



**BOARD OF DIRECTORS
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

Notice of Time Change

**LEGISLATIVE/HUMAN RESOURCES
COMMITTEE MEETING**

Tuesday, July 9, 2024

10:00 a.m.

Boardroom

375 11th Street

Oakland, CA 94607

Notice is hereby given that the Tuesday, July 9, 2024 Legislative/Human Resources Committee meeting of the Board of Directors has been rescheduled from 10:15 a.m. to 10:00 a.m. The meeting will be held in the Administration Building Boardroom at 375 11th Street, Oakland, California.

Dated: July 5, 2024

A handwritten signature in blue ink that reads 'Rischa S. Cole'.

Rischa S. Cole

Secretary of the District

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**BOARD OF DIRECTORS
EAST BAY MUNICIPAL UTILITY DISTRICT**

375 - 11th Street, Oakland, CA 94607

Office of the Secretary: (510) 287-0440

**AGENDA
Legislative/Human Resources Committee
Tuesday, July 9, 2024
10:00 a.m.
Boardroom
375 11th Street
Oakland, CA 94607**

***** Please see appendix for public participation instructions*****

Committee Members: Directors William B. Patterson {Chair}, Luz Gómez, and Lesa R. McIntosh

ROLL CALL:

PUBLIC COMMENT: The Board of Directors is limited by State law to providing a brief response, asking questions for clarification or referring a matter to staff when responding to items that are not listed on the agenda.

DETERMINATION AND DISCUSSION:

1. Diversity, Equity, and Inclusion Strategic Plan Update (Moten)

ADJOURNMENT:

Disability Notice

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Document Availability

Materials related to an item on this agenda that have been submitted to the EBMUD Board of Directors within 72 hours prior to this meeting are available for public inspection in EBMUD's Office of the Secretary at 375 11th Street, Oakland, California, during normal business hours, and can be viewed on our website at www.ebmud.com.



APPENDIX

Legislative/Human Resource Committee Meeting

*EBMUD Board committee meetings will be conducted in person and via Zoom.
These meetings are recorded and live-streamed.*

Online* Online

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Providing public comment - *The EBMUD Board of Directors is limited by State law to providing a brief response, asking questions for clarification, or referring a matter to staff when responding to items that are not listed on the agenda.*

- Each speaker is allotted 3 minutes to speak; the Committee Chair has the discretion to amend this time based on the number of speakers
- The Secretary will track time and inform each speaker when the allotted time has concluded
- Comments on **non-agenda items** will be heard at the beginning of the meeting
- Comments on **agenda items** will be heard when the item is up for consideration
- The Secretary will call each speaker in the order received

In person

- Fill out and submit a blue speaker card which is available in the meeting room

Via Zoom

- Use the raise hand feature in Zoom to indicate you wish to make a public comment
<https://support.zoom.us/hc/en-us/articles/205566129-Raising-your-hand-in-a-webinar>
 - If you participate by phone, press *9 to raise your hand
- When prompted by the Secretary, please state your name, affiliation if applicable, and topic

Submitting written comments or materials

- Email written comments or other materials for the Board of Directors to SecOffice@ebmud.com
- Please indicate the meeting date and agenda item number or non-agenda item topic in the subject of the email. Contact information is optional.
- **Please email by 4 p.m. the day prior to the scheduled regular meeting;** written comments and other materials submitted to the Board of Directors will be filed in the record.


To observe the Legislative/Human Resources Committee Meeting,
please visit: <https://www.ebmud.com/about-us/board-directors/board-meetings/>

EAST BAY MUNICIPAL UTILITY DISTRICT

DATE: July 5, 2024

MEMO TO: Board of Directors

THROUGH: Clifford C. Chan, General Manager 

FROM: Derry L. Moten, Special Assistant to the General Manager 

SUBJECT: Diversity, Equity, and Inclusion Strategic Plan Update

SUMMARY

This memorandum is an update on the implementation of the Diversity, Equity, and Inclusion Strategic Plan (DEISP), with a focus on Pillar 2: Workforce Diversity. The progress report on activities specific to this pillar will be presented at the July 9, 2024 Legislative/Human Resources Committee meeting.

DISCUSSION

Pillar 2 of the District's DEISP is about making intentional and focused efforts to attract and retain qualified applicants from diverse and underrepresented groups and achieve and maintain a workforce that is equitably represented across all levels and functions. As a federal contractor, the District is also required to include specific data from the workforce utilization analysis into the annual Equal Employment Opportunity Program (EEOP) Report, which documents the District's performance and efforts to attract and retain a diverse, qualified workforce including individuals that are ethnic minorities, female, veterans, and individuals with disabilities. The completed Reporting Year 2023 EEOP report is attached.

There are four workforce planning strategies to accomplish the District's DEI vision:

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

The District continues to enhance key demographic monitoring practices to provide closer to real time data as a management tool in support of the District's hiring and recruitment practices. The quality of these tools will continue to improve as the District advances with the replacement of the Human Resources Information System. As of May 31, 2024, the District had 2,027

employees, with 73.8 percent male and 26.2 percent female employees. The average age of District employees is 46 years with an average tenure of 10.4 years. Average tenure has dropped over the last five years, which correlated directly with employee retirements. It is expected that the average tenure of employees will continue to drop over the next three years due to retirement of long-term employees (20+ year tenures). The analysis of data over the past five years provides a series of key insights that will guide the District's workforce strategies during Fiscal Year (FY) 2025.

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

- Over the past five years the District's ethnic diversity experienced a steady increase; however between FY 2023 and 2024, the percentage has remained the same at 52.4 percent.
- The percentage of female employees between FY 2023 and 2024 has remained the same at 26.2 percent.
- During FY 2024, the percentage of employees identifying as 2+ Races, Black/African American, and Hispanic/Latino increased slightly (one percent or less for each).
- Several job groups within the District have minority and/or female incumbent worker levels above the local workforce availability including Engineering (minority and female), Laboratory and Quality Control Technicians (female), Administrative Assistants (female), and Analysts (minority).
- The District's workforce utilization analysis identified job groups where the District had a lower percentage of minorities and/or female incumbents compared to the available workforce for Reporting Year 2023 (RY 2023) including¹:
 - Electrical/Structural Workers (minority and female)
 - Heavy Equipment/Truck Operator (minority)
 - Mechanical Maintenance (minority and female)
 - Rangers (minority)
 - Service Maintenance (minority and female)
 - Supervising Engineering (minorities)
 - Waster Distribution Plumbing and Maintenance (minority)

In 2023, the District conducted a required self-identification survey. The results show an increase in the overall percentage of incumbent employees who self-identified as having a disability from 5.3 percent in RY 2022 to 10.2 percent in RY 2023².

In response to this data, staff continue to enhance targeted outreach strategy with focused efforts to reach women, minorities (PoC), veterans, and individuals with disabilities.

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

Over the last five years, the hiring of highly qualified diverse employees has continued to increase.

¹ EBMUD Equal Employment Opportunity Report, RY 2022-2023

² EBMUD Equal Employment Opportunity Report, RY 2022-2023

- During FY 2024, the hiring rate for employees identifying as people of color (PoC) was 61.9 percent, which is above the level of incumbency. The hiring percentages for each of the ethnic groups posting increases from FY 2023 are:
 - 2+ Races – 11 percent
 - Black/African American – 10.5 percent
 - Hispanic/Latino – 24.3 percent
 - Native American – 1.1 percent
 - White – 38.1 percent
- The hiring rate for female employees was 29.8 percent which is three percent over the level of female incumbency rate (26.2 percent).
- The District exceeded its Protected Veteran hiring benchmark with a hiring rate of 3.2 percent³.
- The District's hiring rate for individuals with disabilities (IWD) was 8.1 percent⁴ which is above the national IWD utilization goal of 7 percent.

While the District is experiencing success in cultivating diversity, more intentional focus is being applied to focused campaigns to identify and attract qualified women in construction, veterans, and specific minority groups identified in the EEOP as underutilized based on their local availability.

Insight #3 – During FY 2024, the promotion rate for employees identifying as PoC was 56.9 percent, which is above the level of incumbency, but three percent lower than FY 2023.

Promotion of employees identified as PoC (minority) has been over the level of incumbency for four of the last five years.

- The promotion percentages for each of the ethnic groups posting increases are:
 - 2+ Races – 14.4 percent
 - Hispanic/Latino – 18.5 percent
 - White – 43.1 percent
- The promotion rate for female employees was 25.1 percent, which is one percent higher than FY 2023, but lower than the total level of female incumbency (26.2 percent).

To support continuous improvement in promotion, the District has engaged a process of developing an employee mobility program (Strategy 4), which targets employees in the District in classifications that historically have had low levels of mobility, and often include females and PoC (minority) employees.

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

The District continues its outreach and recruitment of qualified minorities, females, Protected Veterans, and IWDs. Staff have engaged the District's Diversity Committee which is comprised

³ Equal Employment Opportunity Report RY2022-2023

⁴ Equal Employment Opportunity Report RY2022-2023

of affinity group leaders and departmental representatives, to act as Diversity Outreach Ambassadors. Some of those events included:

- Conducting pre-recruitment boot camps to introduce the public to District entry level job opportunities.
- Conducting mock interview training for local pre-apprentice programs.
- Partnering with a variety of community-based organizations and educational institutions to conduct information sessions on understanding the District's hiring program.
- Conduct information sessions for a variety of District recruitments, specifically high volume, entry level, mission critical, and/or those with placement goals.
- Staffing local specialized job fairs and expos targeted for minority, female, veteran, and IWD populations.

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

To expand entry level career onramps and opportunities staff have been engaged in the following projects:

- Expanded the LT Community Employment Trainee program from two positions to nine and partnered with pre-apprenticeship programs in the community to identify diverse, qualified candidates for the program. The program places trainees in Facilities Maintenance, Pipeline, Maintenance and Construction, and Wastewater.
- Expanded the District's post-secondary internship program⁵ to:
 - Consolidate waterside internship positions to a new organization, Workforce Programs, with 44 funded positions in FY 2024/2025; and
 - Develop/enhance program structure to provide greater support to interns and host departments, build relationships with educational institutions/community-based organizations that refer qualified candidates to internship programs, and align with long-term workforce development strategy.
- Exploring options to implement the Department of Rehabilitation's Pathways to Success Program at EBMUD to provide additional opportunities for IWDs.
- Expand the High School Summer Internship program to upcountry in the Mokelumne area.

Strategy 4 - Prepare internal employees for future opportunities through career and professional development resources.

The Equity Core Team is the primary cross-functional leadership team responsible for designing, coordinating, and organizing racial equity plans and activities that are committed to equitable systems change. One of the teams is the Promotion and Retention Equity Core Team (PRECT). The purpose of the PRECT is to analyze employee mobility and retention practices, policies, and

⁵ Postsecondary interns work for one-year terms which can be renewed for a second year to provide the interns with experience that allows them to compete for permanent civil service jobs.

practices for inequities that have presented roadblocks to upward mobility for women and people of color (specifically Latinx and black employees).

PRECT identified the District classifications with lowest rates of mobility. Employees in these classifications were sent surveys and invited to focus group discussions: Administrative Clerk, Customer Service Representative II, Grounds Maintenance Specialist II, Janitor, Messenger/Mail Clerk, and Meter Reader/Mechanic.

A survey was sent to 108 employees in the target classifications, with a response rate of 34 percent (37 responses). 26 employees volunteered to participate in the focus group discussions that took place between April 4, 2023 and April 27, 2023. Based on feedback from the survey and focus group discussions, PRECT have designed a program of Career Mobility Workshops and Development sessions to equip employees in the target classifications to be more prepared for future internal job opportunities.

As of May 31, 2024, 100 employees participated in the Career Mobility Workshops and Development sessions. Employees completing the workshops also have access to both group and individual career coaching sessions in which participants can explore alternative career pathways within the District. The PRECT will evaluate the program to identify effectiveness of the workshops and identify any additional support needed by the participating employees.

NEXT STEPS

Staff will continue implementing the DEISP and related programs and provide the Legislative/Human Resources Committee updates on action items and outcomes. Committee review the completed EEOP Report and recommend its support when the Board considers approval at its August 13, 2024 meeting.

CCC:DLM:yld

Attachment: Reporting Year 2023 EEOP Report

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FY 2024

Equal Employment Opportunity Program

REPORTING YEAR 2023 REPORT (JULY 1, 2022 – JUNE 30, 2023)
REPORTING YEAR 2024 GOALS (JULY 1, 2023 – JUNE 30, 2024)

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I. Executive Summary

EBMUD is an equal employment opportunity (EEO) employer. As a federal contractor, the District is required by federal regulations to annually update and adopt a written EEO Program (EEOP) for minorities, females, Protected Veterans (Veterans), and individuals with disabilities (IWDs). Federal regulations specifically require the District to:

- Establish placement goals by job group for minorities and/or females based on the results of a statistical utilization analysis¹ comparing District incumbency to availability.
- Establish action-oriented programs (AOPs) to address problem areas impacting the employment of minorities or females at availability rates.
- Analyze its progress and the effectiveness of its outreach efforts in reaching benchmarks for the hiring of Protected Veterans and utilization goal for IWDs.

The Board of Directors' adoption of the Reporting Year (RY) 2023 EEOP Report complies with these regulations. Furthermore, the District's EEOP also serves to support the District's Strategic Plan Workforce Planning goal to attract and hire quality candidates that reflect the diversity of the District's community. The EEOP also supports the District's Diversity, Equity, and Inclusion Strategic Plan (DEISP) Workforce Development goal to attract and retain qualified applicants from diverse and underrepresented² groups for a workforce that is equitably representative across levels and functions.

Of the 22 District job groups, during RY 2023, efforts were focused on seven job groups for which the District had a total of ten placement goals for minorities and/or females, which are summarized in **Figure 1**.

¹ Underutilization refers to job groups with a lower proportion of representation of minorities and/or females than is available in the relevant recruitment areas.

