

**MWD**

METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

August 25, 1992

To: Board of Directors (Organization and Personnel Committee—Information)

From: General Manager

Subject: Affirmative Action Plan Compliance Activities

### Report

In order to assure full compliance with the District's goal of attaining full and equal employment opportunity, the revised Affirmative Action Plan dated September 1991 requires that the District: a) provide guidelines on the use of "targets"; b) develop and implement procedures for "targeting" Blacks and Asians for professional jobs; c) develop and implement procedures for documenting hiring decisions; and d) conduct an annual applicant flow analysis in July 1992. The District contracted with Psychological Services, Incorporated (PSI), an independent consulting firm, to assist in this effort.

Procedures and Guidelines for "Targeting" Blacks and Asians for Professional Jobs. PSI has developed a one-hour training program to be given to all individuals involved in the screening of applications, panel interviews, or final selection for any job opening from a targeted job group. The training includes an explanation of the concept of targeted job groups, a review of the District's Affirmative Action Policy Statement, a discussion of six common interviewer errors, and an introduction to two new forms developed by PSI as an aid to documenting selection decisions. An outline to be used by the training leader and a discussion of details relating to the implementation of the training are included in PSI's report dated August 13, 1992 on pages 9-14.

Procedures for Documenting Hiring Decisions. A form has been developed to be used by the Selecting Official in documenting the reasons for nonselection of minority and/or female candidates found qualified by the interview panel. The completed form is to be circulated for approval to the Department or Division Manager over the open position, to Personnel, and, except in cases where the individual selected is from a group targeted for the job class, to the Equal

Employment Opportunity Officer before any job offer is made. A copy of the form and instruction for its use are included in PSI's report dated August 13, 1992 on pages 3-5.

Annual Applicant Flow Analysis. PSI conducted a statistical analysis for the purpose of monitoring the equal employment opportunity status in the District's hiring and promotion decisions during 1990 and 1991. This analysis is a follow-up to an earlier broad review conducted by PSI of the District's personnel practices with respect to equal employment opportunity and affirmative action.

PSI reviewed data on the percentages of women and minorities in the District's workforce for 1984, 1987, 1989, 1990 and 1991. These data show that the representation of women and minorities within the District's workforce has increased over the years shown. But, in large part because of low turnover, the change has been slow.

Change in an employer's workforce comes about as a direct result of hiring and promotion. To assess the process by which change occurs, PSI conducted an analysis of applications (both internal and external) and selections for the District's job openings in 1990 and 1991. This analysis revealed statistically significant underselection of Asians in technician jobs in 1990. Two other areas of special interest were Black and Asian selections into professional jobs, where statistically significant underselection had been found in 1989. The current analysis shows that progress has been made. In 1990 and 1991, while Blacks and Asians were still being selected for professional jobs at a rate less than their representation in the qualified applicant pool, this difference was not statistically significant.

As a result of the analyses conducted, PSI made four recommendations in an effort to improve the District's existing equal employment opportunity program:

1. Continue to target the selection of Blacks and Asians into professional jobs.
2. Target the selection of Asians into technician jobs.

3. Conduct annual applicant flow analyses to assess the statistical significance of differences among applicant, qualified applicant, and selection rates for females and minorities.

4. Conduct a labor market analysis.

Board Committee Assignment

This letter was referred for information to the Organization and Personnel Committee because of its authority to study, advise and make recommendations with regard to equal employment opportunity and affirmative action, pursuant to Administrative Code Section 2471(d).

Recommendation

For information only.

  
Carl Boronkay

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Attachments

**S** TATISTICAL ANALYSES FOR  
EQUAL EMPLOYMENT OPPORTUNITY  
1990 AND 1991  
METROPOLITAN WATER DISTRICT

August 13, 1992

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**STATISTICAL ANALYSES FOR  
EQUAL EMPLOYMENT OPPORTUNITY  
1990 AND 1991**

**METROPOLITAN WATER DISTRICT**

*August 13, 1992*

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## EXECUTIVE SUMMARY

At the request of Metropolitan Water District (MWD) management, Psychological Services, Inc. (PSI) has conducted statistical analyses for the purpose of monitoring the equal employment opportunity status in hiring and promotion decisions at MWD during 1990 and 1991. This analysis is a follow-up to an earlier broad review conducted by PSI of MWD's personnel practices with respect to equal employment opportunity and affirmative action. The procedures employed in the data collection and analyses for the current report parallel those of an earlier analysis (for 1989 data) conducted as part of the broad review.

PSI reviewed data on the percentages of women and minorities in the MWD workforce for 1984, 1987, 1989, 1990, and 1991. These data show that representation of women and minorities within MWD's workforce has increased over the years shown. But, in large part because of low turnover, the change has been slow.

Change in an employer's workforce comes about as a direct result of hiring and promotion. To assess the process by which change occurs, PSI conducted an analysis of applications (both internal and external) and selections for MWD job openings in 1990 and 1991. This analysis revealed only one instance of statistically significant underselection--for Asians in Technician jobs in 1990. Two other areas of special interest were black and Asian selections into Professional jobs, where statistically significant underselection had been found in 1989. The current analysis shows that progress has been made. In 1990 and 1991, while blacks and Asians were still being selected for Professional jobs at a rate less than their representation in the qualified applicant pool, this difference was not statistically significant.

As a result of the analyses conducted, PSI made four recommendations in an effort to improve MWD's already functioning equal employment opportunity program:

1. Continue to target the selection of blacks and Asians into Professional jobs.
2. Target the selection of Asians into Technician jobs.
3. Conduct annual applicant flow analyses to assess the statistical significance of differences among applicant, qualified applicant, and selection rates for females and minorities.
4. Conduct a labor market analysis.

## INTRODUCTION

In 1990, Psychological Services, Inc. (PSI) completed a review of the equal employment opportunity status of the Metropolitan Water District (MWD) and a statistical analysis of MWD's personnel selections during 1989. On the basis of this review, PSI developed recommendations for modifications to then current personnel practices with respect to equal employment opportunity and affirmative action.

In September 1991, the Board approved MWD's Affirmative Action Plan, which incorporated PSI's suggestions along with many additional specific plans and programs for ensuring equal employment opportunity and affirmative action plan within MWD. Following approval of the Affirmative Action Plan, MWD contracted again with PSI to help with the implementation of several programs named in the Plan, and to conduct applicant flow analyses for 1990 and 1991.

This report will describe the applicant flow analyses conducted for 1990 and 1991. A separate report has been prepared which details procedures for implementation of several programs outlined in the Affirmative Action Plan.

In order to ensure comparability to PSI's analysis of 1989 applicant flow, the procedures used to collect and to analyze the data for 1990 and 1991 parallel the procedures used for the 1989 data. To provide documentation of those procedures with this report, a detailed explanation is included here, which will be somewhat repetitive of the descriptions supplied in the report accompanying the 1989 analysis.

Prior to any involvement with PSI, MWD contracted with Biddle and Associates, Inc. to analyze the labor market for each of 27 job groups at MWD and to determine the percentages of women and minorities among the available labor force for MWD. This report

and the report accompanying PSI's 1989 analysis display these labor market percentages for comparison. PSI has made no independent evaluation of those availability percentages, and does not represent them as being accurate. There are several reasons why those labor market estimates developed in 1987 may not be appropriate for comparison with 1990 and 1991 data.

- ◆ The labor market estimates are based on data from the 1980 Census. It is extremely likely that changes in the racial and gender makeup of the general workforce have occurred in the decade since the 1980 census. If so, those changes would result in changed labor market availability percentages.
- ◆ The labor markets are defined geographically to reflect the residences of applicants for MWD jobs in 1984, 1985, 1986, and part of 1987. Between those years and 1990 and 1991, the locations of many jobs moved from Downtown Los Angeles to the cities of Commerce and Pasadena. It is possible that this change in work location would have resulted in a corresponding change in the residences of applicants for the affected jobs. Such a change in the cities from which MWD attracts job applicants could result in a change in the percentages of women and minorities in the defined labor market.
- ◆ The labor markets are defined occupationally to reflect the jobs existing at MWD in 1987. Since that time some jobs have been abolished and others have been created. As the distribution of occupations changes, so may the ethnic and gender distributions of persons with the skills to perform those jobs. Thus, changes in the number and distribution of jobs over time may have resulted in changes in MWD's labor market.

To the extent that any or all of these factors would result in changes to the labor market availability percentages developed by Biddle and Associates, use of these labor market data for comparison with 1990 and 1991 MWD applicant and employment data may be inappropriate. For these reasons, labor market data included in this report should be viewed with caution, and the reader will be reminded of this warning wherever the data appear.

## STATISTICAL ANALYSES

There are several statistical analyses that can be made in an investigation of equal employment opportunity practices. One class of analysis, called "Snapshot Analysis," views the composition of an employer's workforce at several distinct points in time. Inferences about change over time can be drawn indirectly from such an analysis.

A second broad class of analysis, called "Applicant Flow Analysis," involves the way in which individuals move through the employee selection process. A full applicant flow analysis breaks down the selection process into distinct steps and allows the identification of the specific steps (if any) which are screening out females and/or minorities. Once the steps have been identified, specific appropriate remedies can be implemented.

