



Equity, Inclusion and Affordability Committee



DEI DIVERSITY
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INCLUSION

Diversity, Equity & Inclusion Workforce Development Plan

Item #6a

October 7, 2024

Item # 6a

Workforce Development Plan



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Subject

Overall update on Workforce Development, including metrics and strategic plan

Purpose

Update the Equity, Inclusion & Affordability (EIA) Committee on progress made on workforce development, key areas of opportunity informed by data and a workforce development plan to advance progress

Recommendation and Fiscal Impact

None

Diversity Equity & Inclusion Goals



Workplace

Build a best-in-class workplace where every employee is valued, their ideas heard and their work environment characterized by respect, excellence and belonging.



Workforce (Future)

Cultivate the next generation of talent for MWD expanding broader access and ensuring greater equity to build a more diverse and qualified workforce.



Industry

Ensure diversity, equity and inclusion is embedded into every aspect of water planning, conveyance and delivery, including aspects such as multicultural conservation messaging and environmental justice.



Community

Ensure inclusion of underserved communities and non-traditional partners thereby becoming trusted partners.

Workforce Development Strategy

Building a Water Industry Future that Leaves No One Behind



Purpose

- Vision
- Cross-functional collaboration
- Green jobs for water industry
- UN Goals for Sustainable Development
- Grant funding
- Public/Private Partnerships



Pathways

- Community College/Trade School Partnerships
- Indigenous Pathways to Water Careers
- K-12 Engagement
- Outreach & Engagement around Carson/Pure Water



Partnerships

- Homeboy Industries, NAACP, California Conservation Corps, IE Works, etc.
- CUWA DEI Committee
- DEI/EEO/HR Collaboration (Military/Veteran, IWD, Women in the Trades)
- CAAWEF/WELL Statewide Leadership Training/BIPOC Leaders
- Member Agency Partnerships



Platform

- New Apprenticeship Program Testing through PearsonVue
- Pilot realignment of requirements for IT/Cybersecurity

Storytelling

Providing effective HR collateral (employer branding) and holistic communications (employee, community partners, K-12)



