



Diversity, Equity, and Inclusion Strategic Plan Update

Legislative/Human Resources Committee

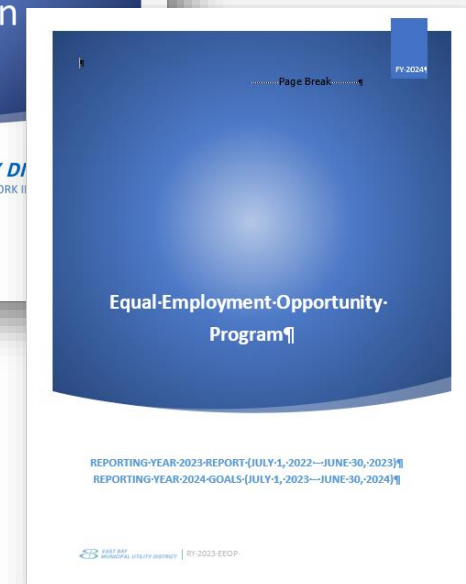
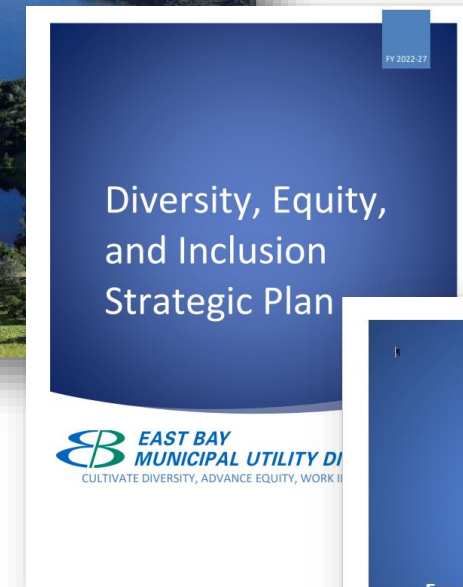
July 9, 2024

Agenda

- Workforce Strategy Overview
- Workforce Planning Strategies
- Next Steps

Workforce Strategy Overview

- Workforce Planning and Development Strategic Plan Goal
- DEISP Strategic Pillar 2 – Workforce Diversity
- Equal Employment Opportunity Program Report



Workforce Planning Strategies

1. Develop data informed workforce development strategies
2. Diversify recruiting, outreach, and marketing efforts to further diversify applicant pools, increasing underrepresented and underutilized groups
3. Expand entry-level career onramps/opportunities through trainee programs and internships
4. Prepare internal employees for future opportunities through career and professional development resources

