

DIVERSITY, EQUITY & INCLUSION

Racial Equity Action Plan



Los Angeles
Department of
Water & Power



What is it that I don't know?

Are we living our values?

Does every employee have an opportunity to promote?

What does racial equity really look like at LADWP?

What does DEI mean to our organization?

Process Map



July 2020

Los Angeles Department of Water and Power	Overall			White			Black			Hispanic			Asian			American Indian			Filipino		
Executives	14	0.1%		7	0.2%		1	0.1%		2	0.05%		4	0.3%		0	0.0%		0	0.0%	
Senior Management	219	1.9%	24%	97	2.8%	22%	25	1.5%	16%	52	1.2%	15%	32	2.4%	60%	0	0.0%	5%	13	2.1%	41%
Administrators	140	1.2%		32	0.9%		15	0.9%		33	0.8%		40	3.0%		0	0.0%		20	3.3%	
Professionals	2343	20.7%		636	18.4%		217	13.2%		545	12.9%		727	54.4%		3	4.7%		215	35.2%	
Technicians	850	7.5%		306	8.9%		61	3.7%		249	5.9%		137	10.3%		3	4.7%		94	15.4%	
Protective Service	258	2.3%	10%	43	1.2%	10%	88	5.4%	9%	110	2.6%	9%	9	0.7%	11%	0	0.0%	5%	8	1.3%	17%
Paraprofessionals	30	0.3%		5	0.1%		3	0.2%		14	0.3%		7	0.5%		0	0.0%		1	0.2%	
Office/Clerical	2035	17.9%		285	8.2%		655	39.9%		848	20.0%		129	9.7%		13	20.3%		105	17.2%	
Skilled Craft	4429	39.0%	66%	1787	51.7%	68%	404	24.6%	75%	1836	43.3%	76%	226	16.9%	29%	39	60.9%	90%	137	22.5%	42%
Service Maintenance	1027	9.1%		258	7.5%		174	10.6%		547	12.9%		25	1.9%		6	9.4%		17	2.8%	
	11345			3456			1643			4236			1336			64			610		
Employee %				30%			14%			37%			12%			1%			5%		
City of LA %				28.4%			8.9%			48.5%			11.6%			0.7%					

Men
57.14%

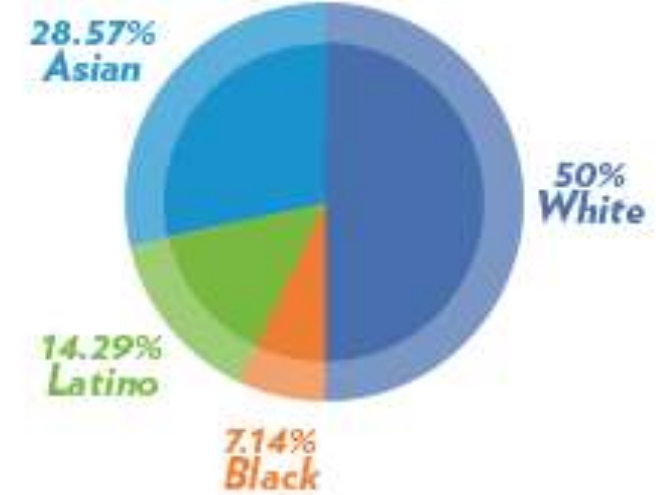
Women
42.86%



**Race and
Gender
distribution
amongst
Executive Team**

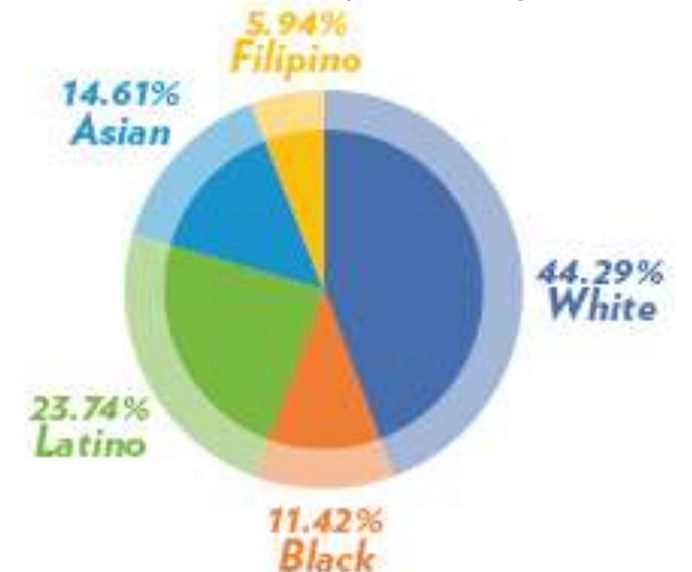
Executive Management

Distribution by Ethnicity



Senior Management

Distribution by Ethnicity



✓ Racial Equity Initiative

- Leadership and change must start at the top for the agency to move toward diversity, equity, and inclusion.

“What Marty did was bold and required to make sure that we know what his expectations are for us.”

✓ Culture

- A need for accountability, inspection, and oversight, as well as initiatives focused on DEI.

“If I’m struggling to get people just to treat people like human beings, then adding Diversity on top of it, makes it a little bit harder. It’s that much more difficult.”

