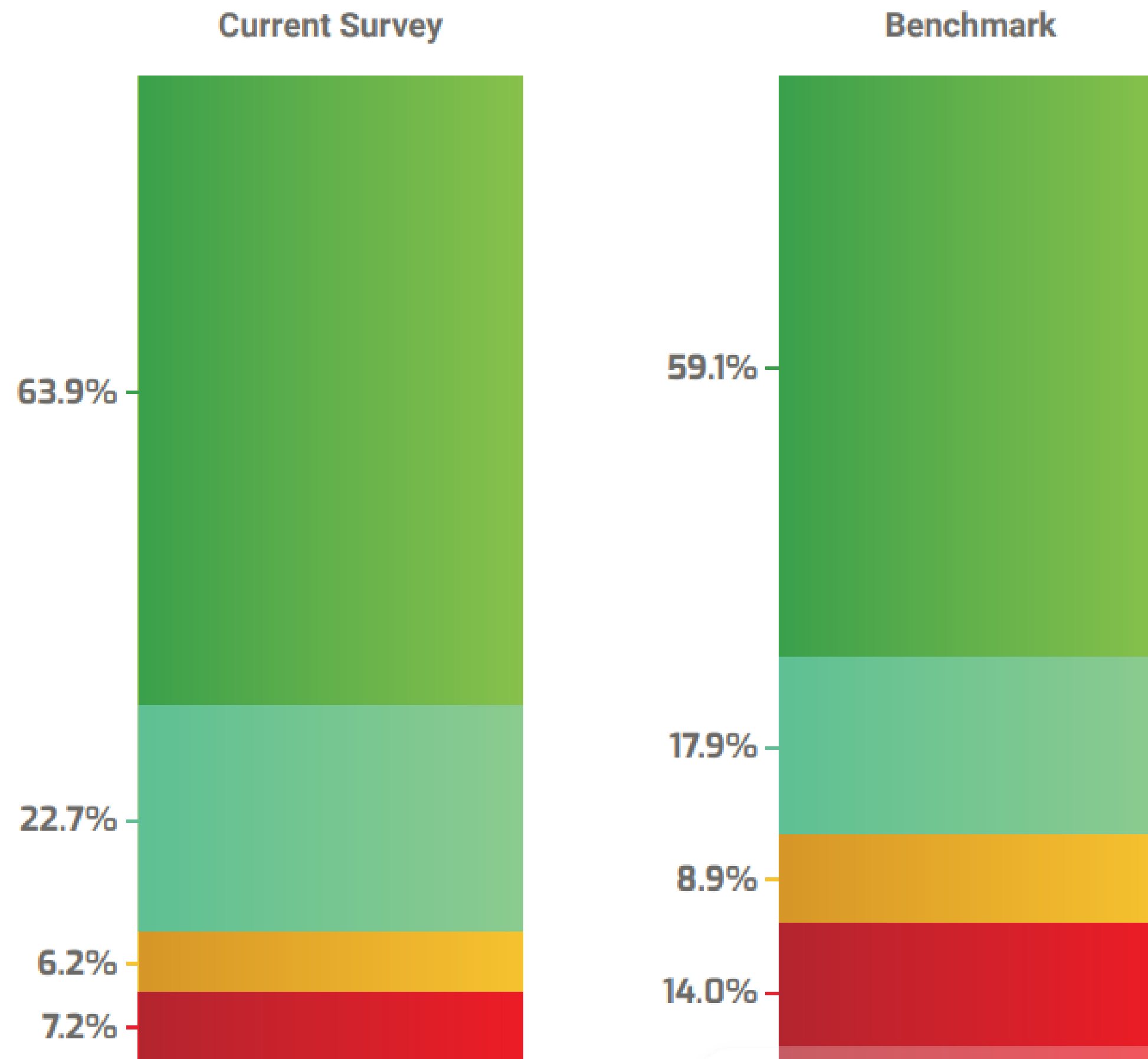
Overall Engagement Results

Harris & Associates Inc.
 Open Date: Aug 16, 2022
 Close Date: Sep 1, 2022

of employees: 238
 # of responses: 195
 Response Rate: 82%



See the **appendix** in this report for more information on the engagement calculation and benchmark.



ENGAGED
 Engaged employees consistently exceed expectations. They are energized and passionate about their work, leading them to exert discretionary effort to drive organizational performance.

ALMOST ENGAGED
 Almost engaged employees sometimes exceed expectations and are generally passionate about their work. At times they exert discretionary effort to help achieve organizational goals.

INDIFFERENT
 Indifferent employees are satisfied, comfortable, and generally able to meet minimum expectations. They see their work as “just a job”, prioritizing their needs before organizational goals.

DISENGAGED
 Disengaged employees usually fail to meet minimum expectations, putting in time rather than effort. They have little interest in their job and the organization and often display negative attitudes.