### SNAPSHOT ANALYSIS

A "Snapshot Analysis" shows the composition of an employer's workforce at several distinct points in time. Table 1 displays a snapshot analysis of MWD's workforce at 5 distinct points in time: 1984, 1987, 1989, 1990, and 1991. For each year, the numbers and percentages of females, blacks, Hispanics, Asian/Pacific Islanders, and Native Americans are shown for MWD's total full-time workforce and for each of six broad occupational groupings. The occupational groupings used were established by the Equal Employment Opportunity Commission for annual reporting of this data from all public employers nationwide.

- ◆ It can be seen from the table that for the total workforce the percentages of females and of blacks, Hispanics, and Asians have evidenced a general increase over the years shown.

- ◆ The percentage of females has increased over the years in the Professional and Technician groups, although most of the increase occurred before 1989. Female representation has remained relatively constant over the years in the Administrative Support and Skilled Craft groups. The percentage of females has fluctuated somewhat over the years but returned to approximately 1984 levels in the Officials and Administrators and the Service/Maintenance job groups.
- ◆ Black representation has increased over the years in every category except Service/Maintenance, where it has dropped. The increase among Officials and Administrators occurred in 1990 and 1991; the increase among Professionals occurred primarily in the earlier years. The increases in the Technicians, Administrative Support, and Skilled Craft groups were relatively small.
- ◆ Although fluctuating somewhat from year to year, Hispanic representation in 1991 was approximately the same as in 1984 in the Officials and Administrators, Administrative Support, Skilled Craft, and Service/Maintenance groups. And Hispanic representation has remained relatively constant since 1987 for the Professional group. Hispanic representation has increased in the Technician group, but the increase is relatively small.
- ◆ Asian representation has increased over the years in the Officials and Administrators, Professional, Technician, and Administrative Support groups. The percentage of Asians has remained relatively constant in the Skilled Craft group, and dropped in the Service/Maintenance group.
- ◆ The numbers of American Indians shown in Table 1 are too small to allow for any analysis of trends.

#### APPLICANT FLOW ANALYSIS

Applicant flow analysis can best be understood by referring to the table which illustrates the various steps through which an individual passes in the process of employee selection.



The steps in the process are defined below:

**Labor Market** - The large pool of persons with the appropriate general qualifications from which applicants for specific openings will be drawn. This is a theoretical pool, and can be quantified only by relying on such data as the U.S. census counts. The labor market for MWD was quantified by gender and ethnicity by the previous consultant.

**Applicants** - Persons who indicate an interest in employment for a particular position. At MWD, this includes everyone who responds to the announcement of an opening (through job posting or advertisement) and all walk-in candidates who indicate an interest in a position which is open at any time during which the application is active. Because resumes typically do not include gender or ethnic identifications, no such data are available for the 1990 and 1991 MWD applicant pool. Beginning in 1992, gender and ethnic identifications are being obtained for applicants.

**Qualified Applicants** - Those applicants who meet the minimum qualifications and the special requirements of the specific position being filled. At MWD, this generally includes all internal candidates and those external candidates who pass the resume screening and are scheduled for an interview. Gender and ethnic information is generally available for internal candidates, and external candidates who appear for an interview are asked to complete an application form which includes gender and ethnic identification. Thus, gender and ethnic data are available for MWD's qualified applicant pool.

**Selectees** - Persons to whom a job offer is made (regardless of whether it is accepted). Because this group is a subset of the qualified applicants, gender and ethnic data are available on MWD selectees.

An applicant flow analysis would generally consist of a comparison of the gender and ethnic make-up of each of the groups listed with the group below. Thus, the percentage of minorities (women) in the labor market would be compared to the percentage among applicants, the percentage of minorities (women) among applicants would be compared to the

percentage among qualified applicants, and so on. In addition, an "overall" comparison of the labor market to selectees is often made.

Because no data are available for applicants to MWD jobs, comparisons of the labor market to applicants and of applicants to qualified applicants cannot be made at this time. Comparisons of the labor market to qualified applicants, and of the qualified applicants to selectees are included in this report. The overall comparison of the labor market to selectees is also included in this report.

Before reviewing the results of the statistical analyses conducted for MWD, it is important to note that a numerical disparity is not necessarily indicative of discrimination. Many numerical disparities are so small as to be within the range expected to occur by chance. But even the finding of a disparity that is large enough to be indicative of something other than chance (in technical terms, a finding that is "statistically significant") merely triggers the requirement that the reasons for the disparity be investigated. If legitimate job-related reasons exist for the disparity (for example, special requirements that applicants for computer programmer positions know the programming language used by MWD's computer), then the disparity is not indicative of discrimination.

### **Analysis of Qualified Applicants**

Selection can be viewed as a two-step process: 1) recruiting, and 2) selection from among those who were recruited. The data presented in this section show how successful MWD has been in recruiting qualified female and minority applicants from the labor market.

Table 2 shows the labor market estimates derived by the previous consultant and the percentages of women and the major minority groups among qualified applicants in 1989, 1990, and 1991. The percentages are presented for each of the 27 job groups. PSI's analysis of these percentages will focus on trends across the three years.

Because of the large number of job groups and the relatively small number of applicants to many of them over the course of a year, the percentages of women and minorities among applicants to a particular job group can vary greatly from year to year. For example, the qualified applicants for job group 24 (Support Group - Lake Skinner) consisted of 50% females in 1989, but less than 3% females in 1990; the qualified applicants for job group 19 (Skilled Crafts, Level II - Desert) consisted on 50% Hispanics in 1989 and 0 Hispanics in 1990. These fluctuations make it difficult to identify major trends in the applicant populations.

In addition, it must be remembered that because of the problems with the labor market estimates discussed earlier, disparities between the labor market percentage and the percentage of qualified applicants of a particular group do not necessarily constitute evidence of poor recruiting practices. With these caveats, the data are presented as the best available source of labor market data for MWD's jobs.

The following trends across the three-year period emerge from the data in Table 2.

- ◆ The percentage of female qualified applicants for Skilled Craft jobs was routinely below the labor market percentage.
- ◆ The percentage of black qualified applicants for Professional jobs was generally above the labor market percentage.
- ◆ The percentage of black qualified applicants for Technician jobs was generally above the labor market percentage.
- ◆ The percentage of Hispanic qualified applicants for Skilled Craft jobs was somewhat less than the labor market percentage, especially in Orange County, Lake Mathews, Lake Skinner, and Granada Hills.
- ◆ The percentage of Asian qualified applicants for Professional jobs was somewhat above the labor market percentage.
- ◆ The percentage of Asian qualified applicants for Technician jobs was above the labor market percentage.

### Comparison of Qualified Applicants to Selections

Change in an organization comes about through selection decisions--both for initial hiring and for promotion. To analyze the selection process at MWD, PSI collected data on the selection decisions during 1990 and 1991.

Tables 3 and 4 show the percentage of qualified applicants and selections in each of the major protected groups for each of the EEO-4 occupational categories in which there were selections during 1990 and 1991, respectively. The tables also display the number of selections that would be expected for each of the protected groups if selections had been made exactly in proportion to the race and gender of the qualified applicants ("expected selections"), and the number of selections that were actually made for each of the groups ("actual selections"). Finally, the tables display the difference between the expected and actual selections ("shortfall"). This number represents the number of additional positions that would have gone to the group if selections had been made exactly in proportion to the race and gender of the qualified applicants.

- ◆ This analysis revealed that selection rates for women were generally at or above their representation among qualified applicants in both 1990 and 1991. Females were overselected at a statistically significant level for two job groups in 1990: Professionals and Service/Maintenance. Of the 12 comparisons made (6 occupational groups multiplied by 2 years), there was only one in which females were underselected by as much as one whole person: the Skilled Craft group in 1991. This shortfall was not statistically significant.
- ◆ There are no statistically significant findings of under- or overselection of blacks in either 1990 or 1991. In each year, there was a shortfall of blacks in the Professional, Technician, and Skilled Craft categories and blacks were selected in proportion to qualified applicants or were overselected in the Official and Administrator, Administrative Support, and Service/Maintenance categories.
- ◆ Hispanics show no pattern of results across the two years analyzed. In four of the six occupational categories (Officials and Administrators, Technicians, Administrative Support, and Service/Maintenance), Hispanics were selected at or above their qualified application rate in one year, and below their qualified

application rate the other year. In the Professional category, there was a shortfall of Hispanic selections relative to representation in the qualified applicant pool in both years. In the Skilled Craft category, Hispanics were slightly overselected both years. None of these differences in either direction was statistically significant.

- ◆ Asians were underselected to some extent each year in the Professional, Technician, Skilled Craft, and Service/Maintenance categories. Only one of these shortfalls, Technicians in 1990, reached statistical significance. In the Administrative Support category, Asians were slightly overselected in 1990 and underselected in 1991. Neither difference was statistically significant. There were no Asian applicants for Official and Administrator openings in either year, and therefore no selections and no shortfall.

### **Comparison of Labor Market to Selections**

As an analysis of the selection process as a whole, Table 5 shows the labor market estimates derived by the previous consultant (the first step of the selection process diagramed on page 7) and the percentages of female and minority selectees in 1989, 1990, and 1991 (the last step in the selection process diagram). These percentages are presented for each of the 27 job groups.