✓ Equity Barriers

- Civil Service System. Inconsistent recruitment strategy. Interview panels. Unconscious bias.

“Equity is different and requires something more substantial in terms of effort.”



Focus Groups

Focus Groups were conducted over four days which allowed us to connect with a random sample of field and office employees. All participants of the focus group remain anonymous to allow for confidentiality.

- **Number of Focus Groups: 19**
- **Staff Participants: 90**
- **Supervisor Participants: 20**
- **Total Participants: 110**

✓ **Diversity, Equity and Inclusion**

- Must be prioritized to eliminate culture of cultural insensitivity, nepotism, favoritism, and cliques. Eliminate racial disparities in management and eliminate glass ceiling for people of color.

✓ **Accountability & Oversight**

- Unsatisfactory disciplinary measures for staff/managers that violate EEO policies.

✓ **Communication**

- Information is not fairly distributed to all employees, as some do not have access to email.

✓ **Hiring, Promotions and Recruitment**

- Discrimination, nepotism, and favoritism prevent some qualified candidates from promotion. Recruitment strategy. Interview panels lack diversity. Need to recruit in diverse communities.

✓ **Retaliation**

- Those that report retaliation face repercussions of harassment and punishment.

✓ **Training and Resources**

- Lack of training and mentoring opportunities. Opportunities not available to all employees.

Staff and Supervisor Response to Discrimination

Have you personally witnessed discrimination at LADWP?
 **YES**



Have you been a victim of discrimination at LADWP?
 **YES**



Racial Equity Employee Survey

9/10/2020 – 9/25/2020

Emailed **7,000**

Response Rate **49%**



Response Completion **3,435**

31% of LADWP Total Workforce responded to Survey

26 Questions

Voluntary

Anonymous



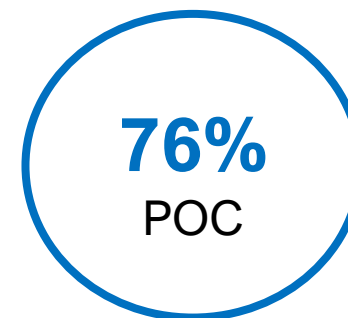
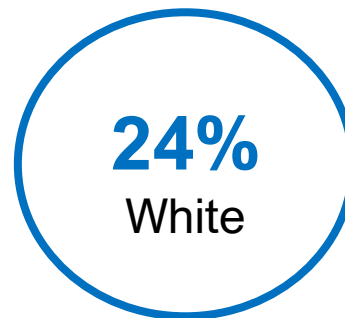
39%
Joint