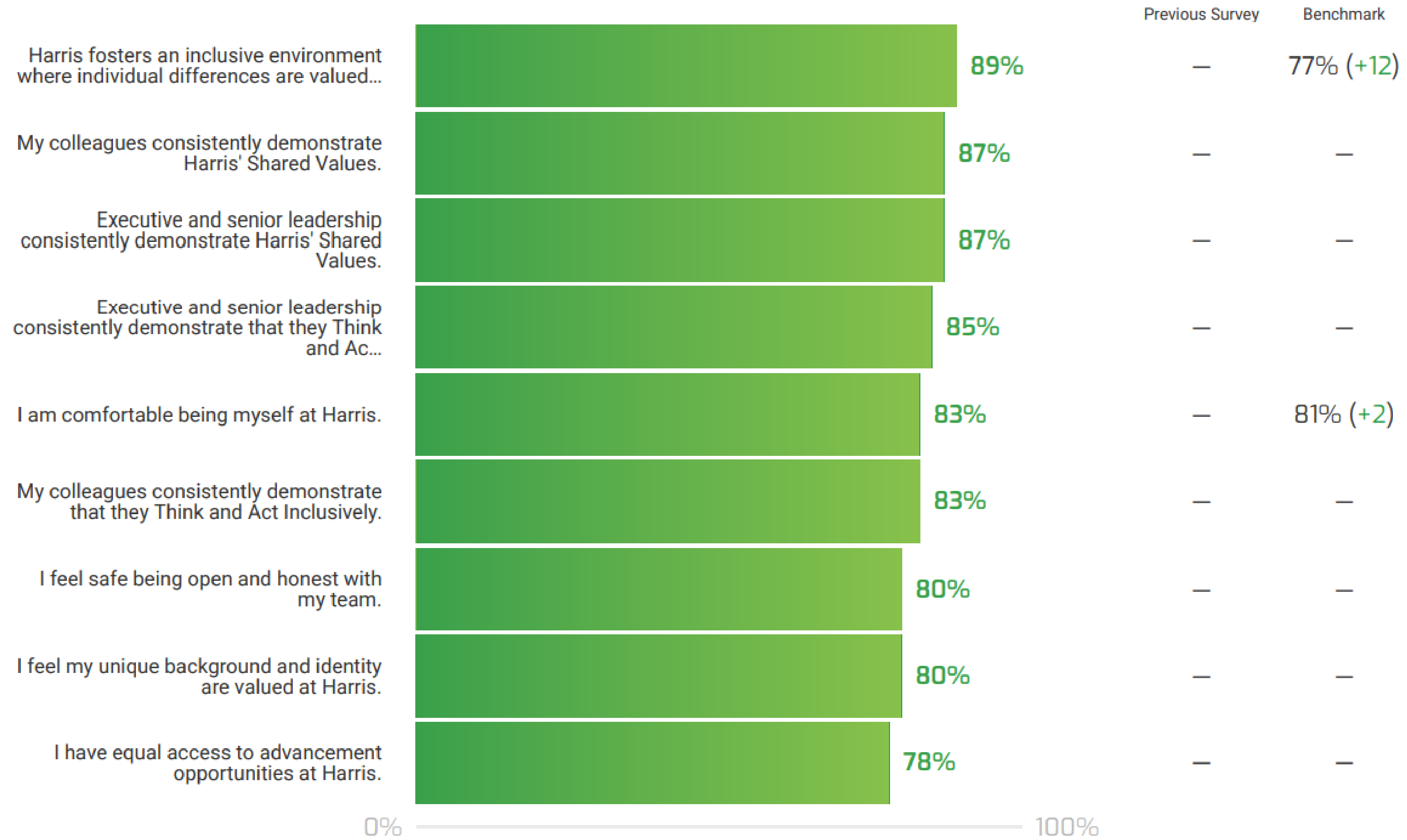
DRIVER: Inclusion

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OVERALL DRIVER AVERAGE SCORE: **84%**



0% ————— 100%
 ■ < 40% Low Performing ■ 40% - 60% Average Performing ■ ≥ 60% High Performing

Overall Results Distribution

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ENGAGEMENT, TAKING ACTION, & TRENDING QUESTIONS

ENGAGEMENT MEASURE QUESTIONS

Question	1%	6%	93%	Previous Survey	Benchmark
My contributions are important to the success of my team and/or department.	1%	6%	93%	—	87%
Taking everything into account, I like working at Harris.	1%	10%	89%	—	80%
My contributions are important to the success of Harris.	1%	12%	87%	—	82%
I talk about my job in a positive light with family and friends.	3%	11%	86%	—	72%
I feel part of a team working towards a shared goal.	2%	16%	82%	—	73%
I often look forward to starting my workdays.	4%	22%	74%	—	70%

Takeaways...

1. DEI is not a zero sum game.
2. Leadership commitment is critical to the success of any DEI efforts.
3. Focus on creating an empathetic culture for your staff.
4. Connect the dots on why DEI is a business imperative.....

[Toward a Strong and Equitable Water Workforce](#), US Water Alliance, March 2024



Thank You



**Harris & Associates Named
a 2024 Nationwide Top
Workplace by USA Today**