The difficulties in interpreting these data are similar to those discussed for Table 2. The large number of job groups and the relatively small number of selections to many of them over the course of a year result in wide fluctuations in the percentages of women and minority selections to a particular job group across years. These fluctuations make it difficult to identify major trends in the gender and ethnicity of selectees. In addition, the difficulties with the labor market estimates remain. With these caveats, the data are presented as the best currently available data for analysis of MWD's total selection process.

Only two trends emerged from the data, both with respect to Skilled Craft jobs.

- ◆ Females were selected for Skilled Craft jobs considerably less often than would be expected from the labor market estimates.

- ◆ Black selections for Skilled Craft jobs varied across work locations. In Los Angeles and Granada Hills, blacks were selected at or above their labor force percentages. In the outlying areas of La Verne, Desert, Orange County, Lake Mathews and Lake Skinner, black selections for Skilled Craft jobs were below their labor force percentages. In fact, across all these outlying locations for all three years there was only one black selected for a Skilled Craft job.

## RECOMMENDATIONS

Based upon the results of these statistical analyses, PSI makes the following recommendations:

1. Continue to target the selection of blacks and Asians into Professional jobs.
2. Target the selection of Asians into Technician jobs.
3. Conduct annual applicant flow analyses to assess the statistical significance of differences among applicant, qualified applicant, and selection rates for females and minorities.
4. Conduct a labor market analysis.

Each of these recommendations is discussed in detail below.

◆ **Continue to target the selection of blacks and Asians into Professional jobs.**

Following the finding of a statistically significant underselection of blacks and Asians into professional jobs in PSI's analysis of MWD's 1989 applicant flow data, PSI recommended that these groups be targeted for selection. "Targeting" is one step short of the establishment of formal goals and timetables. Targeting involves special training for all individuals involved in screening of applications, panel interviews, or final selection for target jobs. It also involves special tables in MWD's Semiannual Report on Equal Employment Opportunity (Semiannual Report) showing the gender and ethnic breakdown of applicants and selections for targeted jobs.

Analysis of applicant flow data for 1990 and 1991 shows that progress has been made. While blacks and Asians are still being selected at a rate less than their representation in the qualified applicant pool, this difference is not statistically significant. Tables 3 and 4 reveal an underselection ("shortfall") of blacks in professional jobs of 2.2 people in 1990 and 5.8 people in 1991. These tables reveal

an underselection ("shortfall") of Asians in professional jobs of 8.1 people in 1990 and 6.0 people in 1991. Because of these shortfalls, PSI recommends that the targeting of blacks and Asians for professional jobs remain in effect. PSI recommends that this targeting remain in effect until the annual underselection ("shortfall") is eliminated.

◆ **Target the selection of Asians into Technician jobs.**

The applicant flow analyses for 1990 and 1991 revealed that Asians were underselected for Technician jobs relative to their representation among qualified applicants. In 1990 this underselection was statistically significant. PSI recommends that Asians be targeted for Technician jobs, including special training for individuals involved in selection, special reporting in the Semiannual Report. PSI recommends that this targeting remain in effect until the annual underselection ("shortfall") is eliminated.

◆ **Conduct annual applicant flow analyses to assess the statistical significance of differences among applicant, qualified applicant, and selection rates for females and minorities.**

PSI recommends that applicant flow analyses, with statistical significance tests comparing all applicants to qualified applicants, comparing qualified applicants to selections, and comparing all applicants to selections, be conducted annually. In this way, the results of the targeting program can be evaluated, and there will be a statistical basis for evaluating the advisability of ending the targeted status of certain groups or expanding the targeting program to other groups.

The implementation of applicant flow software in January of 1992 has resulted in the collection of the necessary data on an ongoing basis. Reports which can be generated by this software will greatly simplify the process of conducting these analyses in the future. The addition of data on applicants (not just qualified applicants) will allow for expanded analyses.

◆ **Conduct a labor market analysis.**

The labor market analysis conducted in 1987 is out of date with respect to the geographical distribution of jobs within MWD and the distribution of employees across job titles. In addition, the 1980 Census data used is seriously out of date. For all these reasons, the current report reached no conclusions and made no recommendations based solely upon the 1987 labor market data.

Yet labor market data can be a very useful tool in equal employment opportunity and affirmative action monitoring. PSI recommends that MWD conduct a new labor market analysis, including the identification of job groups and the collection of 1990 Census data to reflect the appropriate labor market for the current jobs and work locations at MWD.

Up-to-date labor market estimates could be compared to the soon to be available data on applicants to MWD job openings to provide a more sensitive analysis of the recruitment process than has been possible to date. In addition, comparison of current labor market estimates to the "bottom line" selection data would provide a useful overview of MWD's selection process.

Table 1

**Metropolitan Water District Full-Time Employees  
1984, 1987, 1989, 1990, and 1991**

	1984		1987		1989		1990		1991	
	N	%	N	%	N	%	N	%	N	%
<b>Total Workforce</b>										
Female	206	15.6	244	17.2	298	19.0	312	18.9	367	20.3
Black	84	6.3	101	7.1	120	7.7	137	8.3	149	8.2
Hispanic	166	12.5	177	12.5	200	12.8	221	13.4	240	13.3
Asian	78	5.9	107	7.5	135	8.6	160	9.7	188	10.4
American Indian	12	0.9	12	0.9	16	1.0	19	1.1	20	1.1
<b>Officials and Administrators</b>										
Female	2	12.5	1	5.3	3	12.5	5	16.1	5	13.5
Black	0	0.0	0	0.0	0	0.0	1	3.2	2	5.4
Hispanic	1	6.3	2	10.5	2	8.3	2	6.5	2	5.4
Asian	0	0.0	0	0.0	1	4.2	1	3.2	2	5.4
American Indian	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Professionals</b>										
Female	63	19.9	120	29.3	153	30.9	160	29.6	200	32.5
Black	12	3.8	23	5.6	38	7.7	48	8.9	52	8.4
Hispanic	21	6.7	34	8.3	38	7.7	48	8.9	53	8.6
Asian	31	9.8	53	12.9	79	15.9	90	16.7	111	18.0
American Indian	1	0.3	1	0.2	2	0.4	4	0.7	3	0.5
<b>Technicians</b>										
Female	18	6.6	27	8.9	40	12.4	42	12.2	47	12.3
Black	14	5.2	17	5.6	20	6.2	20	5.8	25	6.5
Hispanic	27	9.9	34	11.3	38	11.8	43	12.5	48	12.5
Asian	20	7.4	27	8.9	29	9.0	40	11.7	47	12.3
American Indian	3	1.1	2	0.7	4	1.2	6	1.7	5	1.3

Sources: 1984 data are from the Semiannual Report on Affirmative Action dated August 27, 1984; 1987, 1989, and 1990 data are from the EEO-4 Reports; 1991 data were provided by the Equal Employment Opportunity Office of MWD.

Table 1

**Metropolitan Water District Full-Time Employees  
1984, 1987, 1989, 1990, and 1991  
(Continued)**

	1984		1987		1989		1990		1991	
	N	%	N	%	N	%	N	%	N	%
Administrative Support										
Female	111	88.8	83	85.6	89	86.4	92	86.0	98	86.7
Black	24	19.2	23	23.7	20	19.4	25	23.4	27	23.9
Hispanic	30	24.0	24	24.7	30	29.1	26	24.3	29	25.7
Asian	9	7.2	9	9.3	9	8.7	16	15.0	16	14.2
American Indian	1	0.8	1	1.0	1	1.0	1	0.9	1	0.9
Skilled Craft										
Female	8	1.5	7	1.3	9	1.9	7	1.4	8	1.6
Black	27	5.0	27	5.1	30	6.2	32	6.6	31	6.1
Hispanic	75	14.0	68	12.9	68	14.0	74	15.2	75	14.7
Asian	13	2.4	11	2.1	10	2.1	8	1.6	8	1.6
American Indian	7	1.3	8	1.5	7	1.4	7	1.4	8	1.6
Service/Maintenance										
Female	4	6.7	6	9.1	4	2.9	6	4.2	9	6.0
Black	7	11.7	11	16.7	12	8.8	11	7.6	12	8.0
Hispanic	12	20.0	15	22.7	24	17.5	28	19.4	33	22.0
Asian	5	8.3	7	10.6	7	5.1	5	3.5	4	2.7
American Indian	0	0.0	0	0.0	2	1.5	1	0.7	3	2.0

Sources: 1984 data are from the Semiannual Report on Affirmative Action dated August 27, 1984; 1987, 1989, and 1990 data are from the EEO-4 Reports; 1991 data were provided by the Equal Employment Opportunity Office of MWD.

