



Equity, Inclusion and Affordability Committee

DEI Strategic Plan Update, Workforce Development & Equity in Infrastructure Update

Item #6a, #6b and #6c
February 12, 2024

Item #
6a, 6b,
and 6c
DEI Strategic
Plan Update,
Workforce
Development
& EIP Update

Subject

Updates on Diversity, Equity & Inclusion, Workforce Development and the Equity in Infrastructure (EIP) Pledge

Purpose

Update the Equity, Inclusion & Affordability (EIA) Committee on progress made on DEI commitments as well as updates on workforce development efforts and advancing our Equity in Infrastructure Pledge

Recommendation and Fiscal Impact

None



Equity, Inclusion and Affordability Committee

DEI Strategic Plan Update

Item #6a
February 12, 2024

Vision

To be the industry leader in water delivery with unparalleled commitment to our people, partners and planet with **no one left behind**

Strategic, holistic stakeholder model as driver of organizational success

Five Strategic Priorities



EMPOWER the workforce and promote diversity, equity & inclusion



SUSTAIN Metropolitan's mission with a strengthened business model



ADAPT to changing climate and water resources



PROTECT public health, the regional economy and Metropolitan's assets



PARTNER with interested parties and the communities we serve



Organizational Focus

To be the industry leader in water delivery with unparalleled commitment to our people, partners and planet with **no one left behind**



Workforce Development

K-12 Outreach/Early Pipeline Development

- Cybersecurity Internship Program
- Apprenticeship Programs

Tribal Outreach & Engagement

- Pathways to Employment at Met

Addressing Structural Barriers & Enhancing Cross-Departmental Partnership

Historically Underserved Communities

- Foster Youth
- Transitional Workers (formerly homeless)
- Formerly incarcerated
- Disadvantaged communities
- Historically Black Colleges & Universities (HBCU)

Good faith outreach efforts/EEO compliance



Strategic Initiatives

- DEI Council
- Climate Justice Campaign
- Community Benefits Program
- Strategic Partnerships
 - CAAWEF
 - WELL
 - Homeboy Industries
 - California Conservation Corps
 - NAACP
- Vision and Values
- Workforce Analytics & HR Partnership
- Culture Transformation



Business Outreach & Community Engagement

Small Business Community

- MetWorks
- Community/Matchmaking Events
- Strategic Partnerships
- Project Labor Agreement (PLA)
- Equity in Infrastructure (EIP) Pledge

Diversity, Equity & Inclusion Strategic Roadmap Update of MWD

Goal	Action Taken	Work Outstanding	Next Milestone/Update
Culture/Change Management Work	Initial focus on defining values and vision for Met and how best to socialize them	Holistic approach to defining values and appropriate behavior, communicating well and building accountability	Values and Met Vision presented to Senior Leadership by December 2023
Civil & Inclusive Workplace Training	Previewed training with HR/field staff ; reviewing initial proposal from ELI on training rollout	Agreed upon SOW and rollout of training to leadership and staff in next eighteen (18) months	To be included in budget request; agreed upon proposal and rollout schedule by December 2023
Partner to Build HR Capability	Several conversations with HR about apprenticeship program/better outreach and recruitment	Hiring a FT, permanent head of HR and advancing transformational change	Job posting closes for Head of HR role in June 2023
Leader Toolkits	Dependency on current labor negotiations, current revision of HR practices	Build these with input from the field and determine effective rollout	Plan for '24-'25 fiscal year
Launch formal succession planning practice for Met	Efforts to build the talent pipeline; some entry level hiring	Build formal succession planning for Met	Plan for '24-'25 fiscal year
Leverage Collective Genius	Existing Diversity Council, Managers Meeting	Launch leveraging collective genius	Plan for '24-'25 fiscal year

Culture/Change Management Values for Metropolitan



Safety – Promote physical and psychological well-being of people



Trust – Act in ways that demonstrate integrity and build genuine connection



Accountability – Deliver solutions and drive shared success



Respect – Treat others as they would want to be treated and be a good steward of the planet



Teamwork – Think “we over me”

Diversity, Equity & Inclusion Building a Strong Foundation & Writing A New Playbook

Foundational Behaviors for a Workplace
Free of Harassment and Discrimination

Actionable Behaviors, Skill-building and
Tools for Productive and
Inclusive Workplace Interactions



Why?

