



- Semiannual report on Equal Employment Opportunity and Affirmative Action

Summary

This is the Annual Report on Metropolitan’s Equal Employment Opportunity and Affirmative Action Programs for calendar year 2015.

Total workforce count in 2015 for regular employees is virtually identical to the previous year. Progress was again realized in the area of minority hires and promotions. Male employees continue to make up the largest share of the workforce reflecting a 1% decrease from the previous year. The number of employees who retired increased from the previous year. Male and white employees retired at a higher rate than others.

Metropolitan met the 7% hiring benchmark for protected veterans as part of its Affirmative Action Program obligations, but fell short in meeting the 7% utilization goal for individuals with disabilities in every job group. Of the 221 job groups in the Nondiscrimination Programs, underutilization of females was found in 13 of the job groups while underutilization of a specific minority race was found in 20 of the job groups.

Effective outreach strategies for women, minorities, protected veterans and individuals with disabilities continues to be the focus. Leveraging promotional and hiring opportunities by encouraging inclusiveness with effective outreach strategies will assist in reaching hiring benchmarks and the elimination of underutilization, while Metropolitan continues to ensure that all qualified applicants and employees are receiving equal employment opportunity in all conditions of employment.

Purpose

Administrative Code 6304

Detailed Report

An important ingredient for any organization’s success is its ability to strategically attract and retain a diverse workforce. Positive efforts have been made to recruit, hire, promote and retain employees of previously underutilized groups. The following provides an overview of those efforts and their effect on workforce diversity.

Workforce and Job Action Demographics

As of December 31, 2015, Metropolitan’s workforce consisted of 1,737 regular employees. Workforce count includes all regular full-time or part-time employees. It does not include district temps, agency temps or consultants. Table 1.1 displays the sex and race by count and percentage. Males account for 74% of the overall workforce while females account for 26%. The percentage distribution between minority and white employees is equal.

Table 1.1
Metropolitan’s Workforce as of 12/31/2015

Total	1737	
Female	446	26%
Male	1291	74%
White	875	50%
Minorities	862	50%
Asian/Pacific Islander	322	19%

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Black	132	8%
Hispanic	402	23%
Native Amer/Alaskan Native	6	0%

EEO-4 categories are federal government defined groupings of similar types of jobs found in public sector organizations. Chart 1.2 is a breakdown by EEO-4 category of the 1,737 regular employees. The largest numbers of employees are found in the categories of Professionals (605) and Skilled Crafts (420). These two categories account for over half of the workforce.

Professionals include positions such as accountant, analyst, chemist, engineer, software developer and resource specialist and are found throughout the organization. Skilled Crafts include positions such as electrician, lineman, mechanic, and system operator, and are found primarily in Water System Operations. Officials & Administrators (263) include all executive and management staff. Males were the majority in all EEO-4 categories, except for Administrative Support.