**Table 2**  
**Comparison of Labor Market to Qualified Applicants**

Job Group		Labor Market <sup>a</sup> %	1989 Qualified Applicants <sup>b</sup> %	1990 Qualified Applicants <sup>b</sup> %	1991 Qualified Applicants <sup>b</sup> %
1.	Officials and Managers - Los Angeles				
	Female	23.1	-	-	25.0
	Black	5.8	-	-	0.0
	Hispanic	4.2	-	-	0.0
	Asian	2.2	-	-	25.0
2.	Professionals, Level I - Los Angeles				
	Female	50.3	82.9	57.1	63.6
	Black	10.2	26.8	23.1	16.8
	Hispanic	15.9	19.5	20.5	25.6
	Asian	8.7	9.8	18.0	14.4
3.	Professionals, Level II - Los Angeles				
	Female	35.8	28.9	35.7	29.0
	Black	4.2	12.8	9.0	9.2
	Hispanic	11.6	3.4	7.8	12.6
	Asian	11.9	23.5	22.9	24.4
4.	Professionals, Level III - Los Angeles				
	Female	19.6	8.3	14.3	14.0
	Black	3.1	4.0	6.9	0.0
	Hispanic	5.5	4.0	8.6	5.7
	Asian	24.8	26.3	24.1	25.0
5.	Professionals, Level IV - Los Angeles				
	Female	16.8	9.3	21.2	10.9
	Black	3.8	11.9	8.9	2.5
	Hispanic	6.7	4.8	5.9	3.2
	Asian	18.4	16.7	22.8	18.4
6.	Technicians, Level I - Los Angeles				
	Female	27.8	21.8	20.0	24.5
	Black	7.5	9.1	11.3	9.4
	Hispanic	16.0	18.2	16.5	9.4
	Asian	10.0	22.7	30.4	21.2
7.	Technicians, Level II - Los Angeles				
	Female	13.8	14.3	5.6	28.6
	Black	6.9	0.0	20.0	14.3
	Hispanic	10.8	14.3	8.6	14.3
	Asian	12.2	14.3	20.0	7.1

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Qualified applicant figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent applicant percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no applicants for the job group.

Table 2

**Comparison of Labor Market to Qualified Applicants  
(Continued)**

Job Group		Labor Market <sup>a</sup> %	1989 Qualified Applicants <sup>b</sup> %	1990 Qualified Applicants <sup>b</sup> %	1991 Qualified Applicants <sup>b</sup> %
8.	Skilled Crafts - Los Angeles				
	Female	9.6	0.0	2.2	0.0
	Black	10.1	11.9	8.3	12.5
	Hispanic	29.6	19.1	14.3	25.0
	Asian	5.1	16.7	2.4	0.0
9.	Administration and Maintenance - Los Angeles				
	Female	10.7	44.6	29.8	25.2
	Black	18.3	22.7	15.3	26.5
	Hispanic	5.4	14.5	26.6	14.3
	Asian				
10.	Professionals - La Verne				
	Female	20.2	14.1	12.1	16.5
	Black	4.5	5.1	1.8	9.1
	Hispanic	9.6	5.1	7.7	10.9
	Asian	7.8	43.9	51.5	14.6
11.	Technicians, Level I - La Verne				
	Female	21.7	10.9	6.2	14.6
	Black	7.3	4.4	7.3	10.7
	Hispanic	14.3	13.9	10.6	11.9
	Asian	8.2	19.7	13.3	21.4
12.	Technicians, Level II - La Verne				
	Female	12.2	0.0	0.0	0.0
	Black	3.5	0.0	6.7	18.2
	Hispanic	8.7	22.2	0.0	9.1
	Asian	3.4	5.6	6.7	9.1
13.	Skilled Crafts, Level I - La Verne				
	Female	8.3	5.3	1.3	2.0
	Black	11.3	5.3	6.5	5.3
	Hispanic	20.3	26.3	23.4	20.2
	Asian	1.0	5.3	1.3	8.5
14.	Skilled Crafts, Level II - La Verne				
	Female	9.3	0.0	0.0	0.0
	Black	9.2	7.7	8.3	5.2
	Hispanic	25.5	34.6	23.3	15.5
	Asian	6.0	7.7	11.7	13.8

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Qualified applicant figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent applicant percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no applicants for the job group.

Table 2

**Comparison of Labor Market to Qualified Applicants  
(Continued)**

Job Group		Labor Market <sup>a</sup> %	1989 Qualified Applicants <sup>b</sup> %	1990 Qualified Applicants <sup>b</sup> %	1991 Qualified Applicants <sup>b</sup> %
15.	Service and Maintenance - La Verne				
	Female	24.1	6.7	1.0	3.2
	Black	12.6	40.0	7.1	4.4
	Hispanic	32.9	26.7	45.5	39.1
	Asian	8.8	6.7	4.0	0.0
16.	Administrative Support - La Verne				
	Female	80.7	100.0	85.0	88.2
	Black	13.5	21.4	26.3	12.5
	Hispanic	18.5	25.0	10.5	12.5
	Asian	6.1	7.1	10.5	12.5
17.	Support Group - Desert				
	Female	26.2	-	21.1	0.0
	Black	7.1	-	5.3	0.0
	Hispanic	14.8	-	5.3	50.0
	Asian	5.5	-	0.0	0.0
18.	Skilled Crafts, Level I - Desert				
	Female	8.3	5.3	0.0	0.0
	Black	11.3	10.5	0.0	0.0
	Hispanic	20.9	15.8	27.8	23.1
	Asian	1.1	0.0	0.0	0.0
19.	Skilled Crafts, Level II - Desert				
	Female	7.9	0.0	0.0	-
	Black	5.7	0.0	0.0	-
	Hispanic	18.5	50.0	0.0	-
	Asian	2.8	0.0	0.0	-
20.	Support Group - Orange County				
	Female	27.9	18.8	14.7	3.9
	Black	6.0	10.6	0.0	3.9
	Hispanic	14.5	29.8	20.6	23.1
	Asian	5.0	17.0	11.8	30.8
21.	Skilled Crafts - Orange County				
	Female	9.7	0.0	0.0	1.3
	Black	8.2	0.0	0.0	3.2
	Hispanic	26.4	20.0	0.0	15.8
	Asian	4.6	8.6	0.0	6.3

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Qualified applicant figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent applicant percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no applicants for the job group.

Table 2

**Comparison of Labor Market to Qualified Applicants  
(Continued)**

Job Group	Labor Market <sup>a</sup> %	1989 Qualified Applicants <sup>b</sup> %	1990 Qualified Applicants <sup>b</sup> %	1991 Qualified Applicants <sup>b</sup> %
22. Support Group - Lake Mathews				
Female	29.5	70.0	27.6	5.1
Black	5.6	0.0	6.9	7.3
Hispanic	16.9	30.0	10.3	14.6
Asian	4.0	10.0	27.6	12.7
23. Skilled Crafts - Lake Mathews				
Female	9.4	0.0	1.2	0.0
Black	8.4	3.1	7.7	5.0
Hispanic	23.5	18.8	6.4	14.2
Asian	2.5	6.3	0.0	5.8
24. Support Group - Lake Skinner				
Female	26.0	50.0	2.7	4.3
Black	6.5	8.3	5.4	14.3
Hispanic	17.7	16.7	9.5	14.3
Asian	3.7	0.0	13.5	20.0
25. Skilled Crafts - Lake Skinner				
Female	9.7	13.3	14.7	0.0
Black	7.9	6.7	2.9	4.1
Hispanic	23.1	0.0	11.8	8.2
Asian	2.8	6.7	2.9	6.1
26. Support Group - Granada Hills				
Female	20.2	5.8	19.1	0.0
Black	7.2	55.8	23.8	7.5
Hispanic	19.8	25.0	16.7	12.5
Asian	4.1	3.9	2.4	15.0
27. Skilled Crafts - Granada Hills				
Female	9.8	0.0	3.3	0.0
Black	10.5	20.9	7.0	7.7
Hispanic	29.1	23.3	15.8	9.2
Asian	5.6	2.3	5.3	6.2

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Qualified applicant figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent applicant percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no applicants for the job group.

Table 3

## Comparison of Qualified Applicants to Selections - 1990

EEO-4 Job Group	% of Qualified Applicants	% of Selections	Expected Selections	Actual Selections	Shortfall <sup>a</sup>
Officials and Administrators					
Female	0.0	0.0	0.0	0	-
Black	100.0	100.0	1.0	1	-
Hispanic	0.0	0.0	0.0	0	-
Asian	0.0	0.0	0.0	0	-
Professionals					
Female	23.6	33.3	30.5	43	-
Black	7.2	5.5	9.2	7	2.2
Hispanic	8.8	8.6	11.3	11	0.3
Asian	30.6	24.2	39.1	31	8.1
Technicians					
Female	10.2	10.1	10.1	10	0.1
Black	10.0	8.2	9.8	8	1.8
Hispanic	12.0	11.2	11.7	11	0.7
Asian	18.8	9.2	18.4	9	9.4*
Administrative Support					
Female	88.8	86.8	33.8	33	0.8
Black	30.3	40.5	11.2	15	-
Hispanic	14.4	5.4	5.3	2	3.3
Asian	27.3	29.7	10.1	11	-
Skilled Craft					
Female	2.4	4.0	2.4	4	-
Black	6.4	4.0	6.5	4	2.5
Hispanic	14.9	15.8	15.0	16	-
Asian	3.3	3.0	3.3	3	0.3
Service/Maintenance					
Female	2.4	9.7	0.8	3	-
Black	9.3	9.7	2.9	3	-
Hispanic	30.7	32.3	9.5	10	-
Asian	2.4	0.0	0.8	0	0.8

Source: Data collected by PSI from MWD job posting files.

