



● **Board of Directors**
Subcommittee on Organization and Personnel
Executive Committee

February 8, 2000 Board Meeting

10-3

Subject

Report on Diversity

Description

At my return to the District in April of 1999, I made a commitment to include the principles of diversity in all of our business practices. As part of that effort I have assigned my executive staff the task of incorporating diversity in their business decisions. This report summarizes our efforts of focusing on Diversity for the period January 1, 1999 through December 31, 1999 and is presented pursuant to Administrative Code Section 6304. Our activities detailed below include the incorporation of direct employee organization involvement to renewed focus on our diversity programs of our Equal Employment Opportunity efforts and Business Outreach program at the District. I will report back to you in July with a summary of our efforts covering January through June 2000. The attached tables illustrate the make up of the District's workforce, with emphasis on minority and/or female employment and advancement during the reporting period. See [Attachment 1](#) and [Attachment 2](#).

Employee Organization Advisory Team (EOAT)

During this period, the former Equal Employment Advisory Committee was reconvened as the EOAT, to review and discuss District personnel practices as they relate to community programs, equal employment opportunity, employment conditions and the promotion of diversity. At the beginning of May, the Assistant General Manager, Joe Tait, and the Manager of Executive Support Services, Bobbi Becker, reactivated the EOAT and began a process of revitalization and restructuring that has brought greater emphasis to diversity and protected groups.

We have asked the EOAT to develop a business plan to provide continued focus on diversity and improve employment practices. This plan will be incorporated into the District's operating plan during Phase III of the reorganization. Some of the planned activities in the proposed business plan include:

- District-wide employee group membership drives
- Professional development seminars
- Involvement in recruitment and promotion practices to increase minority/women participation
- Analysis and improvement of the grievance process

The EOAT and the Office of the General Manager have presented various diversity celebrations that were held at Union Station. The EEO Officer met several times during this period with the EEOAC and the EOAT to plan the District's Diversity Day celebration which was held at Union Station on February 25, 1999. The EOAT planned and coordinated a Cultural Diversity Celebration attended by approximately 300 employees on October 20, 1999, at which the EEO Officer and I shared our perspectives on diversity.

Reorganization Plan – Phase I/II

In the Phase I reorganization plan, [Leading the Competitive Change](#), the Competitive Challenge Team identified business process improvements that will increase career opportunities for minorities and women.

As we shift our focus from our engineering to an operations company, representation by minorities and women should increase. Most engineering firms have not been able to attract satisfactory numbers of minorities and

women. As we open new opportunities throughout the rest of the organization, we will look again to employees first, as well as increasing our recruiting efforts to find viable candidates in from women and minority professionals.

Some of our new management positions resulting from the new organizational structure have increased the opportunity for diversity in our recruiting process from the internal staffing pool. Representation in our current management group is as follows:

<i>Office of General Manager</i>		
Position	Represented Group	Number
General Manager	Hispanic	1
Board Executive Officer	African American	1
Executive Assistant to the GM	Hispanic	1*
	Asian/Female	1
Manager, Executive Support Svcs.	Female	1
Competitive Action Coordinator	African American/Female	1
Total minority/women representation of 11 Executive Managers:		55%
<i>Organizational Management</i>		
Group Manager	Asian	1
	Hispanic	1*
	Female	1
Total minority/women representation of 5 Group Managers:		60%
Assistant Group Manager	Asian/Female	1
	Black/Female	1
	Native American	1
	Hispanic	1
	Female	1
Total minority/women representation of 5 Assistant Group Managers:		100%
Section Manager	Asian/Female	1
	Female	1
	Hispanic	2
Total minority/women representation of 10 Section Managers:		40%
Assistant Section Manager	Asian	1
Total minority/women representation of 2 Assistant Section Managers:		50%

* This individual is fulfilling two roles in the organization

Business Outreach Manager and Equal Employment Officer Recruitment

As a result of our refocused attention on diversity, we are in the process of hiring a new Equal Employee Opportunity Officer and Business Outreach Manager. These managers will develop new and creative strategies to attract minority and women participation in recruitment and business opportunities.