DEI Workforce Development Efforts - Vision



Workforce Development Plan

Workforce Development Priorities



Aging Workforce



Mission Critical Occupations



Training & Skill Development



Workforce Diversity & Inclusion



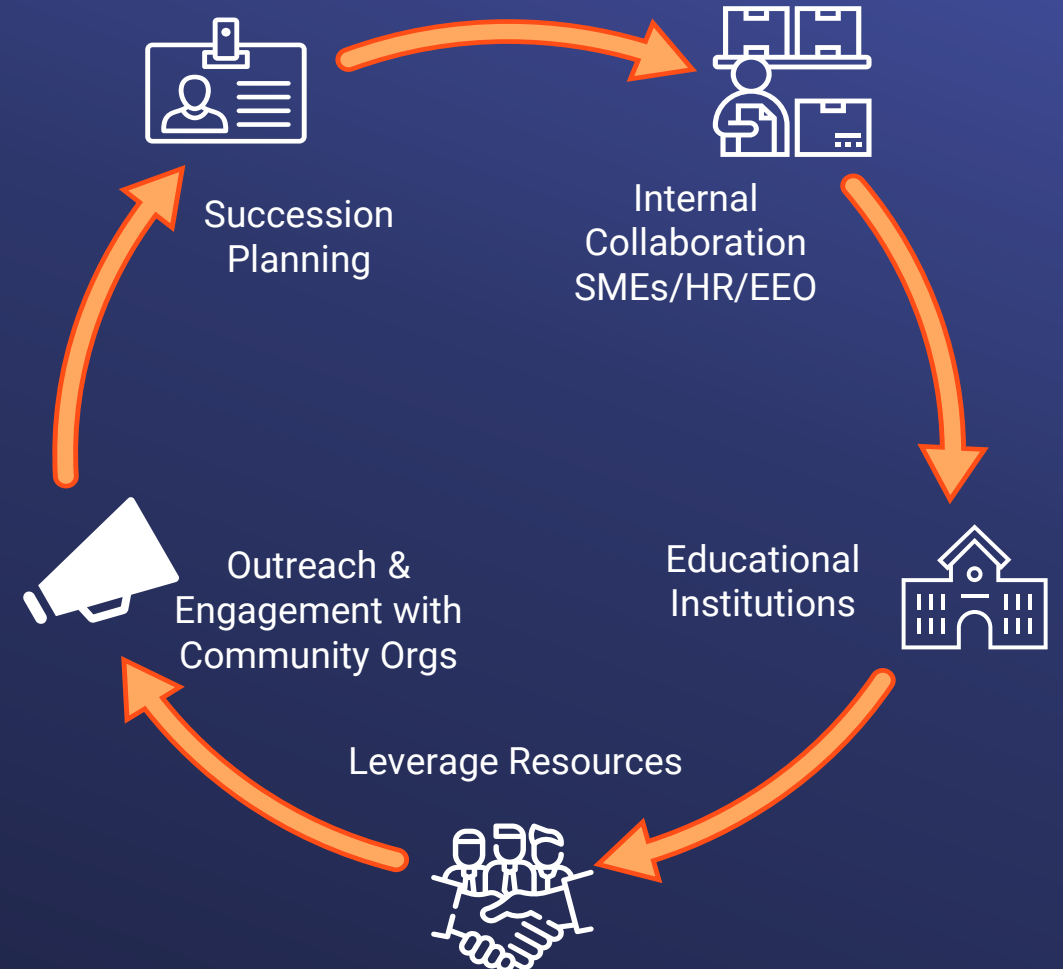
Equitable Access to Job Opportunities



Industry Awareness



Workforce Development Strategy



Workforce Development



- Relationship Building
- Diverse Pipelines
- Succession Planning Opportunities
- DEI Training
- Community Work Readiness Skills



- Compliance & Federal/State Policies
- Affirmative Action
- Underutilization Workforce Data



- Recruitment
- Job Training
- Workforce Data