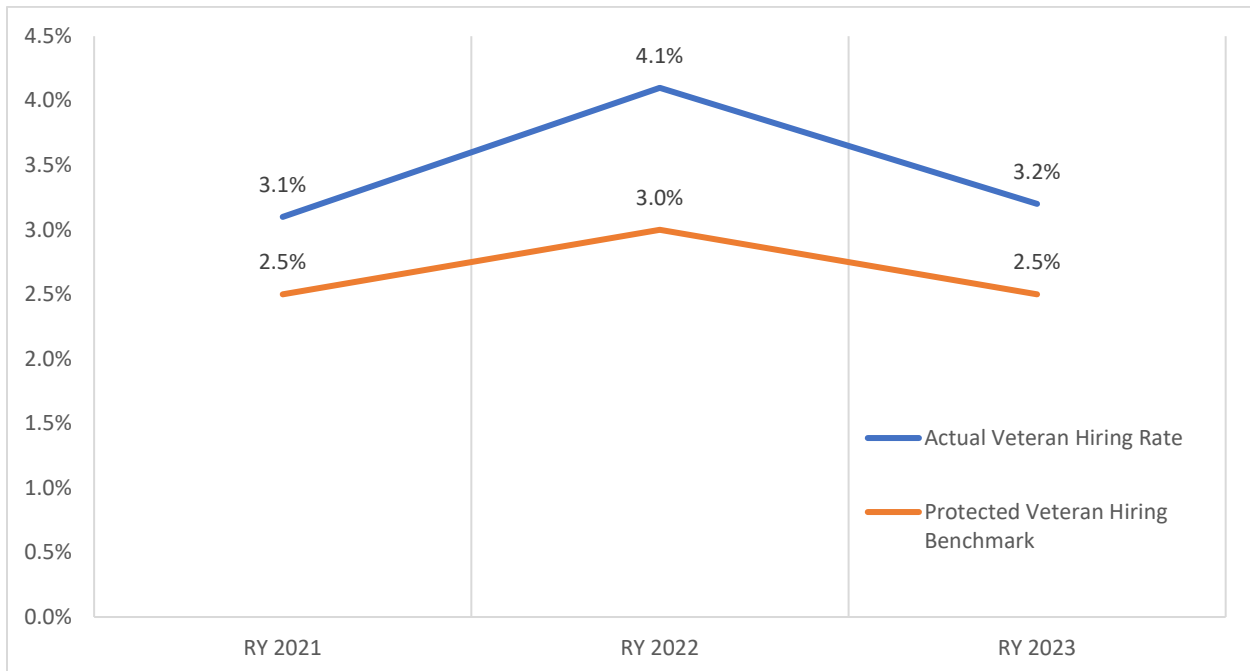
² Underrepresented refers to a general lack of diversity in the water/wastewater industry.

Figure 1: Current Year Minority Placement Goals

RY 2023 Job Group Placement Goals Performance		
Exceeded Goal	Nearly Met Goal	Did Not Meet Goal
Minorities <ul style="list-style-type: none"> Heavy Equipment/Truck Operators Rangers Water Distribution Plumbing & Maintenance Females <ul style="list-style-type: none"> Mechanical Maintenance 	Minorities <ul style="list-style-type: none"> Mechanical Maintenance 	Minorities <ul style="list-style-type: none"> Electrical/Structural Maintenance Service Maintenance Supervising Engineering Females <ul style="list-style-type: none"> Electrical/Structural Maintenance Service Maintenance

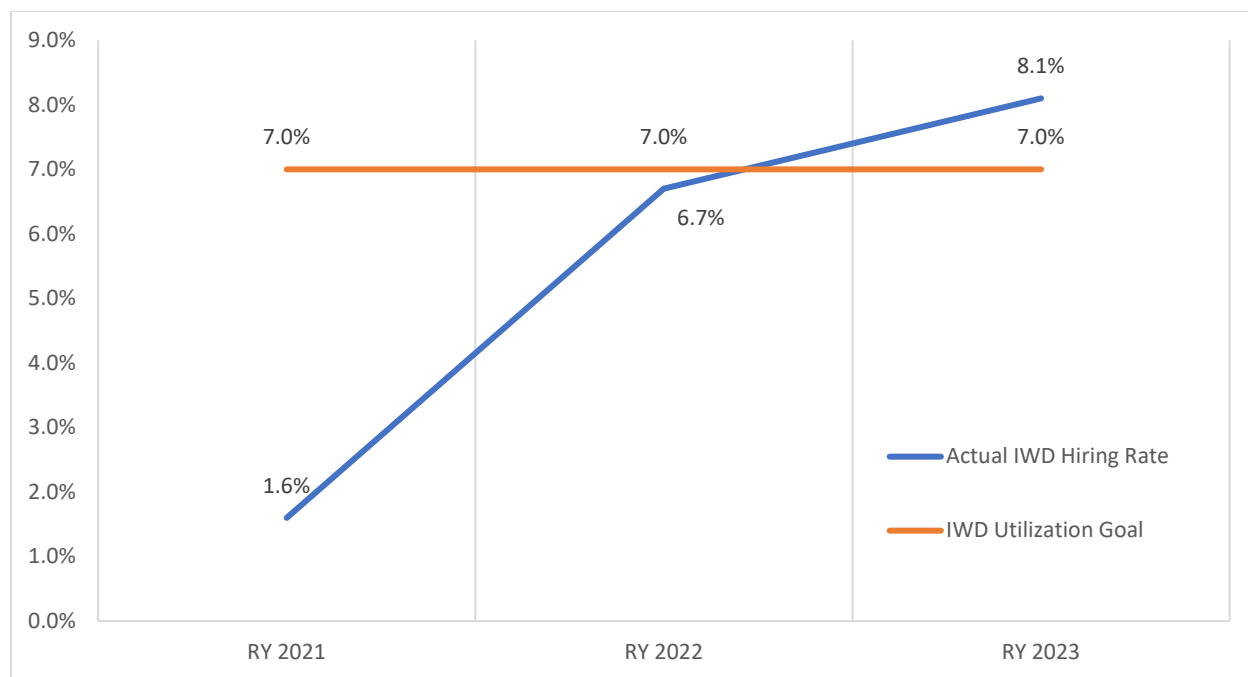
As shown in **Figure 2**, the District exceeded its Protected Veteran hiring benchmark of 2.5% for RY 2023 with a hiring rate of 3.2%. This is a slight decrease from the previous RY (4.1%), which exceeded the RY 2022 hiring benchmark of 3.0% and is slightly higher than RY 2021's rate of 3.1% (which also exceeded that RY's hiring benchmark of 2.5%).

Figure 2: Comparison of Protected Veteran Hiring Benchmark and Protected Veteran Hiring Rate (RY 2021 - 2023)



The District has steadily increased its hiring rate for individuals with disabilities (IWDs) from 1.6% in RY 2020, 6.7% in RY 2022 and to 8.1% in RY 2023. As shown in **Figure 3**, the District exceeded the national IWD utilization goal in RY 2023.

Figure 3: Comparison of IWD Utilization Goal and IWD Hiring Rate (RY 2021 - 2023)



A. RY 2024 Placement Goals, Hiring Benchmark, and Utilization Goal

Per OFCCP requirements, if there is a significant level of underutilization within a specific minority group and/or for females identified in the annual workforce utilization analysis, the organization is required to set goals by minority and/or female subgroups. The District also establishes an annual, customized Protected Veteran hiring benchmark. Finally, the District adopts the national IWD utilization goal of 7.0% each year.

Hiring benchmarks and placement goals are not quotas. They are “goal” percentages/benchmarks that the District should make good faith efforts to reach by increasing recruiting efforts to find a more diverse and qualified applicant pool.

Figure 4: Overview of RY 2024 Placement Goals, Hiring Benchmark, and Utilization Goal

Target Group	Goal/Benchmark	Corresponding Section of EEOP Report
Minorities	7 placement goals	C.4.iv of the <i>Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women Report</i>
Females	3 placement goals	C.4.iv of the <i>Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women Report</i>
Protected Veterans	3.4% hiring benchmark	G.1.i of the <i>Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) and Section 503 of the Rehabilitation Act Equal Employment Opportunity/Affirmative Action Program for Protected Veterans and Individuals with Disabilities Report</i>
IWDs	7% utilization goal	F.2.i of the <i>Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) and Section 503 of the Rehabilitation Act Equal Employment Opportunity/Affirmative Action Program for Protected Veterans and Individuals with Disabilities Report</i>

B. Action-Oriented Programs (AOPs)

The District employs many strategies to meet its placement goals for minorities and females, hiring benchmark for Protected Veterans, and utilization goal for IWDs.

1. Diversity, Equity, and Inclusion Strategic Plan (DEISP) Objectives

The following are the DEISP objectives which are AOPs that expand upon current District efforts. Specific DEISP action items under the below objectives are listed in section [D.1](#) of the *Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women Report*.

- Implement Racial Equity Toolkit for Hiring and Recruitment (DEISP Objective 4.1)
- Diversify Recruiting, Outreach, and Marketing Efforts (DEISP Objective 4.2)
- Learning and Knowledge Building (DEISP Objective 4.3)

- Cultural Competence and Emotional Intelligence in Hiring (DEISP Objective 4.4)
- Continuous Improvement (DEISP Objective 4.5)
- Expand Entry-Level Career Opportunities (DEISP Objective 4.6)
- Promotion and Retention Pilot Project (DEISP Objective 5.1)
- Improve and Expand Equitable Access to Professional Development Resources and Opportunities (DEISP Objective 5.2)
- Workforce Planning and Development (DEISP Objective 5.3)
- Talent Development Planning (DEISP Objective 5.4)

2. Community/Educational Partnerships

EBMUD values its strategic partnerships with local organizations and educational institutions and continues to leverage them in its recruitment efforts, including the following:

1. Partner with diversity organizations, such as those focused on minorities, women, veterans, and individuals with disabilities, for referrals.
2. Coordinate various outreach and information-sharing sessions with representatives from diverse community groups throughout the District's regional recruitment areas. These sessions included presentations by District employees who come from diverse, varying backgrounds (including minorities and females), who provided information about current and future job openings, as well as the District's selection process. EBMUD has also made classification descriptions, worker specifications and recruiting literature available to these representatives by email or online.
3. Support career development events coordinated by community partners such as Cypress Mandela x Oakland Unified School District Skilled Trades Career Fairs, mock interview sessions with YouthBuild, employer spotlights/workshops, career fairs, internship fairs, teacher externships, and hosting tours of various EBMUD facilities.
4. Recruit at several local colleges and universities, including targeting community colleges and universities based in part on the high level of diversity of their student body and with a focus on reaching diversity-focused student organizations.
5. Serve on Advisory Boards for local community colleges such as Merritt College's Natural History and Sustainability Advisory Board and provide insight into the skills, knowledge, and abilities that graduates should develop in their degree programs to become more qualified, competitive candidates for EBMUD positions.

6. Partner with community-based organizations, youth organizations, and educational institutions throughout the District's service area to recruit qualified, diverse interns for the District's internship programs.

3. Internship Programs

The District offers a variety of paid internship and training programs as part of its long-term workforce development strategy to attract, recruit, and retain a diverse, qualified workforce. EBMUD internships offer valuable hands-on experience/training to individuals pursuing/exploring careers in water and wastewater services.

These paid, short-term opportunities include the following:

i) Sponsored Internships

Sponsored internships are unique opportunities for individuals to gain hands-on training and experience at the District while being employed by either a community-based organization (CBO) or the Peralta Colleges Foundation. Sponsored internships are conducted in partnership with local CBOs, community college districts, and BAYWORK. These partnerships help attract, recruit, and cultivate a diverse, qualified candidate pool.³ Sponsored internships include:

1. The High School Summer Internship (HSSI) Program, which has an emphasis on reaching students at diverse and/or Title I high schools in the East Bay area to help develop a pipeline of future talent. In RY 2023, the District's six-week HSSI program sponsored 35 student interns who received mentorship and coaching from 27 District staff. The internship provided hands-on work experience and weekly career enrichments to develop skills critical to their future academic and professional success. Ninety percent of HSSI interns surveyed in 2023 stated the HSSI program prepared them for future career and educational opportunities. Similarly, 86 percent of HSSI interns expressed interest in future internships and employment at the District.
2. Internships and training programs in the trades for diverse, qualified student populations at community colleges and/or community training programs. Such internships are tied to upcoming job openings (thus not on a set schedule) in related classifications and will be developed for other EEO-related job classifications. Two sponsored internships offered in RY 2023 were:

³ Interns are not guaranteed District employment at the conclusion of their participation in any internship program.

- a. The first implementation of a “Stackable Internship” (which began in RY 2022) in partnership with BAYWORK, a consortium of water and wastewater agencies in the Bay Area. The stackable internship offers students from community college trades programs paid internships with BAYWORK signatory agencies. This program is designed to provide Interns with opportunities to enhance their classroom learning by obtaining practical real world work experience at a water and/or wastewater agency. The District hosted four diverse, qualified EBMUD Stackable Interns in RY 2023 (two Electrical and two Machining).
- b. An Information Technology (IT) Service Desk Internship, which provided hands-on experience to two college interns interested in the field of IT.

ii) Direct Internships

Direct interns are hired as District employees into part time (PT) or limited term (LT) classifications including the following:

1. Classifications directly related to job groups with placement goals and/or those which historically have had placement goals:
 - a. Engineering Aide
 - i. This classification is used to increase the number of qualified, diverse candidates for mission critical Engineering positions at the District, such as Junior and Assistant Engineer. Incumbents in Engineering positions are also feeder classes for Supervising Engineering positions.
 - b. LT Junior Engineer
 - i. This LT classification is used as a bridge position for current Engineering Aides. The LT Junior Engineer classification provides additional developmental opportunities to previous Engineering Aides, which also increases the number of qualified, diverse candidates for mission critical Engineering positions at the District, such as Junior and Assistant Engineer. Incumbents in Engineering positions are also feeder classes for Supervising Engineering positions.
 - c. PT/LT Ranger/Naturalist I
 - i. This classification is used to increase the number of qualified, diverse candidates for hard-to-fill Ranger/Naturalist positions at the District, such as Ranger/Naturalist II.
 - d. LT Special Employment Program Trainee

- i. This classification is used to increase the number of qualified, diverse candidates for hard-to-fill Service Maintenance positions at the District, such as Grounds Maintenance Specialist I/II, Utility Laborer, and Janitor.
- 2. Other classifications which generally help increase the pool of diverse, qualified talent available to fill various professions or career pathways at the District:
 - a. PT/LT IT Intern
 - b. Student Intern
 - c. Human Resources (HR) Intern
 - i. HR interns also provide support to AOPs such as the HSSI program and internal talent development/training programs.

4. Other Strategic Tactics

The District has adopted and continues to implement the following actions to increase recruitment efforts:

- 1. Develop and implement targeted outreach and advertising strategies for classifications with high-volume recruitments, EEO placement goals, and/or that are identified as mission critical.
- 2. Develop and implement targeted outreach and advertising strategies for sponsored and direct internships.
 - a. Restructured the internship program and centralized its administration to the Diversity and Inclusion Office (DIO) to enhance consistency of program administration and establish regular recruiting cycles to improve outreach to diverse, qualified applicants, many of whom are university students.
- 3. Provide technical and strategic guidance and support to hiring managers recruiting for classifications with EEO placement goals. Focus has been around implementing EEO best practices in recruitment and selection processes such as enhancing outreach efforts or identifying new referral sources.
- 4. Actively encourage minority and female employees to refer applicants.
 - a. Bolster the roles of Diversity Committee members as outreach ambassadors.
 - b. Supported the formation of the Women's Employee Resource Opportunity and Collaboration Community (WE ROCC) affinity group, which is dedicated to "promote, educate, and provide information to enhance the visibility, value, understanding, tolerance, and advancement of individuals who identify as women (women), their allies, as well as all other employees at the District and in

its communities, and to support the District’s mission and goals.” Provided guidance throughout the chartering process, which was finalized in August 2023.