The Business Outreach Manager will report directly to our Assistant General Manager. As a means of providing viable opportunities for minority and women-owned businesses to participate equally in our business opportunities, the new manager will be involved at the beginning of our contract development stage through the process of the contract promotion.

The EEO office will report directly to Debbie Dillon, the Acting Manager of the Human Resources Section and work closely with the Office of the General Manager, the Legal Department, and the Employee Organization Advisory Team (EOAT). The position will work cooperatively with our employee groups and provide necessary EEO training, leadership in the development and implementation of strategies, programs, policies, and other actions relating to EEO compliance program matters. These changes are based on recommendations made by the Competitive Challenge Team. Suresh Radhakrishnan was appointed as the interim EEO Officer on September 8, 1999.

Diversity Analysis

A statistical analysis of personnel activity for the period shows a total of ninety-five (95) promotions, of which 45.3 percent were awarded to minorities. Females accounted for 46.3 percent of those promoted.

One hundred and thirteen (113) employees separated from the District during this period, including 38.9 percent minorities and 36.3 percent females.

The District processed a total of 1,280 applications of which 60.6 percent self-identified as minority applicants. Females accounted for 40.2 percent of the applicants. A total of thirty-nine (39) hires during this period consisted of 41 percent minorities. The new-hire percentage of females was 61.5 percent. As a result of this activity, the total number of full-time regular employees at MWD as of December 31, 1999 was one thousand seven hundred and ninety six (1,796).

MWD Workforce Composition as of 12/31/1999

CATEGORY	NUMBER 12/31/1999	PERCENTAGE 12/31/1999	PERCENTAGE 12/31/1998*
TOTAL EMPLOYEES	1796		
MALES	1347	75.0%	74.8%
FEMALES	449	25.0%	25.2%
MINORITIES	693	38.6%	38.5%
BLACK	152	8.5%	8.5%
HISPANIC	293	16.3%	15.8%
ASIAN	229	12.7%	13.1%
NATIVE AMERICANS	19	1.1%	1.1%

* based on 1781 total employees as of 12/31/98

Training

The District is required to provide mandatory training relating to diversity to our employees, supervisors and managers. The chart below details the number of employees who have participated in some of the EEO related mandatory training classes and seminars provided at the District.

Class/Seminar	During this period	To Date	Inception Year
Preventing Sexual Harassment	249	2,516*	1993
Diversity Awareness	273	2,120*	1994
AIDS in the Workplace	326	2,120*	1996
Sexual Orientation Workshop (SOW)**	4	810	1996
Manager/Supervisor Orientation (MSO)**	55	314	1996

*Includes Regular Full-time and Part-time employees, Temporary employees, Recurrent employees and Agency Temporary employees of MWD.

**Mandatory only for Managers, Supervisors and Lead-personnel. The numbers for SOW indicate that the majority of the target audience has attended the class. The numbers are low for MSO as it was temporarily on hold during Phase II of the reorganization. It will be reactivated in Phase III with a new curriculum.

“It is the philosophy and intent of the Metropolitan Water District of Southern California to ensure equal employment opportunity for all persons regardless of race, gender, creed, national origin, color, disability as defined by law, disabled veteran status, Vietnam veteran status, religion, age (40 and above), medical condition as defined by law, marital status, ancestry or sexual orientation.”