<sup>a</sup>A hyphen (-) in this column indicates that the female or minority group selections were equal to or greater than expected.

\*Statistically significant at .05 level (two-tailed test).

Table 4

## Comparison of Qualified Applicants to Selections - 1991

EEO-4 Job Group	% of Qualified Applicants	% of Selections	Expected Selections	Actual Selections	Shortfall <sup>a</sup>
Officials and Administrators					
Female	26.7	50.0	0.5	1	-
Black	0.0	0.0	0.0	0	-
Hispanic	10.0	0.0	0.2	0	0.2
Asian	0.0	0.0	0.0	0	-
Professionals					
Female	26.5	30.7	40.5	47	-
Black	8.0	4.1	11.8	6	5.8
Hispanic	11.7	9.5	17.3	14	3.3
Asian	18.9	14.9	28.0	22	6.0
Technicians					
Female	14.1	18.3	11.5	15	-
Black	9.3	7.4	7.5	6	1.5
Hispanic	11.1	11.1	9.0	9	-
Asian	17.4	12.4	14.1	10	4.1
Administrative Support					
Female	84.4	86.8	32.1	33	-
Black	27.2	34.2	10.3	13	-
Hispanic	19.9	26.3	7.5	10	-
Asian	16.2	10.5	6.2	4	2.2
Skilled Craft					
Female	1.1	0.0	1.1	0	1.1
Black	5.0	2.2	4.6	2	2.6
Hispanic	17.3	19.6	16.0	18	-
Asian	6.2	3.3	5.7	3	2.7
Service/Maintenance					
Female	2.8	0.0	0.4	0	0.4
Black	3.6	7.7	0.5	1	-
Hispanic	40.5	38.5	5.3	5	0.3
Asian	3.6	0.0	0.5	0	0.5

Source: Data collected by PSI from MWD job posting files.

<sup>a</sup>A hyphen (-) in this column indicates that the female or minority group selections were equal to or greater than expected.

**Table 5**  
**Comparison of Labor Market to Selections**

Job Group		Labor Market <sup>a</sup> %	1989 Selections <sup>b</sup> %	1990 Selections <sup>b</sup> %	1991 Selections <sup>b</sup> %
1.	Officials and Managers - Los Angeles				
	Female	23.1	-	-	100.0
	Black	5.8	-	-	0.0
	Hispanic	4.2	-	-	0.0
	Asian	2.2	-	-	0.0
2.	Professionals, Level I - Los Angeles				
	Female	50.3	100.0	85.7	69.2
	Black	10.2	16.7	14.3	7.7
	Hispanic	15.9	16.7	14.3	19.2
	Asian	8.7	0.0	14.3	15.4
3.	Professionals, Level II - Los Angeles				
	Female	35.8	34.5	34.9	23.1
	Black	4.2	6.9	4.7	5.4
	Hispanic	11.6	3.5	7.0	8.1
	Asian	11.9	17.2	14.0	16.2
4.	Professionals, Level III - Los Angeles				
	Female	19.6	11.8	20.0	21.7
	Black	3.1	0.0	10.5	0.0
	Hispanic	5.5	5.9	0.0	9.1
	Asian	24.8	0.0	31.6	4.6
5.	Professionals, Level IV - Los Angeles				
	Female	16.8	10.0	31.8	15.2
	Black	3.8	0.0	9.1	3.2
	Hispanic	6.7	0.0	9.1	6.5
	Asian	18.4	10.0	31.8	16.1
6.	Technicians, Level I - Los Angeles				
	Female	27.8	22.2	30.0	35.7
	Black	7.5	5.6	6.9	10.7
	Hispanic	16.0	22.2	13.8	14.3
	Asian	10.0	27.8	20.7	14.3
7.	Technicians, Level II - Los Angeles				
	Female	13.8	0.0	0.0	16.7
	Black	6.9	0.0	11.1	0.0
	Hispanic	10.8	0.0	11.1	0.0
	Asian	12.2	0.0	11.1	16.7

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Selection figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent selection percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no selections for the job group.

Table 5

Comparison of Labor Market to Selections  
(Continued)

Job Group	Labor Market <sup>a</sup> %	1989 Selections <sup>b</sup> %	1990 Selections <sup>b</sup> %	1991 Selections <sup>b</sup> %
8. Skilled Crafts - Los Angeles				
Female	9.6	0.0	5.9	0.0
Black	10.1	12.5	11.8	25.0
Hispanic	29.6	0.0	11.8	25.0
Asian	5.1	0.0	5.9	0.0
9. Administration and Maintenance - Los Angeles				
Female	10.7	34.8	46.0	35.1
Black	18.3	26.1	13.5	32.4
Hispanic	5.4	17.4	29.7	8.1
Asian				
10. Professionals - La Verne				
Female	20.2	18.8	30.8	20.0
Black	4.5	0.0	0.0	4.0
Hispanic	9.6	12.5	7.7	4.0
Asian	7.8	6.3	30.8	16.0
11. Technicians, Level I - La Verne				
Female	21.7	0.0	2.3	18.2
Black	7.3	14.3	6.8	9.5
Hispanic	14.3	19.1	11.4	19.1
Asian	8.2	9.5	4.6	4.8
12. Technicians, Level II - La Verne				
Female	12.2	0.0	0.0	0.0
Black	3.5	0.0	20.0	0.0
Hispanic	8.7	66.7	0.0	0.0
Asian	3.4	0.0	0.0	0.0
13. Skilled Crafts, Level I - La Verne				
Female	8.3	16.7	0.0	0.0
Black	11.3	0.0	0.0	0.0
Hispanic	20.3	16.7	12.5	25.0
Asian	1.0	0.0	0.0	16.7
14. Skilled Crafts, Level II - La Verne				
Female	9.3	0.0	0.0	0.0
Black	9.2	0.0	0.0	0.0
Hispanic	25.5	33.3	31.3	30.8
Asian	6.0	0.0	6.3	0.0

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Selection figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent selection percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no selections for the job group.

Table 5

**Comparison of Labor Market to Selections  
(Continued)**

Job Group	Labor Market <sup>a</sup> %	1989 Selections <sup>b</sup> %	1990 Selections <sup>b</sup> %	1991 Selections <sup>b</sup> %
15. Service and Maintenance - La Verne				
Female	24.1	0.0	8.3	0.0
Black	12.6	50.0	0.0	0.0
Hispanic	32.9	0.0	41.7	0.0
Asian	8.8	0.0	0.0	0.0
16. Administrative Support - La Verne				
Female	80.7	100.0	100.0	100.0
Black	13.5	50.0	0.0	16.7
Hispanic	18.5	50.0	0.0	16.7
Asian	6.1	0.0	0.0	16.7
17. Support Group - Desert				
Female	26.2	-	20.0	0.0
Black	7.1	-	0.0	0.0
Hispanic	14.8	-	0.0	50.0
Asian	5.5	-	0.0	0.0
18. Skilled Crafts, Level I - Desert				
Female	8.3	0.0	0.0	0.0
Black	11.3	0.0	0.0	0.0
Hispanic	20.9	0.0	33.3	20.0
Asian	1.1	0.0	0.0	0.0
19. Skilled Crafts, Level II - Desert				
Female	7.9	0.0	0.0	-
Black	5.7	0.0	0.0	-
Hispanic	18.5	100.0	0.0	-
Asian	2.8	0.0	0.0	-
20. Support Group - Orange County				
Female	27.9	25.0	20.0	0.0
Black	6.0	0.0	0.0	0.0
Hispanic	14.5	0.0	40.0	20.0
Asian	5.0	0.0	20.0	40.0
21. Skilled Crafts - Orange County				
Female	9.7	0.0	0.0	0.0
Black	8.2	0.0	0.0	0.0
Hispanic	26.4	20.0	0.0	16.7
Asian	4.6	0.0	0.0	0.0

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Selection figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent selection percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no selections for the job group.

Table 5

**Comparison of Labor Market to Selections  
(Continued)**

Job Group		Labor Market <sup>a</sup> %	1989 Selections <sup>b</sup> %	1990 Selections <sup>b</sup> %	1991 Selections <sup>b</sup> %
22.	Support Group - Lake Mathews				
	Female	29.5	100.0	33.3	10.0
	Black	5.6	0.0	11.1	0.0
	Hispanic	16.9	33.3	0.0	10.0
	Asian	4.0	0.0	22.2	10.0
23.	Skilled Crafts - Lake Mathews				
	Female	9.4	0.0	0.0	0.0
	Black	8.4	0.0	0.0	6.3
	Hispanic	23.5	0.0	11.8	25.0
	Asian	2.5	0.0	0.0	6.3
24.	Support Group - Lake Skinner				
	Female	26.0	100.0	18.2	0.0
	Black	6.5	0.0	9.1	14.3
	Hispanic	17.7	0.0	18.2	0.0
	Asian	3.7	0.0	0.0	14.3
25.	Skilled Crafts - Lake Skinner				
	Female	9.7	33.3	15.4	0.0
	Black	7.9	0.0	0.0	0.0
	Hispanic	23.1	0.0	7.7	0.0
	Asian	2.8	0.0	7.7	0.0
26.	Support Group - Granada Hills				
	Female	20.2	20.0	16.7	0.0
	Black	7.2	40.0	16.7	0.0
	Hispanic	19.8	40.0	16.7	16.7
	Asian	4.1	0.0	0.0	16.7
27.	Skilled Crafts - Granada Hills				
	Female	9.8	0.0	7.7	0.0
	Black	10.5	33.3	15.4	0.0
	Hispanic	29.1	22.2	30.8	14.3
	Asian	5.6	0.0	0.0	0.0

Sources: Labor market figures from Analysis by Biddle & Associates, Inc., Appendix B: Weighted 8-Factor Availability Analysis Reports. Selection figures from data collected by PSI from MWD job posting files.