5. Encourage minority and female employees to attend, serve and/or participate in career events, youth (and educator) career awareness efforts, and related outreach activities in the community, to represent and highlight staffing diversity at EBMUD.
6. Advertise on a regular basis in Employment/Career Center/Jobs sections of media focused on minority and/or female audiences.
7. Ensure job advertisements and postings are culturally appropriate and always carry the District’s EEO in hiring clause.
8. Participate in job fairs/career events on a regular and ongoing basis.
 - a. Develop enhanced outreach such as “boot camps” for individuals interested in applying to trades positions such as Water Distribution Plumber I or Utility Laborer and virtual information sessions for individuals interested in applying to other high-volume, mission critical, and/or underutilized job groups such as LT Special Employment Program Trainee and Meter Reader/Mechanic.

5. Job Specifications/Selection Process

The District ensures that diversity is considered in the selection process by continuing to implement a variety of strategies that are discussed in section [D.2.iv](#) of the *Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women* Report.

6. Internal Job Advancement

The District ensures that current employees have equitable access to career advancement opportunities by continuing to implement a variety of strategies that are discussed in section [D.2.v](#) of the *Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women* Report.

7. Inclusive Work Environment

The District ensures that it provides an inclusive work environment for all employees by continuing to implement a variety of strategies that are discussed in section [D.2.vi](#) of the *Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women* Report.

8. RY 2024 AOPs

The District has a variety of AOPs in process/planned for RY 2024, including some of which are highlighted in **Figure 5**. While the target areas for each AOP are listed below, AOPs may also help achieve placement goals/benchmarks for additional target areas:

Figure 5: RY 2024 AOP Highlights

RY 2024 AOP	Minorities	Females	IWDs	Protected Veterans
Expand the LT Special Employment Program from two positions to eight and partner with pre-apprenticeship programs in the community to identify diverse, qualified candidates for the program.	X	X		X
Pilot a mock interview workshop with a cohort of graduating pre-apprentices from Cypress Mandela Training Center to support their ability to compete for District Civil Service positions.	X	X		X
Onboard four Toolworks interns, their job coaches, and support them and their District mentors throughout their time at EBMUD.	X		X	
Implement first “cycle” of internship programs in January 2024 per the updated internship program structure. <ul style="list-style-type: none"> Fill positions that had previously been vacant and unfunded, such as IT Intern, Student Intern, etc. 	X	X		
Expand the HSSI program to EBMUD’s Mokelumne Watershed.	X	X		
Explore options to implement the Department of Rehabilitation’s Pathways to Success Program at EBMUD.			X	X

RY 2024 AOP	Minorities	Females	IWDs	Protected Veterans
Conduct information sessions for a variety of District recruitments, specifically high-volume, entry-level, mission-critical, and/or those with placement goals.	X	X	X	X

II. Preface

A. Background

EBMUD is a publicly-owned utility formed under the Municipal Utility District Act (MUD Act). The MUD Act, as codified by the Public Utilities Code of the State of California, authorizes the formation and governance of the District. The District has adopted a Civil Service system in accordance with the requirements of the MUD Act, Cal. Pub. Util. Code §12051. Under §12101, all employment appointments made under the civil service system at the District *“shall be made from lists of eligibles prepared by the general manager.”* This list of eligibles constitutes the pool from which the District can hire for a particular classification during the life of the list. Cal. Pub. Util. Code §12052 of the MUD Act requires the General Manager to adopt rules and regulations to carry out the provisions of the Civil Service system, which the District has done. The Civil Service rules constitute these rules and regulations and are supplemented by portions of the memoranda of understanding (MOUs) with the unions formally recognized by the District.

As a federal contractor, the District is subject to the affirmative action requirements of Executive Order (EO) 11246, Section 503 of the Rehabilitation Act of 1973 as amended (Section 503), and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), Section 4212. Because the District has \$50,000 or more in annual federal contracts, and employs 50 or more employees, it is required to prepare an annual written equal employment opportunity program (EEOP) for minorities and females, for Protected Veterans (Veterans), and for individuals with disabilities (IWDs).

The District's EEOP was developed in accordance with and in reliance upon the Equal Employment Opportunity Commission's (EEOC) Guidelines on Affirmative Action, Title 29 Code of Federal Regulations, Part 1608. The EEOP, as defined under EO 11246, does not violate California's Proposition 209. Furthermore, the District does not believe any violation of Title VII of the Civil Rights Act of 1964 exists. Compliance with these laws and their implementing regulations is enforced by the Office of Federal Contract Compliance Programs (OFCCP), and failure to comply can result in debarment of the District from future contracts and subcontracts.

B. EEOP Report Format

This EEOP consists of two reports:

1. Executive Order 11246 Equal Employment Opportunity Program for Minorities and Women; and
2. Vietnam Era Veterans' Readjustment Assistance Act and Section 503 of the Rehabilitation Act Affirmative Action Program for Protected Veterans and Individuals with Disabilities.

The Job Group Summary is provided in Exhibit A of this report. Consistent with last year's EEOP Report (Report), the following charts/tables used by Biddle Consulting Group, Inc. (Biddle) to conduct the calculations/analyses for placement goals/identification of problem areas will be retained by the Diversity and Inclusion Office (DIO) rather than included in the Report's appendices. Data will still be maintained by the DIO as part of the administration of the District's EEOP. Any charts/tables mentioned throughout the Report are available upon request to the DIO.

- Job Group Analysis
- Internal Availability Analysis
- Availability Analysis
- Comparison of Incumbency to Availability and Placement Goals
- Summary of Personnel Transactions
- Workforce Analysis Table
- Hiring Benchmark and Utilization Goals Analyses

C. Complementary Role of the DEISP

The EBMUD Board of Directors (Board) approved the DEISP on February 22, 2022. The plan has five Strategic Pillars: Leadership Commitment, Workforce Diversity, Inclusive Culture, Supplier Diversity, and Social Responsibility. The Pillars encompass 11 goals, 36 five-year objectives, that guide the ongoing actions of the District in cultivating diversity, advancing equity, and maintaining an inclusive work culture. Staff provide ongoing updates to the Board of Directors on the progress of the program and related actions.

The District's EEOP supports the District's Strategic Plan Workforce Planning goal of attracting and hiring qualified candidates who reflect the diversity of the District's community. The DEISP's Strategic Pillar Two – Workforce Diversity is an intentional and focused effort to attract

and retain qualified applicants from diverse and underrepresented groups to achieve and maintain a workforce that is equitably representative across levels and functions. Section D will provide further information on the DEISP Action Items/Action-Oriented Programs (AOPs).

Data in this Report provides a retroactive snapshot of the District's progress in RY 2023, which is defined as July 1, 2022 through June 30, 2023, and goals for RY 2024 based on RY 2023 data. The District monitors ongoing progress through the DEI Dashboard, a monthly management tool utilized by the Senior Management team used to monitor hiring, promotions, and staff turnover.

The intent of this Report is for compliance purposes only. The DEISP is considered a complementary resource to the EEOP and can be referred to for additional information on the District's progress regarding action items/AOPs.

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EAST BAY MUNICIPAL UTILITY DISTRICT (DISTRICT OR EBMUD)

375 11th Street
Oakland, CA 94607

Dun's #: 05-190-4423

Water EIN (tax) #: 94-6000590

EEO-4 #: 06505230

NAICS: 2213 Water, Sewage and Other Systems

MSA: 41860 San Francisco-Oakland-Fremont, CA

EXECUTIVE ORDER 11246 EQUAL EMPLOYMENT OPPORTUNITY PROGRAM FOR MINORITIES AND WOMEN

Reporting Year: July 1, 2022 – June 30, 2023

Equal Employment Opportunity Program (EEOP) Contact:

Derry Moten
Special Assistant to the General Manager for Diversity, Equity and Culture
East Bay Municipal Utility District
PO Box 24055, MS 601
Oakland, CA 94623-9979
Attn: Diversity and Inclusion Office
(510) 287-0710

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A. Designation of Responsibility: 41 C.F.R. § 60-2.17(a)

As part of the District's efforts to ensure EEO to all individuals, various staff have specific responsibilities to ensure that the EO 11246 EEO focuses on all components of the employment system. The Board of Directors, General Manager, Special Assistant to the General Manager for Diversity, Equity, and Culture, Manager of Diversity and Inclusion, Director of Human Resources, supervisors and managers, and employees have undertaken the responsibilities described below.

1. Board of Directors (Board)

The seven-member Board, publicly elected pursuant to the MUD Act, is the legislative body of the District and determines all questions of policy. The Board is also responsible for fair and equitable treatment at the District. Specifically, Board Members promote diversity and equality in personnel policies consistent with state and federal laws and assist in achieving the equal employment opportunity objectives of EBMUD (District Policy 6.04, Ethics of the EBMUD Board). The Board adopts the EO 11246 EEO annually and the District's EEO policies (6.06 and 6.07), are updated and presented for adoption by the Board on a prescribed schedule.

2. General Manager (GM)

The Board appoints a GM to conduct the business affairs of the District, including the administration of the Civil Service system. Accordingly, the GM has the overall responsibility to implement the District's EEO and EEO policies. The GM has delegated the Civil Service system responsibilities to the Director of Human Resources. The GM has delegated the direct responsibility to implement and administer the EEO and EEO policies to the Office of Diversity, Equity, and Culture's (ODEC) Special Assistant to the GM for Diversity, Equity, and Culture. The Director of Human Resources and the ODEC Special Assistant to the GM have the full support of and access to senior management officials.

3. ODEC Special Assistant to the GM

The ODEC Special Assistant to the GM is responsible for overall supervision of the EEO and EEO policies. The ODEC Special Assistant to the GM has delegated the EEO and EEO policies to the Manager of Diversity and Inclusion. The ODEC Special Assistant to the GM ensures, through the Manager of Diversity and Inclusion and department managers and supervisors, that all relevant policies and procedures are enforced. Successful implementation of the EEO and EEO

policies is one of the elements considered in evaluating the work performance of the ODEC Special Assistant to the GM.

4. Manager of Diversity and Inclusion

The Manager of Diversity and Inclusion provides leadership and direction in the development, implementation, and evaluation of an effective EEOP. The Manager of Diversity and Inclusion has the full support of and access to senior management officials. Successful implementation of the EEOP and EEO policies are a basis for evaluating the Manager of Diversity and Inclusion's effective work performance. The Manager of Diversity and Inclusion's responsibilities include, but are not limited to, the following:

- Develop and revise EEO policies, procedures, and work rules to enhance EEO and be in accordance with federal and state laws. Prepare the annual EEOP and present findings and recommendations to the Board.
- Identify problem areas and barriers to EEO and develop strategies and programs with management to address these problems.
- Develop, implement, and maintain audit and reporting systems to measure the effectiveness of the EEOP, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.
- Conduct periodic audits to ensure that all required posters and the EEO policies and EEOP are displayed properly.
- Serve as a liaison between the District and enforcement agencies.
- Serve as a liaison between the District and minority and female organizations, and community action groups concerned with the employment opportunities of minorities and females.
- Provide oversight and direction to District-sponsored Affinity Groups, Diversity Committee, and Equity Core Team, which support the DEISP initiatives.
- Keep managers/supervisors informed of the latest developments in the EEO area.

5. Director of Human Resources

The Director of Human Resources provides oversight to the divisions under their direction (Recruitment and Classification, Employee Relations, and Employee Services) and their compliance with the Civil Service system. The Director of Human Resources is responsible for ensuring resources are applied to diversifying the talent pools of all recruitments with intentional strategic effort applied to those positions identified in the EEOP.

6. Managers and Supervisors

Managers and supervisors at all levels act on behalf of the District. Accordingly, all managers and supervisors have the following EEOP responsibilities:

- Monitor their work unit for discriminatory, harassing, and/or retaliatory behavior and take appropriate steps to stop and correct behavior that violates District EEO policies.
- Familiarize themselves with District EEO Policies 6.06 and 6.07 on discrimination, harassment and/or retaliation based on a protected class and/or activity.
- Enforce District EEO policies and adhere to them (incorporate them into their own behavior, and to inform employees in the work unit to do the same).
- Be familiar with the District's Procedure 614, Equal Employment Opportunity (EEO) Discrimination, Harassment and Retaliation Complaints, Investigations and Appeals and be ready to assist employees (including those who do not report directly to them) who raise EEO-related complaints.
- Regard all complaints of discrimination, harassment, and/or retaliation based on an EEO-protected class and/or activity seriously. Managers and supervisors should not ignore or minimize such complaints or otherwise discourage employees from reporting them.
- Participate in and support staff's involvement with the EEOP and diversity programs and recruitment activities.
- Work with the Manager of Diversity and Inclusion to enhance the effectiveness of the EEOP and make good faith efforts by considering alternative methods to fill vacant positions to create a diverse and qualified candidate pool.
- Consider all qualified candidates for promotion/hire and ensure that all selections are made for valid job-related reasons and without discrimination.

7. All District Employees

Employees at all levels are responsible for supporting the District's EEOP, as may be appropriate in the performance of their official duties, by ensuring equitable treatment, and equitable access to service for all persons with whom they deal.

All District employees receive training, are required to adhere to the District EEO policies, and encouraged to make positive contributions to creating an inclusive work environment.

Employees are expected to demonstrate the District's Values of Stewardship, Integrity, Respect, and Teamwork in all aspects of their role at the District. Finally, all District employees are

expected to adhere to Policy 6.15, Workforce Communications, particularly in exercising appropriate behavior in their communication with co-workers, taking the initiative to understand others and be understood, and embracing diversity of thought and ideas.

8. District EEO Policies

Policy 6.06, Equal Employment Opportunity, provides for EEO in all employment practices, including recruitment, hiring, placement, transfers, promotions, and training consistent with the principles of the District and in order to promote the full realization of EEO. It prohibits discrimination and workplace harassment based on race (i.e. racial characteristics including hair style/texture), color, religion, creed, sex, gender, gender identity (including transgender status), gender expression, marital or registered domestic partnership status, age for individuals age forty or older, national origin, ancestry, disability (mental or physical), medical condition (cancer and genetic characteristics), genetic information, sexual orientation, military and/or veteran status, family or medical leave status, pregnancy (including childbirth, lactation or related medical condition) pregnancy disability leave status, domestic violence victim status, political affiliation, or any other status protected by federal, state and/or local laws.