U.S. engagement level at 33%

- 3 in 10 U.S. workers strongly agree that at work, their opinions seem to count.
- Moving that ratio to six in 10 employees, organizations could realize
 - 27% reduction in turnover,
 - 40% reduction in safety incidents,
 - 12% increase in productivity.

Definitions

Psychological safety is:

- A belief that speaking up with ideas, questions, concerns, or mistakes is expected and feasible.
- Permission for candor.
- Permission to be yourself.
- Is necessary for learning and changing.

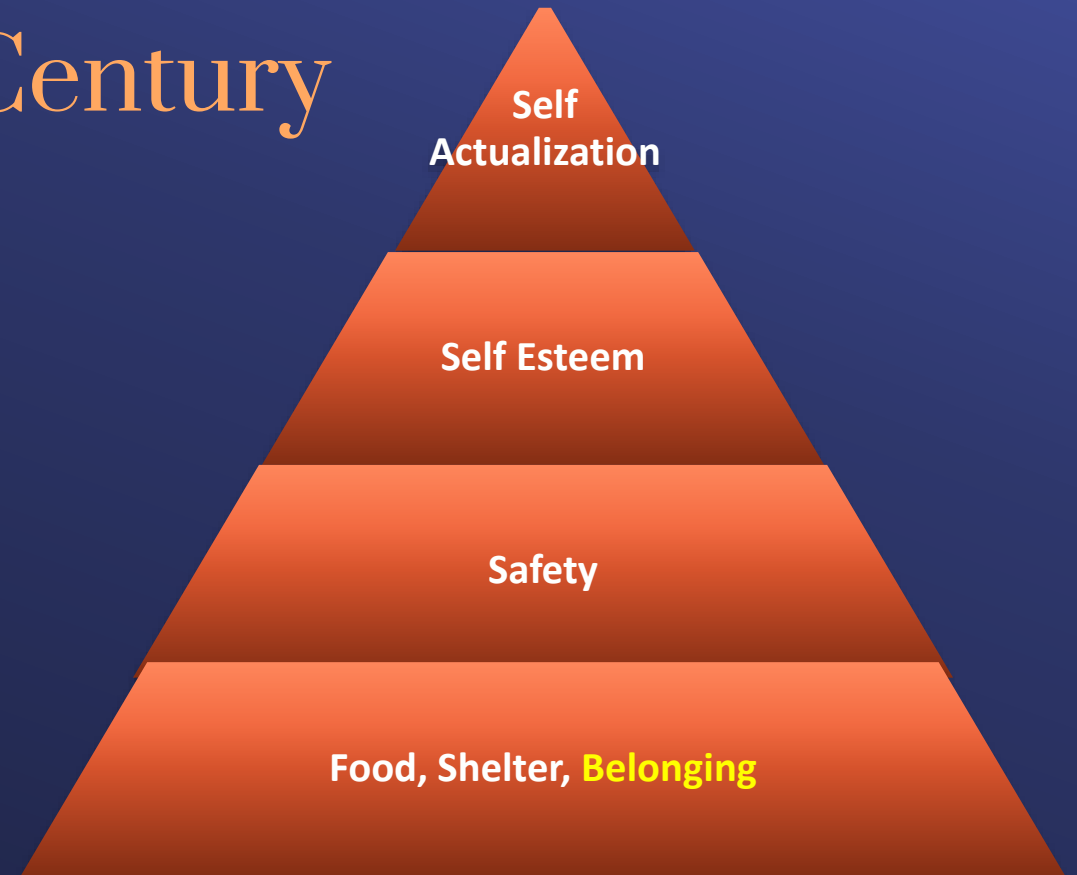


Maslow's Hierarchy

1943

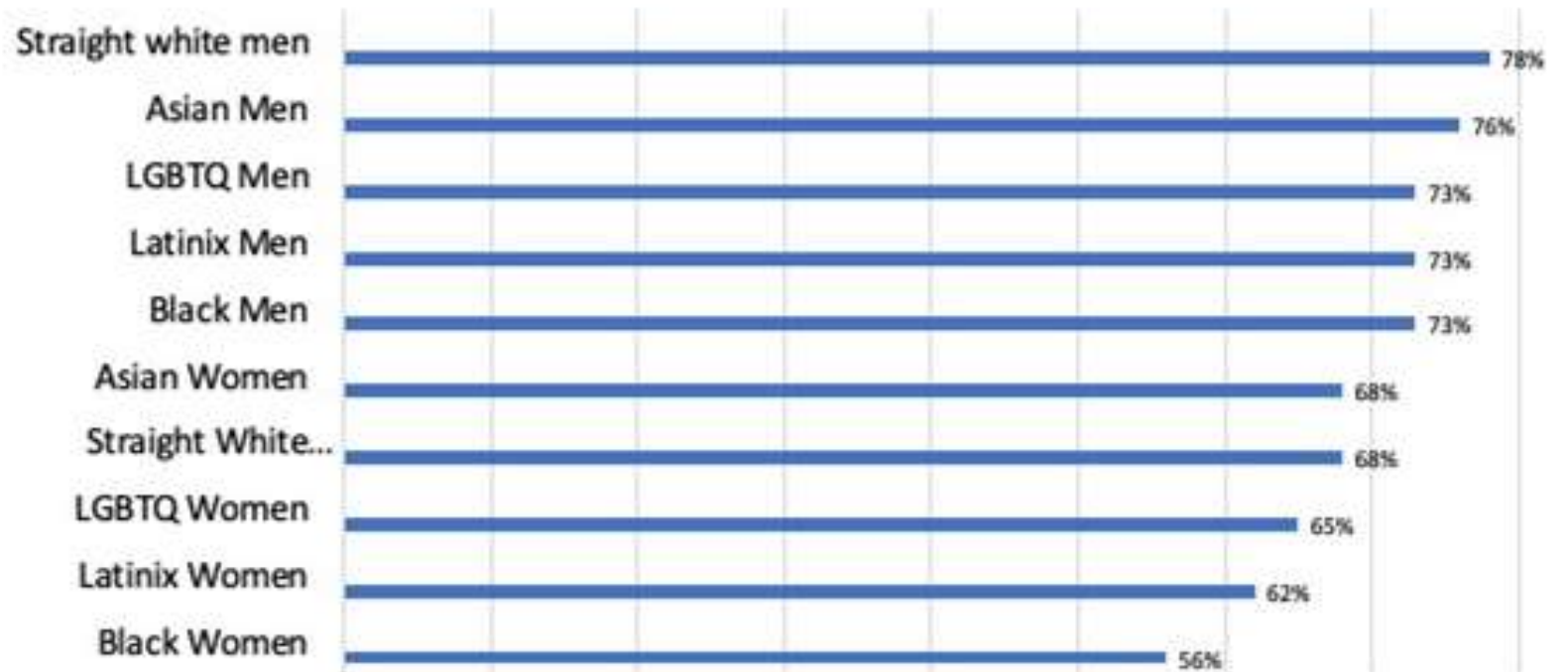


21st
Century



I can voice a contrary opinion
without fear of negative consequences.

Risk of Speaking Out Escalates with Lower Social Status



2018 <https://www.cultureamp.com/diversity-inclusion-report/>



National Safety Council

Diversity, Equity & Inclusion Building a Strong Foundation & Writing a New Playbook



- **CLIMATE JUSTICE CAMPAIGN** Joined a historic Climate Justice Campaign, along with the Mayor's Office, Metro, LADWP, to advance climate justice and climate literacy in communities that have historically been left behind
- **CALIFORNIA PLAN** Partnering with other California public agencies to advance our Equity in Infrastructure (EIP) Pledge and explore how best to accelerate the pace of change; received Irvine Foundation grant funding for this effort



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Workforce Development Update

Item #6b
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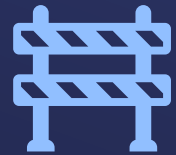
Diversity, Equity & Inclusion Workforce Development