<sup>a</sup>Labor market percentages may not be appropriate for comparison with recent selection percentages.

<sup>b</sup>A hyphen (-) in this column indicates no openings and no selections for the job group.

**RECOMMENDATIONS IN SUPPORT OF  
METROPOLITAN WATER DISTRICT'S  
AFFIRMATIVE ACTION PROGRAM**

**July 31, 1992**

**Submitted by**

***Psychological Services, Inc.  
100 West Broadway, Suite 1100  
Glendale, CA 91210  
818/244-0033***

**RECOMMENDATIONS IN SUPPORT OF  
METROPOLITAN WATER DISTRICT'S  
AFFIRMATIVE ACTION PROGRAM**

**July 31, 1992**

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## SUMMARY

In 1990, Psychological Services, Inc. (PSI) completed a review of the equal employment opportunity status of the Metropolitan Water District (MWD) and a statistical analysis of MWD's personnel selections during 1989. On the basis of this review, PSI developed recommendations for modifications to then current personnel practices with respect to equal employment opportunity and affirmative action.

In September 1991, the Board approved MWD's Affirmative Action Plan, which incorporated PSI's suggestions along with many additional specific plans and programs for ensuring equal employment opportunity and affirmative action within MWD. Following approval of the Affirmative Action Plan, MWD contracted again with PSI to help with the implementation of several programs named in the Plan. This report details the work performed by PSI in three specific areas. A fourth project, an applicant flow analysis for 1990 and 1991, will be discussed in a separate report.

### PROCEDURES FOR DOCUMENTATION OF SELECTION DECISIONS

MWD's Affirmative Action Plan requires the development and implementation of "procedures which require hiring authorities to provide written justification when minority and/or female candidates who are recommended for selection by the interview panel are not selected for positions."

PSI has developed a form to be used by the Selecting Official in documenting the reasons for nonselection of minority and/or female candidates found qualified by the interview panel. The completed form is to be circulated for approval to the Department Manager over the open

position, to Personnel, and, except in cases where the individual selected is from a group targeted for the job class, to the EEO Officer before any job offer is made. A copy of the form and instructions for its use are included in this report.

### **INSTRUCTIONAL MATERIALS ON TARGETING**

In 1990, PSI recommended that professional jobs be "targeted" for increased attention to black and Asian candidates. It was recommended that screeners and interview panels for professional job openings be specifically reminded of MWD's equal employment opportunity policy and be advised that MWD is especially interested in ensuring that blacks and Asians are fully considered for professional jobs.

PSI has developed a 1-hour training program to be given to all individuals involved in the screening of applications, panel interviews, or final selection for any job opening from a targeted job group. The training includes an explanation of the concept of targeted job groups, a review of MWD's affirmative action policy statement, a discussion of six common interviewer errors, and an introduction to two new forms developed by PSI as an aid to documenting selection decisions. An outline to be used by the training leader and a discussion of details relating to the implementation of the training are included in this report.

### **REPORTING FORMATS FOR TRACKING SELECTION IN TARGETED CLASSES**

PSI has reviewed the methods used to present data in the Semiannual report (both statistical tables and wording). This report includes recommended modifications to those methods as appropriate to report on the progress in the targeted job classes.

## PROCEDURES FOR DOCUMENTATION OF SELECTION DECISIONS

MWD's Affirmative Action Plan requires the development and implementation of "procedures which require hiring authorities to provide written justification when minority and/or female candidates who are recommended for selection by the interview panel are not selected for positions."

PSI has developed a form to be used by the Selecting Official in documenting the reasons for nonselection of minority and/or female candidates found qualified by the interview panel. The completed form is to be circulated for approval to the Department Manager over the open position, to Personnel, and, except in cases where the individual selected is from a group targeted for the job class, to the EEO Officer before any job offer is made. A copy of the form can be found on page 5 of this report. Detailed instructions for completing the form are printed on the back of the form.

The form contains three sections. The top section is to be completed by the Personnel Analyst assigned to the job posting. This section includes general information about the job posting and a list of the candidates found by the panel interview to be qualified. The center section is to be completed by the Selecting Official. This section includes the name of the candidate recommended for hire and the reasons for nonselection of any qualified female or minority candidates. The bottom section is where those asked to approve the decision before a job offer is made record their approval (by signing) or disapproval (by refusing to sign).

The Non-Selection Justification form is somewhat duplicative of the Panel Interview Recommendation form which is currently circulated before a job offer is made. Basic information about the posting (job posting number, job title, inside/outside, date of interview,

personnel analyst) appears on both forms, as does the list of qualified candidates, and the candidate recommended for hire by the Selecting Official. The list of approvals required is similar for the two forms. However, each of the two forms does include some unique information. The Panel Interview Recommendation form includes information on the salary recommended and a space for an explanation if no candidate is recommended. The new Non-Selection Justification form includes the ethnicity and gender of the qualified candidates and has a space for noting the reason why each nonselected female or minority was not selected. The unique information on the Non-Selection Justification form is essential to the individuals approving the action if they are to make an informed decision as to the appropriateness of passing over qualified females and minorities for other candidates.

In view of the similar nature of the two forms and the similar list of approvals to be obtained, it is recommended that the two forms be circulated together to save time for those reviewing them. It is also recommended that the Non-Selection Justification form be printed on colored paper to differentiate it from the Panel Interview Recommendation form. Resumes and applications of all the "Candidates Qualified for Recommendation" should accompany the forms to enable the reviewers to make informed decisions regarding approval.

**THE METROPOLITAN WATER DISTRICT  
of Southern California  
EQUAL EMPLOYMENT OPPORTUNITY OFFICE**

**NON-SELECTION JUSTIFICATION**  
(See Reverse for Instructions for Completing This Form)

Job Posting Number _____ Job Title _____ Work Location _____	Inside/Outside (Circle One) _____ Date of Interview _____ Personnel Analyst _____								
<b>Candidate(s) Qualified for Recommendation</b> _____ _____ _____	<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%;"><b>Ethnicity</b></td> <td style="width:50%;"><b>Gender</b></td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> </table>	<b>Ethnicity</b>	<b>Gender</b>	_____	_____	_____	_____	_____	_____
<b>Ethnicity</b>	<b>Gender</b>								
_____	_____								
_____	_____								
_____	_____								
<table style="width:100%; border-collapse: collapse;"> <tr> <td style="width:50%;"><b>Candidate Recommended for Hire</b></td> <td style="width:50%;"><b>Ethnicity</b></td> </tr> <tr> <td>_____</td> <td>_____</td> </tr> <tr> <td></td> <td><b>Gender</b></td> </tr> <tr> <td></td> <td>_____</td> </tr> </table>	<b>Candidate Recommended for Hire</b>	<b>Ethnicity</b>	_____	_____		<b>Gender</b>		_____	
<b>Candidate Recommended for Hire</b>	<b>Ethnicity</b>								
_____	_____								
	<b>Gender</b>								
	_____								
<b>REASONS FOR NON-SELECTIONS:</b>									
<b>Candidate</b> _____ _____ _____	<b>Reason(s) - Attach additional sheets if necessary.</b> _____ _____ _____ _____ _____								
_____ Selecting Official Name (Print)	_____ Selecting Official Signature	_____ Date							
<b>Approvals:</b>									
_____ Supervisor	_____ Date								
_____ Department/Division Manager	_____ Date								
_____ Personnel Analyst	_____ Date								
_____ Principal Personnel Analyst	_____ Date								
_____ Director of Personnel	_____ Date								
_____ EEO Officer	_____ Date								

## INSTRUCTIONS FOR COMPLETING THIS FORM

**PERSONNEL ANALYST** - Complete the top (shaded) section of the form.

- Complete the following:

Job Posting Number  
Inside/Outside  
Job Title  
Date of Interview  
Work Location  
Personnel Analyst  
Candidate(s) Qualified for Recommendation (as determined by the interview panel)  
Ethnicity  
Gender

If there are more qualified candidates than spaces on the form, use the last line on the form to note "see additional page(s)" and attach additional forms.

- Give the form, along with resumes and applications of the "Qualified" candidates, and the Panel Interview Recommendation form to the Selecting Official to complete his/her section.
- Upon return of the form to you,
  - check for all required signatures. Note that the EEO Officer's signature is NOT required if the selected individual is in a targeted group for the job class.
  - make the job offer.
- If a candidate declines a job offer, obtain a new form and repeat the steps above for the new selection(s).
- File the completed form in the job posting folder.
- If informed by the Selecting Official that one or more of the candidates initially selected refused the job offer, prepare a new form indicating in the "Candidate(s) Qualified for Recommendation" section that the person was selected and declined. Repeat all steps.