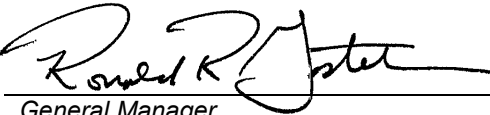
Policy

Administrative Code Section 6304

Fiscal Impact

None


 _____ 1/14/00
 Roy L. Wolfe Date
 Acting Manager, Corporate Resources


 _____ 1/21/00
 General Manager Date

Attachment 1 – Applicant Rates
Attachment 2 – Personnel Activity



METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA
Applicant Rates for the Period January 1, 1999 - December 31, 1999

EEO-4 Category	Caucasian			Black			HISPANIC			ASIAN			NAT. AMER.			TOTALS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
OFFICIALS/ADMINISTRATORS	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4
% of Gender by Ethnicity	100.00%	0.00%		#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		#DIV/0!	#VALUE!		#DIV/0!	#VALUE!				
% of Total Applicants in Category	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	#VALUE!	0.00%	0.00%	#VALUE!	0.00%	100.00%	0.00%	
PROFESSIONALS	132	56	188	31	35	66	22	25	47	99	37	136	0	0	0	284	153	437
% of Gender by Ethnicity	70.21%	29.79%		46.97%	53.03%		46.81%	53.19%		72.79%	27.21%		#DIV/0!	#DIV/0!				
% of Total Applicants in Category	30.21%	12.81%	43.02%	7.09%	8.01%	15.10%	5.03%	5.72%	10.76%	22.65%	8.47%	31.12%	0.00%	0.00%	0.00%	64.99%	35.01%	
TECHNICIANS	44	24	68	12	5	17	14	9	23	24	23	47	2	0	2	96	61	157
% of Gender by Ethnicity	64.71%	35.29%		70.59%	29.41%		60.87%	39.13%		51.06%	48.94%		100.00%	0.00%				
% of Total Applicants in Category	28.03%	15.29%	43.31%	7.64%	3.18%	10.83%	8.92%	5.73%	14.65%	15.29%	14.65%	29.94%	1.27%	0.00%	1.27%	61.15%	38.85%	
PROTECTIVE SERVICES	2	3	5	3	0	3	2	0	2	0	0	0	0	0	0	7	3	10
% of Gender by Ethnicity	40.00%	60.00%		100.00%	0.00%		100.00%	0.00%		#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!				
% of Total Applicants in Category	20.00%	30.00%	50.00%	30.00%	0.00%	30.00%	20.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	30.00%	
PARAPROFESSIONALS	25	34	59	11	17	28	10	12	22	20	40	60	0	0	0	66	103	169
% of Gender by Ethnicity	42.37%	57.63%		39.29%	60.71%		45.45%	54.55%		33.33%	66.67%		#DIV/0!	#DIV/0!				
% of Total Applicants in Category	14.79%	20.12%	34.91%	6.51%	10.06%	16.57%	5.92%	7.10%	13.02%	11.83%	23.67%	35.50%	0.00%	0.00%	0.00%	39.05%	60.95%	
OFFICE & CLERICAL	4	46	50	10	60	70	7	53	60	6	25	31	0	4	4	27	188	215
% of Gender by Ethnicity	8.00%	92.00%		14.29%	85.71%		11.67%	88.33%		19.35%	80.65%		0.00%	100.00%				
% of Total Applicants in Category	1.86%	21.40%	23.26%	4.65%	27.91%	32.56%	3.26%	24.65%	27.91%	2.79%	11.63%	14.42%	0.00%	1.86%	1.86%	12.56%	87.44%	
SKILLED CRAFT WORKERS	70	0	70	8	0	8	14	0	14	9	0	9	1	0	1	102	0	102
% of Gender by Ethnicity	100.00%	0.00%		100.00%	0.00%		100.00%	0.00%		100.00%	0.00%		100.00%	0.00%				
% of Total Applicants in Category	68.63%	0.00%	68.63%	7.84%	0.00%	7.84%	13.73%	0.00%	13.73%	8.82%	0.00%	8.82%	0.98%	0.00%	0.98%	100.00%	0.00%	
SERVICE-MAINTENANCE	58	2	60	40	2	42	59	3	62	19	0	19	3	0	3	179	7	186
% of Gender by Ethnicity	96.67%	3.33%		95.24%	4.76%		95.16%	4.84%		100.00%	0.00%		100.00%	0.00%				
% of Total Applicants in Category	31.18%	1.08%	32.26%	21.51%	1.08%	22.58%	31.72%	1.61%	33.33%	10.22%	0.00%	10.22%	1.61%	0.00%	1.61%	96.24%	3.76%	
ETHNICITY & GENDER TOTALS	339	165	504	115	119	234	128	102	230	177	125	302	6	4	10	765	515	1280
% OF ETHNICITY & GENDER	26.48%	12.89%	39.38%	8.98%	9.30%	18.28%	10.00%	7.97%	17.97%	13.83%	9.77%	23.59%	0.47%	0.31%	0.78%	59.77%	40.23%	

