

The Metropolitan Water District of Southern California

Agenda

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high-quality water to meet present and future needs in an environmentally and economically responsible way.

EO&P Committee

B. Pressman, Chair
T. Phan, Vice Chair
G. Bryant
M. Camacho
G. Cordero
C. Douglas
D. Erdman
S. Faessel
L. Fong-Sakai
F. Jung
J. Lewitt
J. McMillan
M. Ramos
N. Sutley

Special Ethics, Organization, and Personnel Committee

Meeting with Board of Directors *

November 19, 2024

8:30 a.m.

Tuesday, November 19, 2024

Meeting Schedule

**08:30 a.m. EOP
10:00 a.m. FAM
12:00 p.m. LEG
01:30 p.m. Break
02:00 p.m. BOD**

Agendas, live streaming, meeting schedules, and other board materials are available here:

<https://mwdh2o.legistar.com/Calendar.aspx>. Written public comments received by 5:00 p.m. the business days before the meeting is scheduled will be posted under the Submitted Items and Responses tab available here:

<https://mwdh2o.legistar.com/Legislation.aspx>.

If you have technical difficulties with the live streaming page, a listen-only phone line is available at 1-877-853-5257; enter meeting ID: 862 4397 5848.

Members of the public may present their comments to the Board on matters within their jurisdiction as listed on the agenda via in-person or teleconference. To participate via teleconference 1-833-548-0276 and enter meeting ID: 815 2066 4276 or to join by computer [click here](#).

MWD Headquarters Building • 700 N. Alameda Street • Los Angeles, CA 90012

Teleconference Locations:

525 Via La Selva • Redondo Beach, CA 90277

City Hall • 303 W. Commonwealth Avenue • Fullerton, CA 92832

Conference Room 2nd Floor • 1545 Victory Blvd 2nd FL • Glendale CA 91505

* The Metropolitan Water District's meeting of this Committee is noticed as a joint committee meeting with the Board of Directors for the purpose of compliance with the Brown Act. Members of the Board who are not assigned to this Committee may participate as members of the Board, whether or not a quorum of the Board is present. In order to preserve the function of the committee as advisory to the Board, members of the Board who are not assigned to this Committee will not vote on matters before this Committee.

1. Opportunity for members of the public to address the committee on matters within the committee's jurisdiction (As required by Gov. Code Section 54954.3(a))

**** CONSENT CALENDAR ITEMS -- ACTION ****

2. CONSENT CALENDAR OTHER ITEMS - ACTION

- A. Approval of the Minutes of the Ethics, Organization, and Personnel Committee for October 8, 2024 (Copies have been submitted to each Director, any additions, corrections, or omissions) [21-3942](#)

Attachments: [11192024 EOP 2A \(10082024\) Minutes](#)

3. CONSENT CALENDAR ITEMS - ACTION

NONE

**** END OF CONSENT CALENDAR ITEMS ****

4. OTHER BOARD ITEMS - ACTION

NONE

5. BOARD INFORMATION ITEMS

NONE

6. COMMITTEE ITEMS

- a. Summary of 2024 Workplace Assessment [21-4019](#)

Attachments: [11192024 EOP 6a Presentation](#)

- b. Update on labor negotiations. [Conference with Labor Negotiators; to be heard in closed session pursuant to Gov. Code 54957.6. Metropolitan representatives: Katano Kasaine, Assistant General Manager, Chief Financial Officer, Mark Brower, Human Resources Group Manager, and Gifty J. Beets, Human Resources Section Manager of Labor Relations. Employee Organization(s): The Employees Association of The Metropolitan Water District of Southern California/AFSCME Local 1902; the Management and Professional Employees Associations MAPA/AFSCME Chapter 1001; the Supervisors Association; and the Association of Confidential Employees.]] [21-3961](#)

Attachments: [11192024 EOP 6b Non-Interest Disclosure Notice](#)

7. MANAGEMENT ANNOUNCEMENTS AND HIGHLIGHTS

- a. Ethics Officer's report on monthly activities [21-3943](#)
- b. Equal Employment Opportunity activities [21-3944](#)
Human Resources activities
Safety, Security, and Protection activities

Attachments: [11192024 EOP 7b Equal Employment Opportunity Activities](#)
[11192024 EOP 7b Human Resources Activities](#)
[11192024 EOP 7b Safety, Security, and Protection Activities](#)

8. FOLLOW-UP ITEMS

NONE

9. FUTURE AGENDA ITEMS

10. ADJOURNMENT

NOTE: This committee reviews items and makes a recommendation for final action to the full Board of Directors. Final action will be taken by the Board of Directors. Committee agendas may be obtained on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>. This committee will not take any final action that is binding on the Board, even when a quorum of the Board is present.

Writings relating to open session agenda items distributed to Directors less than 72 hours prior to a regular meeting are available for public inspection at Metropolitan's Headquarters Building and on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>.

Requests for a disability-related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Executive Secretary in advance of the meeting to ensure availability of the requested service or accommodation.

THE METROPOLITAN WATER DISTRICT OF SOUTHERN CALIFORNIA

MINUTES

ETHICS, ORGANIZATION AND PERSONNEL COMMITTEE

October 8, 2024

Chair Pressman called the meeting to order at 8:37 am

Members present: Directors Bryant, Douglas (AB 2249 “Just Cause”), Faessel, Fong-Sakai, Jung (teleconference posted location), Lewitt, McMillan, Phan (entered after roll call), Pressman, Ramos (entered after roll call), and Sutley.

Members absent: Directors Camacho, Cordero, Erdman, Phan, and Ramos.

Other Board Members present: Directors Ackerman, Dennstedt (teleconference posted location), Garza, Gray (teleconference posted location), Goldberg, Kurtz, Lefevre (teleconference posted location), Miller, Morris, Ortega, Seckel, and Smith (teleconference posted location).

Chair of the Board Ortega was present in the room for Quorum purposes and for Director Douglas to participate via AB2449 "Just Cause".

Director Douglas indicated he is participating under AB 2449 “Just Cause” due to family caretaker needs, Director Douglas appeared by audio and on camera.

Committee Staff present: Aguirre, Brower, Chapman, Kasaine, Salinas, H. Torres, Wisdom, and Wheeler

1. OPPORTUNITY FOR MEMBERS OF THE PUBLIC TO ADDRESS THE COMMITTEE ON MATTERS WITHIN THE COMMITTEE’S JURISDICTION

None

CONSENT CALENDAR ITEMS — ACTION

2. CONSENT CALENDAR OTHER ITEMS – ACTION

- A. Approval of the Minutes of the Ethics, Organization, and Personnel Committee for September 10, 2024 (copies submitted to each Director, any additions, corrections, or omissions)

Director Bryant made a motion, seconded by Director McMillan to approve the consent calendar items 2A.

The vote was:

Ayes: Directors Bryant, Faessel, Fong-Sakai, Jung, Lewitt, McMillan,
Pressman, and Sutley.
Noes: None
Abstentions: None
Absent: Directors Camacho, Cordero, Douglas, Erdman, Phan, and Ramos.

The motion for item 2A passed by a vote of 8 ayes, 0 noes, and 6 absent.

3. CONSENT CALENDAR ITEMS – ACTION

None

END OF CONSENT CALENDAR ITEMS

4. OTHER BOARD ITEMS – ACTION

None

5. BOARD INFORMATION ITEMS

None

Director Phan and Ramos entered the meeting.

6. COMMITTEE ITEMS

- a. Subject: Discussion of additional complaint hotline for Ethics, Equal Employment Opportunity, and other misconduct allegations involving members of the Board of Directors and Executive staff.

Presented by: Abel Salinas, Ethics Officer

Mr. Salinas advised PowerPoint presentation was printed, and copies were available. Mr. Salinas gave an overview of the additional complaint hotline for Ethics, EEO, and other misconduct allegations. This hotline will be managed by an outside firm who will then forward complaints to the appropriate department for further investigation. This is an additional reporting option for employees to feel free to report issues without fear of retaliation and continue to improve compliance program.

The following Directors provided comments or asked questions:

1. Ortega
2. Pressman
3. Ramos
4. Bryant
5. Goldberg

Staff responded to the Directors' questions and comments.

b. Subject: Equal Employment Opportunity Statistical Report

Presented by: Jonaura Wisdom, Chief EEO Officer

Ms. Wisdom provided a quarterly statistical report regarding EEO complaints for July-September 2024. She gave an overview of the number of complaints received and resolved. Eleven complaints were closed and finalized, fifteen are open and under investigation.

The following Directors provided comments or asked questions.