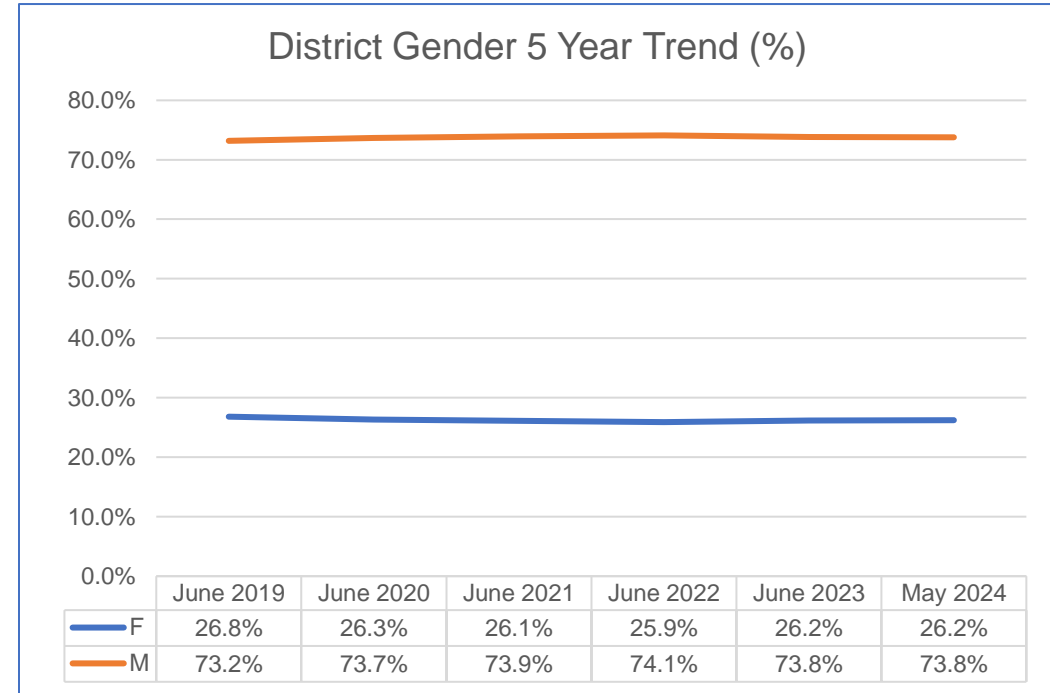
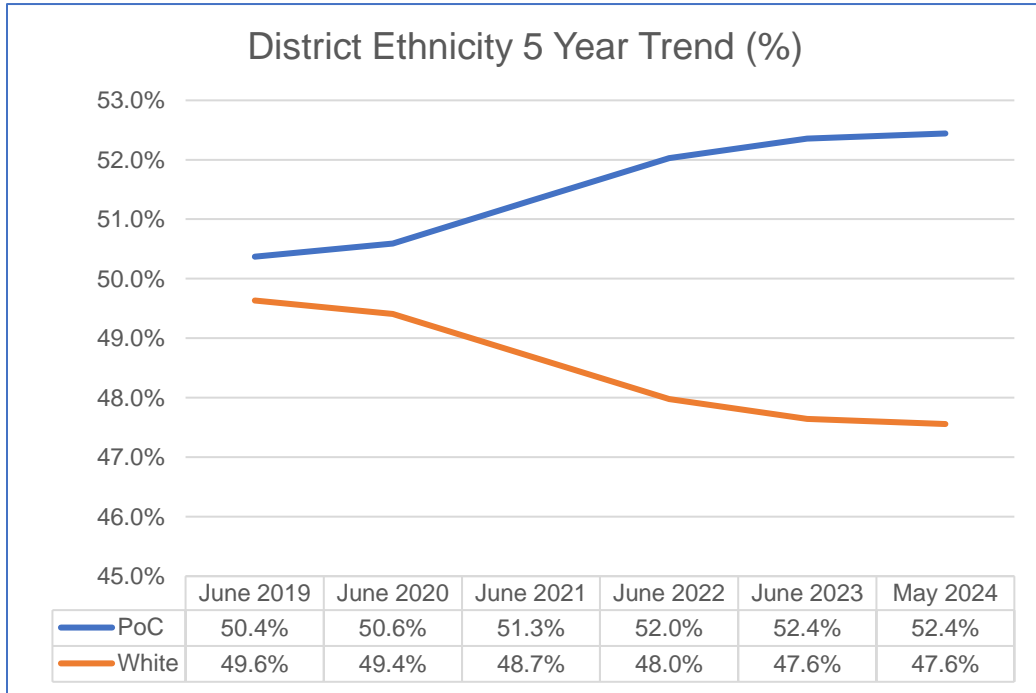
Strategy 1 – Develop Data Informed Workforce Development Strategies