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 4
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: HIR--Hire
 Action Reason: HRP--New Hire - Replacement

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	2	2	0	1	0	0	0	1	0	0	0	0	0	0	0
Professionals	13	3	10	2	7	1	1	0	0	0	2	0	0	0	0
Technicians	4	1	3	0	0	0	0	1	1	0	2	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	3	0	3	0	1	0	2	0	0	0	0	0	0	0	0
Skilled Craft	4	3	1	3	1	0	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	26	9	17	6	9	1	3	2	1	0	4	0	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 5
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: HIR--Hire
 Action Reason: NPS--New Position

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	2	2	0	1	0	0	0	1	0	0	0	0	0	0	0
Professionals	2	1	1	0	1	1	0	0	0	0	0	0	0	0	0
Technicians	3	1	2	1	1	0	1	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Office/Clerical	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0
TOTAL	11	5	6	2	4	1	2	2	0	0	0	0	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 18
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: POS--Position Change
 Action Reason: RTE--Retirees & Separations

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	113	73	41	43	25	8	5	12	5	5	6	3	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 23
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: PRO--Promotion
 Action Reason: BID--Job Bid

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Professionals	5	2	3	2	0	0	1	0	0	0	2	0	0	0	0
Technicians	2	1	1	0	1	0	0	1	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	8	0	8	0	1	0	2	0	4	0	1	0	0	0	0
Office/Clerical	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0
Skilled Craft	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	18	4	14	3	3	0	4	1	4	0	3	0	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 24
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: PRO--Promotion
 Action Reason: NCP--Normal Career Progression

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Professionals	16	8	8	4	5	0	0	0	1	4	2	0	0	0	0
Technicians	19	16	3	10	2	1	0	5	1	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	4	1	3	0	3	0	0	0	0	1	0	0	0	0	0
Office/Clerical	3	0	3	0	1	0	1	0	0	0	1	0	0	0	0
Skilled Craft	11	10	1	5	1	1	0	4	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	54	36	18	20	12	2	1	9	2	5	3	0	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 25
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: PRO--Promotion
 Action Reason: OCP--Out of Career Progression

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	3	1	2	1	2	0	0	0	0	0	0	0	0	0	0
Professionals	2	0	2	0	0	0	0	0	2	0	0	0	0	0	0
Technicians	4	4	0	3	0	0	0	1	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	3	0	3	0	1	0	1	0	1	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	12	5	7	4	3	0	1	1	3	0	0	0	0	0	0

Report ID: MHR808A

Metropolitan Water District of Southern California
 PERSONNEL ACTIVITY BY EEO CATEGORY - REGULAR EMPLOYEES

Page No. 26
 Run Date 01/13/2000
 Run Time 08:12:49

For the period 01/01/1999 through 12/31/1999
 Personnel Action: PRO--Promotion
 Action Reason: TTR--Job Bid - Temp To Regular

EEO4 Category	Total	Sex		(1)-White		(2)-Black		(3)-Hispanic		(4)-Asian		(5)-Am. Indian		(6)-N/A	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Officials and Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	3	2	1	2	1	0	0	0	0	0	0	0	0	0	0
Technicians	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	2	0	2	0	0	0	2	0	0	0	0	0	0	0	0
Office/Clerical	2	1	1	0	0	0	0	1	1	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0
TOTAL	11	6	5	5	2	0	2	1	1	0	0	0	0	0	0