1. Smith
2. Garza
3. Fong-Sakai
4. Pressman
5. Ortega

Staff responded to the Directors' questions and comments.

- c. Subject: Update on the Ad Hoc Committee for the Department Heads Evaluation Process

Presented by: Barry Pressman, Chair of Committee

Adan Ortega, Chair of the Board

Eleanor Ellen, Catapult for Change

Chair of the Board Ortega gave a brief update on the Ad Hoc committee for department heads evaluation process. Ms. Ellen gave an overview of the Ad Hoc meetings, she shared improvements for the department head evaluation process, a series of workshops for the 4 department heads participating, set business plan goals, and report back to the board.

The following Directors provided comments or asked questions.

1. Ortega
2. Smith

Staff responded to the Directors' questions and comments.

7. MANAGEMENT ANNOUNCEMENTS AND HIGHLIGHTS

- a. Subject: Ethics Officer's report on monthly activities

Presented by: Abel Salinas, Ethics Officer

Mr. Salinas shared there has been one new investigation since the last meeting and one renewed annual contract with Shaw Law Group, Ellis Investigations, and the Office of Rebecca Yang. Currently, there are two open investigations, one from March and alleges conflict of interest, the second was open in September and alleges misuse of authority. As a follow-up to the director's questions from the September meeting. Comments from August meetings related to workplace safety, accommodations and equity issues, HR, and management and they are addressing those concerns.

The following Directors provided comments or questions.

1. Pressman

- b. Subject: Equal Employment Opportunity activities
Human Resources activities
Safety, Security, and Protection activities

Chair Pressman stated Equal Employment Opportunity and Safety, Security, and Protection activities reports are posted online for review.

Presented By: Mark Brower, Human Resources Group Manager

Mr. Brower gave a reminder on open enrollment ending October 16th, shared the positive feedback regarding the new benefit enrollment portal and Benefits team responses to phone calls and emails. Advised the process this year was supported by new team members and announced 2 HR members retired with a combined service of over 60 years. Thanked HRIS and Benefits managers along with their teams for excellent work supporting employees. Gave an update on Civility training, led by DE&I and supported by HR.

The following Director provided comments or asked questions:

1. Pressman
2. McMillan

8. FOLLOW-UP ITEMS

None

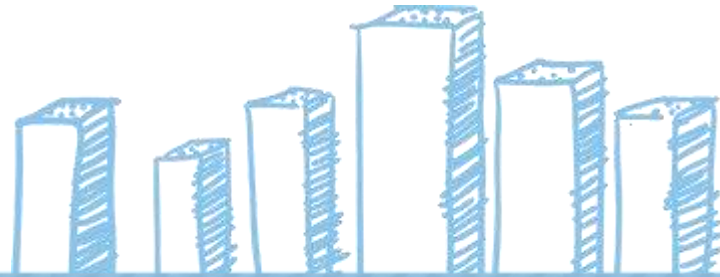
9. FUTURE AGENDA ITEMS

None

10. ADJOURNMENT

Meeting adjourned at 9:36am

Barry Pressman
Chair



2024 Engagement Insights

MWD

Survey Dates:

August 27 - September 18, 2024

Prepared by



Key Insights

- › Overall participation and engagement fall below benchmark averages:
 - Over half of all employees participated in the survey (53.5%), whereas the average participation rate for an organization this size is just under 80%.
 - Perceptions related to process efficiency, change management, and leadership integrity are among the lowest rated areas overall – one quarter of respondents believe MWD’s executive leadership demonstrates integrity.
 - Autonomy, manager effectiveness, and respect within teams were among the most favorable areas on the survey.

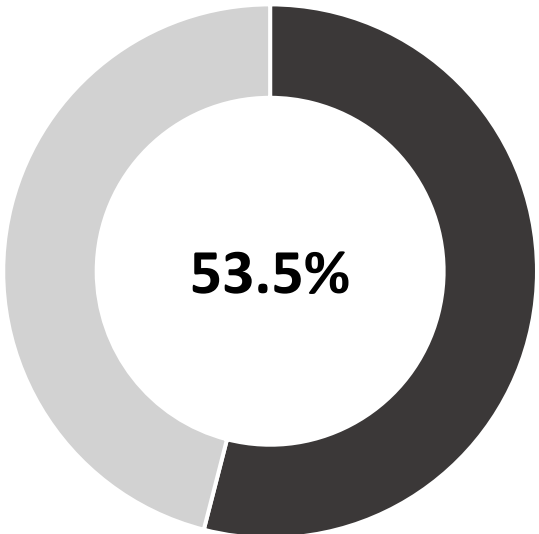
- › The areas impacting employee engagement the most fall into three key themes:
 - **Career Outlook:** 50% of respondents believe they are making adequate progress in their career.
 - **Future Outlook:** over half of all respondents believe they can connect their team goals to the strategic initiatives of MWD and less than one-quarter of respondents say they understand the reasons behind change.
 - **Trust in Leadership:** perceptions of executive leadership integrity and core values are among the least favorable areas overall.

- › Additional opportunities exist when considering staffing levels and employee burnout.
 - 73% of respondents say their workload is steady or could take on additional work while more than 26% of respondents say they are struggling or completely overwhelmed.
 - Those that are completely overwhelmed are significantly less likely to believe their team is adequately staffed or has efficient processes in place, often citing budget restraints and lack of experience on the team as a source of frustration.

Overall Metrics

Response Rate

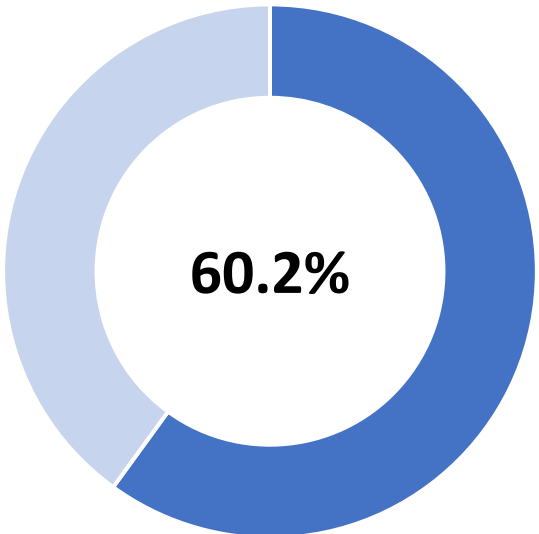
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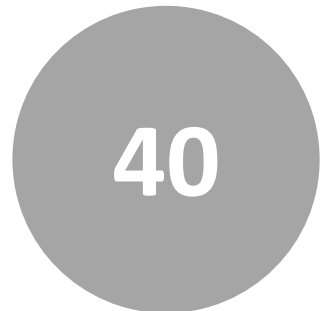
vs. Same Sized (1000-4999) (79.6%, **-26.1%**)

Overall % Favorable

(% Agree / Strongly Agree)



vs. Same Sized (1000-4999) (70%, **-9.6%**)
vs. Utilities (64%, **-3.9%**)