Insight #1 – The District’s ethnic diversity is holding steady



Five-Year Demographic Trend



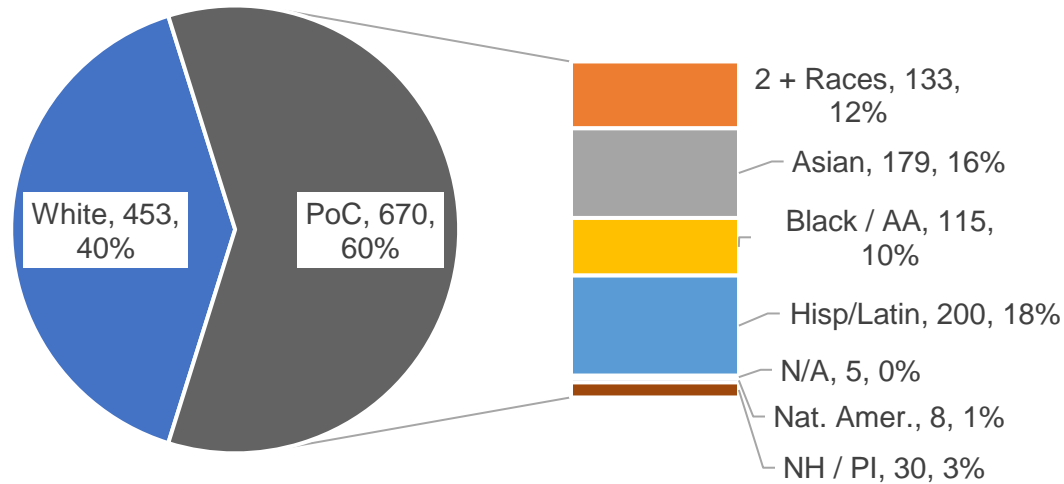
- During FY 2024, the percentage of employees identifying as 2+ Races, Black/African American, and Hispanic/Latino increased, with the total percentage of people of color (PoC) remaining the same.
- During FY 2024, female demographics within the District have remained even.