**Chart 1.2
Workforce by EEO Category**

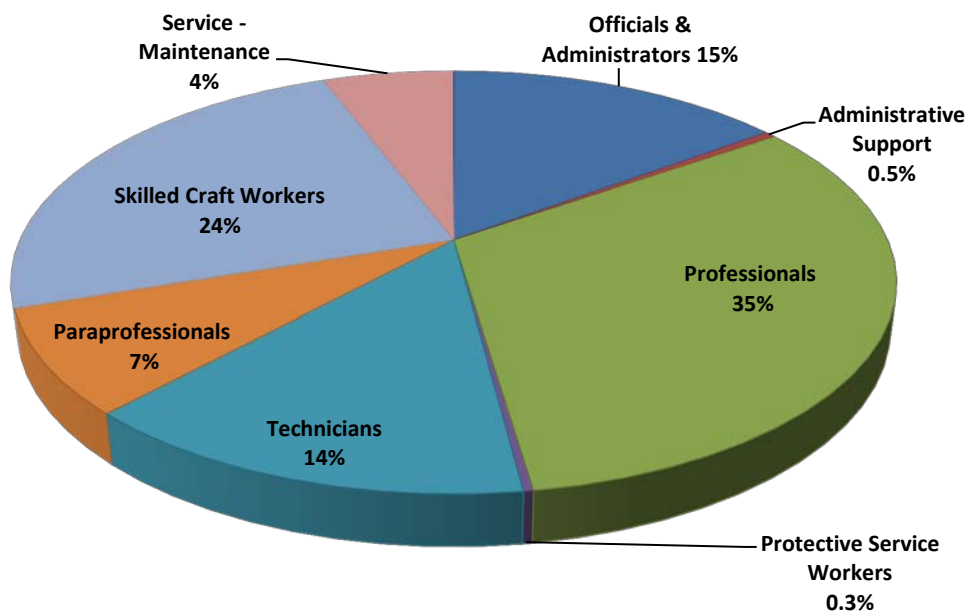


Table 1.3 displays a 5 year workforce comparison by sex and race as of December 31. During this period, males have consistently represented approximately 74% of the overall workforce while females approximately 26%. The distribution of minority employees has incrementally increased annually. 2015 was the closest that minority and white employees have come to parity during this 5 year period.

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Table 1.3
5-year Workforce Comparison

Total*	12/31/2011 1737	12/31/2012 1716	12/31/2013 1721	12/31/2014 1738	12/31/2015 1737
Female	450 26%	434 25%	432 25%	433 25%	446 26%
Male	1287 74%	1282 75%	1289 75%	1305 75%	1291 74%
White	932 54%	917 53%	907 53%	897 52%	875 50%
Minorities	805 46%	799 47%	814 47%	841 48%	862 50%
Asian/Pacific Islander	283 16%	283 17%	291 17%	306 18%	322 19%
Black	145 8%	139 8%	137 8%	139 8%	132 8%
Hispanic	366 21%	366 21%	377 22%	388 22%	402 23%
Native Amer/Alaskan Native	11 1%	11 1%	9 1%	8 1%	6 0%

During CY 2015, Metropolitan hired a total of 162 employees. Hires include those employed through a competitive recruitment process of external candidates and those appointed to a position, e.g., some district temporary and carpenters union hires. 88 of the 162 hires were regular part-time or full-time positions, while 74 were temporary. Hires do not include contingent labor such as agency temps or consultants.

Table 1.4 displays the breakdown of sex and race of the 88 regular hires which included job titles such as Administrative Assistant, Operations and Maintenance Technician IV and Engineer to name a few. Of those 88 hires, the majority were male (58%) while females were 42%. Reviewing by race, Metropolitan hired more minority individuals than white in CY 2015.

Table 1.4
Hire Activity from January 1 through December 31, 2015

Total	88	
Female	37	42%
Male	51	58%
White	34	39%
Minorities	54	61%
Asian/Pacific Islander	21	24%
Black	3	3%
Hispanic	30	34%
Native Amer/Alaskan Native	0	0%

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Table 1.5 displays hiring activity on an annual basis for regular positions for the years 2011 through 2015. The number of hires in 2015 decreased from the previous year with females being hired at their highest rate over the five year period. For the third consecutive year, Metropolitan hired more minorities compared to whites.

**Table 1.5
5-year Hiring Activity**

	Jan – Dec 2011	Jan – Dec 2012	Jan – Dec 2013	Jan – Dec 2014	Jan – Dec 2015
Total*	30	82	85	94	88
Female	9 30%	19 23%	19 22%	22 23%	37 42%
Male	21 70%	63 77%	66 78%	72 77%	51 58%
White	17 57%	47 57%	38 45%	43 46%	34 39%
Minorities	13 43%	35 43%	47 55%	51 54%	54 61%
Asian/Pacific Islander	5 17%	12 15%	18 21%	20 21%	21 24%
Black	3 10%	7 9%	4 5%	9 10%	3 3%
Hispanic	5 17%	16 20%	25 29%	22 32%	30 34%
Native Amer/Alaskan Native	0 0%	0 0%	0 0%	0 0%	0 0%

Table 1.6 displays the breakdown of sex and race of the 201 promotions which occurred in CY 2015. Promotions include individuals which have either through an internal job bid, job audit, or management requested promotion received a different classification with an increase in pay grade and step.