- Agreement between contractor and Building and Construction Trade Councils within MWD service area
- Direct hires by contractor
- Workforce Development Provisions: 60% Local Hires and 15% Transitional Workers

Apprenticeship Program & Workforce Development

Why?

- Dwindling skilled labor market
- Promotes diversity
- Promotes long-term workforce stability
- Aging workforce with anticipated retirements

What?

- Maintenance Electricians and Maintenance Mechanics
- Provide entry to a journey level training program
- Structured using on-the-job training, related classroom instruction, and home study

When?

- Management and Labor finalized agreement in 2002
- First class began in 2003
- State Certification 2005

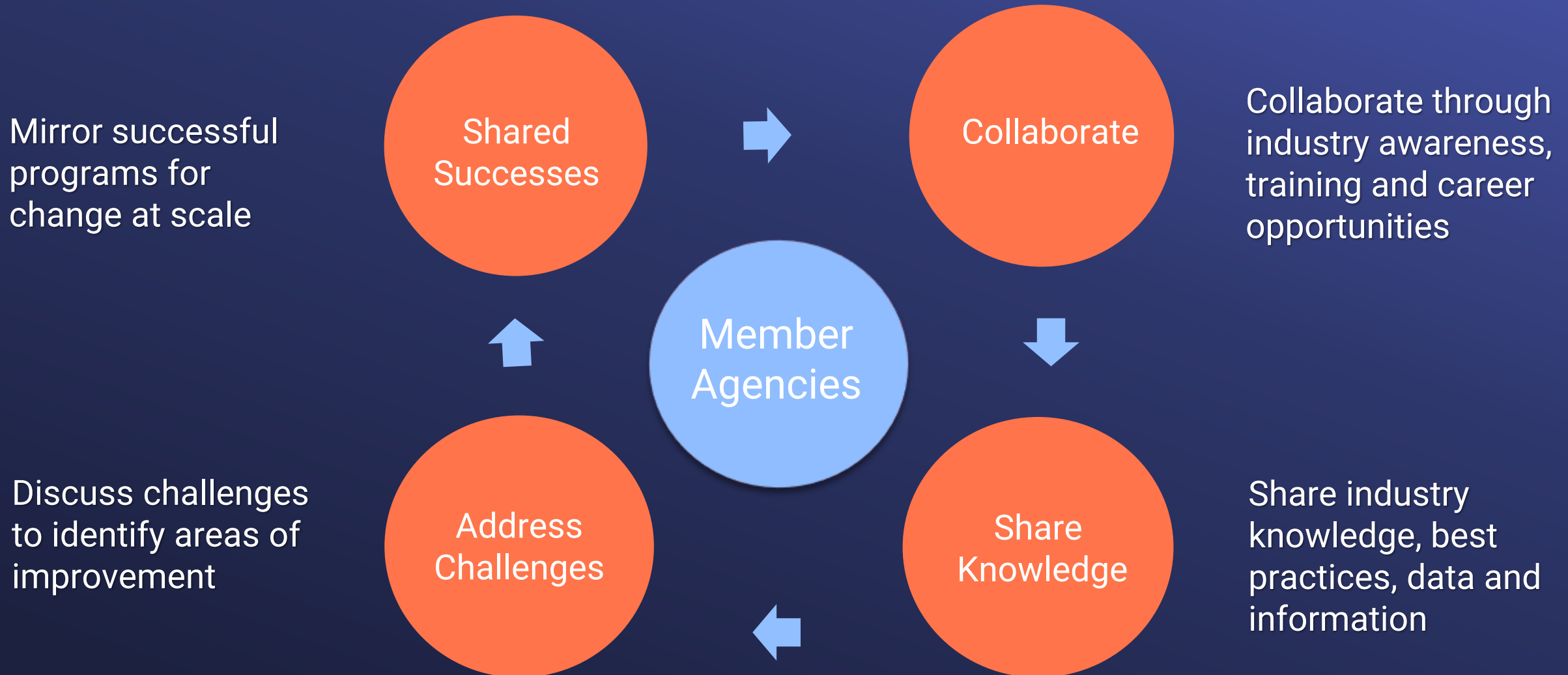
How?