Insight #2 – The District’s hiring diversity continued to increase

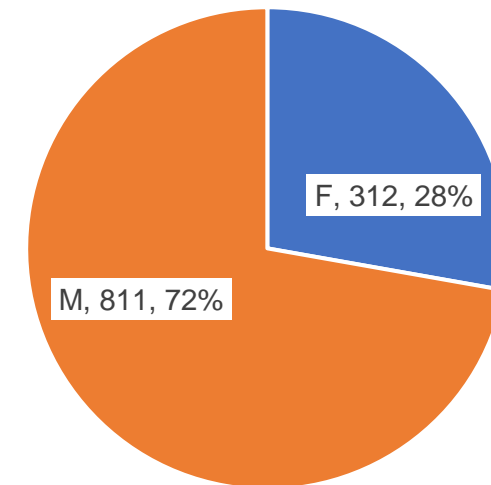


Five-Year Demographic Trend

New Hire Ethnicity - FY2019-May 2024



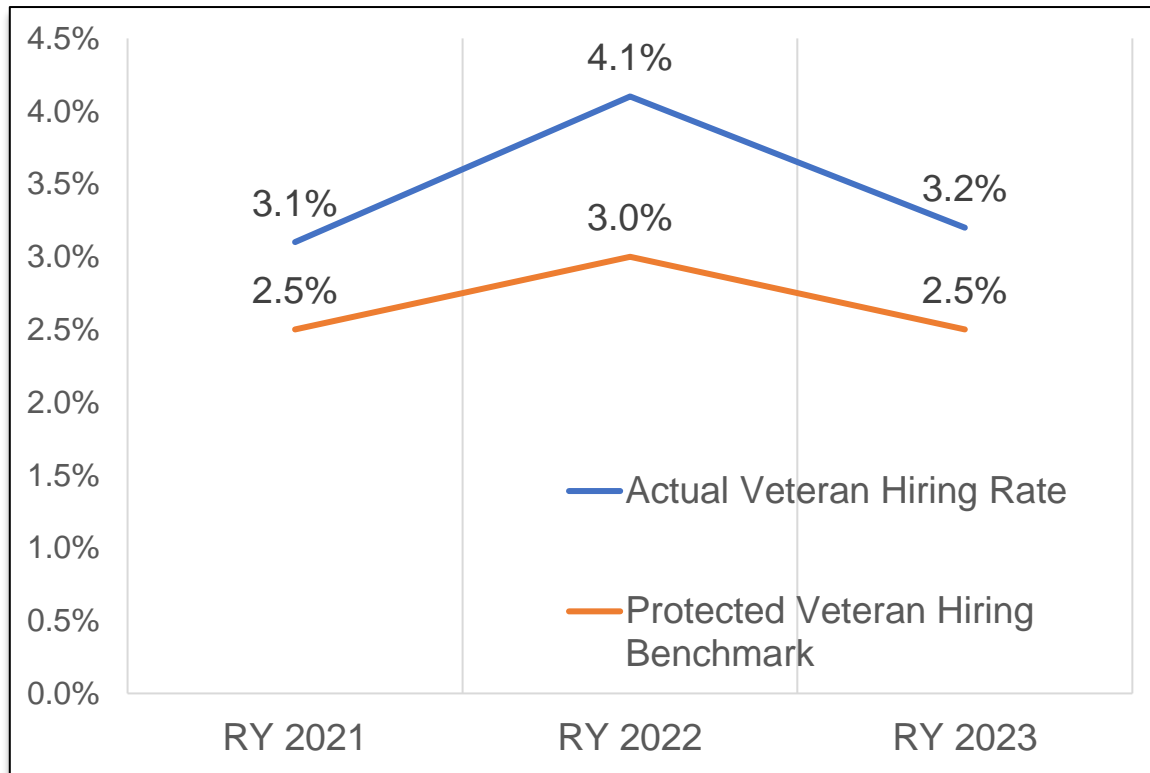
New Hire Gender - FY2019-May 2024



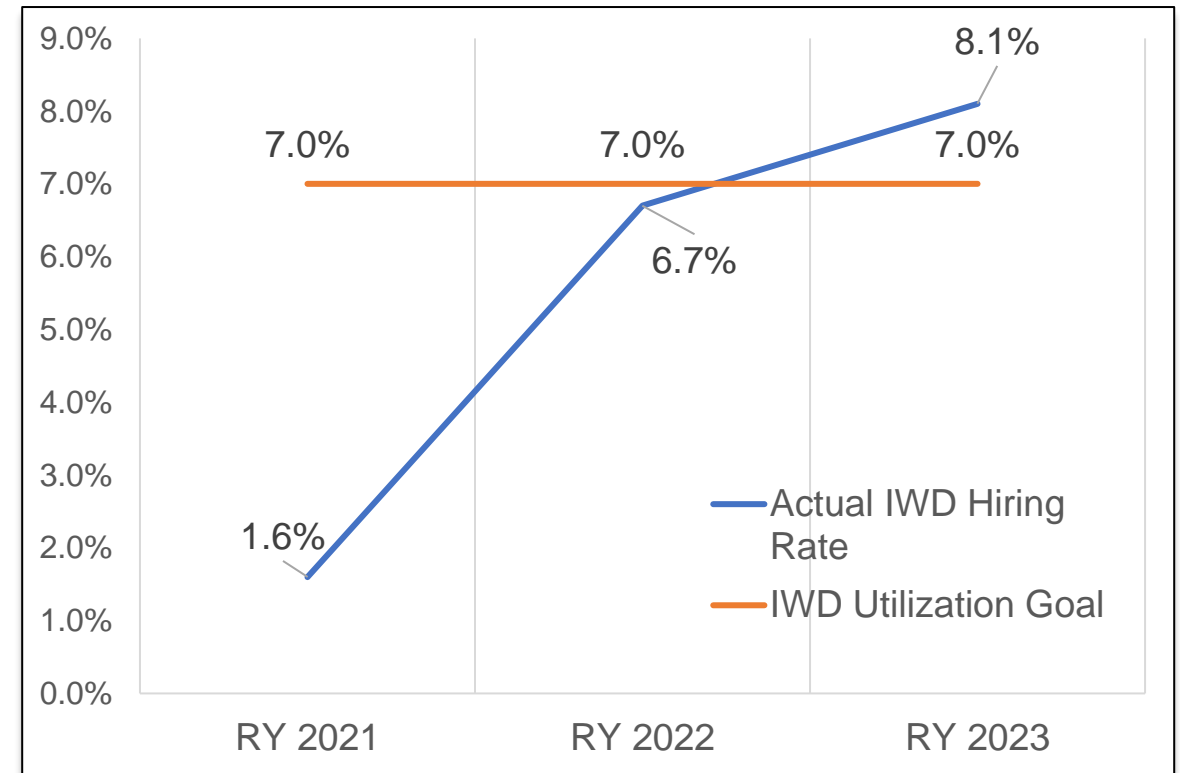
- Over the last five years, the hiring percentage for PoC/ethnic minorities has increased each year.
- For FY 2024 there were increases in the hiring percentages for 2+ Races, Black/African American, Hispanic/Latino, and Native American employees (all above the level of incumbency).
- The hiring percentage for female employees over the last five years was above the level of incumbency.