For this period, males accounted for 76% of the overall promotions while females were at 24%. The distribution between minority and nonminority had white employees accounting for 46% of the promotions and minorities 54%. The majority of the promotions occurred as a result of normal career progression or participation in the apprenticeship program.

**Table 1.6
Promotion Activity from Janaury1 through December 31, 2015**

Total	201	
Female	48	24%
Male	153	76%
White	93	46%
Minorities	108	54%
Asian/Pacific Islander	35	17%
Black	11	6%
Hispanic	61	30%
Native Amer/Alaskan Native	1	1%

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Table 1.7 displays promotional activity on an annual basis for the period of 2011 through 2015. Over the 5 year period, females were promoted at their highest rate in 2015. For the second consecutive year, Metropolitan promoted more minority than white employees.

Table 1.7
5-year Promotions Activity

	Jan - Dec 2011		Jan - Dec 2012		Jan - Dec 2013		Jan - Dec 2014		Jan - Dec 2015	
Total	179		190		369		208		201	
Female	36	20%	44	23%	62	17%	48	23%	48	24%
Male	143	80%	146	77%	307	83%	160	77%	153	76%
White	90	50%	98	52%	195	53%	102	49%	93	46%
Minorities	89	50%	92	48%	174	47%	106	51%	108	54%
Asian/Pacific Islander	30	17%	24	13%	72	20%	32	15%	35	17%
Black	11	6%	12	6%	27	7%	16	8%	11	6%
Hispanic	48	27%	56	30%	74	20%	58	28%	61	30%
Native Amer/Alaskan Native	0	0.0%	0	0.0%	1	0%	0	0.0%	1	1%

Table 1.8 shows that for the period of January 1 through December 31, 2015, a total of 83 employees retired from Metropolitan. Male and white employees retired at the highest rates.

Table 1.8
Retirement Activity from January 1 through December 31, 2015

Total	83	
Female	20	24%
Male	63	76%
White	55	66%
Minorities	28	34%
Asian/Pacific Islander	4	5%
Black	10	12%
Hispanic	13	16%
Native Amer/Alaskan Native	1	1%

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Table 1.9 illustrates the distribution of retirement activity by sex and race annually for the years 2011 through 2015. 2015 saw an increase of the number of retirements compared to 2014. Male and white employees retired at a higher rate than their comparator each year.

**Table 1.9
5-year Retirement Activity**

	Jan - Dec 2011		Jan - Dec 2012		Jan - Dec 2013		Jan - Dec 2014		Jan - Dec 2015	
Total	74		88		68		73		83	
Female	22	30%	32	36%	18	27%	23	32%	20	24%
Male	52	70%	56	64%	50	74%	50	69%	63	76%
White	47	64%	51	58%	42	62%	49	67%	55	66%
Minorities	27	37%	37	42%	26	38%	24	33%	28	34%
Asian/Pacific Islander	10	14%	12	14%	7	10%	6	8%	4	5%
Black	7	10%	11	13%	4	6%	7	10%	10	12%
Hispanic	10	14%	14	16%	13	19%	10	14%	13	16%
Native Amer/Alaskan Native	0	0%	0	0%	2	3%	1	1%	1	1%

For the period of January 1 through December 31, 2015, a total of 79 employees separated from Metropolitan of which 70 were temporary employees. Table 1.10 shows the 9 regular employees who separated by sex and race. Female and minority employees separated at a higher rate compared to male and white employees. Separations include employees who resigned or were discharged from the organization and exclude those who retired.