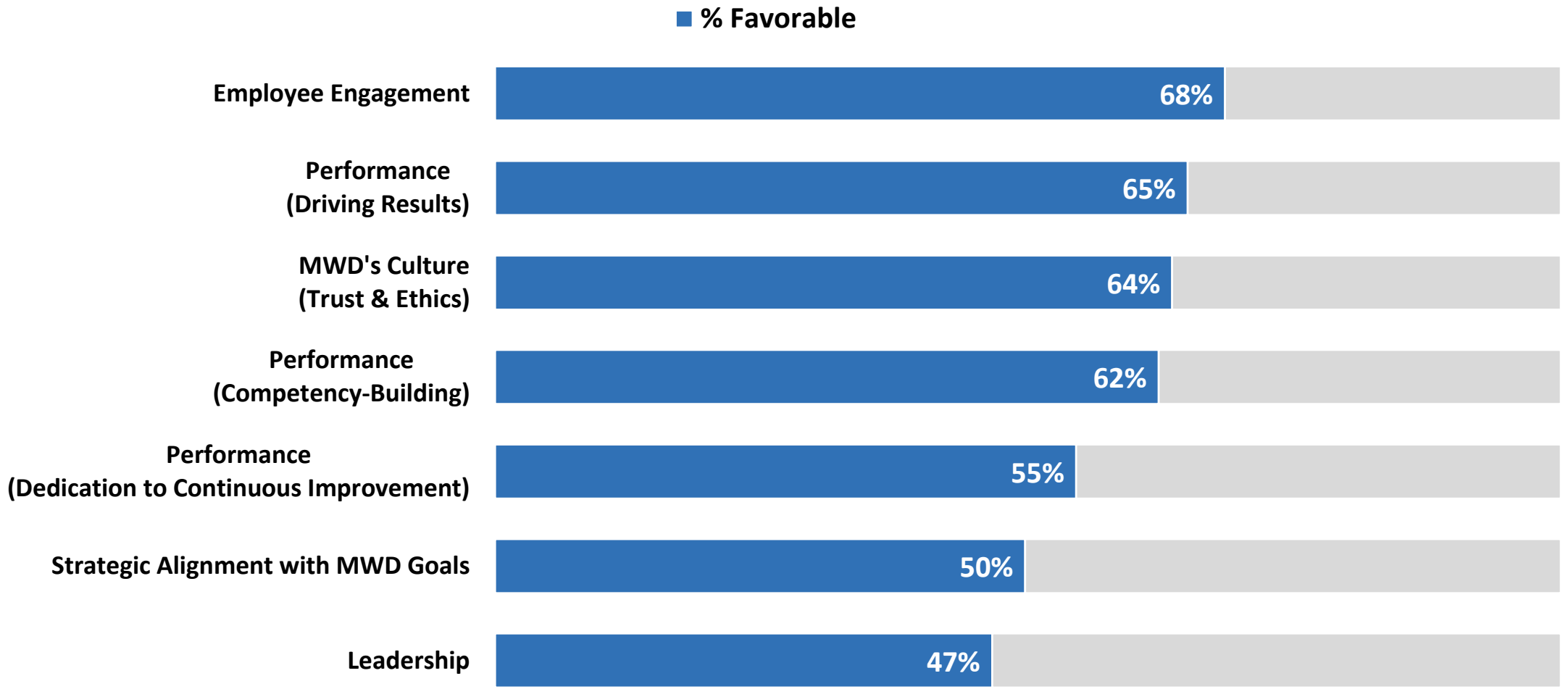


6pt Agreement Scaled Questions



Open-Ended Comments

Category Summary

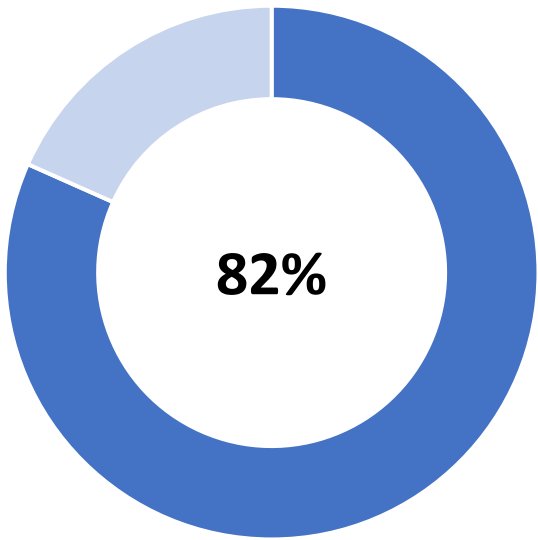


How do we measure engagement?

	We use two types of survey items...	
	Engagement Outcomes	High Impact Items
What are they?	<ul style="list-style-type: none"> • Diagnostic in nature (non-actionable) • Indicate current levels of engagement • Stable from year to year 	<ul style="list-style-type: none"> • Actionable • Influence the engagement outcomes • Unique across organizations and across surveys
Why do they matter?	<ul style="list-style-type: none"> • These items measure the behaviors we want to see from your employees (e.g., Intent to Stay, Advocacy) 	<ul style="list-style-type: none"> • These items suggest how to take action to move the needle on engagement

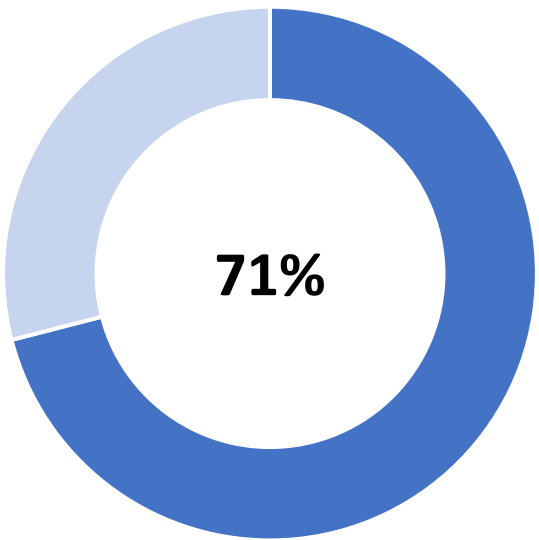
Engagement Outcomes (% Favorable)

My work contributes meaningfully to Metropolitan's success.



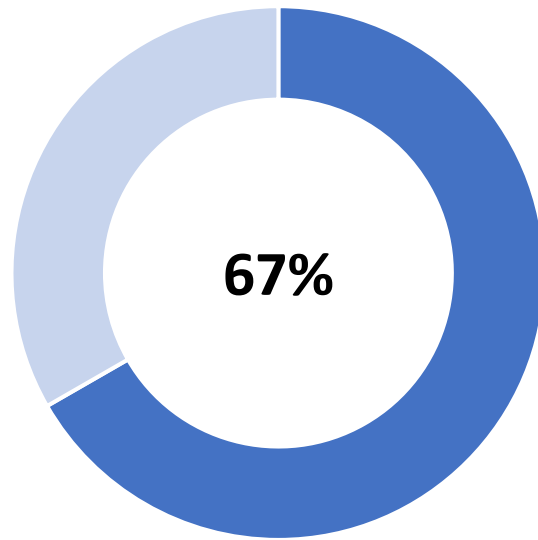
vs. Same Sized (1000-4999) (+3.3%)
vs. Utilities (+7.5%)

I am proud to work at MWD.



vs. Same Sized (1000-4999) (-9.4%)
vs. Utilities (-5.4%)

I would recommend Metropolitan as a place to work.



vs. Same Sized (1000-4999) (-6.6%)
vs. Utilities (-1.3%)

High Impact Questions (% Favorable)

Key Theme	Question	2024 % Favorable	vs. Utilities	vs. Same Sized
<i>Career Outlook</i>	My work is challenging in a positive way.	59%	-9.5%	-14.7%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	50%	-17.4%	-18.7%
	I have opportunities for advancement or promotion at MWD.	42%	-7.3%	-13.4%
<i>Future Outlook</i>	I can confidently connect my team's performance goals to the strategic initiatives of MWD.	56%	--	--
	Executive leadership communicates effectively with the rest of the organization.	38%	--	--
	When the organization makes changes, I understand why.	22%	-29.0%	-32.1%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	47%	-17.7%	-20.7%
	I trust that management has the best interest of Metropolitan's employees in mind.	43%	-12.0%	-20.5%
	The Executive Leadership of Metropolitan demonstrates integrity.	26%	-33.2%	-46.6%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-21.0%	-36.7%

Most Favorable Items:

Question	2024 % Favorable	vs. Utilities
My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience).	86%	--
My manager has reasonable expectations for the quality of my work.	83%	--
My work contributes meaningfully to Metropolitan's success.	82%	7.5%
My peers/team members work in an ethical manner.	82%	--
The importance of respectful treatment of all team members is supported by my supervisor.	80%	--