In addition, the policy prohibits retaliation against employees alleging discrimination and harassment based on an EEO-protected class and/or activity or involved as witnesses in an EEO discrimination or harassment investigation. Employees who oppose and/or refuse to participate in illegal discrimination or harassment are also protected against retaliation. Finally, it requires development and maintenance of an EEOP consistent with applicable laws, including any recruitment and placement methods that will enhance District efforts to achieve a workforce composition reflective of the qualified relevant labor.

Policy 6.07, Prevention of Workplace Harassment, provides for a workplace for all employees that is free from any form of workplace harassment, defined as unwelcome conduct that is based on an EEO-protected group status, including sexual harassment. It affirmatively states that workplace harassment based on an EEO-protected group status, including sexual harassment, will not be condoned or tolerated. In addition, it prohibits retaliation against employees alleging workplace harassment based on an EEO-protected group status or involved as witnesses in a workplace harassment investigation. Employees who oppose and/or refuse to participate in workplace harassment based on an EEO-protected group status are also protected against retaliation.

B. Identification of Goals for Achieving Diversity: 41 C.F.R. § 60-2.17(b)

1. Terminology Disclaimer

The phrases “comparison of incumbency to availability,” and “problem area” appearing in this section are terms of art the District is required by government regulations to use. The criteria used in relation to these terms are those specified by the government. These terms have no independent legal or factual significance. Although the District will use the terms in good faith in connection with its EO 11246 EEOP, such use does not necessarily signify the District agrees that these terms are properly applied to any particular factual situation and is not an admission of non-compliance with EEO laws, regulations, or objectives. In addition, the establishment of a placement goal does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, the establishment of a placement goal is designed to be a technical term used by EEO planners who seek to apply good faith efforts to increase, in the future, the percentage employment of minorities and females in a workforce.

2. Background

In addition to comparing incumbency to availability within job groups, EBMUD has conducted analyses to identify problem areas in each of its selection procedures (i.e., hires, promotions, and terminations). EBMUD will continue to monitor and update these analyses during each EEOP year. In each case where potential problem areas have been identified, affirmative actions, as appropriate, will be taken consistent with any of the efforts described in Section D – DEISP Action Items/AOPs.

i) EBMUD Demographic Data

The District has approximately 2,000 employees. Approximately 53% are racial minorities and 47% are white/non-Hispanic.⁴ Of the 53% of minorities, 20% self-identify as Asian, 14% Hispanic/Latino, 8% Black/African Americans, 10% Two or more races, 2% Native Hawaiian/Pacific Islanders, and just under 1% as American Indian or Alaskan Native.

⁴ Demographic data is effective June 30, 2023.

In accordance with OFCCP reporting requirements, the District currently only collects sex and gender data for the District's workforce in terms of male and female. Approximately 74% of employees are male, and 26% are female.

ii) RY 2023 EEOP Goals

In accordance with 41 C.F.R. § 60-2.17(b)(1), an analysis of minority and female utilization within each job group was accomplished by a thorough investigation of comparison of incumbency to availability. Placement goals are determined for each job group based on the current availability of minorities and/or females working in similar jobs within the District's recruitment area.

For each job group, if the occupational availability of minorities/females is significantly higher in the District's recruitment area compared to the District's incumbent workforce, a placement goal is established. The placement goal is always equivalent to the availability of minorities/females in the District's geographic recruitment area. Placement goals should not be mistaken as quotas. They are "goal" percentages for minorities/females that the District should make good faith efforts to reach by increasing recruiting efforts to find a more diverse and qualified applicant pool.

C. Definitions and Methodology for Determining Placement Goals

1. Job Group Analysis: Job Titles & Placement of Incumbents in Job Groups: 41 C.F.R. §§ 60-2.12-2.13

Disclaimer: *The grouping of job titles into given job groups does not suggest that the District believes the jobs so grouped are of comparable worth.*

Pursuant to 41 C.F.R. § 60-2.12, we maintain a listing of all job groups at this establishment listing each job title in each job group. Specifically, we have grouped those jobs having similar job content, wage rates and promotional opportunities.⁵

2. Availability Analysis: 41 C.F.R. § 60-2.14

Disclaimer: *The comparison of incumbency to availability contained within this EEOP is required by government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons were used in compliance with*

⁵ Job Group Summary table is listed in [Exhibit A](#).

government regulations, as interpreted by government representatives. The use of certain geographic areas and sources of statistics does not indicate the District's agreement that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside the context of this EEOP. Such statistics and geographic areas will be used, however, in total good faith with respect to this EEOP.

"Availability" is an estimate of the proportion of each gender and racial group available and qualified for employment at the District for a given job group in the relevant labor market during the life of the EEOP. Availability indicates the approximate level at which each racial and gender group could reasonably be expected to be represented in a job group if the District's employment decisions are being made without regard to gender, race, or ethnic origin.

Availability estimates, therefore, are a way of translating EEO into concrete numerical terms. Correct comparisons of incumbency to availability, worthwhile and attainable goals, and real increases in employment for problem groups depend on competent and accurate availability analyses. With valid availability data, we can compare the percentages of those who could reasonably be expected to be employed versus the District's current employment,⁶ identify problem areas or areas of deficiency, and establish goals to correct the problems.

3. Steps in Comparison of Incumbency to Availability

i) Identify Availability Factors

The following availability factors are required of federal government contractors for consideration when developing availability estimates for each job group:

1. External Factor: The external requisite skills data comes from the 2018 5-year EEO Tabulation, which is based on the 2014–2018 American Community Survey from the U.S. Census Bureau.
 - a. Local Labor Area: An applicant/employee Zip Code Analysis was used to identify the most precise local labor area for EBMUD. The final local labor area met the following two conditions:
 - i. It includes all counties/county sets where 5% or more of the employees/applicants resided, and

⁶ Job Group Analysis table is retained by the DIO.

- ii. When summed, those counties/county sets accounted for at least 78% of the total applicants/employees within the at-issue workforce. Smaller contributing counties/county sets are removed (i.e., trimmed) unless they are necessary to reach 78%.

iii.

Once trimmed, the weights for the remaining counties/county sets were proportionately increased to reach 100%.

- b. Reasonable Labor Area: California and/or National depending on the job group.
- 2. Internal Factor: The percentage of minorities or females among those promotable, transferable, and trainable within the District's organization.⁷

ii) Identify Final Availability

- 1. Assign Internal and External Factor Weights: Weights were assigned to each factor for each job group. A combination of historical data and experience were used to determine the weights; specifically, internal and external job posting trends were used. Weights are never assigned in an effort to hide or reduce problem areas.
- 2. Identify Final Availability: Weights were multiplied by the component-specific data to produce weighted data for each component. Weighted data for each component was summed. This produced a final availability estimate for each gender and race/ethnic group, as well as for minorities in the aggregate.⁸

4. Placement Goals Analysis: 41 C.F.R. §§ 60-2.15-2.16

Once final availability estimates were made for each job group, the District compared the percentage of incumbents in each job group to their corresponding availability. A comparison was made between the percentage employed as of June 30, 2023, and that group's final availability percentage.

Disclaimer: *The establishment of a placement goal does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, the establishment of a placement goal is designed to be*

⁷ *Internal Availability Analysis* is retained by the DIO.

⁸ *Availability Analysis* for the availability breakdown for each job group is retained by the DIO. In most cases, the final availability report (and most other technical reports in this EEOP) only include data/information for females and minorities in the aggregate.

a technical term used by EEO planners who seek to apply good faith efforts to increase in the future the percentage employment of minorities and females in a workforce.

The District has established an annual percentage placement goal whenever it found that minority or female representation within a job group was less than would reasonably be expected given their availability. Biddle used the Exact Binomial Test to determine placement goals. In each case, the goal was set at the availability figure derived for females and/or minorities, as appropriate for that job group.

Goals are not rigid inflexible quotas which must be met but are instead targets reasonably attainable by means of applying good faith efforts to make the entire EEOP work. These goals will be reached primarily through recruiting and advertising to increase the pool of qualified minority and female applicants and through implementation of the District's AOPs. Selections will occur only from among qualified applicants. Goals do not require the hiring of a person when there are no vacancies or the hiring of a person who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified"), under valid selection procedures. Goals do not require that the District hire a specified number of minorities or females.⁹

i) Prior Year EBMUD Placement Goals

Figures 1 and 2 show the RY 2023 placement goals for minorities and females. First, **Figure 1** provides a detailed view of RY 2023 placement goals by job group, including minority placement goals disaggregated by race/ethnicity. Then, **Figure 2** provides an overview of the number of placement goals per EEOP focus area.¹⁰

For many of the job groups with “overall minority” goals, although there are not statistically significant disparities for every racial minority, the District's diversity recruitment efforts will include outreach to all minorities. The District will also consider opportunities for outreach targeted to specific minority groups whenever:

- There are statistically significant disparities for that minority group in one or more job groups.

⁹ *Comparison of Incumbency to Availability and Placement Goals* table for each job group is retained by the DIO.

¹⁰ Throughout this report, the following abbreviations are used in charts/graphs: B/AA – Black/African American; A – Asian; H – Hispanic; NH/PI – Native Hawaiian or Pacific Islander; AI/AN – American Indian or Alaskan Native; 2+ – Two or more races.

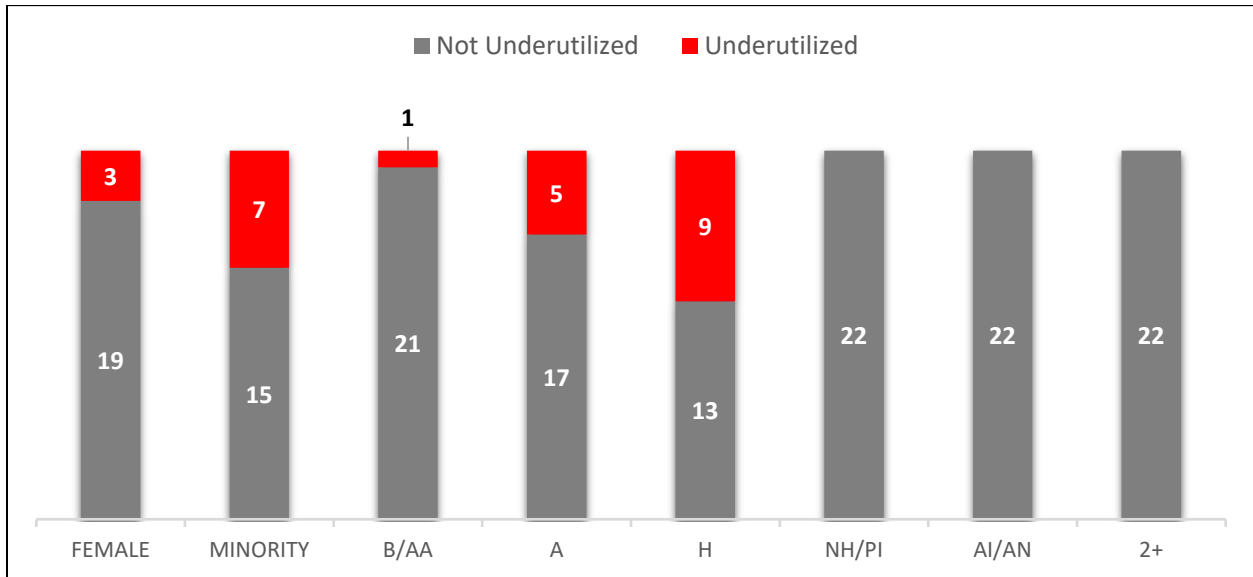
- There is a trend of declining incumbency representation for that minority group at the District.
- The minority group is significantly underrepresented in the relevant occupations/ professions in the broader workforce outside of EBMUD (i.e., when there is low external availability) due to historical, external, and/or systemic barriers.

Historically, the District has only considered placement goals for “overall minorities.” However, disaggregating the District’s placements by minority subgroups (number of goals areas/shortfalls per Job Group for each race group) allows for a more complete analysis of affirmative action issues and considerations, as shown in **Figure 1**.

Figure 1: Prior Year EBMUD Placement Goals

EEOP Job Groups	Female	Minority	B/AA	A	H	NH/PI	AI/AN	2+
Directors/Managers								
Programmers								
Analysts								
Professionals								
Science Professionals								
Administrative Assistants								
General Clerical					D			
Customer Service					D			
Technicians								
Plant Operators								
Plant Operators Lead/Sup					D			
Laboratory & Qual Ctrl Tech								
Rangers		X		D	D			
Engineering								
Supervising Engineering		X		D				
Engineering Technicians								
Water Dist. Plumb & Mtc		X		D	D			
Heavy Equipmnt/Truck Op.		X		D	D			
Pipeline Mtce Lead/Super								
Electrical/Structural Wrks	X	X		D	D			
Mechanical Maintenance	X	X	D		D			
Service Maintenance	X	X			D			
<ul style="list-style-type: none"> • Gray boxes indicate that there are <u>no placement goals</u> for minorities and/or females • Red boxes with an “X” indicate that there is <u>an overall placement goal</u> for minorities and/or females • Red boxes with a “D” indicate that there is a <u>disaggregated placement goal for minorities</u> • Yellow boxes with a “D” indicate that there is a <u>disaggregated placement goal for minorities</u>, but no overall minority placement goal exists for that job group 								

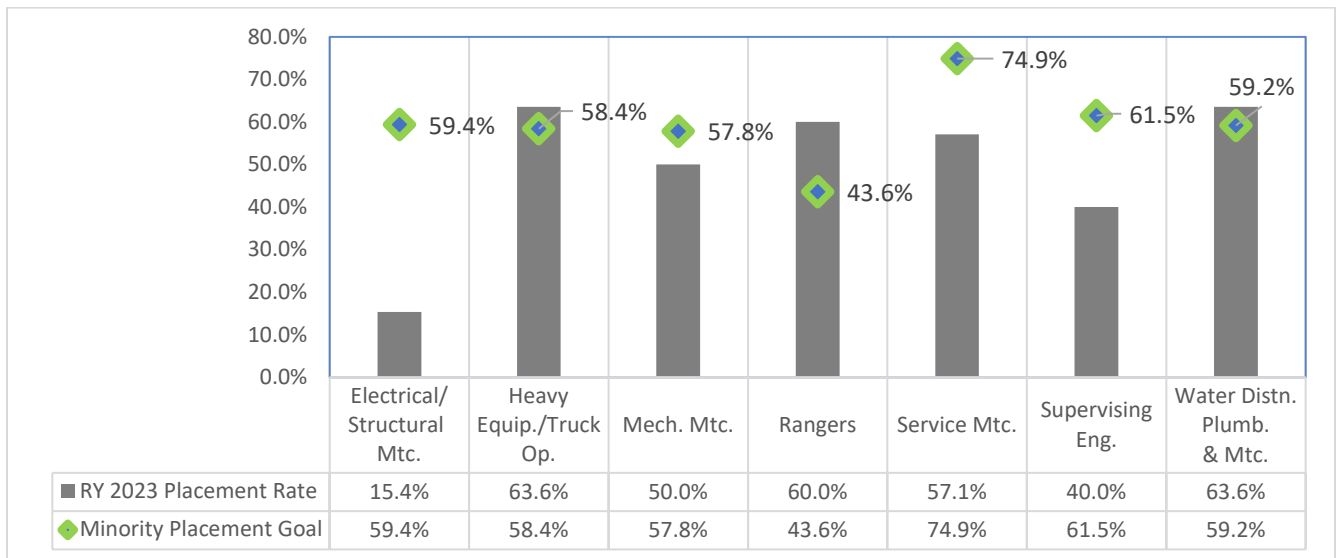
Figure 2: Prior Year EBMUD Utilization Analysis (Number of Job Groups)



ii) Prior Year EEOP Minority Placement Goals Progress Summary

Figure 3 provides a visual representation of the District's progress (actual minority hiring rates) in RY 2023 with respect to its RY 2023 minority placement goals, regardless of gender.