36%
Power

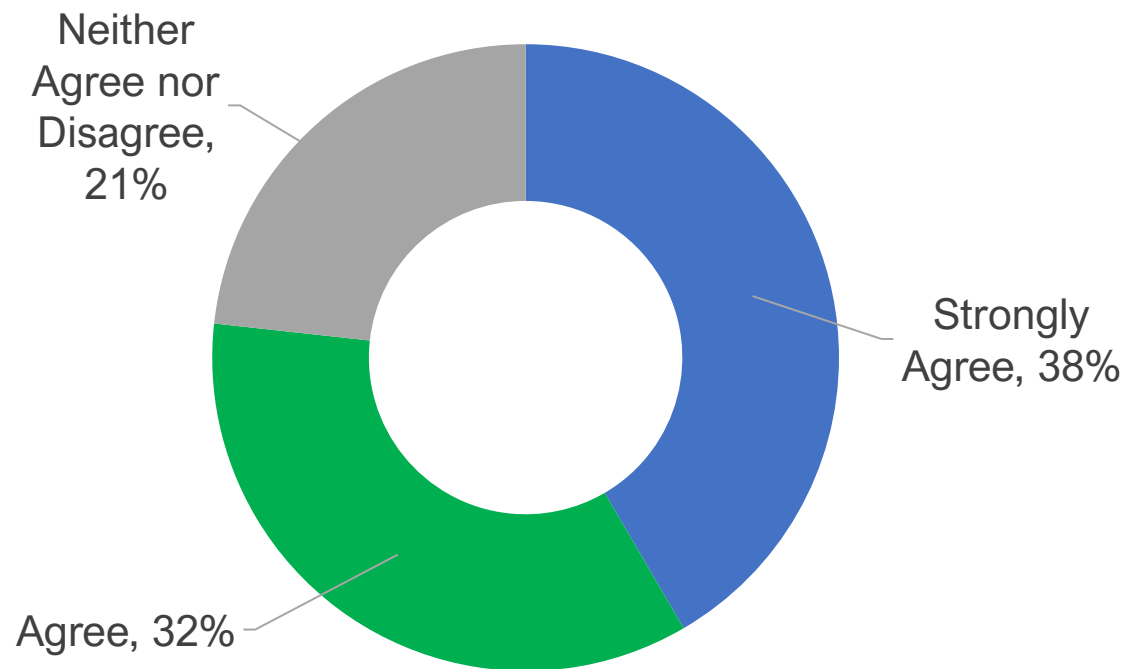


25%
Water

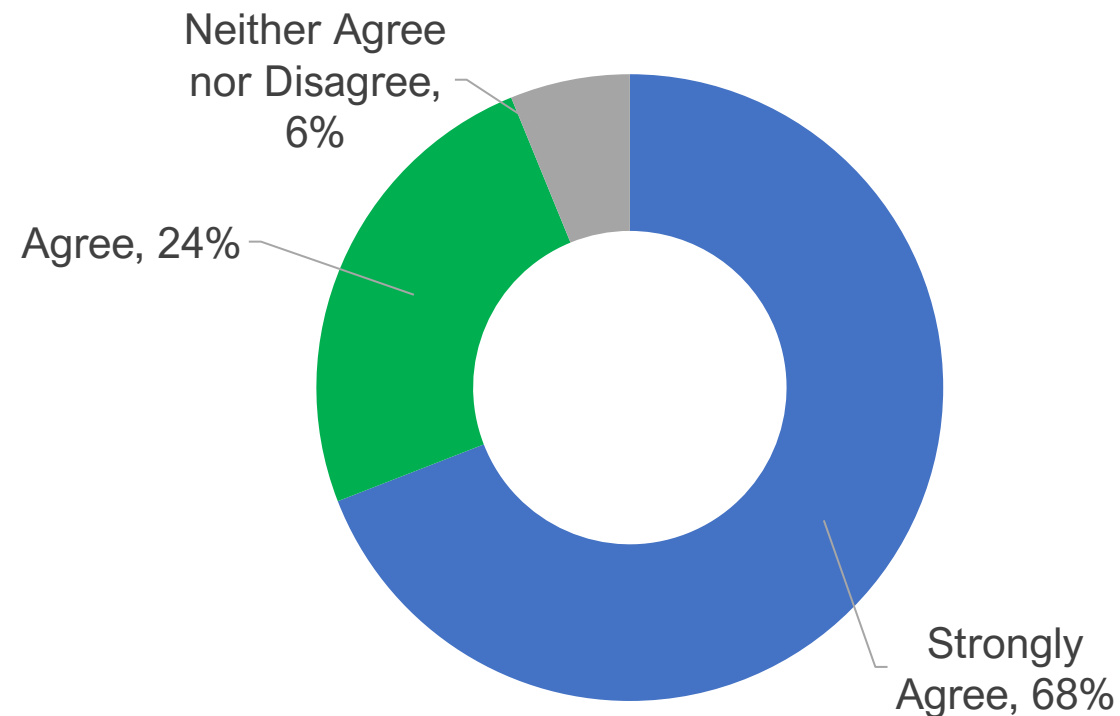


LADWP should prioritize diversity and inclusion

Total Respondents

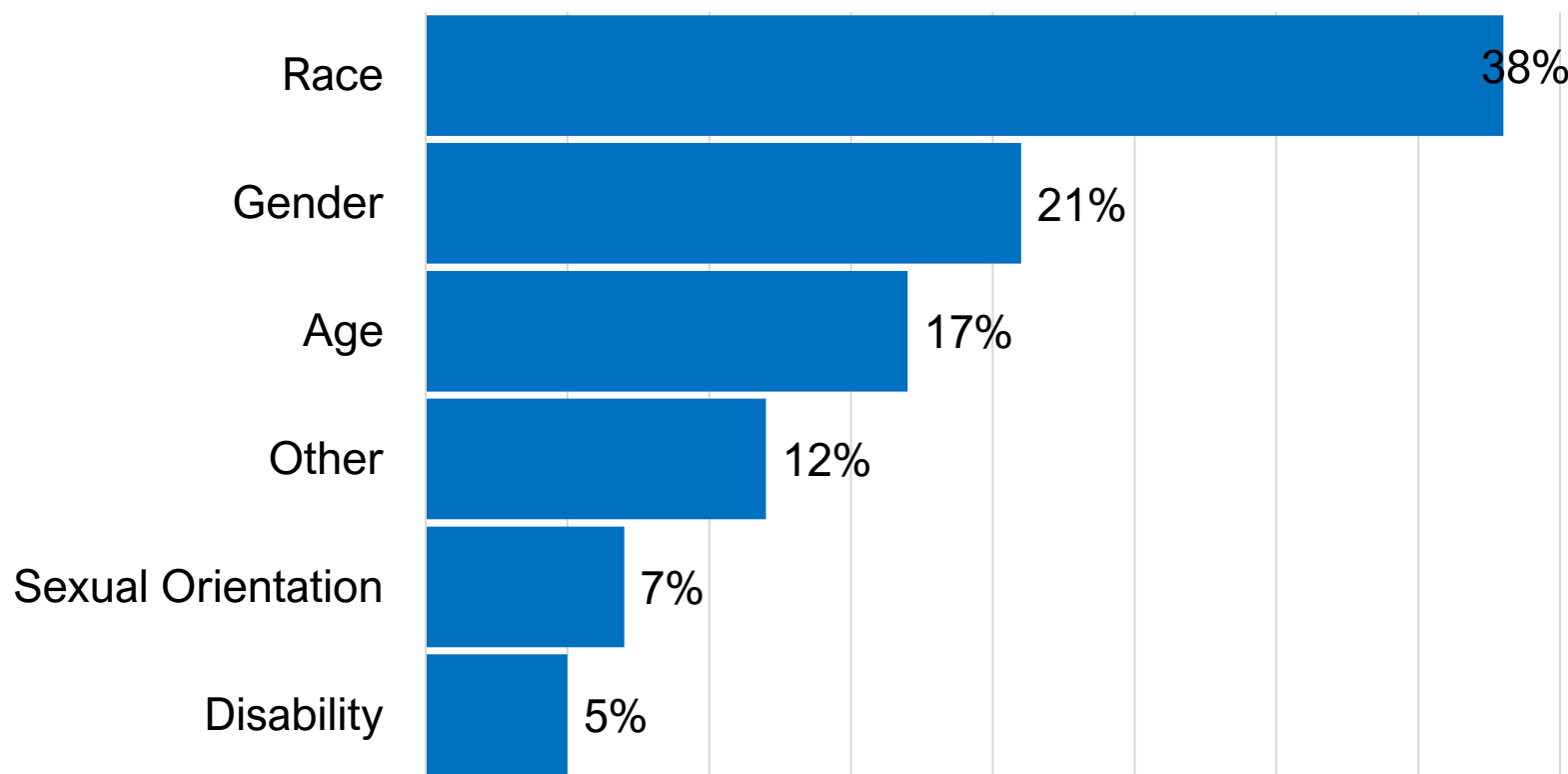


Black Respondents