- Increased Outreach to 200+ diversity groups and community organizations throughout our service area
- Increased testing locations through PearsonVue



Workforce Development

Member Agency Collaboration

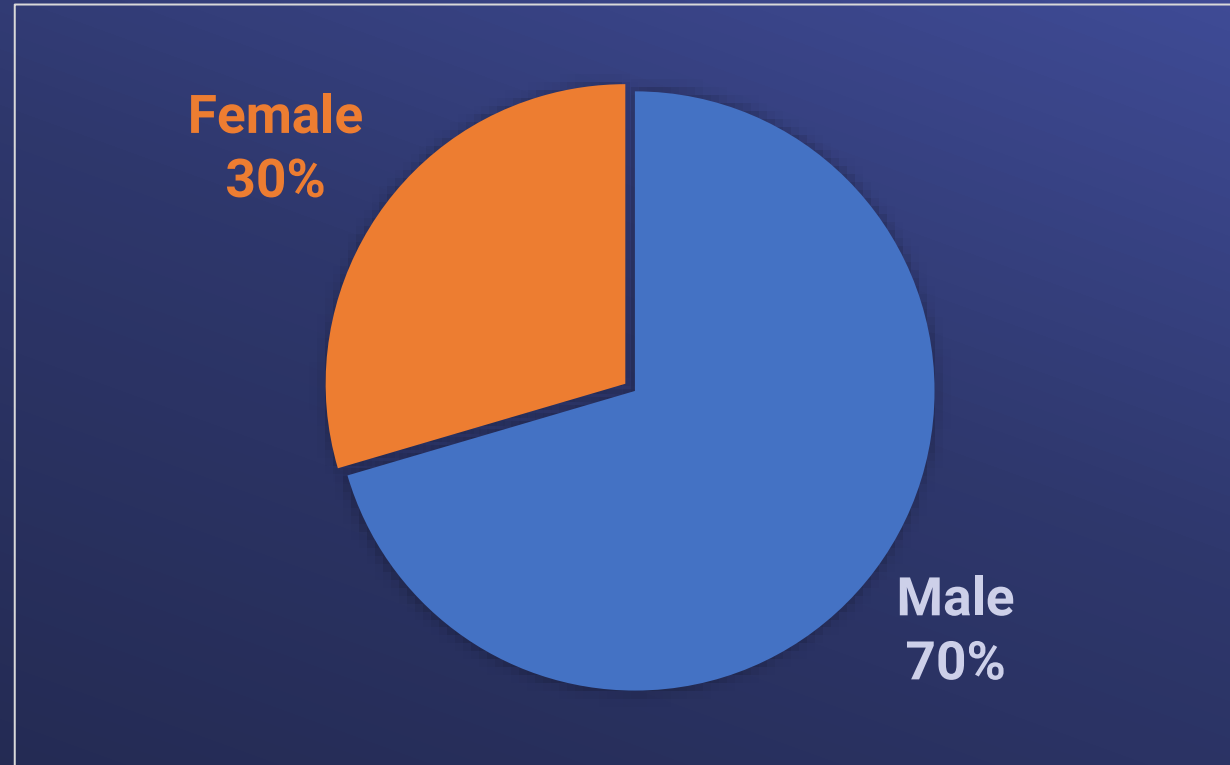


Workforce Development Efforts

Diverse Pipelines

- Expand engagement and outreach
- Apprenticeship Program- Expanded outreach efforts to 200+ organizations throughout our service area

