



## • Semi Annual Report on EEO Policy and Affirmative Action Plan

### Summary

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This is the Annual Report on Metropolitan's Equal Employment Opportunity and Affirmative Action Programs for calendar year 2020. As with almost every other aspect of the workplace in 2020, the COVID-19 pandemic significantly impacted efforts to attract qualified females, people of color, veterans and individuals with disabilities, as well as the expected number of hires and retirements. This in turn has impacted workforce demographics. Nevertheless, efforts were undertaken to outreach to these groups mainly through virtual settings.

There was an increase in the total workforce count in 2020 for regular employees compared to 2019. Metropolitan was able to increase workforce representation of people of color by 1%. No change was realized to the percentage of females in the workforce. The majority of those hired in 2020 were people of color, while females saw a 5% increase in their rate of promotion over the previous year. Additionally, the number of employees who retired significantly decreased from the previous year, 30 fewer, and male and white employees continue to retire at a higher rate than other groups.

In addition to the pandemic, the added attention of social justice prompted Metropolitan to take a closer look at its workplace culture not only related to diversity and inclusion, but equity as well. A Diversity, Equity and Inclusion Council was formed. Additionally, the Shaw Law Group began its review of Metropolitan's EEO complaint and investigation practices.

Metropolitan is currently updating its Affirmative Action Programs and Nondiscrimination Programs for plan year 2019/2020 and 2020/2021. The Veterans Federal Contractor Report was submitted to the Department of Labor which reports workforce data related to protected veterans. Strategies and activities that attract and retain women, people of color, protected veterans and individuals with disabilities will continue to be the primary efforts undertaken by the EEO office to eliminate any underutilization identified and reach hiring benchmarks under these programs. These efforts will support a diverse and inclusive workforce. Now more than ever, Metropolitan's ability to attract and retain a high-quality, diverse workforce and create an inclusive and equitable work environment is critical when competing for talent in today's labor market.

### Purpose

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Pursuant to Administrative Code 6304, the General Manager shall report to the Organization, Personnel and Technology Committee on the status of the equal employment opportunity policy and affirmative action program.

### Attachments

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Attachment 1 – List of Outreach Events and Efforts for Calendar Year 2020

### Detailed Report

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The following information provides an overview of the impact that Metropolitan's efforts to recruit, hire, promote and retain employees of previously excluded groups has had on workforce diversity.

### Workforce and Job Action Demographics

Metropolitan's workforce consisted of 1,780 regular employees as of December 31, 2020. Workforce count includes regular full-time or part-time employees and does not include consultants, district or agency temporary employees.

Table 1.1 displays the sex/gender and race/ethnicity by count and percentage of Metropolitan's workforce as of 12/31/20. There was no change in the percentage of females and males in the overall workforce compared to

## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

2019. Females continue to make up 28% of the overall workforce. Reviewing by race/ethnicity, people of color increased by 1% over 2019 to 56%. Additionally, there was a decrease in Black/African America employees and an increase for Hispanic/Latino employees. Women of color continue to make up 19% of the workforce.

**Table 1.1**  
**Metropolitan's Workforce as of 12/31/2020**

<b>Total</b>	<b>1780</b>	
<b>Female</b>	499	28%
<b>Male</b>	1281	72%
<b>White</b>	787	44%
<b>People of Color</b>	993	56%
2 or more races	25	1%
Asian	356	20%
Black or African American	112	6%
Hispanic or Latino	489	28%
Amer Indian/Alaskan Native	7	1%
Native Hawaiian or other PI	4	0%

Table 1.2 is a comparison of management employees by female/male and people of color/white. Of the 1,780 employees, 261 hold management positions. In each management level, males are the majority while there is a more even distribution between people of color and white.