**Table 1.10
Separation Activity from January 1 through December 31, 2015**

Total	9	
Female	7	78%
Male	2	22%
White	3	33%
Minorities	6	67%
Asian/Pacific Islander	1	15%
Black	2	22%
Hispanic	2	22%
Native Amer/Alaskan Native	1	11%

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Affirmative Action Program

As a federal contractor, Metropolitan is required to prepare and implement written affirmative action programs (AAP) for individuals with disabilities and protected veterans. The written narrative contains Metropolitan's commitment to equal employment opportunity, actions it has taken or intends to implement related to employing and advancing in employment protected veterans and individuals with disabilities and all other efforts being undertaken to ensure equal opportunity. In addition, regulations require a hiring benchmark of 7% for protected veterans and a 7% placement goal for individuals with disabilities by job group.

In implementing the AAP, efforts are undertaken to eliminate any non-job related barriers to employment, promotion or training; review of policies, practices and procedures to ensure that all qualified applicants and employees are receiving equal employment opportunity in all conditions of employment; ensure that employment practices are made without regard to any protected category; and provide reasonable accommodation in accordance with the law. Outreach efforts have been undertaken to increase qualified applicants who are covered veterans and persons with disabilities.

Metropolitan met the 7% hiring benchmark for protected veterans as part of its affirmative action program obligations for the 2014/2015 AAP plan year, but fell short in meeting the 7% utilization goal for individuals with disabilities in every job group. At the conclusion of the 2015/2016 AAP plan year, an analysis will be conducted to determine if the hiring benchmark and placement goals were met.

Nondiscrimination Program

State contractor status obligates Metropolitan to prepare and implement Nondiscrimination Programs (NDP) for the purpose of ensuring equal employment opportunity (EEO) for all employees and applicants and remedying any underutilization of minorities and/or women identified by analysis. The NDP is meant to break down barriers, both visible and invisible, to level the playing field, and to make sure everyone is given equal access. It is not meant to guarantee equal results -- but instead proceed on the notion that if equal opportunity were a reality, minorities, women and other protected groups that have faced discrimination would be fairly represented in Metropolitan's work force over time.

The NDP has a written narrative which describes Metropolitan's commitment to EEO and nondiscrimination specifically through the General Manager's Reaffirmation Statement on Equal Employment Opportunity. Further, the narrative describes the actions Metropolitan has taken or intends to take related to employing and advancing in employment women and minorities. Lastly, it describes efforts being undertaken to ensure equal employment opportunity and measure the effectiveness of efforts.

There is also a statistical analysis component which identifies any underutilization of women and/or minorities by job group. Selection, employment, promotion and retention activities are all analyzed. Utilization analysis is conducted to indicate when there are statistically significant fewer women or minorities in a particular job group than would reasonably be expected given the relevant labor area they are compared to. The purpose of the technical analysis is to identify any practices which resulted in disproportionately inhibiting employment, promotion or retention of women and minorities. The analyses aid in the development of action items.

State regulations require outreach and recruitment efforts to identify qualified minorities and women for consideration for employment opportunities. Metropolitan is obligated to evaluate its efforts annually as it updates the NDP.

Currently there are a total of 221 job groups in the NDP and a utilization analysis was conducted for each. The analysis resulted in underutilization of women in 13 job groups and underutilization of a specific minority race in 20 of the job groups. Training of management teams to understand the NDP, any underutilization found within their group and their roles in outreach and EEO efforts is underway.

Board Report (Semiannual report on Equal Employment Opportunity and Affirmative Action)

Metropolitan has undertaken many positive efforts to meet its Nondiscrimination and Affirmative Action program obligations and to ensure a broad and diverse outreach strategy. Efforts continue to be undertaken and relationships developed with organizations that can assist Metropolitan to increase qualified applicants who are women, minorities, protected veterans and individuals with disabilities. As Metropolitan leverages hiring and promotional opportunities while continuing to diligently create a work environment that provides all employees equal access to development, these efforts should impact workforce demographics and assist in reaching hiring benchmarks and remedying any underutilization overtime.