Goal Increase Outreach Efforts And Help Build Brand Capital To Attract A Diverse Pipeline Of Talent For Current And Future Jobs



Goal Coordinate Efforts Across Metropolitan Related To Pipeline Development And Key Barriers And Process Inefficiencies That Hamper Recruitment And Hiring Efforts



Goal Address Any Structural Barriers To Hiring And Recruitment



Goal Explore The Formation Of Pathways That Do Not Currently Exist But Are Critical To Water System Operations

Diversity, Equity & Inclusion Workforce Development

Goal: Increase Outreach Efforts And Help Build Brand Capital To Attract A Diverse Pipeline Of Talent For Current And Future Jobs

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Leverage partnerships with colleges and community partners	<p>Engaged and collaborated with partners including:</p> <ul style="list-style-type: none"> San Bernardino Valley Community College – to expand on opportunities for T1 and D1 licenses College of the Canyons (COC) IE Works – to offer pre-apprenticeship workshop WINTER 	<ul style="list-style-type: none"> Partner with SBVCC to create pipeline between water operator program graduates and careers at MWD Utilize COC testing sites to expand access to Apprenticeship testing Partner with IE Works to provide pre-apprenticeship test preparation
Develop effective marketing materials and communicate in compelling ways to attract talent to Metropolitan, including from historically underrepresented groups	<ul style="list-style-type: none"> Sponsored Taste of Soul, socializing WD opportunities for first time Sponsored CRIT film festival, raising awareness about WD opportunities 	<ul style="list-style-type: none"> Continued communication and disbursement of marketing materials at career fairs, community events and high schools Partnership with HR to enhance outreach efforts
Establish strategic partnerships with community-based organizations to expand career awareness and opportunity	<ul style="list-style-type: none"> Partnered with organizations including Homeboy Industries and NAACP 	<ul style="list-style-type: none"> Partnering with College Corps to Careers and other organizations to build talent pipelines

Diversity, Equity & Inclusion Workforce Development

Goal: Coordinate Efforts Across Metropolitan Related To Pipeline Development And Key Barriers And Process Inefficiencies That Hamper Recruitment And Hiring Efforts

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Partner with Human Resources and Water System Operations to actively recruit for the next Apprenticeship class	<ul style="list-style-type: none"> Creation of marketing materials and greater outreach efforts to recruit a diverse pipeline of talent for next apprenticeship class 	<ul style="list-style-type: none"> Expansion of testing sites (in progress) Offer of pre-apprenticeship preparation workshop (in progress)
Explore the formation of pathways that do not currently exist but are critical to water system operations	<ul style="list-style-type: none"> Beginning partnership with San Bernardino Community College to create nexus between T1 and D1 certificates, and employment opportunities at Met 	<ul style="list-style-type: none"> Partner with internal organizations to assess employment needs and create entry-level opportunities such as internships
Pilot elimination of college degree requirement for specific roles	<ul style="list-style-type: none"> Partnership between HR, Cybersecurity/IT and DEI to pilot job description for roles that do not require a college degree 	<ul style="list-style-type: none"> Following a restructuring of the Cybersecurity organization, continued efforts to push this effort forward

Diversity, Equity & Inclusion Workforce Development

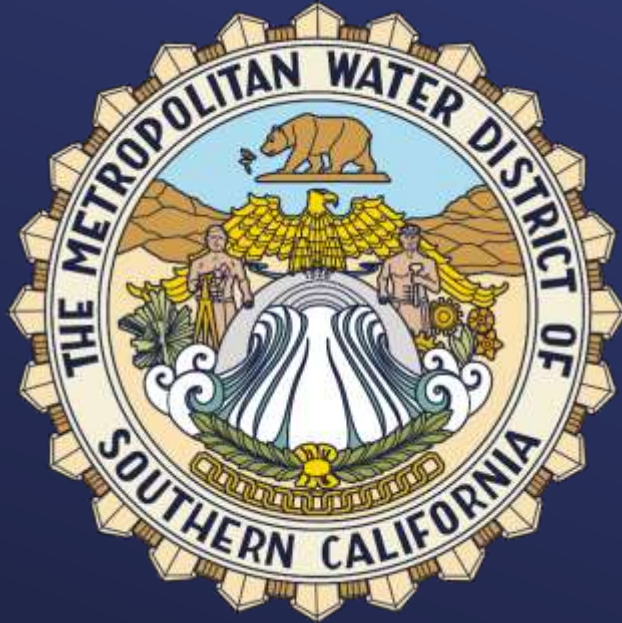
Goal: Address Any
Structural Barriers To
Hiring And Recruitment