Least Favorable Items

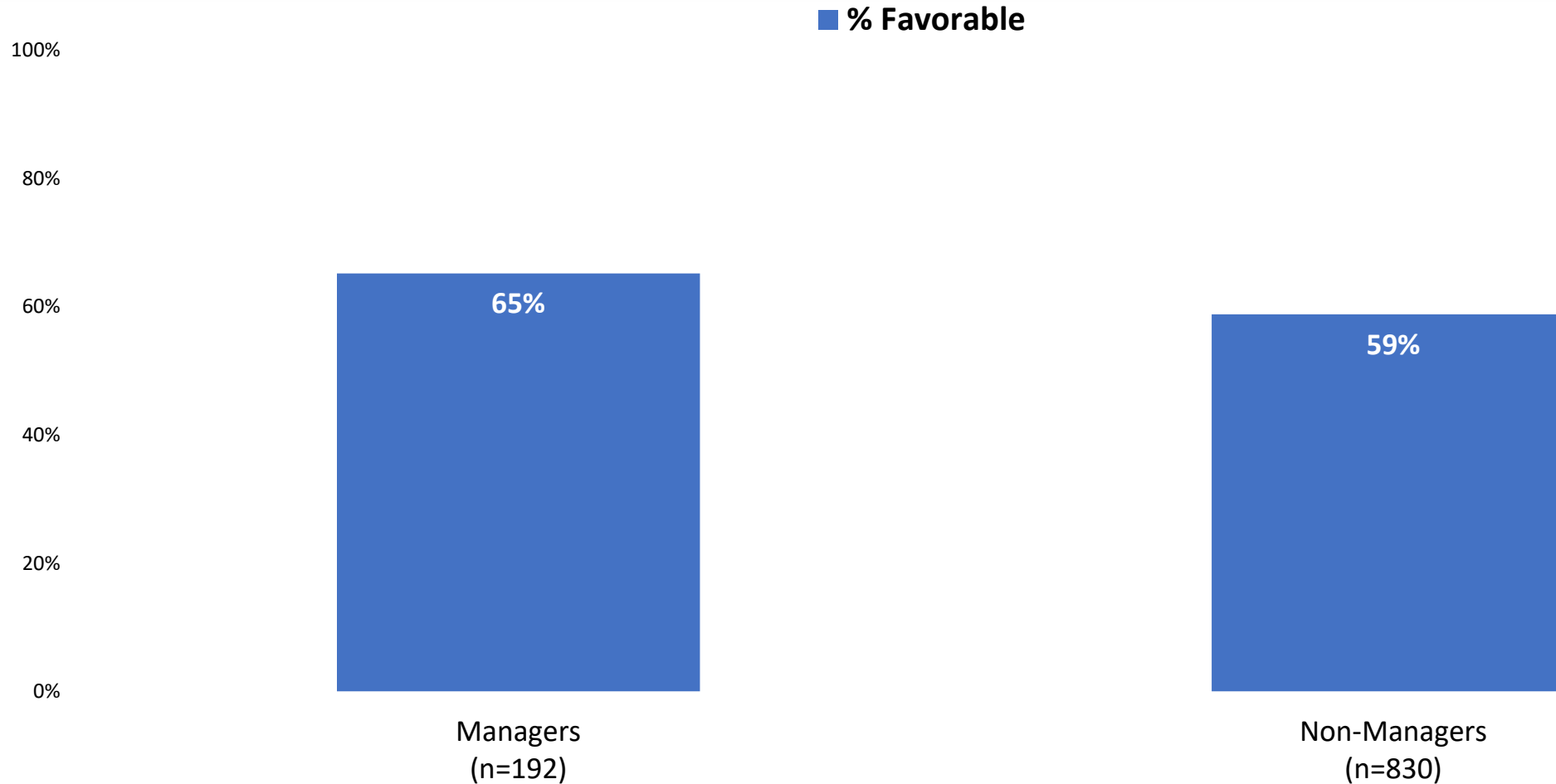
Question	2024 % Favorable	vs. Utilities
MWD processes are efficient.	17%	--
** When the organization makes changes, I understand why.	22%	-29.0%
** Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-21.0%
** The Executive Leadership of Metropolitan demonstrates integrity.	26%	-33.2%
My team is adequately staffed to accomplish the work expected of us.	33%	--

**High Impact

Comparisons

- Key Demographic Results

Overall % Favorable by Manager Status



High Impact Questions by Manager Status:

Less than 30% of managers and non-managers believe executives demonstrate integrity.

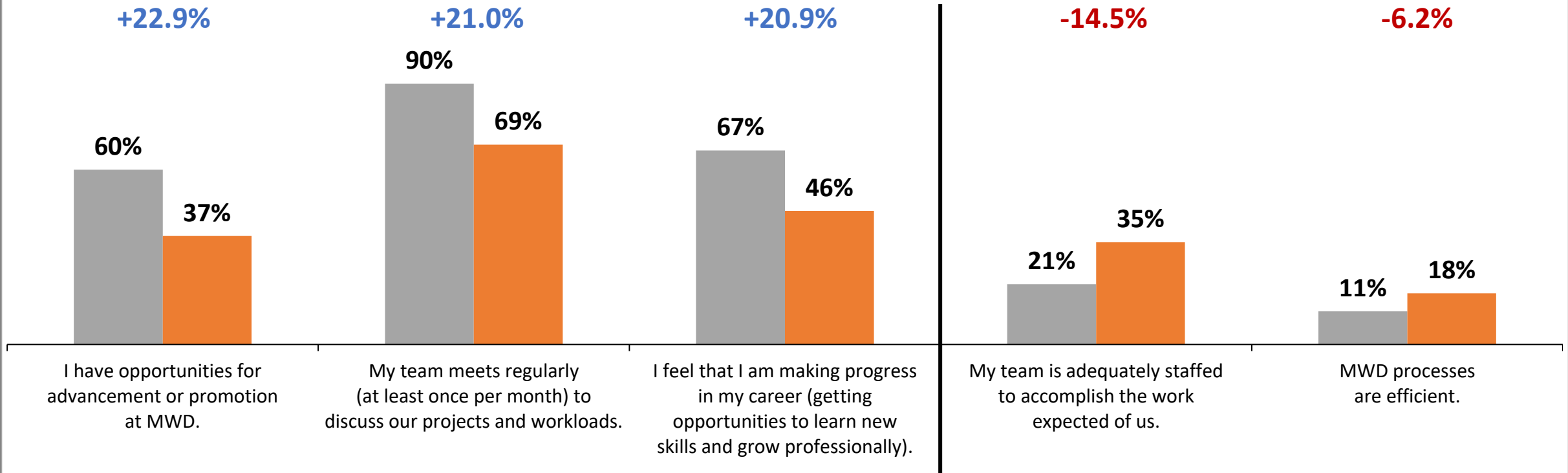
Key Theme	Question	Managers % Favorable	Non-Managers % Favorable	Δ
<i>Career Outlook</i>	My work is challenging in a positive way.	59%	60%	-0.9%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	67%	46%	20.9%
	I have opportunities for advancement or promotion at MWD.	60%	37%	22.9%
<i>Future Outlook</i>	I can confidently connect my team's performance goals to the strategic initiatives of MWD.	65%	53%	11.9%
	Executive leadership communicates effectively with the rest of the organization.	35%	39%	-3.8%
	When the organization makes changes, I understand why.	20%	22%	-1.1%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	51%	46%	5.7%
	I trust that management has the best interest of Metropolitan's employees in mind.	54%	40%	13.6%
	The Executive Leadership of Metropolitan demonstrates integrity.	28%	26%	2.1%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	25%	-0.1%

Top Differences between Managers and Non-Managers:

Managers are more favorable overall but considerably less likely to say they have sufficient staff to get the work done.

2024 % Favorable

■ Managers (n=192) ■ Non-Managers (n=830)

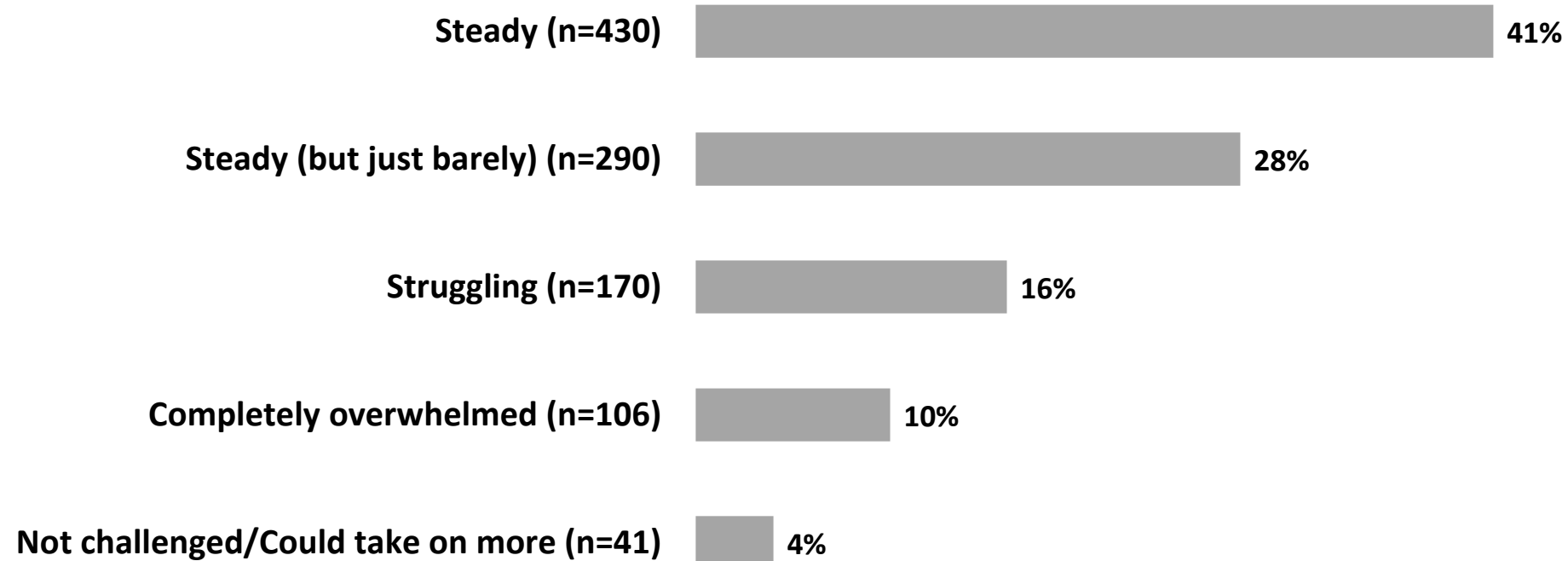


Current Workload Perceptions:

73% of respondents are reporting a steady workload or could take on additional work while over 26% say they are struggling or completely overwhelmed.