**Table 1.2**  
**Manager Demographics as of 12/31/20**

<b>Manager Level (261)</b>	<b>Female</b>	<b>Male</b>	<b>People of Color</b>	<b>White</b>
Executive (15)	33%	67%	40%	60%
Mid-Level (155)	30%	70%	43%	57%
Front Line (91)	28%	72%	50%	50%

Chart 1.2 is a breakdown of the 1,780 employees by EEO-4 job category. EEO-4 categories are federal defined groupings of comparable types of occupations found in public sector organizations. The largest number of employees continues to be in the Professionals category followed by Skilled Crafts. Professionals include positions such as Analyst, Engineer, Environmental Specialist, Microbiologist, Software Developer and Resource Specialist and are found throughout the organization. Skilled Crafts include positions such as Coater, Electrician, Equipment Operator, Mechanic, Treatment Plant Operator and Welder/Fabricator, and are found primarily in Water System Operations. Officials and Administrators include all executive and management staff.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

**Chart 1.2**  
**Workforce by EEO Category**

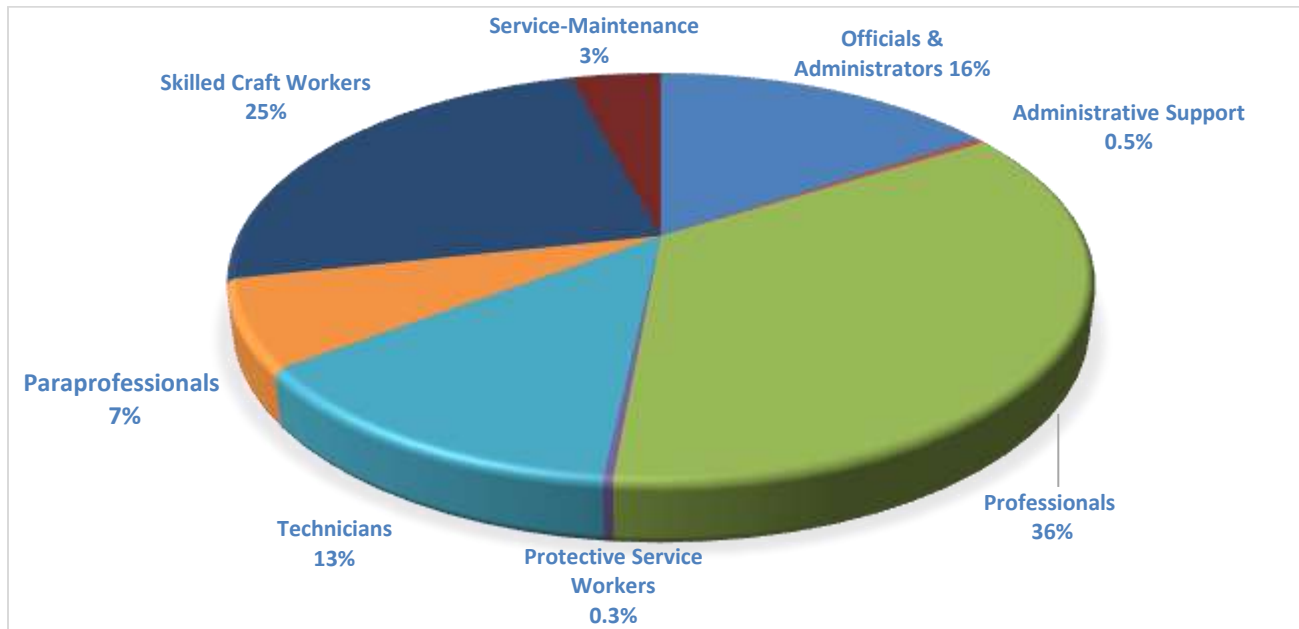


Table 1.3 displays the eight EEO categories by count, sex, race/ethnicity and percentage. Females remain the majority in one category, Paraprofessionals, which includes positions such as Administrative Assistant, Account Technician, and Storekeeper. Female representation increased compared to CY 2019 in two EEO categories, Professionals and Service Maintenance. Employees who identify as people of color were the majority in six of the eight categories: Professionals, Technicians, Paraprofessionals, Protective Services, Paraprofessionals, Administrative Support and Service Maintenance.

**Table 1.3**  
**Metropolitan's Workforce by EEO Category as of 12/31/2020**

EEO 4 Category (Count)	Female	Male	People of Color	White
Officials & Administrators (291)	29%	71%	46%	54%
Professionals (637)	44%	56%	65%	35%
Technicians (227)	11%	89%	51%	49%
Protective Service Workers (5)	0%	100%	60%	40%
Paraprofessionals (120)	78%	22%	78%	22%
Administrative Support (9)	33%	67%	67%	33%
Skilled Craft Workers (442)	1%	99%	45%	55%
Service Maintenance (49)	10%	90%	55%	45%

## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

Table 1.4 displays a 5-year workforce comparison by sex/gender and race/ethnicity as of December 31. During this period, the percentage of people of color has incrementally increased. In 2020, for the fifth consecutive year, people of color employees made up the majority percentage of the workforce and female representation increased by 2% over the 5-year period.