- Majority of Total Respondents “Strongly Agree” (38%) & “Agree” (32%)
- African Americans overwhelmingly “Strongly Agree” (68%) & “Agree” (24%)

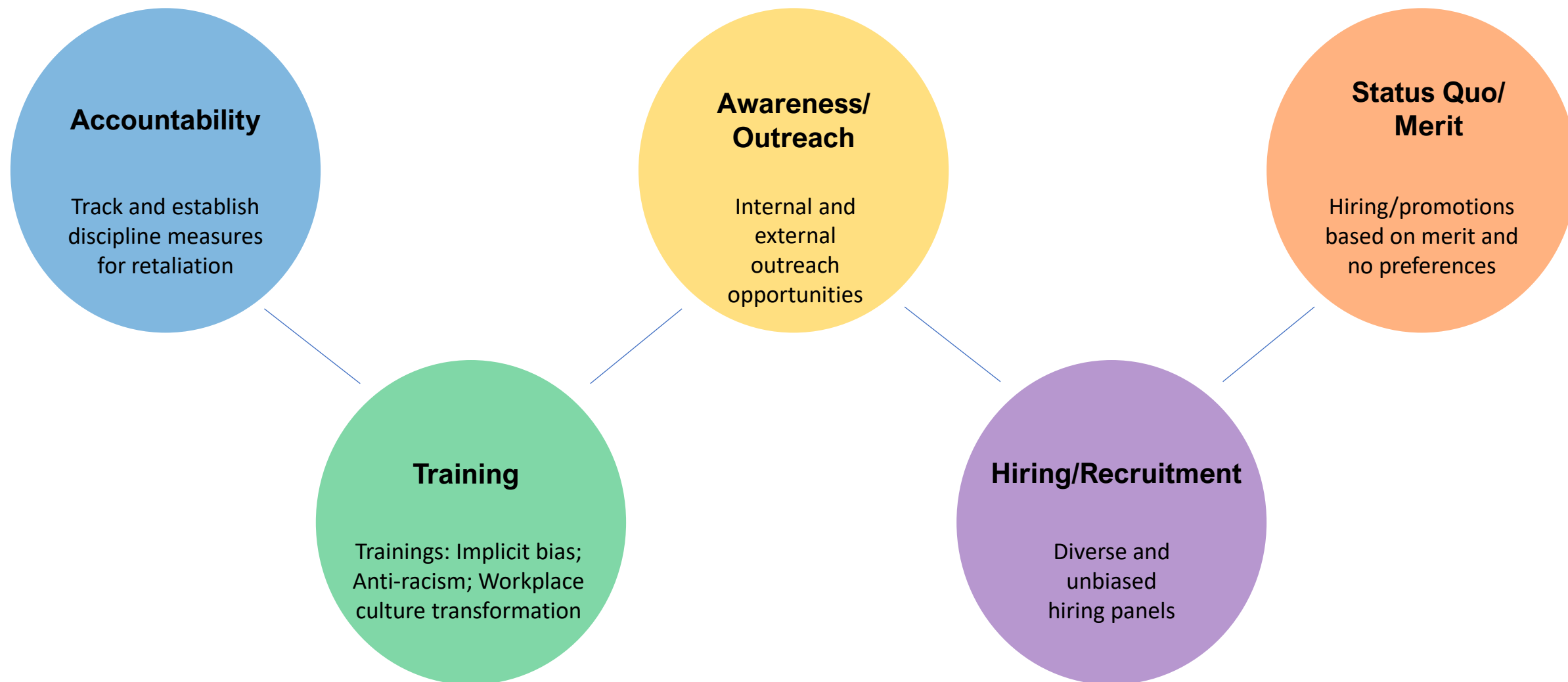
What types of discrimination have you witnessed at LADWP?