When evaluating your current workload, you feel...

■ % Selected



High Impact Questions by Workload Perceptions:

A workload that is “just right” accounts for the highest engagement overall.

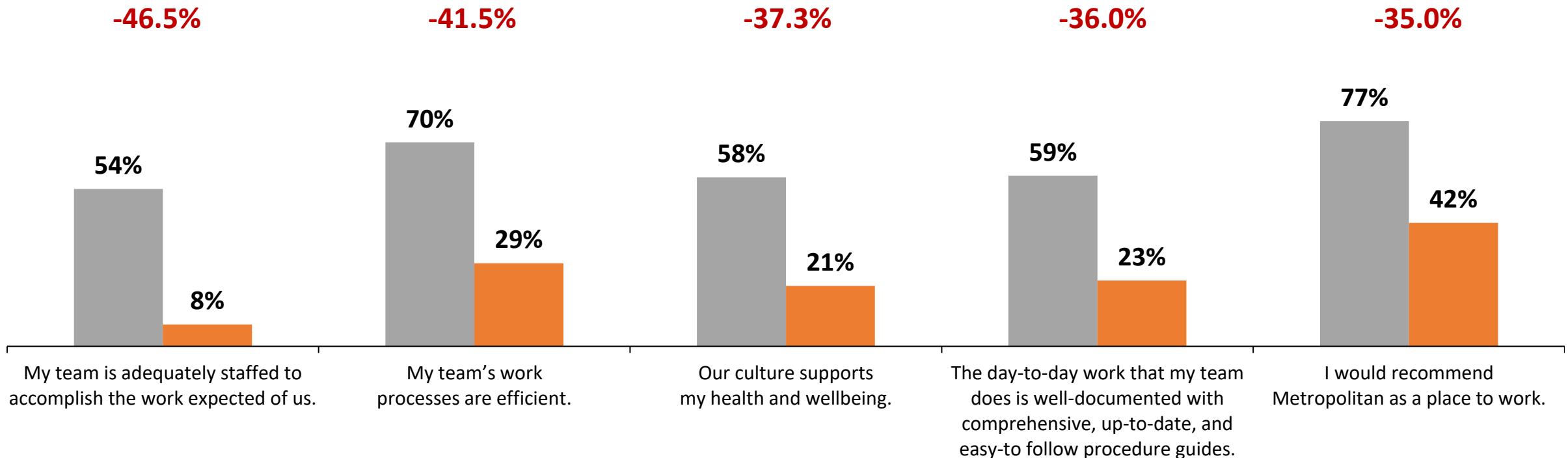
Key Theme	High Impact Questions	2024 % Favorable				
		Completely Overwhelmed (n=106)	Struggling (n=170)	Steady (but just barely) (n=290)	Steady (n=430)	Not challenged/ Could take on more (n=41)
<i>Career Outlook</i>	My work is challenging in a positive way.	37%	52%	65%	69%	17%
	I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	33%	42%	54%	58%	15%
	I have opportunities for advancement or promotion at MWD.	25%	37%	46%	47%	17%
<i>Future Outlook</i>	I can confidently connect my team’s performance goals to the strategic initiatives of MWD.	36%	48%	60%	64%	20%
	Executive leadership communicates effectively with the rest of the organization.	22%	31%	40%	47%	20%
	When the organization makes changes, I understand why.	15%	15%	20%	28%	15%
<i>Trust in Leadership</i>	Our culture supports my health and wellbeing.	21%	35%	52%	58%	22%
	I trust that management has the best interest of Metropolitan’s employees in mind.	29%	35%	44%	52%	17%
	The Executive Leadership of Metropolitan demonstrates integrity.	18%	19%	29%	31%	7%
	Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	19%	14%	28%	32%	8%

Burnout is related to Understaffing and Inefficiency Concerns:

8% of those that are “completely overwhelmed” say they have the right staffing levels for the team.

Top Differences (% Favorable) between “Steady” and “Completely Overwhelmed”

■ Steady (n=430) ■ Completely overwhelmed (n=106)



Consistent Themes from those “Completely Overwhelmed”

Within the comments, employees often cite budget restraints, tenure/expertise of the team, and lack of tools/training as sources of frustration.

“The team is currently young and with not a lot of experience. This team needs to hire more experienced staff to ensure the longevity of the team.”

“We are not able to hire additional staff to meet advances in technology and improve efficiencies.”

“I am a team of one. Yes I have the skills. However, I wish I had a team so I could be more effective. Very overwhelmed.”

“We have been given new tasks and initiatives but no additional resources. We have some folks who are beyond retirement age and haven’t updated their skills. My manager is in over their head but happy with their salary. We are not an effective team which is tough because we are understaffed so every person counts.”

“budget and staffing constraints have made it difficult to ensure adequate staffing with the right skills, and also do adequate cross-training and succession planning”

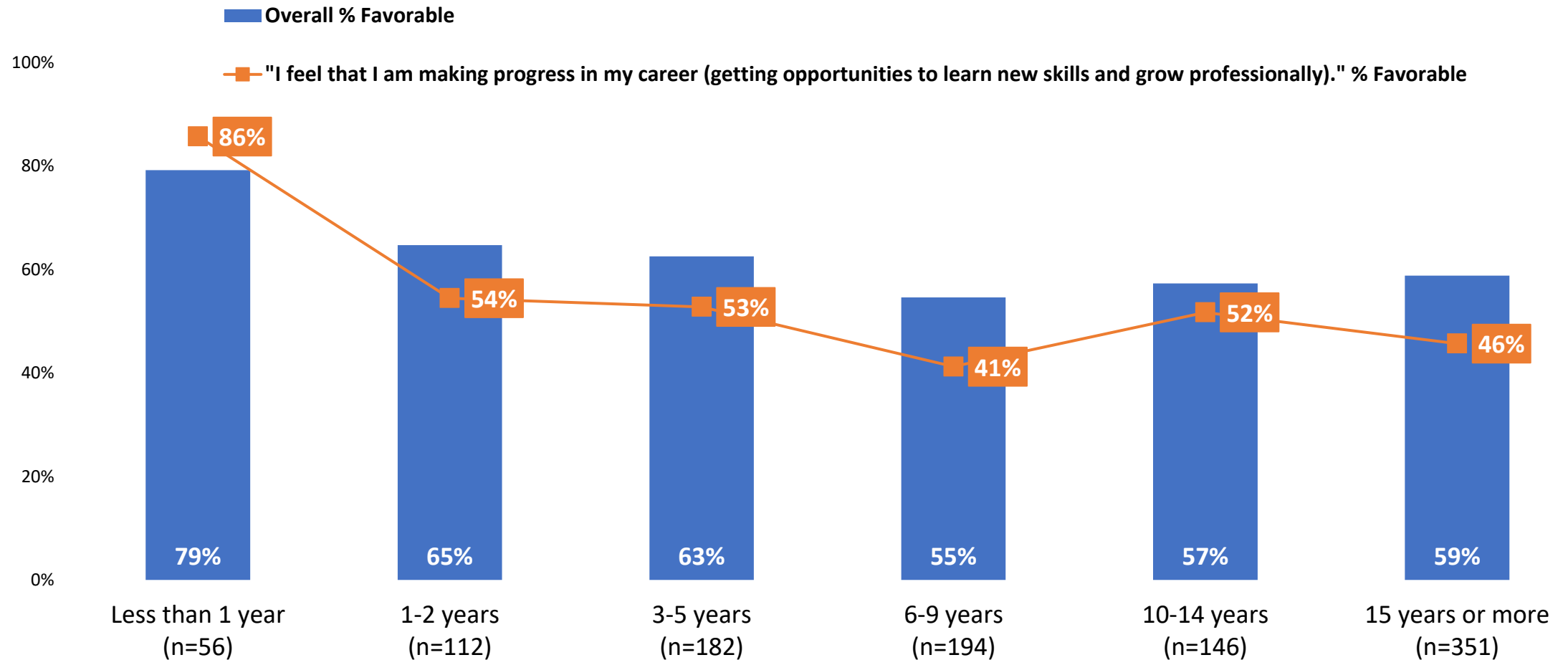
“With many staff retiring and there being a large gap between experienced staff and junior staff, there is not enough technical knowledge on a variety of topics. It's hard to hire people with more experience than an Asst Eng II because MWD does not offer a competitive salary compared to private consultants.”