**SELECTING OFFICIAL** - Complete the center (white) section of the form.

- Complete the information requested about the "Candidate Recommended for Hire." List the candidate(s) to whom you propose to make an initial job offer. List the same number of candidates as there are openings. If you need more space, attach additional forms. For each person named under "Candidate Recommended for Hire" indicate gender and ethnicity from the table below:

- ◆ White (not Hispanic)
- ◆ Black (not Hispanic)
- ◆ Hispanic
- ◆ Asian/Pacific Islander
- ◆ American Indian/Alaskan Native

- Refer to the list of "Candidate(s) Qualified for Recommendation" by the Interview Panel. If that list contains any female or minority candidates who you have NOT listed under the heading "Candidate Recommended for Hire" then for each such candidate explain in detail your reason(s) for not selecting the female or minority candidate.

Reasons must contain substantial detail. For example, "Selected candidate was more highly qualified" is too vague. Information must be included explaining in what way the selected candidate's qualifications were superior, such as "The selected candidate has 3 years experience on the specific equipment to be used in the District. This minority candidate's experience was on a different type of equipment." Attach additional sheets if more space is needed.

- Send the form on for approvals. You may be called and asked for further information by some of the individuals to whom the form is routed for approvals.

**APPROVALS** - The bottom (shaded) section of the form.

- Review the form and the accompanying materials. If you agree that the reason given justifies selection of the chosen candidate over the qualified women/minorities then sign the form. If you believe that the reason given does NOT justify selection of the chosen candidate over one or more of the qualified women/minorities, please discuss your concerns with the Selecting Official.

If you would like more information about the situation, contact the Selecting Official.

Note. Approval from the EEO Officer is NOT required if the selected individual is in a targeted group for the job class.

## INSTRUCTIONAL MATERIALS ON TARGETING

One of PSI's findings in the 1990 review of MWD's equal employment opportunity status was that there had been statistically significant underselection of blacks and Asians applying for professional jobs in 1989. PSI recommended that these two groups be "targeted" for professional job openings. Targeting is one step short of the establishment of formal goals and timetables. PSI recommended that screeners and interview panels for professional job openings be specifically reminded of MWD's equal employment opportunity policy and be advised that MWD is especially interested in ensuring that blacks and Asians are fully considered for professional jobs.

This report contains an outline of a training program beginning on page 9 to fulfill that recommendation. The report also contains recommended policies for implementing the training program on page 8. The focus of the training is on the awareness of affirmative action and equal employment opportunity principles, and on the avoidance of unconscious discrimination, through reliance on proper rating techniques.

MWD already informs its employees of its status as an affirmative action employer, and conducts training sessions for individuals serving on selection interview panels. The training program presented here is not intended as a substitute for either of these programs. Rather, it is an additional opportunity to remind those individuals who make selection decisions of the commitment of MWD to equal employment opportunity in general, and the special concerns that it be practiced for targeted jobs.

PSI is currently conducting a statistical review of MWD's personnel selections for 1990 and 1991. Upon completion of the review, additional ethnic and job groups may be

recommended for targeting. The training program outlined here is recommended for individuals involved in selection for any targeted job group.

To further emphasize the training, it is recommended that persons serving as application screeners, panel interviewers, or Selecting Officials for targeted jobs sign a statement that they have completed the training program within the past year. The form also states that the signer is aware of the targeted status of the job for which he/she is involved in selecting, and that he/she supports MWD's goal of equal employment opportunity. A copy of this Targeted Position Acknowledgment form is on page 14.

## PROGRAM IMPLEMENTATION

1. **Who should receive training?**

Any individual participating in selection for openings in targeted job groups, including those who screen applications, all members of interview panels, and Selecting Officials.

2. **When must they be trained?**

Within 1 year of any participation in selection (as defined in #1 above). Participants who received their training more than 1 year previous to the selection activity should attend the training again.

3. **Who is responsible for ensuring that persons involved in selection have been trained?**

The Personnel Analyst assigned to the job posting should check the training records to determine that all required individuals have received timely training. The Principal Personnel Analyst for Selection will keep a record of all individuals who have undergone training and the training dates. Additionally, any person participating in selection for a targeted job group will be asked to complete a form affirming his/her commitment to MWD's equal employment opportunity policy, and verifying that he/she has received the training. (A copy of the form is on page 14.)

4. **How long will the training presentation take?**

Approximately 1 hour.

## TRAINING PROGRAM CONTENT

### **Introduction**

This is a special training program for people who will have input into the selection of individuals for "targeted" job classes.

#### **Definition of "targeted" job class:**

*Classes in job groupings (e.g., clerical, professional, craft) for which a lower percentage of female or minority applicants/bidders have been selected than have been interviewed. Once a job grouping is targeted, all job openings within that grouping are targeted.*

There are many possible explanations for a difference in percentages between applicants/bidders and selections. Most of these explanations do not involve discrimination. But two possible explanations are conscious discrimination and unconscious discrimination.

The purpose of this session is to guard against these last two possible explanations, especially the last: unconscious discrimination.

### **Affirmative Action Policy Statement**

Note: This is not intended to be the sole or even a primary source of information on affirmative action. Other training programs accomplish that goal. This is rather a reminder in the context of selection to reinforce the District's commitment to affirmative action and to emphasize the role that interviewers play in achieving this important District goal.

Ask the participants to read the General Affirmative Action Policy Statement silently. Then read aloud the relevant portion of the policy statement:

*"It is the philosophy and intent of the Metropolitan Water District of Southern California to ensure equal employment opportunity for all qualified persons regardless of race, sex, creed, national origin, color, physical handicap as defined by law, disabled veteran status, Vietnam veteran status, religion, age (40 and above), medical condition as defined by law, marital status or ancestry.*

*The District firmly believes in and supports this philosophy, and hereby states that equal employment opportunity will form the foundation for the District's employment system. These principles of equal employment opportunity will be implemented throughout the District's personnel activities, including recruitment, hiring, transfer, promotion . . . In addition, reasonable accommodation will be made to accommodate handicapped individuals and bona fide religious practices whenever possible.*

*Those involved in making employment decisions will become familiar with the Affirmative Action Plan, and will be actively involved in the achievement of its objectives."*

### **Common Interviewer Errors**

Interviewers frequently make errors when interviewing which reduce the effectiveness of their ratings. Some common interviewer errors:

- ◆ *Halo*
- ◆ *"Easy" or "Hard" Rater*
- ◆ *Playing it Safe*
- ◆ *Biases and Stereotypes*
- ◆ *Identifying With People Like Ourselves*
- ◆ *Contrast Effects*

### **Explanation of Errors**

Try to avoid the errors explained below as you make your ratings:

#### ◆ **Halo**

Halo, perhaps the most common error interviewers make, is the tendency to rate a person in about the same way on all Knowledges, Skills, and Abilities (KSAs) because of a general overall impression which may be favorable or unfavorable.

Halo is due to the interviewer's inability to differentiate between the Knowledges, Skills, and Abilities (KSAs) to be rated.

◆ **"Easy" or "Hard" Rater**

There is often a tendency among individual interviewers to give mainly favorable or mainly unfavorable ratings.

These easy or hard interviewers tend to give all candidates high or low ratings.

◆ **Playing it Safe**

This error results from an interviewer limiting ratings to points in the middle of the range regardless of individual differences in candidates.

The interviewer "plays it safe" by not giving extreme ratings in either direction; therefore, all candidates receive approximately equal ratings.

◆ **Biases and Stereotypes**

Interviewer judgments may be affected by biases and stereotypes.

Interviewers tend to form idealized concepts or stereotypes of what they think is a good or bad worker. These biases may be conscious or unconscious.

An interviewer may have certain biases toward people who are like him or her or against people with a particular style of dress, or of a particular religion or race.

It is important the interviewers recognize that they may be influenced by stereotypes and biases and take precautions to base their evaluations only on behavior and not on generalized impressions.

◆ **Identifying With People Like Ourselves**

Interviewers tend to identify with persons who are similar to themselves in appearance, culture, education, or lifestyle, and give these persons higher ratings.

When interviewers see an individual who is or is not like themselves, that may unknowingly be influenced by these irrelevant factors.

Interviewers should take special caution to make sure that their evaluations are based upon behavior and not on overall impressions.

◆ **Contrast Effects**

The quality of individuals already interviewed may falsely influence the ratings of those who follow.

An average individual who follows two outstanding persons may be rated below average. The same average individual may be rated above average if he or she follows two unsatisfactory candidates.

Interviewers should be aware of the distorting effect of contrast among candidates.

### Use of New Forms

As a further guard against discrimination in targeted jobs, new forms have been developed.

- ◆ ***Targeted Position Acknowledgement*** - An acknowledgement of awareness of the targeted status of the job opening. This form must be signed before screening applications, participating in an interview panel, or making a final selection for a targeted job. (A copy of the form is on page 14.)

Pass out copies of the form.

Explain that the top portion of the form contains basic information about the specific posting.

Read the text of the form aloud. Insert "blacks and Asians" in the blank space as an example.

Explain that participants in selection for targeted job openings will be asked to sign the form each time they participate in selection for a job posting in a targeted job group.