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Validate the written test for the apprenticeship program (biggest hurdle for historically underrepresented talent)	<ul style="list-style-type: none"> Test validated 1/2024 Partnered with outside organizations to expand testing site locations Partnered with IE Works in offering a pre-apprenticeship preparation workshop to remove barriers 	<ul style="list-style-type: none"> Offering of pre-apprenticeship preparation workshop Expanded test sites for 2024 apprenticeship
Remove barriers to employment for individuals with disabilities	<ul style="list-style-type: none"> Partnered with HR and VOICE ERG to provide feedback and insight into accommodations policy and procedures Updated accommodations policy and procedures forthcoming from HR to create greater visibility for employees and more efficient administration 	<ul style="list-style-type: none"> Continued partnership with HR and VOICE to maximize efficiency of accommodations process for new and existing employees
Explore greater efforts around military/veteran hiring and recruitment	<ul style="list-style-type: none"> Connecting across Met to understand why past efforts did not yield successful outcomes 	<ul style="list-style-type: none"> Understanding lessons learned from the past and crafting a strategy that yields measurable outcomes

Diversity, Equity & Inclusion Workforce Development

Goal: Explore The
Formation Of Pathways
That Do Not Currently
Exist But Are Critical To
Water System Operations

STRATEGIC ACTION	PROGRESS	NEXT STEPS
Assess the critical, hard-to-fill roles that do not currently have defined pathways and partner across the organization to explore creation of these newer pathways	<ul style="list-style-type: none">Initial discussions with HR on identifying key pathways for which there will be future hiring needs	<ul style="list-style-type: none">Evaluate employment pathways for hard-to-fill roles
Apply for any applicable grant funding to build employment pathways	<ul style="list-style-type: none">Strong partnership with Grants Office to leverage monies that are available, especially as part of Biden's Justice 40 initiative	<ul style="list-style-type: none">Continued application for grant funding to create innovative pathways into employment; seek funding for WETT (Water Education for the Technical Trades) program