Figure 3: Prior Year EEOP Minority Placement Goals Progress Summary



To summarize **Figure 3** (above):

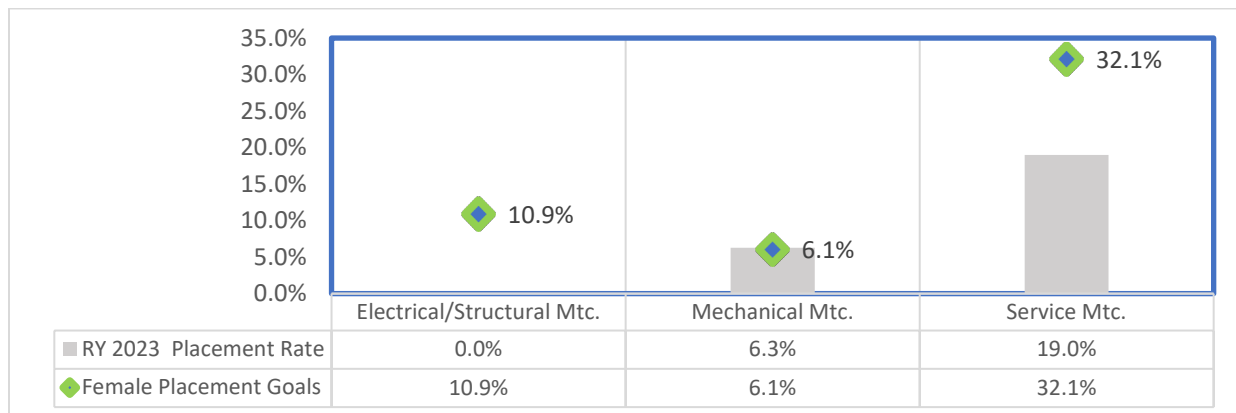
- **Electrical/Structural Maintenance:** The District placement rate (15.4%) did not meet the overall goal for this job group (59.4%).

- **Heavy Equipment/Truck Drivers:** The District’s placement rate for minorities (63.6%) exceeded the overall placement goal (58.4%). The RY 2023 placement rate also exceeded the RY 2022 placement rate (60.0%).
- **Mechanical Maintenance:** The District had a placement rate that nearly met its placement goal for this job group (50% and 57.8% respectively). The RY 2023 placement rate increased from the previous RY (33.3%).
- **Rangers:** The District exceeded the placement goal of 43.6% with a hiring rate of 60%.
- **Service Maintenance:** The District had a placement rate for minorities (57.1%) that did not meet the placement goal (74.9%).
- **Supervising Engineering:** The District’s placement rate for minorities (40%) did not meet the placement goal (61.5%). The RY 2023 placement rate was lower than that of the previous RY (62.5%).
- **Water Distribution Plumbing and Maintenance:** The District’s placement rate for minorities (63.6%) exceeded the placement goal (59.2%).

iii) Prior Year EEOP Female Placement Goals Progress Summary

Figure 4 provides a visual representation of the District’s progress (actual female hiring rates) in RY 2023 with respect to its RY 2023 female placement goals, regardless of race/ethnicity.

Figure 4: Prior Year EEOP Female Placement Goals Progress Summary



To summarize **Figure 4** (above):

- **Electrical/Structural Maintenance:** The District did not meet the RY 2023 placement goal (10.9%). The District did not have any female placements in this job group in RY 2023.

- **Mechanical Maintenance:** The District had a placement rate for females (6.3%) that exceeded the overall placement goal (6.1%).
- **Service Maintenance:** The District's placement rate for females (19.0%) did not meet the placement goal (32.1%).

iv) Current Year EBMUD Placement Goals

Figures 5 and 6 show the RY 2024 placement goals for minorities and females. First, **Figure 5** provides a detailed view of RY 2024 placement goals by job group. Then, **Figure 6** provides an overview of the number of placement goals per EEOP focus area.

Figure 5: Current Year EBMUD Placement Goals

EEOP Job Groups	Female	Minority	B/AA	A	H	NH/PI	AI/AN	2+
Directors/Managers								
Programmers								
Analysts								
Professionals								
Science Professionals					D			
Administrative Assistants								
General Clerical					D			
Customer Service					D			
Technicians			D					
Plant Operators					D			
Plant Operators Lead/Sup					D			
Laboratory & Qual Ctrl Tech								
Rangers		X			D			
Engineering								
Supervising Engineering		X		D				
Engineering Technicians								
Water Dist. Plumb & Mtc		X		D	D			
Heavy Equipmnt/Truck Op.		X		D	D			
Pipeline Mtce Lead/Super								
Electrical/Structural Wrks	X	X		D	D			
Mechanical Maintenance	X	X			D			
Service Maintenance	X	X			D			

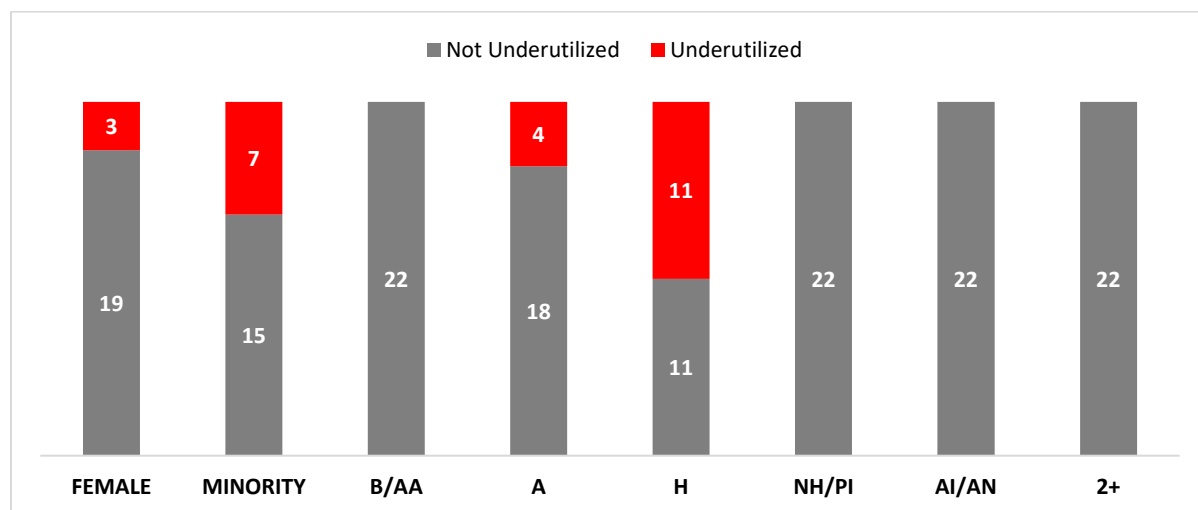
- Gray boxes indicate that there are no placement goals for minorities and/or females
- Red boxes with an "X" indicate that there is an overall placement goal for minorities and/or females
- Red boxes with a "D" indicate that there is a disaggregated placement goal for minorities
- Yellow boxes with a "D" indicate that there is a disaggregated placement goal for minorities, but no overall minority placement goal exists for that job group

Based on RY 2023 data, the District set ten placement goals for RY 2024 (current year) where the incumbency of minorities and/or females within the group was statistically significantly below the availability in the recruitment area. Seven of the ten goals were for minority placements and three were for female placements.

As discussed previously, disaggregating the District’s placements by minority subgroups (see **Figure 5**) allows for a more complete analysis of affirmative action issues and considerations. Hispanic/Latino and Asian stand out immediately as the minority subgroups with the most significant concern in **Figure 5**. Three of the seven job groups with overall minority placement goals also have disaggregated placement goals for both Hispanic/Latino and Asian individuals. One of the six job groups with overall minority placement goals (Supervising Engineering) has a placement goal only for Asian employees. Mechanical Maintenance, Rangers, and Service Maintenance each have overall minority placement goals, as well as disaggregated placement goals for Hispanic/Latino individuals.

There are also six job areas that will be targeted for placement goals for specific minority subgroups even though these job groups do not have placement goals for minorities overall. This means higher incumbency rates for other minority groups in each of these job groups may be masking the underrepresentation of specific minority groups, such as Hispanic/Latino, in these areas. The District has disaggregated Hispanic/Latino placement goals for five job groups: Customer Service, General Clerical, Plant Operators, Plant Operator Leads/Supervisors, and Science Professionals. Finally, the District has a disaggregated African American placement goal for Technicians.

Figure 6: Current Year EBMUD Utilization Analysis (Number of Job Groups)



The DEISP contains action items for the District to develop customized approaches for each minority group and across the District's various workforce recruitment areas.

5. Diversity Analysis

i) Personnel Activity: 41 C.F.R. § 60-2.17(b)(2)

Applicant flows, hires, promotions, and terminations were analyzed by job group. An analysis of selection disparities in personnel activity between males/females and whites/minorities was accomplished by a thorough examination of transaction data and/or by cohort analysis. Per Biddle, the statistical analysis they perform, *"determines whether chance or something other than chance caused the hiring, promotional, and/or retention rates of the disadvantaged group (e.g., females) to be less than the group with the highest rate (e.g., males)."*

Past analyses of promotion and selection data in previous years, identified the following barriers in various instances:

- Applicant Pool Diversity: Insufficient representation of minorities and/or females in applicant pools (i.e., below availability).
- Test Information: Posting information about testing categories in advance of the written and/or performance exams may help candidates be better prepared.
- Pass Point: Pass points for job-related Training and Experience (T&E) reviews or tests (written or performance) significantly screening out or eliminating minorities.
- Interview Band Diversity: Insufficient representation of minorities in an interview/hire band.¹¹
- Five Ranks Rule: Insufficient representation of minorities in a hiring interview pool due to the Five Ranks Rule.¹²
- Passage of Time: Insufficient availability of minorities on an eligible list due to passage of time. The diversity of some of the District's eligible lists has been noted to decrease over

¹¹ e.g., Candidates passing the performance exam and interview for certain trades positions are placed on the eligible list and hired in rank order. From time to time, the hiring list may have an insufficient representation of minority candidates due to minority candidates being hired in previous years, declining an offer, or being unreachable.

¹² Rule XIII in the Civil Service rules, and language in the MOU between the District and Unions. MOU with Local 2019 has a Rule of 3.

time as candidates tend to lose interest the longer it takes to receive an employment offer.

The District has planned and/or implemented numerous DEISP action items/AOPs to address these barriers.¹³

ii) Workforce by Organizational Unit: 41 C.F.R. § 60-2.17(b)(1)

An analysis of minority and female distribution within each organizational unit was accomplished by a thorough investigation of the Workforce Analysis table.¹⁴ An analysis of the incumbency of minorities and females within each organizational unit was also compared to the overall incumbency of these demographics across the District as a whole.

D. DEISP Action Items/AOPs: 41 C.F.R. § 60-2.17(c)

AOPs refer to programs intended to address any problem areas identified in the analysis of the employment process and demonstrate good faith efforts to attain established goals and objectives, remove identified barriers, and expand employment opportunities. The District has a number of existing programs and initiatives which are AOPs and are discussed in detail in the DEISP. Further, the DEISP identifies additional actions the District intends to take in order to enhance previous AOP efforts.

Currently, the District has ongoing AOPs, including:

- Coordinating a variety of internship programs each year such as the High School Summer Internship (HSSI) program, Engineering Aide program, and machining interns;
- Implementing targeted outreach and community partnership development for recruitment efforts such as attending career fairs or hosting information and/or bootcamp sessions for District positions such as Water Distribution Plumber I;
- Collaborating with BAYWORK and California Urban Water Agencies (CUWA) on regional industry recruitment strategies;
- Leveraging the employee Affinity Groups, Equity Core Team (including pilot projects), and the Diversity Committee as outreach ambassadors and partners for recruitment and hiring; and
- Providing support and guidance to hiring managers.

¹³ *Summary of Personnel Transactions Report* for each job group is retained by the DIO.

¹⁴ *Workforce Analysis* table is retained by the DIO.