Metropolitan Workforce by Gender



Men= 1347
Women=565
Total MWD Workforce: 1,912
*Includes District Temps

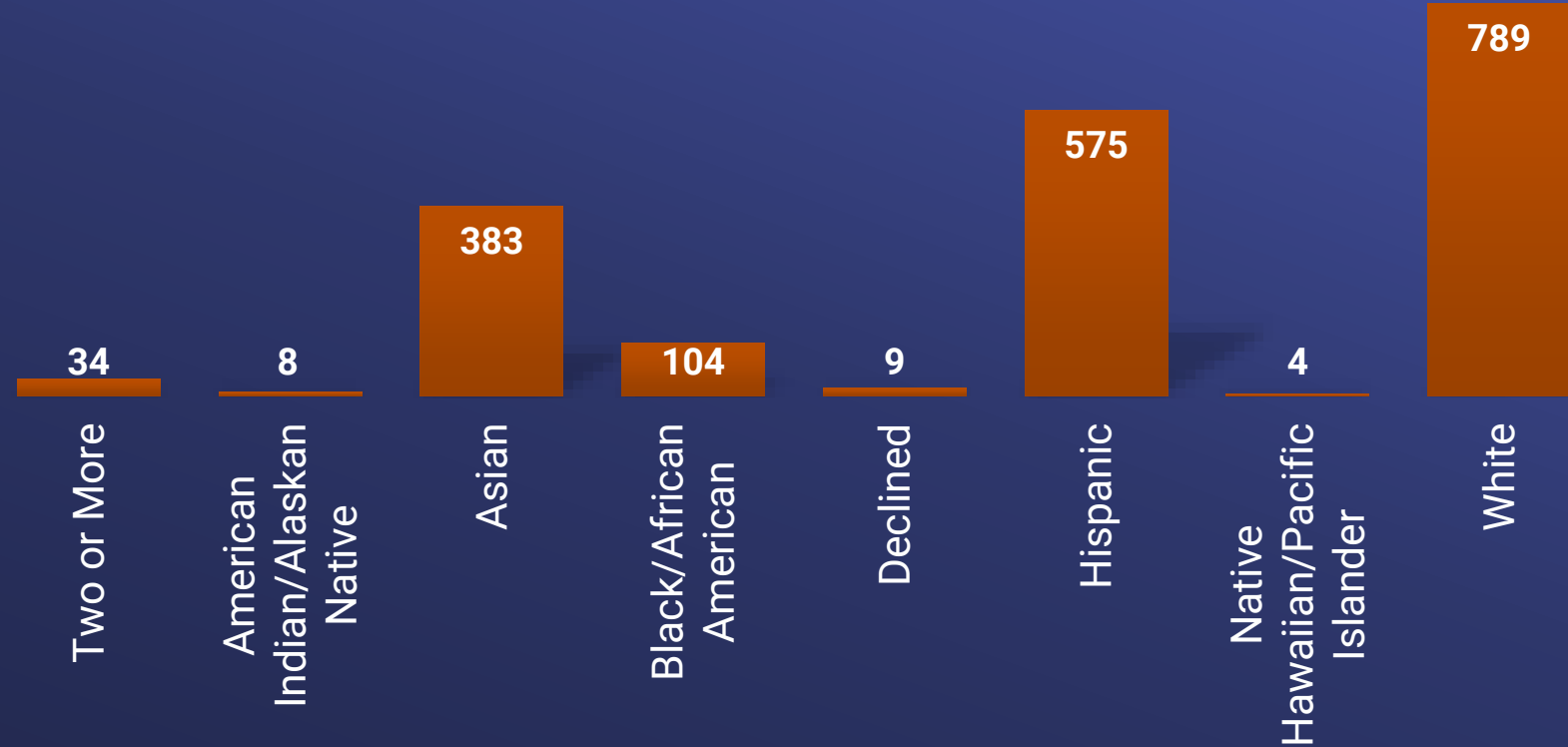
Workforce Development Efforts

Diverse Pipelines

- Industry Awareness
- Conduct information sessions with community organizations
- Continue tribal outreach and engagement