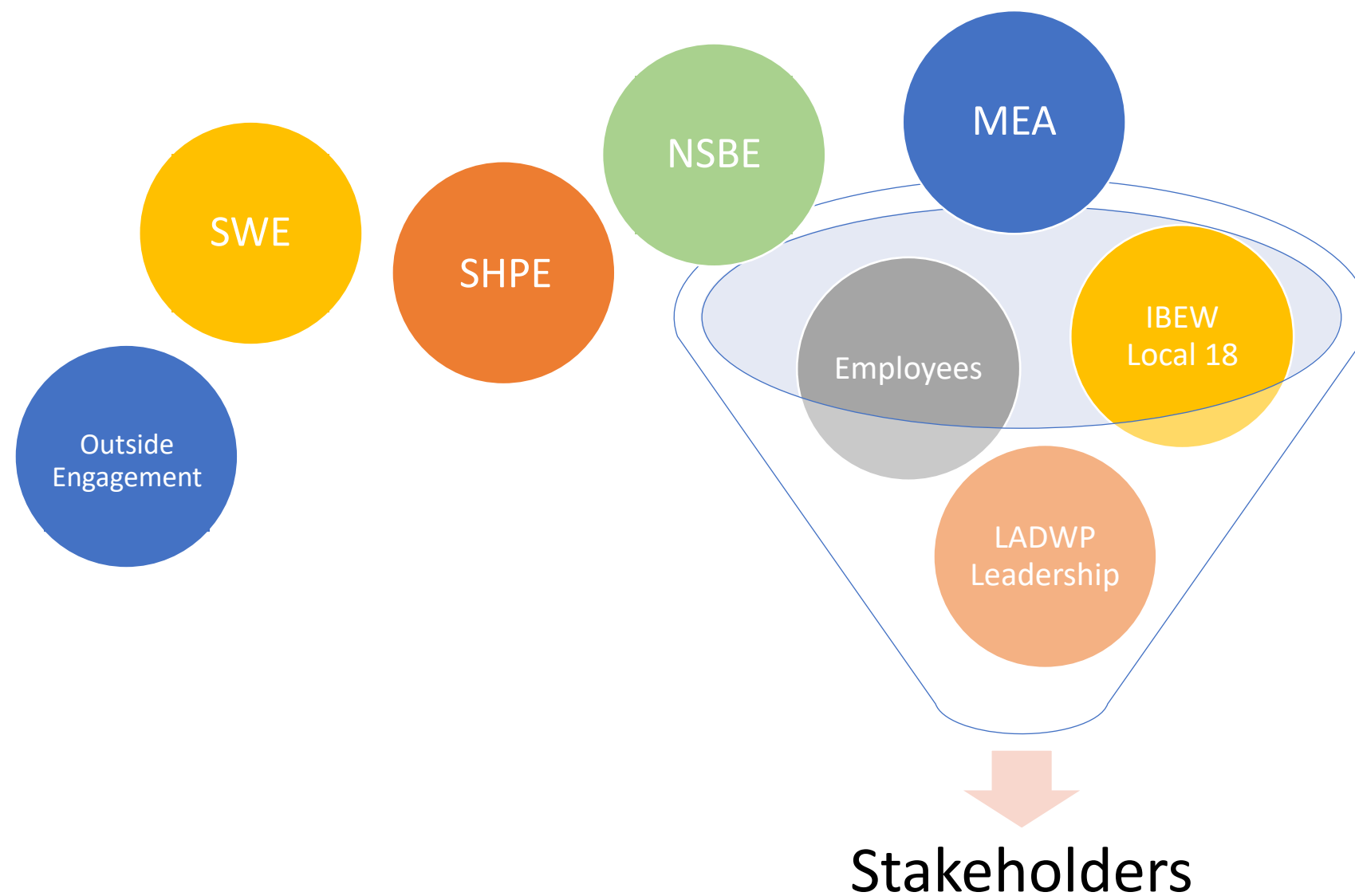


“Other” Responses - 12%

- Language
- National Origin
- Physical Appearance
- Religion
- Weight
- All of the above

Do you have any recommendations to help LADWP move towards a diverse and racially equitable workforce at all levels?





ORGANIZATIONAL IMPROVEMENTS

1	Create the Office of Diversity, Equity, & Inclusion.
2	Include Career Ladders on the LADWP website for increased visibility for employees and external interests. Work with Personnel to update pathways for LADWP classifications.
3	Develop an Internal Communication Strategy that includes tools/resources necessary for the Communication's Division to have the ability to communicate with all staff in a timely and effective manner re. Bulletins, Policy/Process Changes, Employee Updates, Weather & Safety Conditions, Promotional Opportunities, Recognition, etc.
4	Allow any full-time employee to receive tuition reimbursement if the educational course taken is related to any position and/or classification within LADWP.
5	Establish a Racial and Gender Equity Task Force that reports to the DEIO. The Task Force will create mechanisms to obtain the voice of the employee on an ongoing basis.

RECRUITMENT STRATEGY

- | | |
|---|---|
| 6 | Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), as well as Community Colleges in the Los Angeles region. |
| 7 | Develop an online library of centralized study materials to provide all employees equal access to exam study materials. |

DIVERSITY TRAINING

- | | |
|---|--|
| 8 | Diversity and Inclusion Training for executives, managers, supervisors and employees at all levels within LADWP. This training is to include an Implicit Bias Training segment. Training can be delivered as a series. |
|---|--|

CULTURE

- | | |
|---|--|
| 9 | Encourage managers and supervisors to create an environment where Diversity, Equity and Inclusion is considered when important policy decisions about the department are being made. |
|---|--|