EEOP Report Trends for Protected Veterans and IWDs (RY 2021 – 2023)

Protected Veteran Hiring Benchmark vs. Protected Veteran Hiring Rate



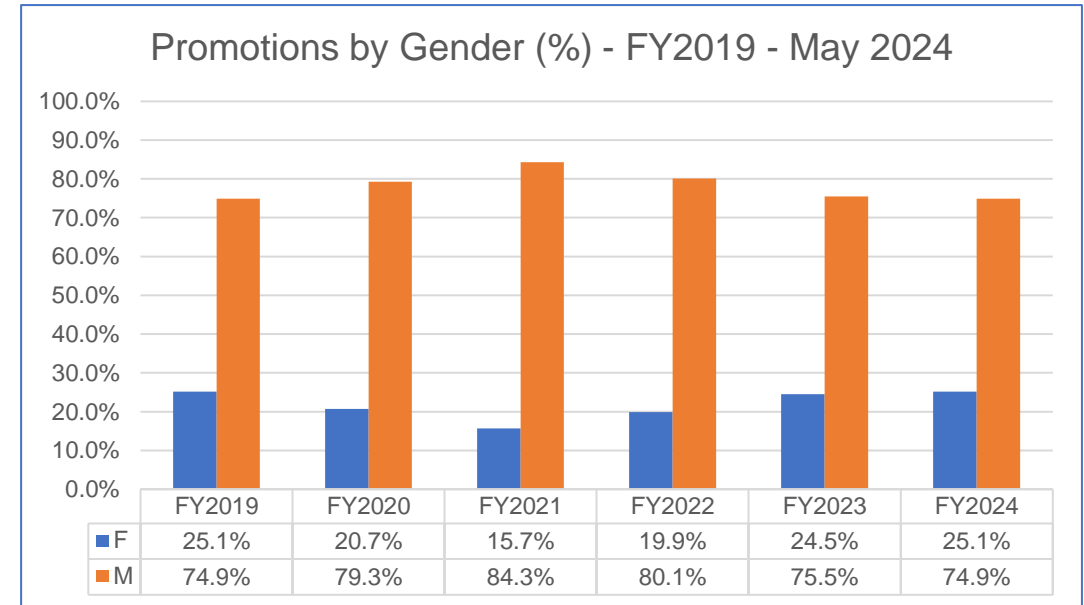
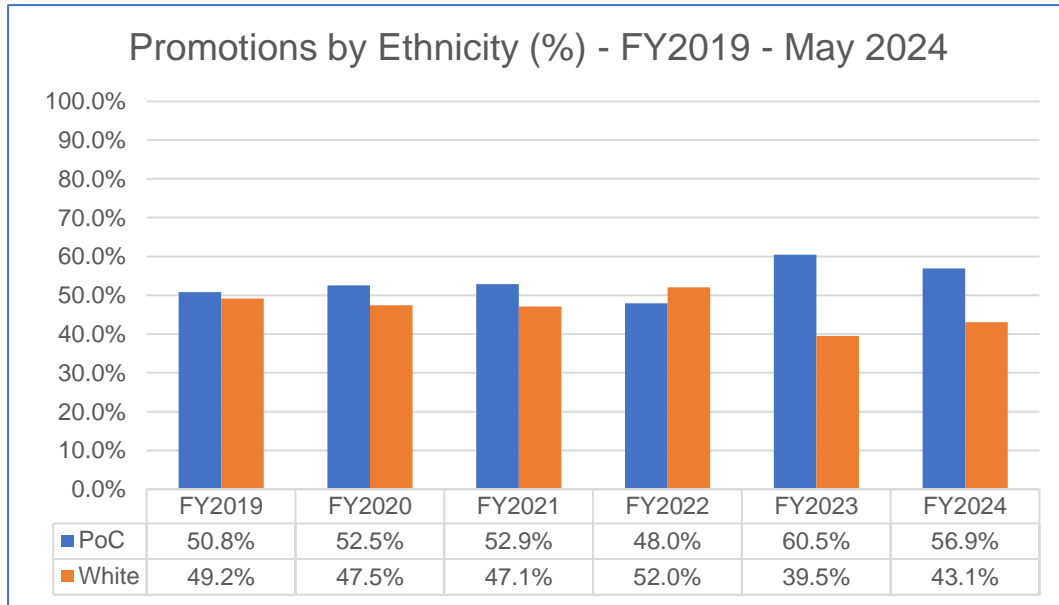
IWD Utilization Goal vs. IWD Hiring Rate