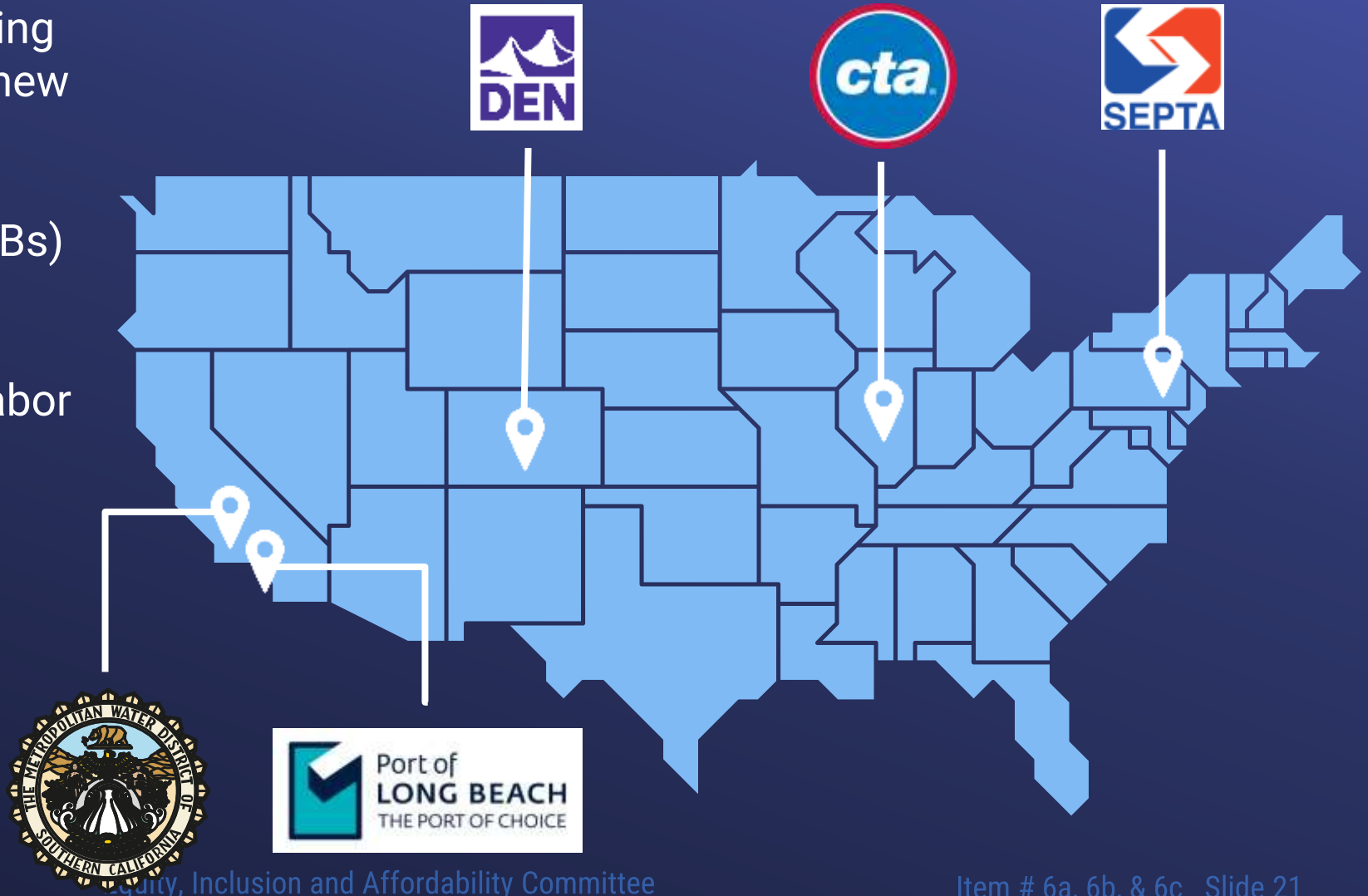
Equity, Inclusion and Affordability Committee

Equity in Infrastructure Pledge (EIP) Update

Item #6c
February 12, 2024

Equity in Infrastructure Program Pledge

- Five “Mover” Agencies, including Metropolitan invited to join a new nationwide effort to increase opportunities for Historically Underutilized Businesses (HUBs)
- First meeting with Biden Administration officials and labor was in Washington, DC in December 2021
- MWD Board approved initiative in January 2022



Strategic Initiative

Equity in Infrastructure Pledge

- Increase access and reduce barriers for Historically Underutilized Businesses (HUBs)
- Improve workforce opportunities for underserved communities

Updates

- Hosted listening session with DBE firms
- Increased outreach to DBE firms
 - \$11m awarded to DBE firms
- Launched the California Plan

CA **Equity** in Infrastructure Program Pledge

CA EIP Forum

Fourteen public and private sector infrastructure executives signed the Equity in Infrastructure Project (EIP) Pledge and EIP launched its California Plan initiative at ENR's LA Infrastructure Forum



CA **Equity** in Infrastructure Program Pledge

EIP Highlights

- MWD Hosted the inaugural California Plan meeting on January 22, 2024
- Topics covered included sharing of best practices, reciprocal certification, and an overarching need to create better communication about outcomes around EIP

CA EIP Partners



Next Steps

- Targeted Outreach event supporting The Pure Water Program – March 2024
 - Community Outreach & Workforce Development
 - Coordinated Networking session for Primes and Subcontractors
- Exploring several options for collaboration with other California signatories to streamline processes, increase efficiency and ensure greater procurement opportunity to historically underutilized businesses



Thank You!
Questions?