**Table 1.4**  
**5-year Workforce Comparison**

	12/31/2016		12/31/17		12/31/18		12/31/19		12/30/20	
<b>Total</b>	<b>1708</b>		<b>1711</b>		<b>1713</b>		<b>1756</b>		<b>1780</b>	
<b>Female</b>	452	26%	451	26%	462	27%	491	28%	499	28%
<b>Male</b>	1256	74%	1260	74%	1251	73%	1265	72%	1281	72%
<b>White</b>	835	49%	824	48%	790	46%	791	45%	787	44%
<b>People of Color</b>	873	51%	887	52%	923	54%	965	55%	993	56%
2 or more races	17	1%	18	1%	20	1%	22	1%	25	1%
Asian	318	19%	323	19%	331	19%	342	20%	356	20%
Black or African American	121	7%	120	7%	116	7%	115	7%	112	6%
Hispanic or Latino	410	24%	420	25%	448	26%	474	27%	489	28%
Amer Indian/Alaskan Native	7	0%	6	0%	7	0%	10	1%	7	1%
Native Hawaiian or other PI	0	0%	0	0%	1	0%	2	0%	4	0%

During Calendar Year (CY) 2020, Metropolitan hired a total of 142 employees. Hires do not include contingent labor such as agency temps or consultants. Rather, they are those selected through a competitive recruitment process of external candidates and those appointed to a position, e.g., some district temporary employees including positions filled through the carpenter's union. 89 of the 142 hires filled regular full-time positions and 53 filled temporary positions.

Table 1.5 displays the breakdown of sex/gender and race/ethnicity of the 89 employees hired into regular positions during 2020. Of the 89 hires, 27% were female and 63% were people of color. Management positions made up 5% of the 89 hires. Further, 41% filled positions in Water Systems Operation, followed by 38% in Engineering Services. Twenty-two positions were in an Engineer classification (Assistant Engineer, Associate Engineer and Engineer). Other job titles included Pump Plant Maintenance Operator, Operations and Maintenance Technician IV, Construction Inspector and Assistant Chemist. Asians made up the largest percentage of people of color hired followed by Hispanic which was a reverse of what we saw for 2019.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

**Table 1.5**  
**Hire Activity from January 1 through December 31, 2020**

<b>Total</b>	<b>89</b>
<b>Female</b>	24 27%
<b>Male</b>	65 73%
<b>White</b>	33 37%
<b>People of Color</b>	56 63%
2 or more races	3 3%
Asian	27 30%
Black or African American	2 2%
Hispanic or Latino	22 25%
Amer Indian/Alaskan Native	0 0%
Native Hawaiian or other PI	2 2%

Table 1.6 displays the 5-year hiring activity on an annual basis for regular positions. The largest number of hires over the 5-year period was in 2019, a significant decrease in the overall number of hires compared to 2020. 2% decrease of females hired and 3% increase of people of color hired over 2019. During this period Metropolitan has consistently hired more people of color compared to white. Asian was the only race that saw an increase in the percentage of hires in 2020 over 2019.

**Table 1.6**  
**5-year Hiring Activity**

	<b>Jan – Dec 2016</b>	<b>Jan – Dec 2017</b>	<b>Jan – Dec 2018</b>	<b>Jan – Dec 2019</b>	<b>Jan – Dec 2020</b>
<b>Total*</b>	<b>88</b>	<b>97</b>	<b>118</b>	<b>144</b>	<b>89</b>
<b>Female</b>	21 24%	24 25%	40 34%	42 29%	24 27%
<b>Male</b>	67 76%	73 75%	78 66%	102 71%	65 73%
<b>White</b>	39 44%	46 47%	45 38%	58 40%	33 37%
<b>People of Color</b>	49 56%	51 53%	73 62%	86 60%	56 63%
2 or more races	0 0%	3 3%	3 3%	4 3%	3 3%
Asian	15 17%	19 20%	25 21%	23 16%	27 30%
Black or African American	5 6%	5 5%	3 3%	4 3%	2 2%
Hispanic or Latino	29 33%	24 25%	41 35%	51 35%	22 25%
Amer Indian/Alaskan Native	0 0%	0 0%	0 0%	3 2%	0 0%
Native Hawaiian or other PI	0 0%	0 0%	0 0%	1 1%	2 2%

## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

There were 213 promotions in CY 2020. Promotions include individuals which have either through an internal job bid, job audit, or management requested promotion received a different classification with an increase in pay grade and step. Employees progressing through the apprenticeship program are also included in the promotions data. Normal career progression (41%) made up most of the promotions in CY 2020, followed by employees who were promoted through a job bid (30%) or through advancement in the apprenticeship program (20%).

Table 1.7 reflects the breakdown of promotions by sex/gender and race/ethnicity. Females made up 34% of the overall promotions which reflects an increase in the number of females promoted over 2019. Additionally, females were promoted at a higher rate than their overall percentage in the workforce (28%). In 2020 there was a decrease in the number of people of color promoted 54% compared to 60% in 2019, while white employees made up 46% of those who received a promotion.

**Table 1.7**  
**Promotion Activity from January 1 through December 31, 2020**

<b>Total</b>	<b>213</b>	
<b>Female</b>	72	34%
<b>Male</b>	141	66%
<b>White</b>	98	46%
<b>People of Color</b>	115	54%
2 or more races	4	2%
Asian	35	16%
Black or African American	12	6%
Hispanic or Latino	63	30%
Amer Indian/Alaskan Native	1	0%
Native Hawaiian or other PI	0	0%

Table 1.8 displays promotional activity on an annual basis for the period of 2016 through 2020. The percentage of females promoted in 2020 was the highest over the 5-year period. Whereas, people of color were promoted at their highest rate in 2019. Additionally, the only race group that saw an increase in their rate of promotion from 2019 to 2020 was Hispanics.

Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

**Table 1.8**  
**5-year Promotions Activity**

	Jan - Dec 2016		Jan - Dec 2017		Jan - Dec 2018		Jan - Dec 2019		Jan - Dec 2020	
<b>Total</b>	<b>228</b>		<b>206</b>		<b>255</b>		<b>262</b>		<b>213</b>	
<b>Female</b>	58	25%	51	25%	75	29%	76	29%	72	34%
<b>Male</b>	170	75%	155	75%	180	71%	186	71%	141	66%
<b>White</b>	117	51%	101	49%	117	46%	104	40%	98	46%
<b>People of Color</b>	111	49%	105	51%	138	54%	158	60%	115	54%
2 or more races	2	1%	1	1%	3	1%	5	2%	4	2%
Asian	36	16%	35	17%	50	20%	60	23%	35	16%
Black or African American	11	5%	11	5%	10	4%	16	15%	12	6%
Hispanic or Latino	61	27%	57	28%	72	28%	76	29%	63	30%
Amer Indian/Alaskan Native	1	0%	1	1%	3	1%	1	0%	1	0%
Native Hawaiian or other PI	0	0%	0	0%	0	0%	0	0%	0	0%

For CY 2020, a total of 58 employees retired from Metropolitan. Table 1.9 shows the breakdown by sex/gender and race/ethnicity. Male and white employees were again the highest numbers of those who retired. Females and people of color retired at a lower percentage then their representation in the workforce for 2020. Most of the retirements were in the Professionals category (28%) followed by Officials and Administrators (24%). Water Systems Operation had 41% of the 58 retirements.

**Table 1.9**  
**Retirement Activity from January 1 through December 31, 2020**

<b>Total</b>	<b>58</b>	
<b>Female</b>	14	24%
<b>Male</b>	44	76%
<b>White</b>	34	59%
<b>People of Color</b>	24	41%
2 or more races	0	0%
Asian	12	21%
Black or African American	3	5%
Hispanic or Latino	8	14%
Amer Indian/Alaskan Native	1	2%
Native Hawaiian or other PI	0	0%

Table 1.10 reflects the distribution of retirement activity by sex/gender and race/ethnicity annually for a 5-year period. Compared to the previous year, 2020 saw a significant decrease in the number of retirements and was the lowest retirement rate for the 5-year period. The retirement rate for people of color decreased compared to 2019 while the retirement rate for females increased. Asians, African American and American Indian/Alaskan Natives

## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

saw an increase in retirement rates compared to 2019 with Asian employees retiring at the highest rates compared to other people of color during the period.