“Due to budget cuts, our team is currently facing challenges in performing our work effectively. We are lacking the necessary safety equipment and supplies to work in the field, which is impacting our productivity. Additionally, we are unable to participate in training programs that could help us improve our skills due to budget constraints.”

“Since every project is uniquely different, we struggle to find experts, and cannot seek that expertise externally, so we end up being self-taught. And there is no budget in general for as-needed spending on external resources, such as training or consultants.”

Overall % Favorable by Tenure Range:

Overall engagement and confidence in career development are strongest amongst your newest employees, followed by a significant drop-off after year 1.



Strategic Recommendations & Opportunities:

Strategic Recommendations and Opportunities:

> Trust in Leadership and Future Outlook:

- Lean into conversations related to trust in leaders, integrity, and future outlook across all levels of the organization.
- Ensure employees have a good understanding of changes made at the leadership level and how those will continue to support the mission and vision of the organization.
- Encourage leaders and managers to discuss with their team ways to rebuild trust throughout the organization.
- Increase leadership visibility throughout the organization through both in-person and virtual moments.

> Career Outlook and Burnout:

- If teams feel burnt out or overloaded, ensure leaders solidify the main priorities/goals for the unit and discuss areas that can be deprioritized.
- Encourage monthly or quarterly 1-on-1 meetings between managers and front-line employees aimed at discussing career progress and goals. Regular career conversations can lead to better retention and higher engagement.

> Next Steps: Solutions Focused Initiatives

- Initiatives are underway to strengthen and advance Metropolitan's workplace culture and values.
- Data will continue to be analyzed, solutions implemented and updated shared.

Appendix

Employee Engagement Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
My work contributes meaningfully to Metropolitan's success.	82%	+3.3%	+7.5%
** My work is challenging in a positive way.	59%	-14.7%	-9.5%
I would recommend Metropolitan as a place to work.	67%	-6.6%	-1.3%
My supervisor respectfully listens to me.	78%	-3.2%	-2.4%
I am recognized by my supervisor for the positive contributions that I make.	72%	+16.0%	+26.1%
I am proud to work at MWD.	71%	-9.4%	-5.4%
** I feel that I am making progress in my career (getting opportunities to learn new skills and grow professionally).	50%	-18.7%	-17.4%

Leadership Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** Executive leadership communicates effectively with the rest of the organization.	38%	-	-
** Metropolitan's leaders walk their talk (exhibit the behaviors and values they expect from employees).	25%	-36.7%	-21.0%
I feel valued by my direct supervisor.	76%	-	-

MWD's Culture (Trust & Ethics) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** I trust that management has the best interest of Metropolitan's employees in mind.	43%	-20.5%	-12.0%
My peers/team members treat each other respectfully.	72%	-7.0%	-3.9%
** The Executive Leadership of Metropolitan demonstrates integrity.	26%	-46.6%	-33.2%
The importance of respectful treatment of all team members is supported by my supervisor.	80%	-	-
** Our culture supports my health and wellbeing.	47%	-20.7%	-17.7%
I feel comfortable bringing up issues and challenges to my supervisor.	75%	-	-
I feel comfortable sharing my ideas with my supervisor.	77%	+14.2%	+22.4%
Diverse perspectives are valued on my team.	69%	-	-
My peers/team members work in an ethical manner.	82%	-	-

Performance (Competency-Building) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
I receive the training I need to perform my job effectively.	64%	-6.0%	-1.0%
I meet with my supervisor regularly (at least once per month) to discuss the progress I am making with my work and projects.	70%	+2.8%	+6.0%
My team, as a whole, has the required skills to perform our work effectively.	76%	+2.3%	+5.3%
** I have opportunities for advancement or promotion at MWD.	42%	-13.4%	-7.3%
I have conversations (at least twice per year) with my supervisor regarding my professional development.	60%	-	-

Performance (Dedication to Continuous Improvement) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
My team members and I share learnings and key takeaways from trainings we participate in.	55%	-	-
The day-to-day work that my team does is well-documented with comprehensive, up-to-date, and easy-to follow procedure guides.	46%	-	-
My team's work processes are efficient.	56%	-	-
My team makes efforts to learn from our mistakes.	76%	-	-
MWD processes are efficient.	17%	-	-
My team meets regularly (at least once per month) to discuss our projects and workloads.	73%	+10.3%	-
My team explores innovative solutions to get work done (doesn't just rely on a "status quo" strategy).	59%	-	-

Performance (Driving Results) Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
I work on a collaborative team where members fully support each other.	65%	-12.1%	-11.9%
My supervisor holds team members accountable for their work and responsibilities.	58%	-10.0%	-7.5%
My supervisor provides me with the proper amount of autonomy to do my job (given my skillset and experience).	86%	-	-
My manager has reasonable expectations for the quality of my work.	83%	-	-
My team is adequately staffed to accomplish the work expected of us.	33%	-	-

Strategic Alignment with MWD Goals Breakout

Question	% Favorable	1000 - 4999 Employee Companies	Utilities
** I can confidently connect my team's performance goals to the strategic initiatives of MWD.	56%	-	-
** When the organization makes changes, I understand why.	22%	-32.1%	-29.0%
I am aware of Metropolitan's overall strategic initiatives.	53%	-12.3%	+0.6%
I have the materials and equipment I need to do my job.	69%	-4.6%	-1.6%

ETHICS, ORGANIZATION, AND PERSONNEL
COMMITTEE MEETING
November 19, 2024 – 8:30 a.m.
MWD Headquarters Building/Teleconference Meeting

NON-INTEREST DISCLOSURE NOTICE
BOARD ITEM 6.b.

BOARD ITEM Item 6.b. – Update on Labor Negotiations [Conference with Labor Negotiators; to be heard in closed session pursuant to Gov. Code Section 54957.6. Metropolitan representatives: Katano Kasaine, Assistant General Manager, Chief Financial Officer, Mark Brower, Human Resources Group Manager, and Gifty J. Beets, Human Resources Section Manager of Labor Relations. Employee Organization(s): The Employees Association of The Metropolitan Water District of Southern California/AFSCME Local 1902; the Management and Professional Employees Associations MAPA/AFSCME Chapter 1001; the Supervisors Association; and the Association of Confidential Employees.]

This Non-Interest Disclosure Notice is being provided under the California Government Code: Pursuant to Government Code Section 1091.5(a)(9), a District officer or employee does not have a financial interest in a District contract if these conditions are satisfied: (i) his or her interest is that of a person receiving a salary, per diem or reimbursement for expenses from a government entity; (ii) the contract does not directly involve the department of the government entity that employs him or her; and (iii) the interest is disclosed to his or her body or board at the time the contract is considered and is noted in its official record. In accordance with this statute, the following District officers or employees have been, or may be, involved in the bargaining unit negotiations on behalf of management: Marcia Scully, Katano Kasaine, Shane Chapman, Deven Upadhyay, Gifty Beets, Mark Brower, Henry Torres, Tony Zepeda, Adam Benson, and Diana Vidal.

Diana Vidal is a member of the Association of Confidential Employees (“ACE”), which has a salary provision in its Memorandum of Understanding that

allows ACE to select an annual salary adjustment from any one of the Memoranda of Understanding for the other bargaining units. Each of the remaining individuals is unrepresented. Under Administrative Code Section 6500(d), unless the Board directs otherwise, the pay rate range for each unrepresented individual except Adel Hagekhalil and Marcia Scully, will be adjusted annually to correspond with the annual across-the-board salary adjustment provided to the District's management employees under the Memoranda of Understanding; although actual pay rates for these unrepresented individuals will be determined by their management. The other compensation and benefits for which the unrepresented individuals are eligible are set forth in the Administrative Code.



Equal Employment Opportunity Group

- **Equal Employment Opportunity October 2024 Monthly Activity Report**

Summary

This report provides a summary of Equal Employment Opportunity October 2024 Monthly Activities.