1. DEISP Objectives

The following are some of the District's DEISP objectives which are AOPs that expand upon current District efforts. For more information about these or other objectives, please refer to the DEISP, which is available upon request to the DIO or via the District's intranet (Splashpad).

i) Implement Racial Equity Toolkit for Hiring and Recruitment (DEISP Objective 4.1)

- Equity Core Team will implement the Racial Equity Toolkit six-step process to identify hiring and recruitment systemic inequities.

ii) Diversify Recruiting, Outreach, and Marketing Efforts (DEISP Objective 4.2)

- Develop and enhance recruiting partnerships with a variety of external community partners and education institutions.
- Engage a diverse pool of current and retired employees in storytelling to brand EBMUD as a destination employer.
- Enhance social media outreach and explore other avenues of publicizing recruitments.

iii) Learning and Knowledge Building (DEISP Objective 4.3)

- Develop a system of DEI trainings and reminders that is embedded into every hiring and recruitment process.
- Include DEI training and messaging as a featured component of new employee orientation and onboarding.
- Develop a DEI Recruitment, Hiring, and Onboarding Toolkit.
- Evaluate the quality and efficacy of training courses through surveys and stakeholder consultations.

iv) Cultural Competence and Emotional Intelligence in Hiring (DEISP Objective 4.4)

- Establish DEI awareness, cultural competency, emotional intelligence, and growth mindset, as required managerial competencies in all job descriptions and recruitment materials.
- Develop DEI-informed interview, reference, and supplemental questions to assess a candidate's ability to apply culturally competent and emotionally intelligent practices at work.

v) Continuous Improvement (DEISP Objective 4.5)

- Apply an equity lens and quality improvement principles in the review of policies, procedures, and practices.
- Clearly communicate EBMUD's efforts and commitments to advancing DEI in its workforce.
- Conduct an external organizational assessment to review Human Resources (HR) policies, processes, systems, delivery of services, and organizational structure.
- Develop a process that encourages candidates to correct and/or provide additional information about their minimum qualifications before their candidacy is formally eliminated from further consideration.

vi) Expand Entry-Level Career Opportunities (DEISP Objective 4.6)

- Assess opportunities for expanded internships and trainee positions within each District department.
- Develop and implement a budget, project plan, and timeline for each new/expanded internship/trainee program.
- Develop an ongoing series of work-based learning events and/or programs to encourage diverse candidates to pursue District careers (e.g., facility/site visits, informational interviews, job shadowing, mentorship).

vii) Promotion and Retention Pilot Project (DEISP Objective 5.1)

- Equity Core Team will implement the Racial Equity Toolkit six-step process to identify promotion and retention systemic inequities.

viii) Improve and Expand Equitable Access to Professional Development Resources and Opportunities (DEISP Objective 5.2)

- Develop a job shadowing and mentoring program.
- Improve access to District career ladder information.
- Provide "Career Conversations" sessions – career development events with opportunities for employees to better understand District career opportunities.
- Offer more professional development opportunities for individual contributors.
- Explore options to expand the Educational Assistance Program to go beyond the Tuition Reimbursement Program.

ix) Workforce Planning and Development (DEISP Objective 5.3)

- Conduct an analysis of the District's future employment needs and create workforce plans to address needs.
- Identify classifications with limited career paths and evaluate systematic options for expanded career mobility opportunities (e.g., professional development, career pathways, work out-of-class assignments, etc.).
- Review practices for evaluating minimum qualifications.
- Implement Leadership Academies (group development) to cultivate pools of potential candidates for future leadership opportunities.

x) Talent Development Planning (DEISP Objective 5.4)

- Conduct an environmental scan to anticipate the future state of the District in the next 2-4 years (e.g., drought impacts, workforce changes, process improvements, organizational culture).
- Identify and document key competencies and skills needed in the future state of the organization.
- Conduct a risk analysis of key positions likely to be impacted.
- Design development programming to support employee preparation.

In summary, the District will continue to implement the DEISP, which will involve coordination of pilot projects around improvements in the District Civil Service processes, partnering with workforce training programs, and coordinated community outreach. Additionally, the District will implement targeted recruitment outreach efforts for all District job groups that fall within the bottom third for incumbency rate of females or overall minorities.

2. Recruitment Actions

i) Community/Educational Partnerships

EBMUD values its strategic partnerships with local organizations and educational institutions and continues to leverage them in its recruitment efforts, including the following:

- Partner with diversity organizations, such as those focused on minorities, women, veterans, and individuals with disabilities, for referrals. The following are the number of organizations that receive the full list of open recruitments every week.¹⁵

Figure 7: Recruitment/Outreach Community Partners - 119¹⁶

Diversity Focus	Number of Organizations
Minority	56
Women	28
Veteran	27
Individuals with Disabilities (IWD)	31
General Diversity	42

- Coordinate various outreach and information-sharing sessions with representatives from diverse community groups throughout the District’s regional recruitment areas. These sessions included presentations by District employees who come from diverse, varying backgrounds (including minorities and females), who provided information about current and future job openings, as well as the District’s selection process. EBMUD has also made classification descriptions, worker specifications and recruiting literature available to these representatives by email or online.
- Support career development events coordinated by community partners such as Cypress Mandela x Oakland Unified School District Skilled Trades Career Fairs, mock interview sessions with YouthBuild, employer spotlights/workshops, career fairs, internship fairs, teacher externships, and hosting tours of various EBMUD facilities.
- Recruit at several local colleges and universities, including targeting community colleges and universities based in part on the high level of diversity of their student body and with a focus on reaching diversity-focused student organizations.
- Serve on Advisory Boards for local community colleges such as Merritt College’s Natural History and Sustainability Advisory Board and provide insight into the skills, knowledge, and abilities that graduates should develop in their degree programs to become more qualified, competitive candidates for EBMUD positions.

¹⁵ The full list of organizations and their diversity outreach focus is retained by the DIO.

¹⁶ Note that while 119 organizations receive a weekly update from EBMUD’s Recruitment and Classification division, the District engages with more than 119 organizations on recruitment. Also, some organizations have more than one diversity focus, so the same organization may be represented in multiple diversity foci in **Figure 7**.

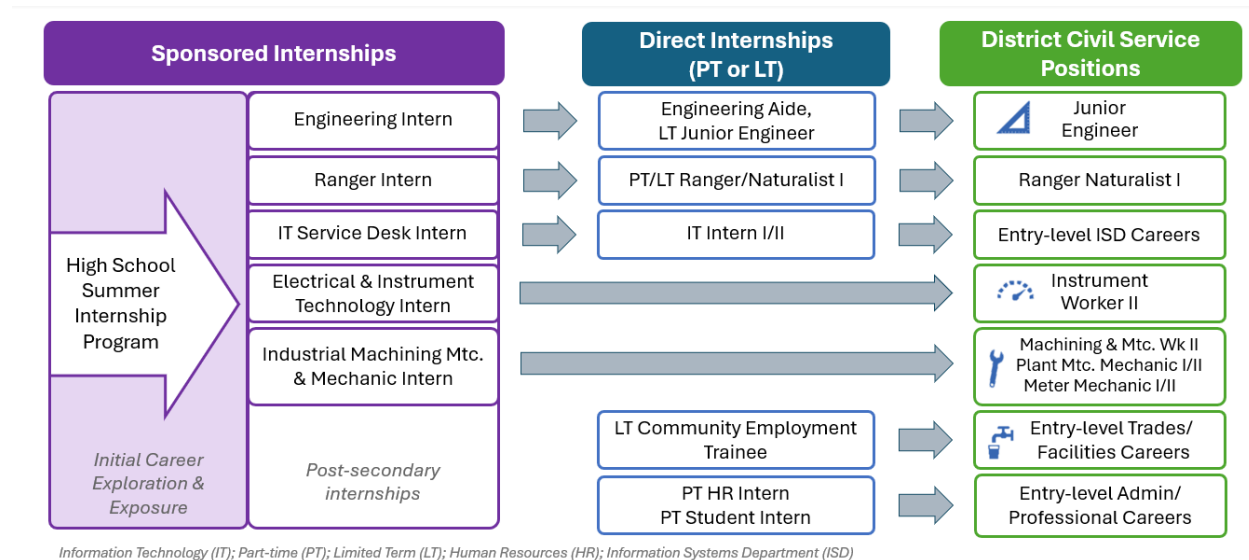
- Partner with community-based organizations, youth organizations, and educational institutions throughout the District’s service area to recruit qualified, diverse interns for the District’s internship programs.

ii) Internship Programs

The District offers a variety of paid internship and training programs as part of its long-term workforce development strategy to attract, recruit, and retain a diverse, qualified workforce. EBMUD internships offer valuable hands-on experience/training to individuals pursuing/exploring careers in water and wastewater services.

Figure 8 provides a visual representation of various District internships and how internship opportunities help interns compete for regular employment opportunities at EBMUD.

Figure 8: District Internship Program Pathways



These paid, short-term opportunities include the following:

(1) Sponsored Internships

Sponsored internships are unique opportunities for individuals to gain hands-on training and experience at the District while being employed by either a community-based organization (CBO) or the Peralta Colleges Foundation. Sponsored internships are conducted in partnership

with local CBOs, community college districts, and BAYWORK. These partnerships help attract, recruit, and cultivate a diverse, qualified candidate pool.¹⁷ Sponsored internships include:

1. The HSSI Program, which has an emphasis on reaching students at diverse and/or Title I high schools in the East Bay area to help develop a pipeline of future talent. In RY 2023, the District's six-week HSSI program sponsored 35 student interns who received mentorship and coaching from 27 District staff. The internship provided hands-on work experience and weekly career enrichments to develop skills critical to their future academic and professional success. Ninety percent of HSSI interns surveyed in 2023 stated the HSSI program prepared them for future career and educational opportunities. Similarly, 86 percent of HSSI interns expressed interest in future internships and employment at the District.
2. Internships and training programs in the trades for diverse, qualified student populations at community colleges and/or community training programs. Such internships are tied to upcoming job openings (thus not on a set schedule) in related classifications and will be developed for other EEO-related job classifications. Two sponsored internships offered in RY 2023 were:
 - a. The first implementation of a "Stackable Internship" (which began in RY 2022) in partnership with BAYWORK, a consortium of water and wastewater agencies in the Bay Area. The stackable internship offers students from community college trades programs paid internships with BAYWORK signatory agencies. This program is designed to provide Interns with opportunities to enhance their classroom learning by obtaining practical real world work experience at a water and/or wastewater agency. The District hosted four diverse, qualified EBMUD Stackable Interns in RY 2023 (two Electrical and two Machining).
 - b. An Information Technology (IT) Service Desk Internship, which provided hands-on experience to two college interns interested in the field of IT.

(2) Direct Internships

Direct interns are hired as District employees into part time (PT) or limited term (LT) classifications including the following:

¹⁷ Interns are not guaranteed District employment at the conclusion of their participation in any internship program.

1. Classifications directly related to job groups with placement goals and/or those which historically have had placement goals:
 - a. Engineering Aide
 - i. This classification is used to increase the number of qualified, diverse candidates for mission critical Engineering positions at the District, such as Junior and Assistant Engineer. Incumbents in Engineering positions are also feeder classes for Supervising Engineering positions.
 - b. LT Junior Engineer
 - i. This LT classification is used as a bridge position for current Engineering Aides. The LT Junior Engineer classification provides additional developmental opportunities to previous Engineering Aides, which also increases the number of qualified, diverse candidates for mission critical Engineering positions at the District, such as Junior and Assistant Engineer. Incumbents in Engineering positions are also feeder classes for Supervising Engineering positions.
 - c. PT/LT Ranger/Naturalist I
 - i. This classification is used to increase the number of qualified, diverse candidates for hard-to-fill Ranger/Naturalist positions at the District, such as Ranger/Naturalist II.
 - d. LT Special Employment Program Trainee
 - i. This classification is used to increase the number of qualified, diverse candidates for hard-to-fill Service Maintenance positions at the District, such as Grounds Maintenance Specialist I/II, Utility Laborer, and Janitor.
2. Other classifications which generally help increase the pool of diverse, qualified talent available to fill various professions or career pathways at the District
 - a. PT/LT IT Intern
 - b. Student Intern
 - c. Human Resources Intern
 - i. HR interns also provide support to AOPs such as the HSSI program and internal talent development/training programs.

iii) Other Strategic Tactics

The District has adopted and continues to implement the following actions to increase recruitment efforts:

1. Develop and implement targeted outreach and advertising strategies for classifications with high-volume recruitments, EEO placement goals, and/or that are identified as mission critical.
2. Develop and implement targeted outreach and advertising strategies for sponsored and direct internships.
 - a. Restructured the internship program and centralized its administration to the DIO to enhance consistency of program administration and establish regular recruiting cycles to improve outreach to diverse, qualified applicants, many of whom are university students.
3. Provide technical and strategic guidance and support to hiring managers recruiting for classifications with EEO placement goals. Focus has been around implementing EEO best practices in recruitment and selection processes such as enhancing outreach efforts or identifying new referral sources.
4. Actively encourage minority and female employees to refer applicants.
 - a. Bolster the roles of Diversity Committee members as outreach ambassadors.
 - b. Supported the formation of the Women's Employee Resource Opportunity and Collaboration Community (WE ROCC) affinity group, which is dedicated to "promote, educate, and provide information to enhance the visibility, value, understanding, tolerance, and advancement of individuals who identify as women (women), their allies, as well as all other employees at the District and in its communities, and to support the District's mission and goals." Provided guidance throughout the chartering process, which was finalized in August 2023.
5. Encourage minority and female employees to attend, serve and/or participate in career events, youth (and educator) career awareness efforts, and related outreach activities in the community, to represent and highlight staffing diversity at EBMUD.
6. Advertise on a regular basis in Employment/Career Center/Jobs sections of media focused on minority and/or female audiences.
7. Ensure job advertisements and postings are culturally appropriate and always carry the District's EEO in hiring clause.
8. Participate in job fairs/career events on a regular and ongoing basis.
 - a. Develop enhanced outreach such as "boot camps" for individuals interested in applying to trades positions such as Water Distribution Plumber I or Utility Laborer and virtual information sessions for individuals interested in applying to other high-volume, mission critical, and/or underutilized job groups such as LT Special Employment Program Trainee and Meter Reader/Mechanic.

iv) Job Specifications/Selection Process

The District ensures that diversity is considered in the selection process by continuing the following:

1. Develop and update classification descriptions that accurately reflect classification functions and are consistent for the same classification across locations.
2. Develop and update classification or worker specifications that contain academic, experience, and skill requirements that do not constitute inadvertent discrimination. The District will continue to develop specifications that are free from bias with regard to age, race, color, sex, gender identity, sexual orientation, religion, national origin, disability, or veteran status.
3. Approved classification specifications and worker specifications continue to be made available to all members of management involved in the recruiting, screening, selection, and promotion process. Copies may also be made available to recruiting sources.
4. Use only worker specifications that include job-related criteria.
5. Ensure that raters for Training and Experience (T&E) review, performance exams, oral exams, and panel interviews are diverse in ethnicity and gender.
6. Ensure that more than one rater is involved in hiring interviews and the panel is diverse in ethnicity and gender.
7. Explore partnerships for training/education, curriculum development, recruitment, and test prep services.
8. Preparation and submittal of written justifications for all promotions and hires from hiring managers to HR in compliance with HR requirements.

v) Internal Job Advancement

1. Posting of Promotional Opportunities: The District continues to post or announce promotional opportunities in accordance with Civil Service rules.
2. Peralta College District Cohort Program: The District continues to offer this program focused on general education and construction management classes. Classes are both in-person and virtual. The third two-year Cohort started in August 2022 and graduated in June 2024.
3. Career Counseling Programs: The District continues to provide individual and group career counseling programs including coaching on communication skills, managing conflict, and career development and education; job rotation, coaching/mentoring, and similar programs.