Total MWD Workforce: 1,912
 *Including District Temps and 6 Blank/No Response

Number of Employees by Race/Ethnicity

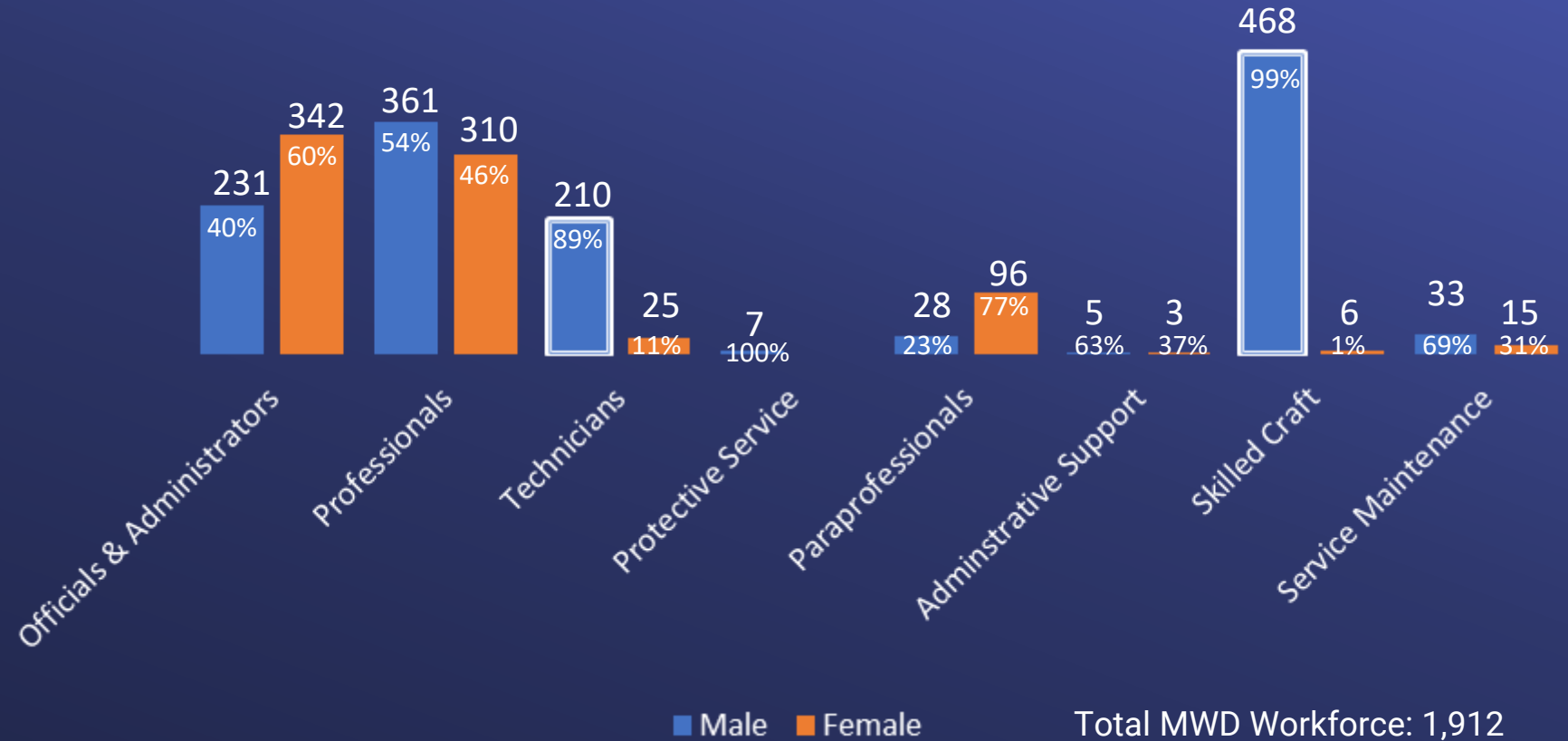


Workforce Development Efforts

Diverse Pipelines

- K-12 Career Pathway Education
- Conduct information sessions with women organizations to create industry awareness

Occupations by EEO Code: Male and Female



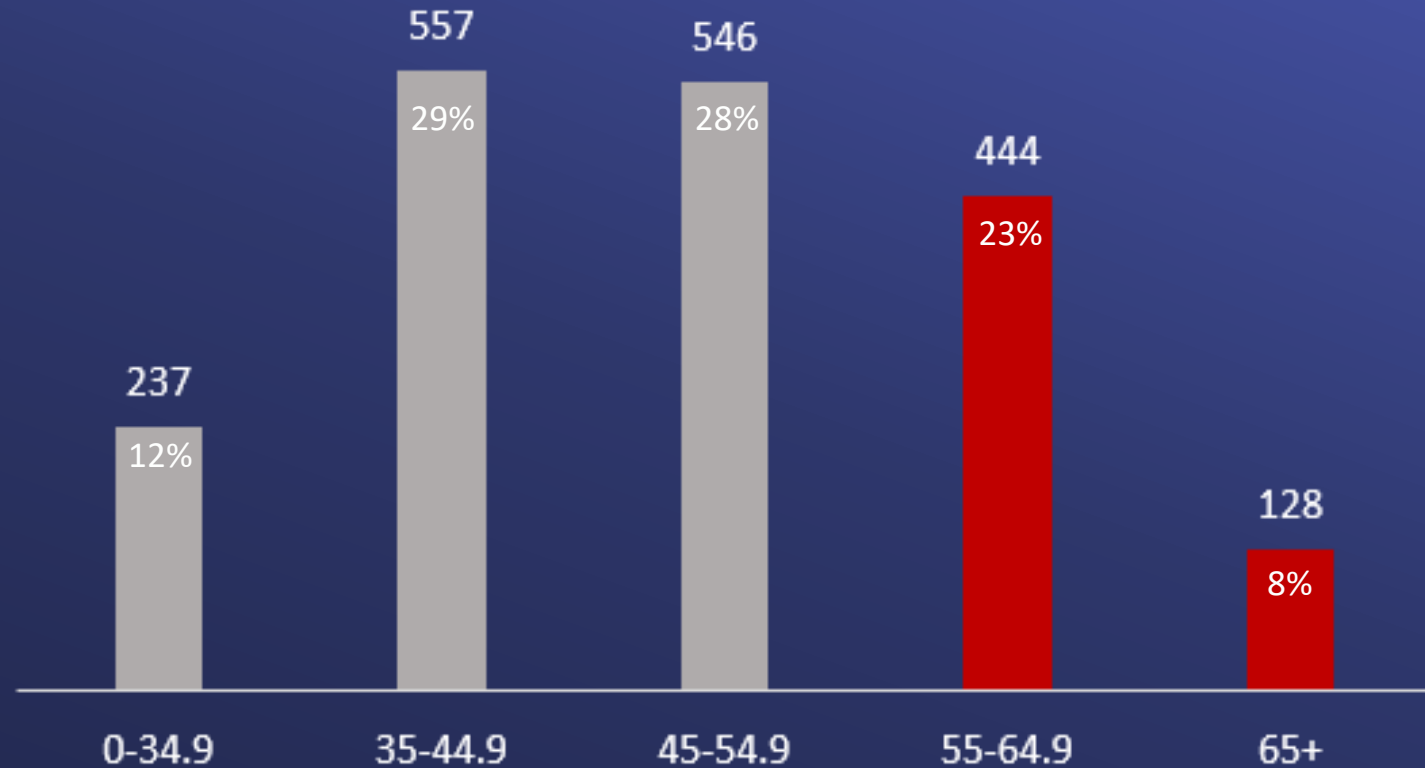
Total MWD Workforce: 1,912
*Including District Temps