Purpose

Informational

Attachments

None

Detailed Report

EEO Desert Office Hours

To increase awareness of Metropolitan’s Equal Employment Opportunity (EEO) policies and programs across all Metropolitan facilities, and to help safeguard the right to a discrimination-free, harassment-free, and retaliation-free workplace for all employees, EEO staff held office hours at four Desert facilities: Gene, Iron Mountain, Eagle Mountain, and Hinds. The office hours were from October 21, 2024 through October 23, 2024. During this time, EEO staff was available to meet with Metropolitan employees in the Desert region to share more information about the EEO Office’s policies and procedures and to assess any EEO work-related concerns.

EEO Concurrence Recruitment & Selection Process

On October 30, 2024 EEO conducted a concurrence process training for approximately 13C&D East-West Section Managers at the Diemer Facility. The purpose of this training was to provide hiring managers in this section with an understanding of EEO’s role in the recruitment process. EEO explained that an EEO representative would attend the Hiring Strategy meetings for underutilized positions and other positions deemed by the EEO Office to require further monitoring, to assist management with identifying relevant targeted outreach and to discuss other steps in the process that would involve EEO. For example, EEO may observe interviews, review testing material, interview questions, selection justifications, and other related processes that are used for making employment-related decisions.



Human Resources Group

- **Human Resources Activity Report**

Summary

This report provides a summary of the Human Resources group activities for the month of October 2024.

Purpose

Informational

Detailed Report

HR Priorities

Partner with Metropolitan leadership to support learning, development, and adaptive workforce planning initiatives.

In October, 700 employees completed in-person and virtual trainings covering topics like Stress Management & Positivity in the Workplace, CyberSecurity Awareness, Developing Successful Interpersonal Skills, Foundations of Customer Service, Microsoft Visio, and Microsoft Project. LinkedIn Learning's online training platform was accessed for trainings on Mastering Common Interview Questions, Project Leadership, Strategic Ability, Tips to Build a Positive Mindset, and Working with Difficult People. In addition, 260 managers and 400 non-managers attended ELI's "Civility in the Workplace" training.

OD&T facilitated sessions 8 and 9 of its 14th cohort of Metropolitan Management University for 14 new managers. The topics were Recruitment, Employee Relations, Assertive Communication, and Coaching. The Unit also hosted a Job Spotlight which educates employees on jobs and departmental functions at Metropolitan that we might not be aware of. Thirty-one employees logged in for this Spotlight session, which featured Metropolitan's Records Management Team and our Historical Library.

Our annual Employee Survey collected feedback on Metropolitan's culture and leadership (with a 54 percent response rate). The results will be posted on a SharePoint site hosted by Human Resources.

Recruitment Unit filled 13 positions in the month of October. Seven recruitments are in the final stages, which includes hiring recommendations being made. Twenty-five new staffing requisitions were received resulting in 141 positions being recruited for. Staff continues to work with All-Star Talent in an outreach campaign targeted towards hard-to-fill positions in the Desert, Environmental Planning, and Information Technology. This effort is aimed at making qualified candidates aware of the exciting opportunities available at Metropolitan. In addition, staff continues to make site visits which have included Jensen, Diamond Valley Lake, Lake Mathews, La Verne, and Carson Reuse Facility.

HR Core Business: Comply with Employment Laws and Regulations

Effectively administer all Human Resources policies, programs, and practices in compliance with applicable federal and state laws and Metropolitan's Administrative Code, Operating Policies, and Memorandum of Understanding.

Date of Report: [11/19/2024]

Board Report Human Resources Activity Report

In October, six new workers' compensation claims were received. Eight employees are currently off work because of an industrial injury or illness. Staff continues to address accommodations, coordinate treatment, and work closely with our workers' compensation third-party administrator, Tristar Risk Management.

HR Metrics	June 2024	October 2024	Prior Month September 2024
Headcount			
Regular Employees	1,810	1,817	1,823
Temporary Employees	52	36	42
Interns	2	2	3
Recurrents	17	15	15
Annuitants	23	21	23

	October 2024	September 2024
Number of Recruitments in Progress (Includes Temps and Intern positions)	141	129
Number of New Staffing Requisitions	25	12
	October 2024	September 2024
Number of Job Audit Requests in Progress	7	7
Number of Completed/Closed Job Audits	0	3
Number of New Job Audit Requests	0	2

Transactions Current Month and Fiscal YTD (includes current month)			
External Hires	FY 23/24 Totals	October 2024	FISCAL YTD
Regular Employees	105	6	35
Temporary Employees	61	3	8
Interns	3	0	3
Internal Promotions	80	9	31
Management Requested Promotions	172	10	46
Retirements/Separations (regular employees)	71	12	28
Employee-Requested Transfers	14	1	5

Departures

Last	First Name	Classification	Eff Date	Reason	Group
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Date of Report: [Type Date Here]

Board Report Human Resources Activity Report

Conover	Daniel	8/5/2024	O & M Supervisor	Other	INTEGRATED OPS PLAN&SUPPT SRVC
Olvera	Anna	8/9/2024	Pr Real Estate Rep	Retirement - Service	SUSTAINABILTY,RESILIENCE&INNOV
Pimentel	Virginia	8/20/2024	Pr Admin Analyst (C)	Retirement - Service	HUMAN RESOURCES GROUP
Bicksler	Brett	8/27/2024	Sr Land Surveyor	Retirement - Service	ENGINEERING SERVICES GROUP
Andry	Christina	8/30/2024	Assoc Resource Specialist	Resign - Family Reasons	WATER RESOURCE MANAGEMENT GRP
Sulprizio	William	9/3/2024	O&M Tech IV	Retirement - Service	CONVEYANCE&DISTRIBUTION GROUP
Mesko	Alejandro	9/4/2024	Sr Engineering Technician	Retirement - Service	ENGINEERING SERVICES GROUP
Alvarez	Erika	9/7/2024	Pr Buyer	Resign-Accepted Other Employ	FINANCE AND ADMINISTRATION
Zimmermann	Ernest	9/7/2024	Microcomputer Technology Supv	Retirement - Service	INFORMATION TECHNOLOGY GROUP
Cortez	Renee	9/14/2024	Team Manager II	Retirement - Service	ENGINEERING SERVICES GROUP
Berry	Wyatt	9/27/2024	O&M Tech IV	Other	CONVEYANCE&DISTRIBUTION GROUP
Doyle	Gwynneth	10/4/2024	Environmental Specialist	Other	SUSTAINABILTY,RESILIENCE&INNOV



Office of Safety, Security, and Protection (OSSP)

• OSSP Monthly Activities for October 2024

Summary

This monthly report provides a summary of OSSP activities for October 2024 in the following key areas:

- Security and Emergency Management
 - Security and Emergency Response
 - Emergency Management Program Update
- Safety, Regulatory, and Training (SRT)
 - Health and Safety Programs
 - Environmental Programs
 - Apprenticeship Programs
 - Safety and Technical Training Programs

Purpose

Informational

Attachments

Attachment 1: Detailed Report – OSSP Monthly Activities for October 2024

Key Activities Report for October 2024

Project Highlights

Security and Emergency Management

Security and Emergency Response

Pure Water Workplace Violence Potential Hazard Checklist

Metropolitan Security Specialists and Safety, Regulatory & Training (SRT) Occupational Safety & Health Specialists conducted a Workplace Violence Potential Hazard Checklist at the Pure Water demonstration facility in Carson as part of California's recent Senate Bill 553 Workplace Violence Prevention, which went into effect July 1, 2024. The demonstration facility is located at the Los Angeles County Sanitation Districts' (Sanitation Districts) A.K. Warren Resource Facility.

The assessment included an in-person site visit and job walk to identify deficient physical security measures, procedural violations, or crime prevention gaps. Examples of potential hazards might include:

- Visitors walking on facilities without visitor badges and an employee escort
- Inadequate exterior lighting in parking lots, stairwells, building entrances, and walkways
- No security surveillance systems (cameras, door alarms, and card readers)
- Overgrown vegetation that could conceal intruders, criminal trespassers, or attackers
- Lack of signage, posted emergency phone numbers

Security Specialists then worked collaboratively to provide a list of recommended control measures to mitigate these vulnerabilities to reduce potential violence risks to staff, vendors, and visitors in the workplace. A number of these measures will be coordinated with the Sanitation Districts as the underlying property owner. Some of these may include:

- Switching exterior lights to LED security bulbs
- Posting additional signage
- Pruning overgrown vegetation and trees to enhance sightlines and eliminate potential hiding spots, following Crime Prevention Through Environmental Design (CPTED) principles
- Working with outside agencies to address encampment and trespassing issues around Metropolitan facilities
- Adding additional contract security guard coverage
- Upgrading critical security surveillance systems through Metropolitan Capital Improvement Projects



Metropolitan Security and SRT Occupational Safety & Health Specialists assess potential Workplace Violence hazards

Office of Safety, Security & Protection

Drone Detection Pilot Program

With ongoing intelligence analysis and a comprehensive understanding of both global and local security trends, we are now confident that drones will play an increasingly significant role in future threats. It is no longer a question of *whether* a drone attack on critical infrastructure will occur, but *when*.