SUPPLIER DIVERSITY

10 Increase M/WBE, DVBE, and Small Business Contracting.

ECONOMIC DEVELOPMENT & COMMUNITY ENGAGEMENT

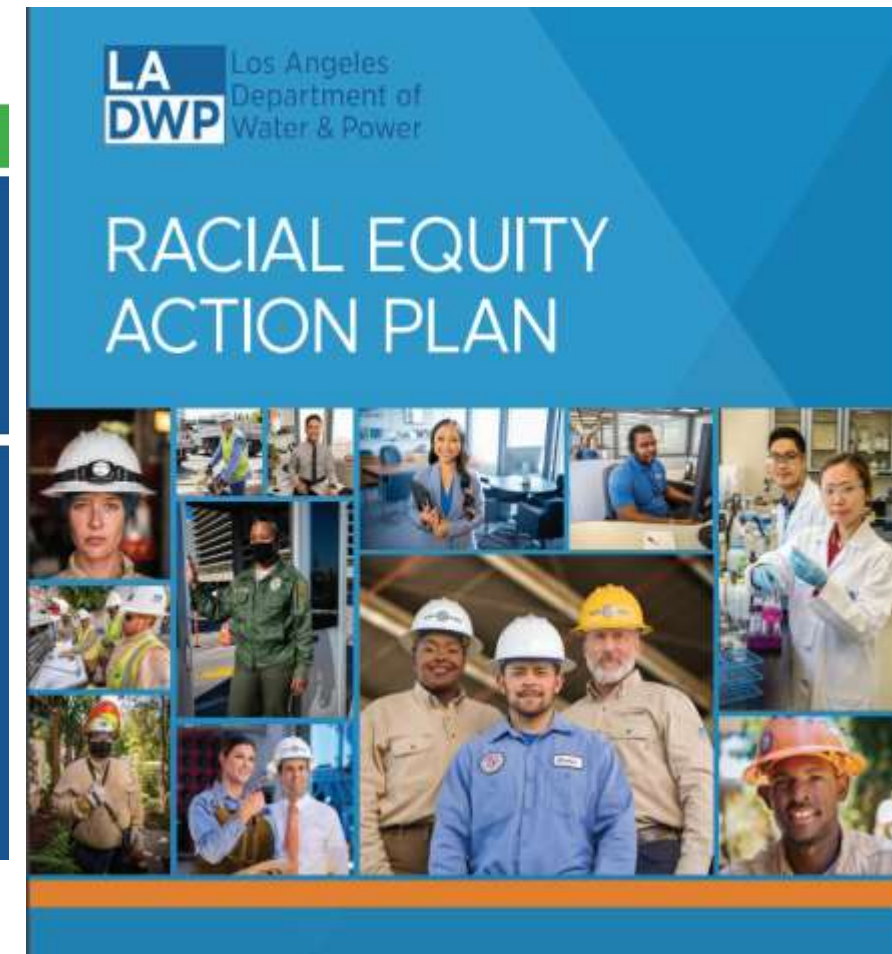
11 Partner in Citywide efforts to retain and attract businesses by leveraging LADWP core functions.

EQUAL EMPLOYMENT OPPORTUNITY

12 Employ a zero-tolerance policy and hold management accountable for discriminatory actions.

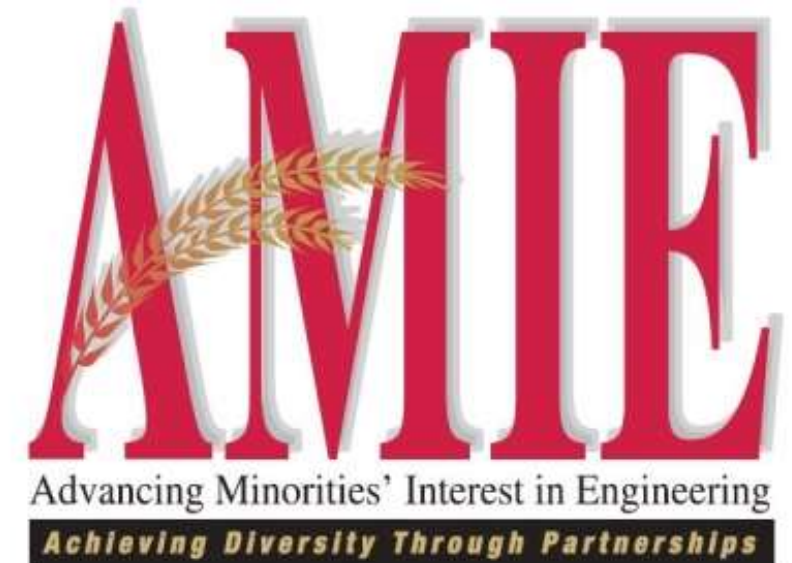
Recommendation Through LADWP's Racial Equity Action Plan

Recruitment Strategy		
WF21	a. Establish a comprehensive annual budget for all Systems to significantly fund annual department recruiting efforts.	DEI Office to develop a comprehensive recruitment strategy fully endorsed and funded by the department
	b. Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), minority serving institutions, as well as Community Colleges in the Los Angeles region.	Included in WF21a



Advancing Minorities' Interest in Engineering (AMIE)

AMIE is a non-profit organization whose purpose is to expand corporate and government alliances with the (15) ABET (*Accreditation Board for Engineering and Technology*) **Historically Black Colleges and Universities (HBCU) Schools of Engineering**. Their goal is to implement and support programs to attract, educate, graduate, and place underrepresented minority students in engineering and computer science careers.