Workforce Development Efforts

Succession Planning

- Leverage resources and work with skills training and career development organizations to expand training and apprenticeship programs

Average Age Range



Total MWD Workforce: 1,912

*Including District Temps

California Water/Wastewater Mission-Critical Occupations

Workforce Development Efforts

Succession Planning

- Collaborate internally with SMEs, Management, and Supervisors to understand mission critical occupations

Exhibit 2. Water/Wastewater Mission-Critical Occupations

Functional Group	SOC Code	Occupation Title	Related Job Titles
Electrical	17-3023	Electrical and Electronic Engineering Technologists and Technicians	Electrical Technician, Control Systems Technician,
	47-2111	Electricians	Electrician, Water Systems Electrician, Sewer Pump Station Electrician
Maintenance	17-3098	Calibration Technologists and Technicians	Calibration Technician, Engineering Technician, Instrumentation Technician
	49-9041	Industrial Machinery Mechanics	Plant Machinery Maintenance Mechanic, Water Systems Mechanic, Water Treatment Plant Repairer
	49-9071	Maintenance and Repair Workers, General	Maintenance Worker, Maintenance Services Worker, Building Maintenance Technician, Repair Technician
Operational	47-2073	Operating Engineers and Other Construction Equipment Operators	Back Hoe Operator, Heavy Equipment Operator, Water Equipment Operator
	51-4041	Machinists	Machinist, CNC Machinist
	51-8031	Water and Wastewater Treatment Plant and System Operators	Plant Operator, Wastewater Operator, Wastewater Technician, Wastewater Lead Operator

March 2023: Centers of Excellence for Labor Market Research

Workforce Development Efforts

Succession Planning

- Work with HR to review potential barriers to employment, review entry level occupations and minimum requirements
- Leverage resources and collaborate with community organizations, colleges, and CTEs to provide certification and skills training

Typical Education and Training Requirements for Mission-Critical Occupations

Functional Group	Occupation (SOC)	Typical Entry-Level Education	Work Experience Required	Typical On-the-Job Training
Electrical	Electrical and Electronic Engineering Technologists and Technicians (17-3023)	Associate degree	None	None
	Electricians (47-2111)	High school diploma or equivalent	None	Apprenticeship
Maintenance	Calibration Technologists and Technicians (17-3028)	Associate degree	None	None
	Industrial Machinery Mechanics (49-9041)	High school diploma or equivalent	None	Long-term on-the-job training
	Maintenance and Repair Workers, General (49-9071)	High school diploma or equivalent	None	Moderate-term on-the-job training
Operational	Operating Engineers and Other Construction Equipment Operators (47-2073)	High school diploma or equivalent	None	Moderate-term on-the-job training
	Machinists (51-4041)	High school diploma or equivalent	None	Long-term on-the-job training
	Water and Wastewater Treatment Plant and System Operators (51-8031)	High school diploma or equivalent	None	Long-term on-the-job training

March 2023: Centers of Excellence for Labor Market Research

Strategic DEI Roadmap for Workforce Development



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Metrics & Succession Planning

- Action Taken** Pursued data informed insight on MWD workforce years of service for succession planning and minimize skills gap.
- Work Outstanding** Implement cross-generational mentoring program.
- Next Milestone/Update** Meet with HR, Unions, SMEs, management, and Supervisors for program discussion.

Addressing Mission Critical Occupations

- Action Taken** Analyzed data to determine hiring needs at Metropolitan; collaborate with EEO/HR on underutilization.
- Work Outstanding** Solicit input from SMEs, management, and supervisors.
- Next Milestone/Update** Work with HR to review potential barriers to employment, review entry level occupations and minimum requirements.

Training & Skill Development

- Action Taken** Engaging with WorkSource/AJCCs, One Stop Centers, CSU and CCCs.
- Work Outstanding** Internship program, certification training programs and expand apprenticeships.
- Next Milestone/Update** Work with HR, Unions, SMEs, management, and Supervisors for program discussion.