4. Mentoring Programs: The District continues to partner with employee Affinity Groups, including Black Employee Network (BEN), to offer mentorship for District employees connected to those groups.
5. Performance Plan and Appraisal Procedure: The District continues to use its standardized procedure for the annual performance review of all employees.
6. Employee Training: Employees can choose training courses through the Training Schedule and include them in their career development plan.
 - a. Manager and Supervisor Training (MAST) Program: The District MAST program includes two tiers of training to better prepare employees for promotional opportunities:
 - i. Tier 1 – Leading People and Performance (for supervisors, forepersons, and leads).
 - ii. Tier 2 – Leading Processes and for Outcomes (for managers, superintendents, and process leaders).
 - b. Emotional Intelligence and Cultural Competence: This training gives participants the ability to understand people of different cultures and/or backgrounds, where they develop an awareness of their own behavior, and adjust their behaviors based on their understanding of that culture. Participants learn about different types of biases, and gain awareness about some of their own biases when working with others. Finally, they gain best practices regarding respectful and professional behavior in diverse environments, including giving and receiving feedback. The participant will learn how to apply these skills when working with others and learn about the District’s guidance with regard to work-related communications.
 - c. Career Development Workshops: The District offers career development workshops, which differ from each other regarding depth, breadth and focus of developing skills that are relevant to employees who are actively preparing to advance in their careers. Some workshops offered have been *Activate your Job Application*, *Activate Your Interview*, and *Navigating Through the EBMUD Hiring Process*.
 - d. Microsoft Office Software Training: The District continues to offer this training for employees interested in improving their computer skills. These classes provide instruction for employees who self-identify as beginner, intermediate, or advanced in their abilities.

7. Tuition Reimbursement Program: This program is offered to all employees who wish to improve their job skills and performance, and to pursue promotions. The current maximum amount approved this fiscal year is \$3,500 per employee.¹⁸ Additionally, the Tuition Advancement pilot (in effect since RY 2019) provides advanced payment of tuition for employees in the Peralta College District on-site cohort program.

vi) Inclusive Work Environment

1. District-Sponsored Cultural, Social, and Recreational Activities: The District continues to actively encourage all employees to participate in these activities across its various facilities.
2. District-Sponsored Affinity Groups (AGs): AGs are comprised of District employees who identify with a particular diversity dimension(s) or wish to learn about or support a particular diversity dimension. AGs are sponsored by the DIO and assist the District in engagement, inclusion, outreach, and retention efforts in support of the District's DEISP.
3. Sexual Harassment Prevention Training: In accordance with the California Senate Bill (SB) 1343 legislation, the District continues to provide training in this area. All employees are required to complete a minimum of one hour of training and supervisors a minimum of two hours training on a two-year cycle.
4. Inclusive Leadership Forums: These forums feature panels, interviews, and discussions on methods to increase teamwork and productivity through inclusive leadership practices. Forums create a space for ongoing discussions to provide leaders with resources and tools to build and maintain an inclusive workplace. Forums typically take place several times a year, and each Forum covers different topics and issues related to inclusive leadership.
5. DEISP Strategic Pillar 3 – Inclusive Culture: This pillar in the DEISP outlines action items regarding how to build an inclusive culture. For more information about these inclusive action items, please refer to the DEISP, which is available upon request to the DIO or via the Splashpad.
6. Exit Survey: The exit survey is provided to all regular full-time employees who retire or resign from the District with the intention of inviting their feedback on their overall experience in EBMUD.

¹⁸ In accordance with the FY2021-2025 MOU between Local 21 International Federation of Professional and Technical Engineers (Local 21) and the District, employees represented by Local 21 receive a tuition reimbursement amount of \$5,000 per employee.

3. AOP Highlights: RY 2024

The District has a variety of AOPs in process/planned for RY 2024, including some of which are highlighted in **Figure 9**. While the target areas for each AOP are listed below, AOPs may also help achieve placement goals/benchmarks for additional target areas.

Figure 9: RY 2024 AOP Highlights

RY 2024 AOP	Minorities	Females	IWDs	Protected Veterans
Expand the LT Special Employment Program from two positions to eight and partner with pre-apprenticeship programs in the community to identify diverse, qualified candidates for the program.	X	X		X
Pilot a mock interview workshop with a cohort of graduating pre-apprentices from Cypress Mandela Training Center to support their ability to compete for District Civil Service positions.	X	X		X
Onboard four Toolworks interns, their job coaches, and support them and their District mentors throughout their time at EBMUD.	X		X	
Implement first “cycle” of internship programs in January 2024 per the updated internship program structure. <ul style="list-style-type: none"> Fill positions that had previously been vacant and unfunded, such as IT Intern, Student Intern, etc. 	X	X		
Expand the HSSI program to EBMUD’s Mokelumne Watershed.	X	X		
Explore options to implement the Department of Rehabilitation’s Pathways to Success Program at EBMUD.			X	X

RY 2024 AOP	Minorities	Females	IWDs	Protected Veterans
Conduct information sessions for a variety of District recruitments, specifically high-volume, entry-level, mission-critical, and/or those with placement goals.	X	X	X	X
Develop and implement in-person “boot camps” for positions in job groups such as Water Distribution Plumbing & Maintenance.	X	X	X	X
Design advertisements for the magazine publication, “Pride and a Paycheck,” which targets women in the trades.	X	X		
Create social media posts for high-volume recruitments such as Utility Laborer (service maintenance job group) and to widely promote the HSSI program.	X	X	X	X

E. Design and Implementation of Internal Audit and Reporting Systems: 41 C.F.R. § 60-2.17(d)

The Manager of Diversity and Inclusion is responsible for implementing the auditing and reporting system. The District’s auditing and reporting system measures the effectiveness of its total EEOP. In partnership with HR, Information Systems, and Employee Development, the Manager of Diversity and Inclusion periodically monitors this system. The reporting and auditing system provides for:

1. Accurate and up-to-date records on all referrals, applicants, hires, promotions, transfers and terminations by race and gender to ensure that all employees are treated on a fair and equitable basis.
2. Regular reports to HR from hiring managers on all hires and promotions.
3. Recruitment reports on a scheduled basis reflecting the degree to which EEO and organizational objectives are attained.
4. Review of selections, promotions, and training to ensure that they are nondiscriminatory.

5. Review of report results with management, advising top management of program effectiveness and submitting recommendations to improve unsatisfactory performance.

F. Organizational Profile: 41 C.F.R. § 60-2.11

Pursuant to 41 C.F.R. § 60-2.11, EBMUD conducted a workforce analysis to identify employees by gender and race/ethnicity in each job title. The data was collected from payroll records dated June 30, 2022. Job titles are listed by organizational unit.

Job titles are listed from lowest to highest paid. The list includes all job titles, including departmental supervision, exempt, and nonexempt titles. For each job title, EBMUD identified the total number of employees, the number of male and female employees, the total number of minority employees, the male and female minority employees, the total number of employees who are White, Black, Hispanic, Asian, American Indian or Alaskan Native, Native Hawaiian or Pacific Islander, and Two or More races, and the male and female employees within each of these race/ethnic groups.¹⁹

¹⁹ *Workforce Analysis* table is retained by the DIO.

EAST BAY MUNICIPAL UTILITY DISTRICT (DISTRICT OR EBMUD)

375 11th Street
Oakland, CA 94607

Dun's #: 05-190-4423
Water EIN (tax) #: 94-6000590
EEO-4 #: 06505230
NAICS: 2213 Water, Sewage and Other Systems
MSA: 41860 San Francisco-Oakland-Fremont, CA

VIETNAM ERA VETERANS' READJUSTMENT ASSISTANCE ACT (VEVRAA) AND SECTION 503 OF THE REHABILITATION ACT EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION PROGRAM FOR PROTECTED VETERANS AND INDIVIDUALS WITH DISABILITIES

Reporting Year: July 1, 2022 – June 30, 2023

Contractor Facility

Equal Employment Opportunity Program (EEOP):

Derry Moten
Special Assistant to the General Manager for Diversity, Equity and Culture
East Bay Municipal Utility District
PO Box 24055, MS 601
Oakland, CA 94623-9979
Attn: Diversity and Inclusion Office
(510) 287-0710

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A. Policy Statement: 41 C.F.R. §§ 60-300.44(a); 60-741.44(a)

It is the policy of the District that equal employment opportunity (EEO) be provided in the employment and advancement for all persons regardless of race (i.e. racial characteristics including hair style/texture), color, religion, creed, sex, gender, gender identity (including transgender status), gender expression, marital or registered domestic partnership status, age for individuals forty or older, national origin, ancestry, disability (mental or physical), medical condition (cancer and genetic characteristics), genetic information, sexual orientation, military and/or veteran status, family or medical leave status, pregnancy (including childbirth, lactation or related medical condition), pregnancy disability leave status, domestic violence victim status, political affiliation, or any other status protected by federal, state and/or local laws, at all levels of employment, including the executive level. The District does not and will not discriminate against any applicant or employee on the bases of any of the aforementioned protected categories, in regard to any position for which the applicant or employee is qualified.

In addition, the District is committed to a policy of taking affirmative action to employ and advance in employment qualified employees/applicants who are protected veterans (Protected Veterans) and/or individuals with disabilities (IWDs). Such affirmative action shall apply to all employment practices, including, but not limited to hiring, promotion, upgrading, demotion or transfer, recruitment, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship and on-the-job training. Decisions related to personnel policies and practices shall be made on the basis of an individual's capacity to perform a particular job and the feasibility of any necessary job accommodation. The District will make every effort to provide reasonable accommodations to any physical and mental limitations of IWDs and to disabled Protected Veterans.

Employees and applicants shall not be subjected to workplace harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any activity protected by state, federal or local anti-discrimination laws including the following activities:

- Filing a complaint;
- Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (VEVRAA) or any other Federal, state or local law requiring equal opportunity for disabled veterans, recently separated veterans, active wartime or campaign badge veterans, or Armed Forces service medal veterans (Protected Veterans) or Section 503 of the Rehabilitation

Act of 1973, as amended (Section 503) or any other federal, state or local law requiring equal opportunity for disabled persons;

- Opposing any act or practice made unlawful by VEVRAA or its implementing regulations or any other federal, state, or local law requiring equal opportunity for Protected Veterans or Section 503 or its implementing regulations or any other federal, state or local law requiring equal opportunity for disabled persons; or
- Exercising any other right protected by VEVRAA or Section 503 or their implementing regulations.

The District obligations in this area stem from not only adherence to various state and federal regulations, but also from its commitment as an employer in this community to provide job opportunities to all persons regardless of the protected categories. The District's EEO policies and EEO (affirmative action [AA]) obligations include the full support from EBMUD's General Manager and are set forth in Policy 2.02, Accommodations for Individuals with Disabilities in the Workplace; Policy 6.06, Equal Employment Opportunity; and Policy 6.07, Prevention of Workplace Harassment.

The District will also continually design and implement audit and reporting systems that will measure the effectiveness and the compliance of the VEVRAA and Section 503, identify the need for remedial actions, determine if objectives were attained, and determine if opportunities to participate in District-sponsored activities were extended to all employees and applicants.

The District is also committed to abiding with the Pay Transparency Nondiscrimination Provisions and therefore, will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. The District's employees who have access to the compensation information of other employees or applicants as part of their essential job functions are informed and trained to not disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) a response to a formal complaint or charge; (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer; or (c) consistent with the District's legal duty to furnish the information.

If you have any questions regarding the District's EEO policies (6.06, 6.07), the EEO complaint procedure (Procedure 614), or the EEOP, you may contact the Diversity and Inclusion Office (DIO).

B. Responsibility for Implementation: 41 C.F.R. §§ 60-300.44(i); 60-741.44(i)

As part of its efforts to ensure EEO to Protected Veterans and IWDs, the District has designated specific responsibilities to various staff to ensure the EEO focuses on all components of the employment system. To that end, the General Manager, ODEC Special Assistant to the General Manager, Manager of Diversity and Inclusion, Director of HR, HR Regulatory Administrator, Manager of Risk Management, and those employed as supervisors and managers have undertaken the responsibilities described below.

1. Board of Directors (Board)

The seven-member Board, publicly elected pursuant to the MUD Act, is the legislative body of the District and determines all questions of policy. The Board is also responsible for fair and equal treatment at the District. Specifically, Board Members promote diversity and equality in personnel matters consistent with state and federal laws and assist in achieving the equal employment opportunity objectives of EBMUD (District Policy 6.04, Ethics of the EBMUD Board of Directors). The Board adopts the VEVRAA and Section 503 annually and EEO Policy, 2.02, Accommodations for Individuals with Disabilities in the Workplace, EEO Policy 6.06, and Policy 6.07 are updated and presented for adoption by the Board on a prescribed schedule.

2. General Manager (GM)

The Board appoints a GM to conduct the business affairs of the District, including the administration of the Civil Service system. Accordingly, the District's GM has the overall responsibility to implement the District EEO and EEO policies. The GM has delegated the Civil Service system responsibilities to the Director of Human Resources. The GM has delegated the direct responsibility to implement and administer the EEO and EEO policies to the Office of Diversity, Equity, and Culture (ODEC) Special Assistant to the GM for Diversity, Equity, and Culture. The Director of Human Resources and the ODEC Special Assistant to the General Manager have the full support of and access to senior management officials.

3. ODEC Special Assistant to the GM

The ODEC Special Assistant to the GM is responsible for overall supervision of the EEO and EEO policies. The ODEC Special Assistant to the GM has delegated the EEO and EEO policies to the Manager of Diversity and Inclusion. The ODEC Special Assistant to the GM ensures, through the Manager of Diversity and Inclusion and department managers and supervisors, that all

relevant policies and procedures are adhered to. Successful implementation of the EEOP and EEO policies is one of the elements considered in evaluating the ODEC Special Assistant to the GM's effective work performance.

4. Manager of Diversity and Inclusion

The Manager of Diversity and Inclusion provides leadership and direction in the development, implementation, and evaluation of an effective EEOP. The Manager of Diversity and Inclusion has the full support of and access to senior management officials. Successful implementation of the EEOP and EEO policies and procedure are a basis for evaluating the Manager of Diversity and Inclusion's effective work performance. The Manager of Diversity and Inclusion's responsibilities include, but are not limited to, the following:

- Develop and revise EEO policies, procedures, and work rules to enhance EEO and in accordance with federal and state laws. Prepare annual EEOP and present findings and recommendations to the Board.
- Identify problem areas and barriers to EEO and develop strategies and programs with management to address these problems.
- Develop, implement, and maintain audit and reporting systems to measure effectiveness of the EEOP, including those that will indicate the need for remedial action and determine the degree to which goals and objectives have been obtained.
- Conduct periodic audits to ensure that all required posters and the EEO policies and EEOP are displayed properly.
- Conduct audits to ensure that the Invitation to Self-Identify (pre- and post-offer) for Protected Veterans and IWDs, the District's EEO, and EEOP policies are being utilized appropriately and thoroughly communicated.
- Ensure that employees are re-surveyed regarding their disability status every five years and send out reminders to employees, at least once during the five-year intervals, that they may voluntarily update their disability status at any time.
- Serve as a liaison between the District and enforcement agencies.
- Provide oversight and direction to District-sponsored Affinity Groups, Diversity Committee, and Equity Core Team, which support the DEISP initiatives.
- Keep managers informed of the latest developments in the EEO area.