In response, the Security and Emergency Management Unit has launched a pilot program for drone detection. A dedicated drone radar system has been deployed at one of our facilities to monitor for unauthorized drone activity. As part of this initiative, Metropolitan’s drone unit operators will conduct tests by flying various drones over the facility to assess and “red team” the detection system’s capabilities.

This pilot is the first step in a broader plan aimed at detecting and ultimately intercepting malicious drones that may pose a threat to Metropolitan’s critical infrastructure. By staying ahead of emerging threats and implementing proactive measures, we are continuously working to strengthen the security of our operations and protect Metropolitan’s most vital assets.

Emergency Management Program Update

This was a busy month for the Emergency Management Program. Between September 6 to 30, staff responded to or monitored six wildfires in Metropolitan’s service area, including the Line, Bridge and Airport Fires in Los Angeles, San Bernardino, Riverside and Orange Counties. Metropolitan staff were embedded in fire command posts and multiple emergency notifications were sent to employees regarding unhealthful air quality due to the fires.



Bridge Fire—Fire Department helicopter drawing water from Live Oak Reservoir



Bridge Fire—View from Weymouth Plant



Airport Fire—View from Diemer Plant

Office of Safety, Security & Protection

There were two significant earthquakes in the region as well (Ontario and Malibu). Staff activated patrol runs and monitored for aftershocks to confirm that there was no impact to Metropolitan's safety or operations.

On September 12, staff participated in Southern Californian Edison's (SCE's) Resilient Grid IX exercise, which was a precursor to the 2024 ShakeOut Exercise. Metropolitan is collaborating with SCE to run a functional ShakeOut exercise in mid-October that will include multiple Member Agencies and the Metropolitan Emergency Operations Center (EOC).



Resilient Grid IX Tabletop Exercise at Southern California Edison

Metropolitan's EOC management team completed an official California Office of Emergency Services (Cal OES) EOC Management course in September to prepare for future emergencies.



Members of Metropolitan's EOC Management Team taking Cal OES training

Office of Safety, Security & Protection

Staff also participated in a joint coordination meeting with members of the Department of Water Resources (DWR) Southern Field Division at their Pearblossom facility. Afterwards, everyone toured the Pearblossom Pumping Plant.



Metropolitan and DWR staff at the Pearblossom Pumping Plant

Finally, staff completed annual reviews for the Diemer, Copper Basin, and Gene Wash Dam Emergency Action Plans (EAPs) and shared updates with plan holders and Cal OES.

Office of Safety, Security & Protection

Project Highlights

Safety, Regulatory, and Training

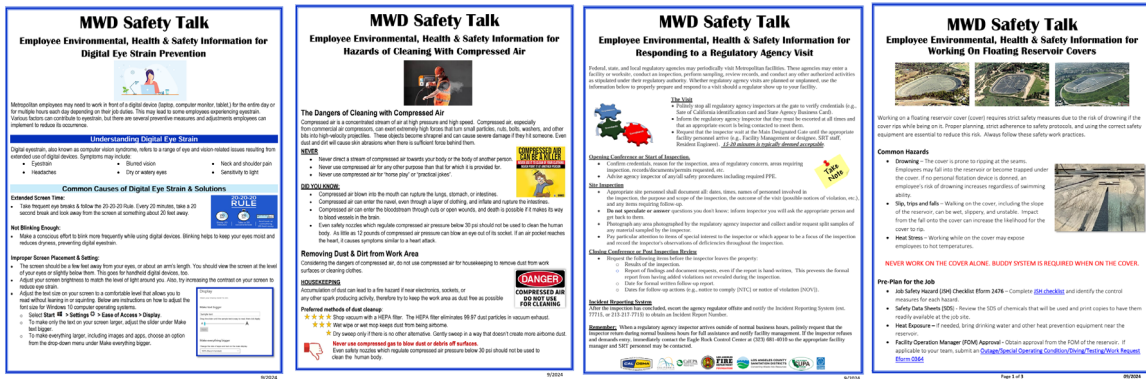
SRT Health & Safety Programs

National Safety Council (NSC)

NSC provided recommendations on the standardization of Metropolitan's safety committee structures and activities and assisted in developing a new HSE 101.5 Safety Committee Procedure. Additionally, the Safety team hosted the Safety Committee Forum meeting where facility safety committee chairs and co-chairs collaborated and shared safety-related suggestions and successes. The new Safety Committee Procedure was presented in this meeting to solicit feedback. Lastly, the Safety team continues to explore other leading and lagging indicators that can be included in the Metropolitan-wide EHS Performance Metrics.

Safety Talks

New Safety Talks were posted on the following topics: Digital Eye Strain Prevention, Compressed Air Safety, Responding to a Regulatory Agency Visit, and Working on Floating Reservoir Covers.



New Safety Talks

SRT Environmental Programs

Industrial Wastewater

A Sewer Capacity Study was submitted to support an increase on the permitted flow rate into the Los Angeles County Sanitation District sewer. This will provide flexibility for increased groundwater removal at Palos Verdes. The new Industrial Wastewater Discharge Permit is anticipated to be issued in November.

Hazardous Materials

Staff participated in a Joint Utility Vendor Audit Consortium (JUVAC) meeting hosted by Los Angeles Department of Water and Power to discuss various hazardous waste issues and to plan for future audits. JUVAC is a consortium of utilities that conducts joint vendor environmental audits of Treatment, Storage and Disposal Facilities (TSDFs) and shares audit results with the consortium members.

Office of Safety, Security & Protection

Air Quality

Formal comments were submitted to the South Coast Air Quality Management District (SCAQMD) on Proposed Rule 1445 for Control of Toxic Air Contaminant Emissions from Laser and Plasma Arc Cutting. Staff continues to work with SCAQMD to recognize the adequacy of Metropolitan's existing plasma arc cutters (PACs). The comments highlighted two key provisions: (1) an option to show low health risk from the as-designed PAC at La Verne Fabrication Shop and (2) an exclusion from parametric monitoring for portable PACs used for maintenance and repair.



Partially installed Plasma Arc Cutting System at the La Verne Fabrication Shop

Permitting

Applications were submitted to the Mojave District Air Quality Management District to permit a flexible abrasive blasting system that includes a booth, dust collector, abrasive blaster, and a compressor. The requested permits will support critical infrastructure projects, shutdowns, and maintenance and repair at various locations throughout Gene, Intake, and Iron. In addition, 17 virtual inspections with SCAQMD for registered equipment were completed. All units were deemed to be in-compliance.



Abrasive blasting booth and dust collector to be used at Desert facilities

Office of Safety, Security & Protection

SRT Apprenticeship Programs

SRT Apprenticeship Programs prepare apprentices to become certified mechanics and electricians responsible for maintaining Metropolitan’s water treatment and distribution systems. The written testing for the pre-apprentice recruitment was completed in September. Seventy-five of the top scoring candidates will proceed to panel interviews. Applicants who score 70 percent or more on the interviews will move forward to physical abilities testing, which will take place in early November.

Also, the team partnered with Engineering and the Office of Diversity, Equity, and Inclusion to facilitate a tour at Diamond Valley Lake for the board chair, several directors, and representatives from the Southern California Pipe Trades training trusts. The tour included an overview of the Apprenticeship Program, the Project Labor Agreement, and outreach initiatives. The tour began with an overview of the programs, followed by demonstrations in the electrical classroom and mechanical shop. The tour concluded with a visit to the Wadsworth Pump Plant. The tour was well received by the participants.



Mechanical shop demonstration during Apprenticeship Program tour

SRT Safety and Technical Training Programs

This month, the Safety and Technical Training team facilitated Certified Control Systems Technician (CCST) Level 2 training and testing. CCST Level 2 provides certification for technicians who demonstrate extensive knowledge of control systems, including calibration, maintenance, troubleshooting, repair, administration, and supervision of various control system components. In addition, the team is partnering with Conveyance and Distribution to enhance the On-site Operator training program to support Metropolitan’s hydroelectric plants (HEP). This training aims to incorporate a focus on system operations to complement HEP operations. Curriculum review and development are underway, and classes with the new updates are planned for April 2025.