Achieving Diversity through Partnerships



Historically Black Colleges and Universities (HBCU) Partners

The (15) ABET accredited HBCU Schools of Engineering produce over 30% of the African American engineers in the United States while representing less than 3% of the Engineering Universities. They produce a rich pipeline of **untapped** diverse talent.

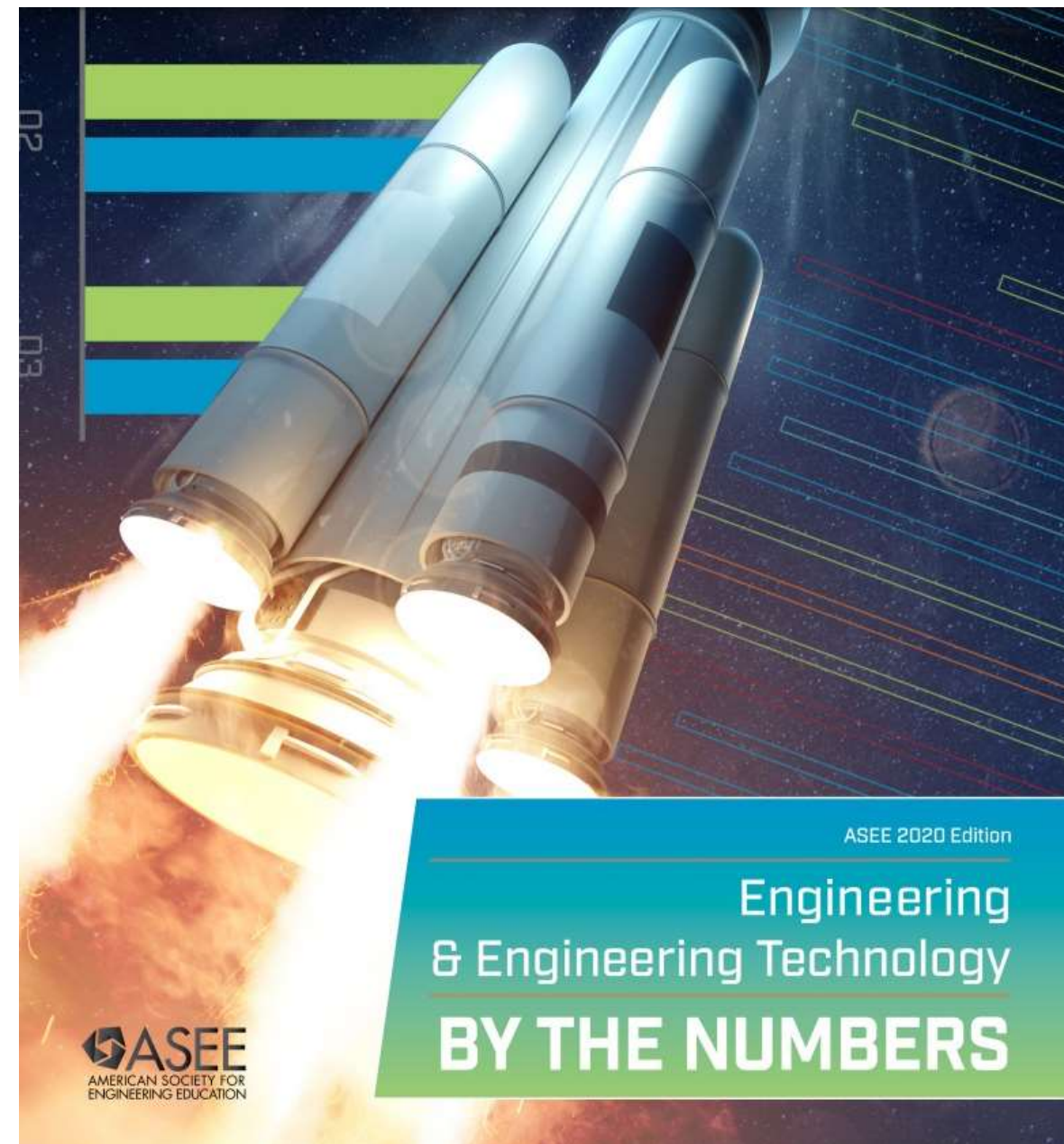


1.1.14 Top 20 Institutions by Total Bachelors Degrees awarded to African Americans

Table 14: Top 20 Institutions by Total Bachelors Degrees awarded to African Americans

No	Institutions	Degrees Awarded
1	New Jersey Institute of Technology	286
2	North Carolina A&T State University	196
3	Georgia Institute of Technology	171
4	University of Maryland, College Park	123
5	University of Central Florida	117
6	Prairie View A & M University	114
7	Kennesaw State University	103
8	University of Maryland, Baltimore County	102
9	George Mason University	96
10	Tuskegee University	95
11	Florida International University	93
11	Morgan State University	93
13	Alabama A & M University	84
14	Texas Tech University	75
15	Louisiana State University	67
16	Georgia Southern University	66
17	Florida Atlantic University	63
18	Mississippi State University	60
19	FAMU-FSU College of Engineering	59
20	Clemson University	56