**Table 1.10**  
**5-year Retirement Activity**

	Jan - Dec 2016		Jan - Dec 2017		Jan - Dec 2018		Jan - Dec 2019		Jan - Dec 2020	
<b>Total</b>	<b>110</b>		<b>84</b>		<b>97</b>		<b>88</b>		<b>58</b>	
<b>Female</b>	20	18%	23	27%	22	23%	14	16%	14	24%
<b>Male</b>	90	82%	61	73%	75	77%	74	84%	44	76%
<b>White</b>	67	61%	48	57%	68	70%	46	52%	34	59%
<b>People of Color</b>	43	39%	36	43%	29	30%	42	48%	24	41%
2 or more races	3	3%	2	2%	1	1%	3	3%	0	0%
Asian	15	14%	14	17%	9	9%	12	14%	12	21%
Black or African American	10	9%	5	6%	8	8%	3	3%	3	5%
Hispanic or Latino	15	14%	14	17%	11	11%	24	27%	8	14%
Amer Indian/Alaskan Native	0	0%	1	1%	0	0%	0	0%	1	2%
Native Hawaiian or other PI	0	0%	0	0%	0	0%	0	0%	0	0%

For the period of January 1 through December 31, 2020, a total of 72 employees separated from Metropolitan which included 59 temporary positions and 13 regular positions. Table 1.11 shows the breakdown by sex/gender and race/ethnicity of the 13 regular employees who separated. Separations exclude retirements and include employees who either resigned (9), were released during probation or otherwise discharged (3) or were deceased (1). Compared to 2019, there was an overall decrease in the number of separations however, the percentage of females and people of color increased. Eight of the 13 separations were in the Professional category which includes 6 Engineer positions.

**Table 1.11**  
**Separation Activity from January 1 through December 31, 2020**

<b>Total</b>	<b>13</b>	
<b>Female</b>	6	46%
<b>Male</b>	7	54%
<b>White</b>	6	46%
<b>People of Color</b>	7	54%
2 or more races	0	0%
Asian	3	23%
Black or African American	2	15%
Hispanic or Latino	0	0%
Amer Indian/Alaskan Native	2	15%
Native Hawaiian or other PI	0	0%



## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

### Affirmative Action Program

As a federal contractor, Metropolitan is required to take affirmative steps to develop programs, policies and procedures for proactively recruiting, hiring, training and promoting people with disabilities and protected veterans. Annually, a written affirmative action program (AAP) for individuals with disabilities (IWD) and the protected veterans is updated and implemented. The AAPs must be customized to reflect Metropolitan's structure, policies, practices, programs and commitment to equal employment opportunity. Additionally, as part of these AAPs Metropolitan determines if it's meeting the hiring benchmark for protected veterans and a placement goal of 7% for individuals with disabilities. It also must review the efforts it has engaged in to ensure equal opportunity for these groups. The purpose of the benchmark and placement goals are to create a quantifiable method to measure progress toward achieving equal employment opportunity for protected veterans and IWDs. The AAPs are in the process of being updated for plan year 2019/2020 and 2020/2021. The Veterans Federal Contractor Report required to be submitted annually to the Department of Labor related to workforce demographics and protected veterans' status was completed.

Table 1.12 displays the last six AAP plan years and whether Metropolitan was able to meet the hiring benchmark. In three of the six years, the hiring benchmark was met. For the years where the hiring benchmark was not met, a review of the efforts taken to attract protected veterans is completed which helps to determine what additional efforts will be undertaken.