Insight #3 – During FY 2024, the promotion rate for employees identifying as PoC was 57 percent

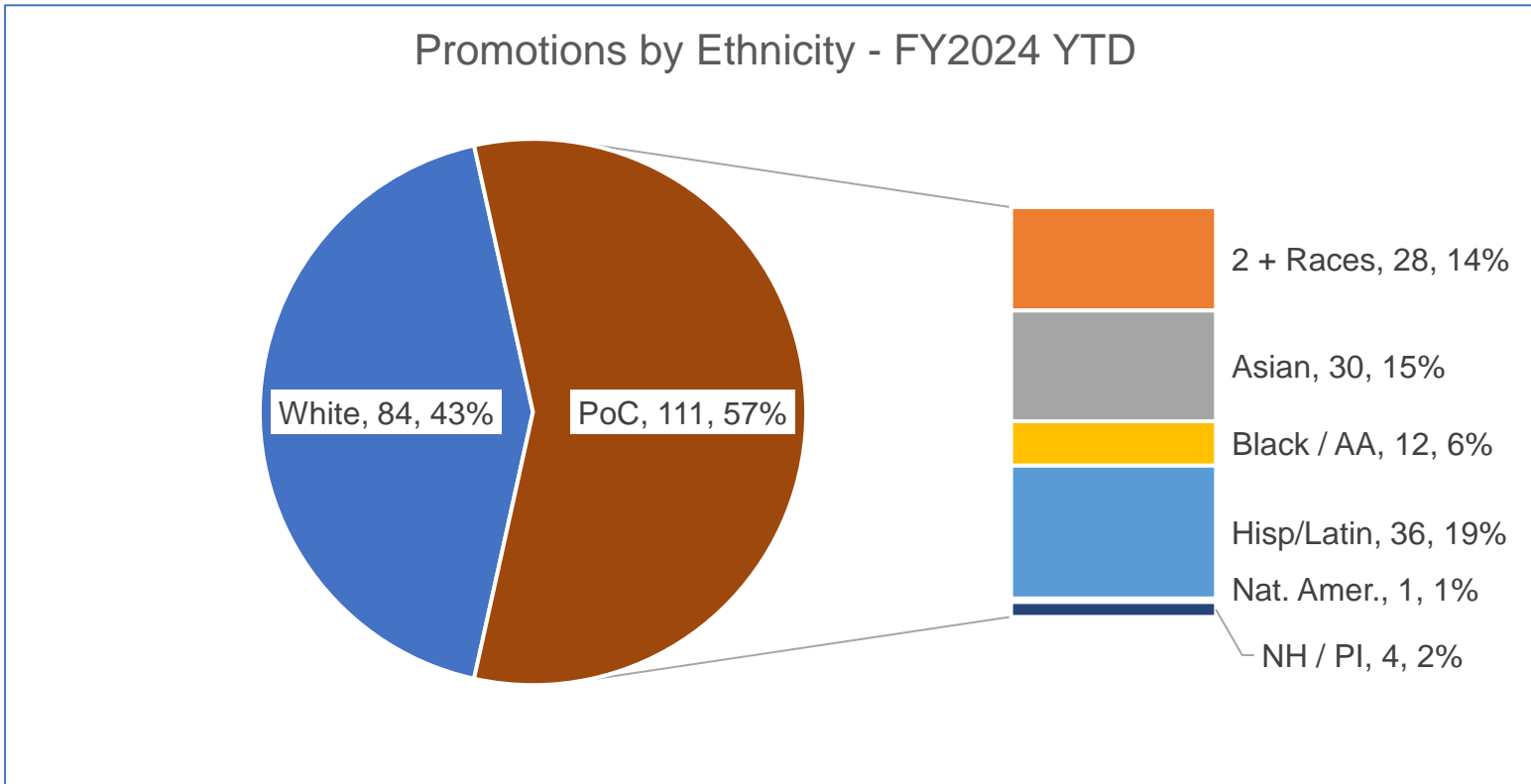


Promotion Rates



- PoC/minorities were promoted above the level of incumbency four of the last five years.
- The level of female promotions has increased annually over the last four years.
- The average age at promotion for FY 2024 is 39 years of age.