* 429 Institutions included



Memorandum of Agreement Between LADWP & AMIE

- This MOA establishes a cooperative research agreement through mutual interest in the areas of water supply, water quality, conservation, energy/water nexuses and climate change to develop collaborations and exchanges in fields of shared interest and expertise.
- Contract terms & amount: For five years and an amount not to exceed \$5,000,000
- Assists LADWP to research and meet required State and City mandates on LADWP operations
- This umbrella MOA will provide administrative savings and enhanced coordination on future projects

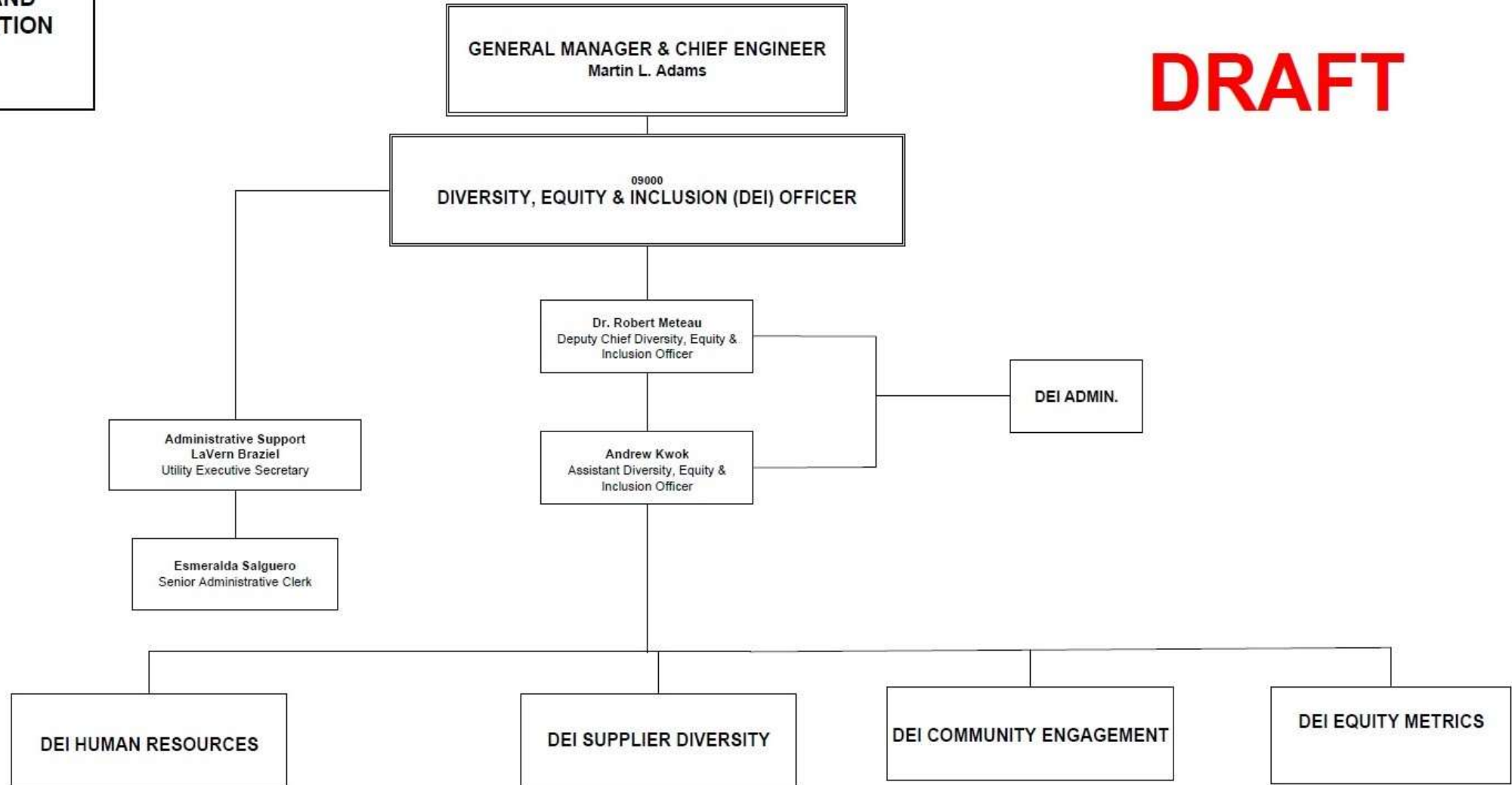
Task Order Driven

The MOA with AMIE will be task order driven. Research may include some of the following areas:

- Renewable, advanced and sustainable energy, Advanced Power Systems
- Energy, Environment and Sustainability
- Computational Fluid Dynamics
- Power Optimization for Electro-Thermal System
- Applied Fluid Dynamics Research Laboratory
- Civil & Environmental Engineering – Water Resources and ground water systems
- Smart Grid Security
- Thermal science and computational fluid dynamics
- Industrial Wastewater Treatment
- Water Resources Engineering
- Enterprise Systems and Logistics, ERP Integration Analytics and Business Intelligence
- Development to prepare and train LADWP workforce
- Develop new techniques and strategies to enhance LADWP recruitment strategies
- Other exchange and cooperation research projects to which both parties agree

DRAFT

**DIVERSITY, EQUITY AND
INCLUSION ORGANIZATION
ORG. 09**





Questions & Answers