**Table 1.12**  
**Veteran Hiring Ratio**

	<b>July 2014 thru June 2015</b>	<b>July 2015 thru June 2016</b>	<b>July 2016 thru June 2017</b>	<b>July 2017 thru June 2018</b>	<b>July 2018 thru June 2019</b>	<b>July 2019 thru June 2020</b>
<b>Hiring Benchmark</b>	<b>7%</b>	<b>6.9%</b>	<b>6.7%</b>	<b>6.4%</b>	<b>5.9%</b>	<b>5.7%</b>
Total Hires (reg + temp)	183	165	160	203	235	193
Total Protected Veteran Hires	12	8	15	13	12	7
<b>% of Protected Veteran Hires</b>	<b>7%</b>	<b>5%</b>	<b>9%</b>	<b>6.4%</b>	<b>5.1%</b>	<b>3.6%</b>

### Nondiscrimination Program

In addition to updating the AAPs, Metropolitan is also required to update its Nondiscrimination Programs (NDP) and is currently doing so for plan year 2019/2020 and 2020/2021. As a state contractor, Metropolitan annually prepares NDPs for the purpose of ensuring equal employment opportunity (EEO) for all employees and applicants and remedying any underutilization of "minorities" and/or women identified by analysis. The NDPs are meant to evaluate the initiatives and strategies to achieve equal employment opportunity by business line (Group) and includes a statistical evaluation of the representation of women and minorities in the workforce, as compared with the representation of individuals with similar skills in the relevant labor market. It provides a road map for management to correct identified areas and assist with determining outreach efforts.

Even though the pandemic slowed hiring and significantly limited the ability to engage in outreach efforts, Metropolitan did participate in events to increase the number of qualified veterans, IWDs, women and minorities applicants as well as to meet its Nondiscrimination and Affirmative Action program obligations. Attachment 1 is a list of the outreach events and efforts that Metropolitan participated in for CY 2020.

## Board Report (Semi Annual Report on EEO Policy and Affirmative Action Plan)

### **Diversity, Equity & Inclusion and EEO Training**

As a result of the BLM movement and other social justice issues, DE&I (diversity, equity and inclusion) became a focus for Metropolitan in CY 2020. The need to not only have a diverse workforce, but a more inclusive and equitable workplace was identified, and efforts were undertaken by executive management. A DE&I Council was formed with the purpose of promoting DE&I throughout the organization and ensuring accountability for a work environment that values diversity and equity for all employees. A DE&I microsite was created for transparency of the Council's efforts. Additionally, mandatory bias training was rolled out to employees at all levels at the end of CY 2020. To date, a 98% completion rate has been achieved. The bias training was in addition to the mandatory Harassment Prevention training which has a 99% completion rate. Additional training around DE&I topics is also being considered and will be implemented in the coming months. Lastly, the Shaw Law Group under the direction of the Ethics Officer began its review of Metropolitan's EEO complaint and investigation practices at the end of CY 2020.

With potential forthcoming labor challenges, including a decrease in the number of women in the labor force, a rise in early retirements and a skills shortage, now more than ever Metropolitan's ability to attract and retain a high-quality, diverse workforce and create an inclusive and equitable work environment is critical when competing for talent in today's labor market.

**Attachment 1**  
**List of Outreach Events for Calendar Year 2020\***

**Women In Non Traditional Employment Roles (W.I.N.T.E.R.)** – MWD Careers and Apprenticeship Outreach

**CAL-SOAP** – LA College and Career Expo

**Black Chamber of Orange County** – Future Leaders Luncheon

**Arizona Western College** – Career, Advisement & Transfer Event

**MWD Real Property Group** – Annual Student Outreach Event

**Palo Verde College** - Career & Transfer Day: Apprenticeship Outreach

**U.S. VETS Career Network** – March AFB Drive Thru Job Fair

**UC Riverside** – Student Leadership Workshop & Career Fair

**CSU, Los Angeles** – Fall 2020 Career Fair

**CSU, Fullerton** – STEM Fall Career Fair

**Alliant University** – Career Event

**Riverside County Office of Education** – Coming Back Kids: MWD Careers and Apprenticeship Program

**CSU, San Bernardino** – Fall 2020 Career Fair

**Metropolitan Water District** – Steps To Landing Your Next Job Virtual Event: How to Get Your Resume Noticed

**Metropolitan Water District** – Steps To Landing Your Next Job Virtual Event: Conquering the Virtual Interview

**Metropolitan Water District** – Steps To Landing Your Next Job Virtual Event: Blemish On Your Employment Record

\*MWD was scheduled to participate in an additional 8 events that were cancelled due to the pandemic.