Promotion Rates



| Ethnicity | Percentage |
|-------------|------------|
| White | 43.1% |
| PoC | 56.9% |
| 2 + Races | 14.4% |
| Asian | 15.4% |
| Black / AA | 6.2% |
| Hisp/Latin | 18.5% |
| Nat. Amer. | 0.5% |
| NH / PI | 2.1% |
| Grand Total | 100.0% |

- During FY 2024, there were promotion percentage increases for 2+ Races and Hispanic/Latino employees

Data Informed Strategies

Based on the demographic data and insights the following strategies are being implemented for workforce diversity:

- Move beyond traditional outreach efforts and launch targeted campaigns to attract more PoC, women, veterans, and IWD.
- Enhance outreach through supporting job seekers with more information about the District's careers, hiring processes, and available resources (events outside the recruitment cycle).
- Strengthen support of internal candidates in classifications with lower levels of career mobility.

Strategy 2 – Diversify recruiting, outreach, and marketing efforts to further diversify applicant pools, increasing underrepresented and underutilized groups

Outreach Events:

- 2 Pre-recruitment boot camps – 70-75 attendees each
- 1 Mock interview workshop – 56 attendees
- 4 Information sessions
 - CBOs and educational institutions
 - High volume, entry level, mission critical, and/or those with placement goals (Customer Service Rep I, LT SEP Trainee, Utility Laborer, WDP I)
- Specialized job fairs and expos targeted for minority, female, protected veterans, and IWDs reaching approximately 6700 job seekers



Left: EBUMUD's Water Distribution Plumber I Bootcamp and Skilled Trades Fair at Richmond Build on September 15, 2023.



Right: Water Distribution Crew Foreman Delorean Johnson, graduate of the Cypress Mandela Program, at the EBMUD Mock Interview Workshop at Cypress Mandela on May 30, 2024.

Strategy 3 – Expand entry-level career onramps/opportunities through trainee programs and internships

Action-Oriented Program Highlights

- Expanded Limited Term (LT) Community Employment Trainee program
 - From 2 to 9 positions (water and wastewater)
- Expanded post-secondary internship program
 - 44 funded positions in FY 2024/2025
 - Develop/enhance program structure
- Expanded High School Summer Internship (HSSI) program to upcountry in the Mokelumne area
- Exploring options to implement Department of Rehabilitation's Pathways to Success Program (IWDs)



Above: Previous LT Special Employment Program Trainee (also known as LT Community Employment Trainee), Victor Prado. Courtesy of Jewish Vocational Services, April 15, 2024.



Above: EBMUD's Mokelumne HSSI Program Interns with their completion certificates on June 28, 2024.

Internship Successes

- FY 2023-2024:
 - 3 LT SEP Trainees promoted from the program to:
 - 2 Ranger/Naturalist I
 - 1 Water Treatment Operator Trainee
 - 3 Engineering Aides promoted to Junior Engineers
 - 1 Ranger/Naturalist I promoted to Ranger/Naturalist II

**Strategy 4 – Prepare internal employees
for future opportunities through career
and professional development
resources**

Employee Mobility Program

- Program developed through the application of an equity lens to existing promotion and retention efforts
- Specific District classifications with the lowest levels of mobility were identified and invited to participate in surveys and focus group discussions to identify challenges to mobility, with the following key findings:
 - Employees need more awareness and information about the application and hiring process
 - Experiential or hands-on development opportunities would be most helpful for career development.

Mobility Resources

- Career Preparation Workshops (100+ attendees)
 - Navigating through the EBMUD Hiring Process
 - Application preparation skills
 - Interview skills
- Introduction of 12 developmental activities for in-place career development and growth
- Group and individual career coaching sessions

Next Steps

- Continue implementation of workforce and career development programming
- Continue implementation of the DEISP
- Provide update to Legislative/Human Resources Committee in September 2024
- Recommend Board approval of the EEOP Report at its August 13, 2024 meeting

Feedback or Questions

- Items presented today
- Overall DEISP work and activities