Strategic DEI Roadmap for Workforce Development



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Workforce Diversity

- | | |
|------------------------------|---|
| Action Taken | Collaborate with career centers, EDD, and utilizing the CIRCA Diversity Outreach system. |
| Work Outstanding | Identify community organizations in our service area that provide resources, training, and career development to underserved, historically excluded individuals, women, veterans and individuals with disabilities. |
| Next Milestone/Update | Calendar workshops to increase industry awareness, application and recruitment process, and career opportunities. |

Greater Access to Job Opportunities

- | | |
|------------------------------|--|
| Action Taken | Review career section of MWD website, outreach of application and recruitment process. |
| Work Outstanding | Soliciting input from HR. |
| Next Milestone/Update | Outreach material and update website. |

Industry Awareness

- | | |
|------------------------------|--|
| Action Taken | Engaging with internal departments and external organizations. |
| Work Outstanding | Determine outreach focus. |
| Next Milestone/Update | Work with HR, EEO and internal departments to strategically conduct targeted outreach to increase diverse pipelines. |

Strategic DEI Roadmap for Workforce Development



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Strategic, Local Partnership (Carson MOU)

Action Taken Collaboration around Pure Water Southern California (PWSC); initial draft socialized with key stakeholders.

Work Outstanding Soliciting input from unions and Legal on structure and substance of draft Memorandum of Understanding (MOU).

Next Milestone/Update Target to have draft MOU finalized by December 2024.

Build Entry Level Pipelines of Talent into Water

Action Taken Engaging with career development orgs and colleges for grant funding initiatives.

Work Outstanding Meet with SMEs, management, and supervisors to understand business needs.

Next Milestone/Update Establish business alignment between certification requirements for entry level occupations in lieu of experience.

Tribal Outreach & Engagement

Action Taken Resume writing workshops, tours and sponsored community events to better connect, build trust and understand needs.

Work Outstanding Discuss opportunities for skills training and career pathways.

Next Milestone/Update Key meeting with CRIT leaders on 9/26 .

Strategic
DEI
Roadmap for
Workforce
Development



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Increase the Representation of Women in Water

- Action Taken** Collaborating with WINTR, AWWA, AWWEE to increase industry knowledge.
- Work Outstanding** Increase outreach and engagement throughout our service area.
- Next Milestone/Update** Review potential barriers to employment; strategically advance outreach efforts.

Increase Military/Veteran Hiring and Recruitment

- Action Taken** Collaborating AJCCs, EDD, PATH and 29 Palms.
- Work Outstanding** Continue to identify organizations in our service area.
- Next Milestone/Update** Information sessions for industry awareness, job opportunities and training.

Increase Hiring and Recruitment of Individuals with Disabilities

- Action Taken** Work on Accommodations process with HR; engage with AJCCs.
- Work Outstanding** Identify community organizations in our service area.
- Next Milestone/Update** Calendar workshops to increase industry awareness, application and recruitment process, and career opportunities.

Strategic DEI Roadmap for Workforce Development



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Member Agency Collaboration

- Action Taken** Initial engagement on workforce development efforts (Calleguas, West Basin, etc.).
- Work Outstanding** Broader engagement and planning for Summit in early 2025.
- Next Milestone/Update** On the agenda for 10/18 to discuss workforce development with Member Agency Managers.

Internships/Career Pathways

- Action Taken** Initial research on existing internships and areas of opportunity.
- Work Outstanding** Work with internal departments and external organizations to expand internships and career pathways.
- Next Milestone/Update** Execute new internship/career pathways, part of Carson MOU.

Grant Funding

- Action Taken** Coordinating with the Grants Office to submit grant applications for expansion of career pathways into water.
- Work Outstanding** Leverage \$150k grant awarded in partnership with CAAWEF and WELL for creation of next generation of leaders in water.
- Next Milestone/Update** Planning phases with first cohort planned for April 2025.

DEI Workforce Development MOUs



- Industry Awareness
- Increase Diverse Pipelines
- Refer Qualified Members
- Assist with developing programs



- Industry Awareness
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- Industry Awareness
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- Industry Awareness
- Increase Diverse Pipelines
- K-12 Career Pathway Education
- Internship Program with the South Bay WIB



Thank You!
Questions?