- ◆ ***Non-Selection Justification*** - An explanation of the reasons why any females and minorities who were listed by the interview panel as "qualified for recommendation" were not selected. This form must be completed by the Selecting Official and approved by the Department or Division Manager over the position, by Personnel, and, except in cases where the individual selected is from a group targeted for the job class, by the EEO Officer before a job offer is made. (A copy of this form is on page 5.)

Pass out copies of the form.

Explain that the top portion of the form contains basic information about the job posting and the decisions of the interview panel reported on the Panel Interview Recommendation form. This section will be completed by the Personnel Analyst in charge of the job posting.

Discuss in detail the instructions on the back of the form:

**Selecting Official** - Complete the center (white) section of the form.

- Complete the information requested about the "Candidate Recommended for Hire." List the candidate(s) to whom you propose to make an initial job offer. List the same number of candidates as there are openings. If you need more space, attach additional forms. For each person named under "Candidate Recommended for Hire" indicate gender and ethnicity from the table below:

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Reasons must contain substantial detail. For example, "Selected candidate was more highly qualified" is too vague. Information must be included explaining in what way the selected candidate's qualifications were superior, such as "The selected candidate has 3 years experience on the specific equipment to be used in the District. This minority candidate's experience was on a different type of equipment." Attach additional sheets if more space is needed.

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**Approvals** - The bottom (shaded) section of the form.

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If you would like more information about the situation, contact the Selecting Official.

Note. Approval from the EEO Officer is NOT required if the selected individual is in a targeted group for the job class.

THE METROPOLITAN WATER DISTRICT  
OF SOUTHERN CALIFORNIA

TARGETED POSITION ACKNOWLEDGEMENT

Job Posting Number \_\_\_\_\_

Inside/Outside (Circle One)

Job Title \_\_\_\_\_

Date of Interview \_\_\_\_\_

Work Location \_\_\_\_\_

Personnel Analyst \_\_\_\_\_

I understand that the opening indicated above has been targeted in an effort to improve representation of \_\_\_\_\_ in the job class.

I support the Metropolitan Water District's goal of equal employment opportunity, and will take an active part in achieving that goal by paying particular attention to the qualifications of applicants from the targeted group(s).

I have attended the Interviewer Training for Targeted Positions within the past year.

_____	_____	_____
Name	Signature	Date
_____	_____	_____
Name	Signature	Date
_____	_____	_____
Name	Signature	Date
_____	_____	_____
Name	Signature	Date
_____	_____	_____
Name	Signature	Date

## REPORTING FORMATS FOR TRACKING SELECTION IN TARGETED CLASSES

PSI has reviewed MWD's Semiannual Report on Equal Employment Opportunity (Semiannual Report) to see whether additional tables and/or graphs would be useful in showing the progress made in selection for targeted job classes.

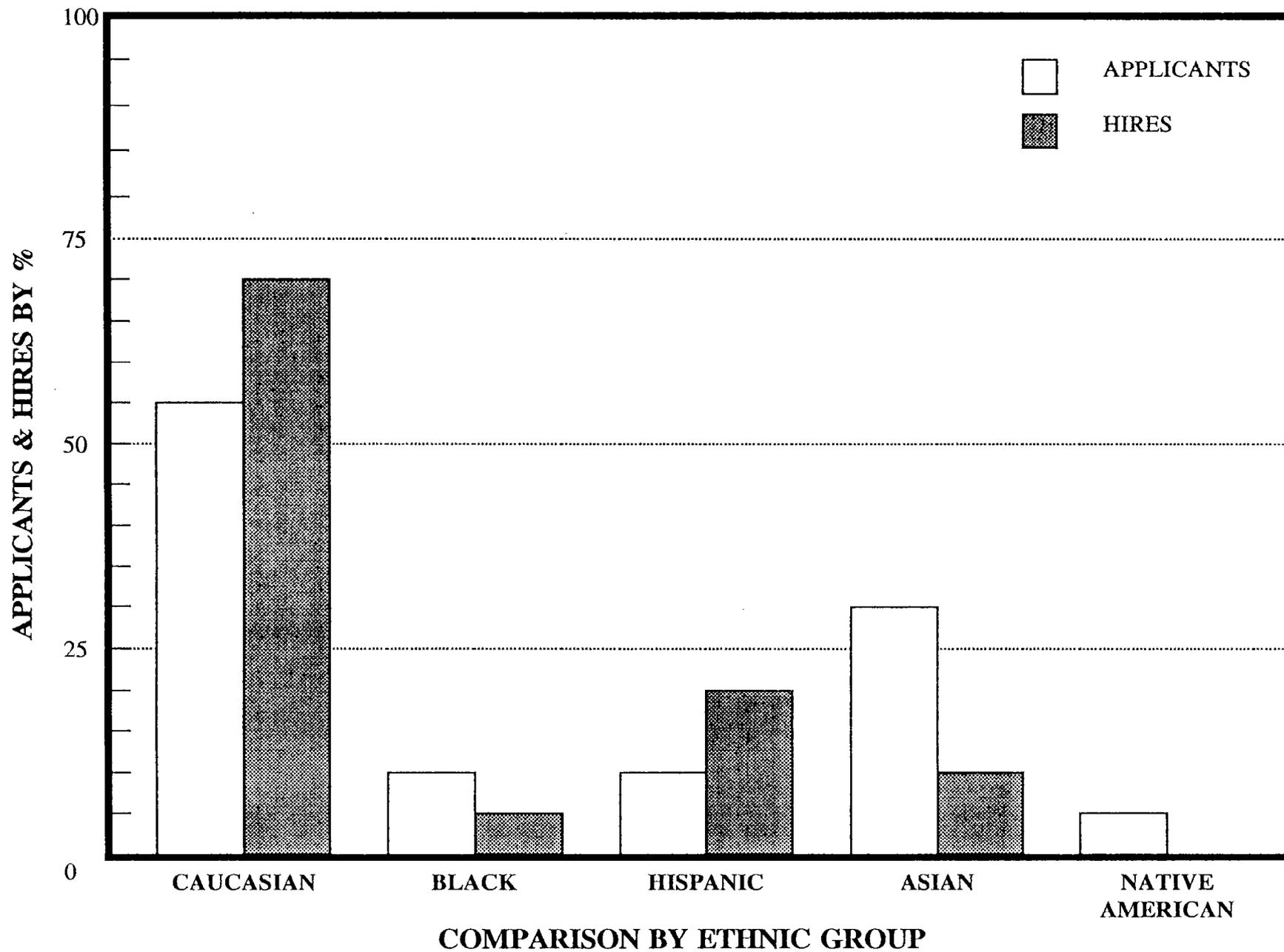
To present a visual summary of the status of selections into targeted job groups over a 6-month period, PSI recommends the addition of a graph comparing the percentage of applicants to the percentage of selections (including both new MWD hires and current MWD employees awarded new positions through job postings) for each targeted job group. In previous semiannual reports, a graph has been included which compares applicant flow to new hires only. PSI believes that inclusion of selection of both new and current employees is appropriate because applicant statistics in the future will include applicants for all job postings (not just those filled by new hires), and because the decision to target a particular job group is based on a statistical analysis of past selections of both new hires and current employees for job postings. An example of the recommended graph is shown on page 17.

As back-up documentation for the new graph, PSI also recommends inclusion of a new table in the Semiannual Report: "Positions Awarded Through Job Postings--Internal and External Candidates." This table would include all positions awarded through job postings, whether to internal or to external candidates. As explained above, this is the appropriate comparison group for the applicant statistics. Inclusion of this table will give interested readers of the Semiannual Report the raw data from which the percentages in the graph recommended above are computed. An example of the recommended table is shown on page 18.

In order to avoid confusion among readers, it is further recommended that the table labeled as Table 4 in the Semiannual Report dated October 30, 1991 be retitled in future reports "Positions Awarded Through Job Postings--Internal Candidates Only."

At the present time, professional jobs have been targeted for blacks and Asians. Thus, the new graph is recommended for the professional job group only, and for a breakdown by ethnic group only. If additional job groups are targeted in the future, or if females are targeted for the professional or for other job groups, then the graph should be prepared to show the comparison of applicants to selections in the additional job groups and for gender as appropriate.

**SAMPLE GRAPH**  
**APPLICANT FLOW AND SELECTIONS - PROFESSIONALS**



**SAMPLE TABLE**

**POSITIONS AWARDED THROUGH JOB POSTINGS - INTERNAL AND EXTERNAL CANDIDATES**

EEO-4 CATEGORY	CAUCASIAN		BLACK		HISPANIC		ASIAN		NATIVE AMERICAN		TOTAL	
	M	F	M	F	M	F	M	F	M	F	M	F
OFFICIALS/ADMINISTRATORS	0	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONALS	28	16	0	5	4	3	6	3	0	0	38	27
TECHNICIANS	19	5	1	0	1	0	5	1	0	0	26	6
ADMINISTRATIVE SUPPORT	0	3	0	2	1	1	0	2	0	0	1	8
SKILLED CRAFT	32	1	2	0	7	0	1	0	0	0	42	1
SERVICE MAINTENANCE	6	1	0	0	4	0	0	0	0	0	10	1
TOTAL	85	26	3	7	17	4	12	6	0	0	117	43