5. Director of Human Resources

The Director of Human Resources provides oversight to the divisions under their direction (Recruitment and Classification, Employee Relations, and Employee Services) and their compliance with the Civil Service system. The Director of Human Resources is responsible for ensuring resources are applied to diversifying the talent pools of all recruitments with intentional strategic effort applied to those positions identified in the EEOP.

6. Human Resources Regulatory Administrator and Manager of Risk Management

The HR Regulatory Administrator (HRRRA) acts as the District's Americans with Disabilities Act (ADA) Compliance Officer. The HRRRA responds to requests for reasonable accommodation of physical or mental disabilities covered under ADA and Fair Employment and Housing Act (FEHA). The Manager of Risk Management responds to requests for reasonable accommodations of physical or mental disabilities covered under ADA and FEHA when a claim originates with a worker compensation claim.

7. Managers and Supervisors

Supervisors at all levels act on behalf of the District. Accordingly, all managers and supervisors have the following EEOP responsibilities:

- Monitor their work unit for discriminatory or harassing behavior and take appropriate steps to stop and correct behavior that violates District EEO policies.
- Familiarize themselves with the District's policies on discrimination and harassment (Policies 6.06 and 6.07), to incorporate them into his or her own behavior, and to inform employees in the work unit to do the same.
- Enforce District EEO policies as well as adhere to it.
- Be familiar with the District's Procedure 614 on Equal Employment Opportunity (EEO) Discrimination, Harassment and Retaliation Complaints, Investigations and Appeals and be ready to assist employees (including those who do not report directly to them) who raised EEO-related complaints.
- Regard all complaints of EEO discrimination or harassment seriously. Managers/supervisors should not ignore or minimize such complaints or otherwise discourage employees from reporting them.

- Participate in and support staff's involvement with EEOP and diversity programs and recruitment activities.
- Work with the Manager of Diversity and Inclusion to enhance the effectiveness of the EEOP and make good faith efforts by considering alternative methods to fill vacant positions in order to create a diverse and qualified candidate pool.
- Consider all qualified candidates for promotion/hire and ensure that all selections are made for valid job-related reasons and without discrimination.

8. All District Employees

Employees at all levels are responsible for supporting the District's EEOP, as may be appropriate in the performance of their official duties, by assuring equal treatment, and equal access to service for all persons with whom they deal.

All District employees are required to adhere to the District's EEO policies and encouraged to make positive contributions to creating an inclusive work environment. Employees are expected to demonstrate the District's Values of Stewardship, Integrity, Respect, and Teamwork in all aspects of their role at the District. Finally, all District employees are expected to adhere to Policy 6.15, Workforce Communications, particularly in exercising appropriate behavior in their communication with co-workers, taking the initiative to understand others and be understood, and embracing diversity of thought and ideas.

9. District EEO Policies

Policy 6.06, Equal Employment Opportunity, provides for EEO in all employment practices, including recruitment, hiring, placement, transfers, promotions, and training consistent with the principles of the District and in order to promote the full realization of EEO. It prohibits discrimination and workplace harassment based on race (i.e. racial characteristics including hair style/texture), color, religion, creed, sex, gender, gender identity (including transgender status), gender expression, marital or registered domestic partnership status, age for individuals age forty or older, national origin, ancestry, disability (mental or physical), medical condition (cancer and genetic characteristics), genetic information, sexual orientation, military and/or veteran status, family or medical leave status, pregnancy (including childbirth, lactation or related medical condition) pregnancy disability leave status, domestic violence victim status, political affiliation, or any other status protected by federal, state and/or local laws.

In addition, the policy prohibits retaliation against employees alleging discrimination and harassment based on an EEO-protected class and/or activity or involved as witnesses in an EEO

discrimination or harassment investigation. Employees who oppose and/or refuse to participate in illegal discrimination or harassment are also protected against retaliation. Finally, it requires development and maintenance of an EEOP consistent with applicable laws, including any recruitment and placement methods that will enhance District efforts to achieve a workforce composition reflective of the qualified relevant labor.

Policy 6.07, Prevention of Workplace Harassment, provides for a workplace for all employees that is free from any form of workplace harassment, defined as unwelcome conduct that is based on an EEO-protected group status, including sexual harassment. It affirmatively states that workplace harassment based on an EEO-protected group status, including sexual harassment, will not be condoned or tolerated. In addition, it prohibits retaliation against employees alleging workplace harassment based on an EEO-protected group status or involved as witnesses in a workplace harassment investigation. Employees who oppose and/or refuse to participate in workplace harassment based on an EEO-protected group status are also protected against retaliation.

C. Review of Personnel Processes: 41 C.F.R. §§ 60-300.44(b); 60-741.44(b)

To ensure that all personnel activities are conducted in a job-related manner which provides and promotes EEO for all known Protected Veterans and employees and applicants with disabilities, reviews are periodically made of the District's examination and selection methods to identify barriers to employment, training, and promotion.

1. The District reviews its recruitment processes before it announces an examination to establish an open and/or internal eligible list for a classification. It ensures there are no barriers to the consideration of Protected Veterans and IWDs. To determine whether an individual is qualified for a particular job, a close examination of the content of the job is made, as well as a review of the job qualifications of known Protected Veterans and IWDs, both applicants and employees. In determining the qualifications of a Protected Veteran, consideration is given only to that portion of the military record, including discharge papers, relevant to the job qualifications for which the veteran is being considered.
2. The District ensures that its personnel processes do not stereotype IWDs or Protected Veterans in a manner which limits their access to jobs for which they are qualified.
3. The District ensures that applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and

communication technologies. The District uses an online application system to accept applications for employment and potential applicants with disabilities either can use the system or can apply in a timely manner through alternative means such as a paper application.

4. The District provides reasonable accommodations to applicants and employees with disabilities to ensure that EEO is extended in the operation of its personnel processes unless such accommodations will cause undue hardship to the District.

D. Audit and Reporting System: 41 C.F.R. §§ 60-300.44(h); 60-741.44(h)

In partnership with Human Resources, Information Systems, and Employee and Organizational Development, the Manager of Diversity and Inclusion is responsible for implementing the auditing and reporting system. The District has developed and currently implements an audit and reporting system that addresses the following:

1. Measures the effectiveness of the District's overall EEOP and whether the District is in compliance with specific obligations.
2. Indicates the need for remedial action. Any corrective actions will be the responsibility of the subject matter manager with oversight by the Manager of Diversity and Inclusion and the Director of HR.
3. Measures the degree to which the District's objectives are being met.
4. Considers whether there are any undue hurdles for Protected Veterans and IWDs regarding District-sponsored educational, training, recreational, and social activities. This will also include, but not be limited to, the review of the online and electronic application system to determine its accessibility and ensure that procedures to request accommodations are displayed and that individuals with disabilities can readily obtain the reasonable accommodation.

E. Physical and Mental Qualifications: 41 C.F.R. §§ 60-300.44(c); 60-741.44(c)

To ensure that all physical and mental qualifications and requirements of job classifications are job-related and promote EEO for all known Protected Veterans and employees and applicants with qualified disabilities, the District reviews the knowledge, skills, and abilities of a

classification to ensure they are critical and essential before it announces an examination to establish an open and/or internal eligible list for a classification.

The District's physical and mental job classification requirements are reviewed by the Manager of Recruitment and Classification (R&C), the hiring manager, and the unions to determine whether or not they are job-related and consistent with business necessity and safe performance on the job.

Any previously reviewed classification will be reviewed again if there is a change in working conditions which affects the job's physical or mental requirements (e.g., new requirements, new equipment, etc.) and/or if a class study is requested.

F. Reasonable Accommodation of Physical and Mental Limitations: 41 C.F.R §§ 60-300.44(d); 60-741.44(d)

The District will make every effort to provide reasonable accommodations to physical and mental limitations of applicants and employees with disabilities, or those who are disabled veterans. Such reasonable accommodations are explained and documented in the District's Procedure 201. The District ensures that qualified applicants and employees with disabilities, who are unable to fully utilize the on-line job application system, are provided equal opportunities to apply and be considered for all jobs.

The District will confidentially review issues of employees to determine whether a reasonable accommodation is needed when:

1. The employee is having significant difficulty with job performance, and
2. It is reasonable to conclude that the problem is related to the known disability.

Employees may also contact the following person at any time to formally request an accommodation:

Name: Winnie Anderson

Title: HR Regulatory Administrator

Phone: (510) 287-0380

Email: winnie.anderson@ebmud.com

G. Data Collection Analysis: 41 C.F.R. §§ 60-300.44(k); 60-741.44(k)

1. Protected Veterans

A veteran is a "Protected Veteran" under VEVRAA if they served on active duty in the U.S. Military; and were discharged or released from service under conditions other than dishonorable; and falls into one or more of the following categories:

- Disabled veteran
- Recently separated veteran (within the last three years)
- Active-duty wartime or campaign badge veteran
- Armed Forces service medal veteran

Additional information about Protected Veteran status can be found in the following U.S. Department of Labor (U.S. DOL) link:

https://www.dol.gov/sites/dolgov/files/ofccp/posters/Infographics/files/ProtectedVet-2016-11x17_ENGESQA508c.pdf

During RY 2023 EEOP period, seven Protected Veterans out of a total of 221 successful candidates were hired for a hiring rate of 3.2% Protected Veterans. The RY 2023 rate was a decrease from RY 2022 hiring rate (4.1%) but still exceeded the RY 2023 Protected Veteran hiring benchmark of 2.5%.

i) EBMUD Protected Veteran Incumbency, Hiring Benchmarks, Applicant Rates, & Hiring Rates

Figure 1: EBMUD Protected Veteran Incumbency, Hiring Benchmarks, Applicant Rates, & Hiring Rates

Reporting Year	Protected Veteran Incumbency	Protected Veteran Hiring Benchmark	Protected Veteran Applicant Rate (%)	Actual Veteran Hiring Rate (%)
RY 2023	77/1994= 3.9%	2.5% ²⁰	486/8,810= 5.5%	7/221= 3.2%
RY 2022	58/1,949= 3.0%	3.0%	389/7,616= 5.1%	11/269= 4.1%
RY 2021	55/1,931= 2.8%	2.5%	288/5,575= 5.2%	8/258= 3.1%
RY 2020	55/1,938= 2.8%	2.9%	313/9,280= 4.0%	6/332= 1.8%
RY 2019	56/1,890= 3.0%	3.0%	303/9,489= 3.2%	5/335= 1.5%

²⁰ Note that the RY 2022 Report stated that the RY 2023 Protected Veteran Hiring Benchmark was 3.0%. However, this benchmark was updated to 2.5% for RY 2023.

Goals and/or benchmarks do not require that the District hire, promote, train, and/or retain a specified number of IWDs and/or Protected Veterans. These goals/benchmarks are not rigid and inflexible quotas which must be met, but are instead targets. The District has collected the required data and conducted studies to identify areas of opportunity in the employment of Protected Veterans and IWDs. The District updates its Protected Veteran hiring benchmark annually.

The District has established an individualized hiring benchmark of 3.4% for Protected Veterans for RY 2024. The District has calculated and established its Protected Veterans benchmark by taking the OFCCP's five-criteria into consideration. In establishing that hiring benchmark, the District considered the following factors:

1. The average percentage of veterans in the civilian labor force in California for the previous three years.²¹
 - a. 2020 (3.6%), 2021 (3.3%), and 2022 (3.3%).
2. The number of veterans who participated in the employment service delivery system in California over the previous four quarters – July 1, 2022 to June 30, 2023 (27,613).²²
3. The District's applicant ratio (5.5%; 486 protected veterans/8,810 total applicants) and hiring ratio for the prior year (3.2%; 7 protected veterans hires/221 total hires) for the prior year.²³
4. The relative effectiveness of the District's most recent outreach and recruitment efforts.
 - a. The District continues to conduct outreach to attract more qualified Protected Veteran applicants. In RY 2023, there were 486 applicants who self-identified as Protected Veterans (5.5% of all applicants), as compared to 389 applicants who self-identified as Protected Veterans in RY 2022 (5.1% of all applicants), an increase of nearly 100 applicants.
5. Other factors that may affect the availability of qualified protected veterans.
 - a. The District is located more than 52 miles from the nearest military base (Travis Air Force Base in Fairfield, CA), and more than 112 miles from the next closest base (Presidio of Monterey, CA). The District's distance from these military installations generally results in limited numbers of veterans who apply for open positions at the District.

²¹ Per the OFCCP's website: <https://www.dol.gov/agencies/ofccp/vevraa/hiring-benchmark>.

²² See footnote 22.

²³ For the period July 1, 2022 to June 30, 2023.

2. Individuals with Disabilities (IWDs)

Per the U.S. DOL, an “individual with disabilities” is “someone who (1) has a physical or mental impairment that substantially limits one or more “major life activities,” (2) has a record of such an impairment, or (3) is regarded as having such an impairment.” For District employees and applicants this status is self-reported.

The District has adopted the current national utilization goal of 7.0% for qualified IWDs. The 7.0% utilization goal is applied to each job group within the District. Although this number has remained constant in recent years, the District will update its utilization goal as new data becomes available, updated, and published.

The number of applicants who self-identified as IWD has been steadily increasing (from 186 IWD applicants in RY 2021 to 365 IWD applicants in RY2022 and 411 IWD applicants in RY 2023).

The District’s hiring rate for IWD is also trending upward - increasing from 1.6% in RY 2021, to 6.7% in RY 2022 and 8.1% in RY 2023.

To comply with the Department of Labor’s OFCCP regulations in implementing Section 503 of the Rehabilitation Act of 1973, the District surveys its employees every five years and did so in fall of 2023. The survey resulted in an increase in the overall % of incumbent employees who self-identified as having a disability from 5.3% in RY 2022 to 10.2% in RY 2023.

i) Individuals with Disabilities (IWD) EBMUD Incumbency, Utilization Goals, Applicant Rates, & Hiring Rates

Figure 2: Individuals with Disabilities (IWD) EBMUD Incumbency, Utilization Goals, Applicant Rates, & Hiring Rates

Reporting Year	IWD Incumbency (%)	IWD Utilization Goal (%)	IWD Applicant Rate (%)	Actual IWD Hiring Rate (%)
RY 2023	10.2% (n=203)	7.0%	411/8,810= 4.7%	18/221= 8.1%
RY 2022	5.3% (n=104)	7.0%	365/7,616= 4.8%	18/269= 6.7%
RY 2021	4.5% (n=88)	7.0%	186/5,575= 3.3%	4/258= 1.6%
RY 2020	4.8% (n=94)	7.0%	374/9,280= 4.0%	21/332= 6.3%
RY 2019	4.9% (n=93)	7.0%	353/9,489= 3.7%	19/335= 5.7%

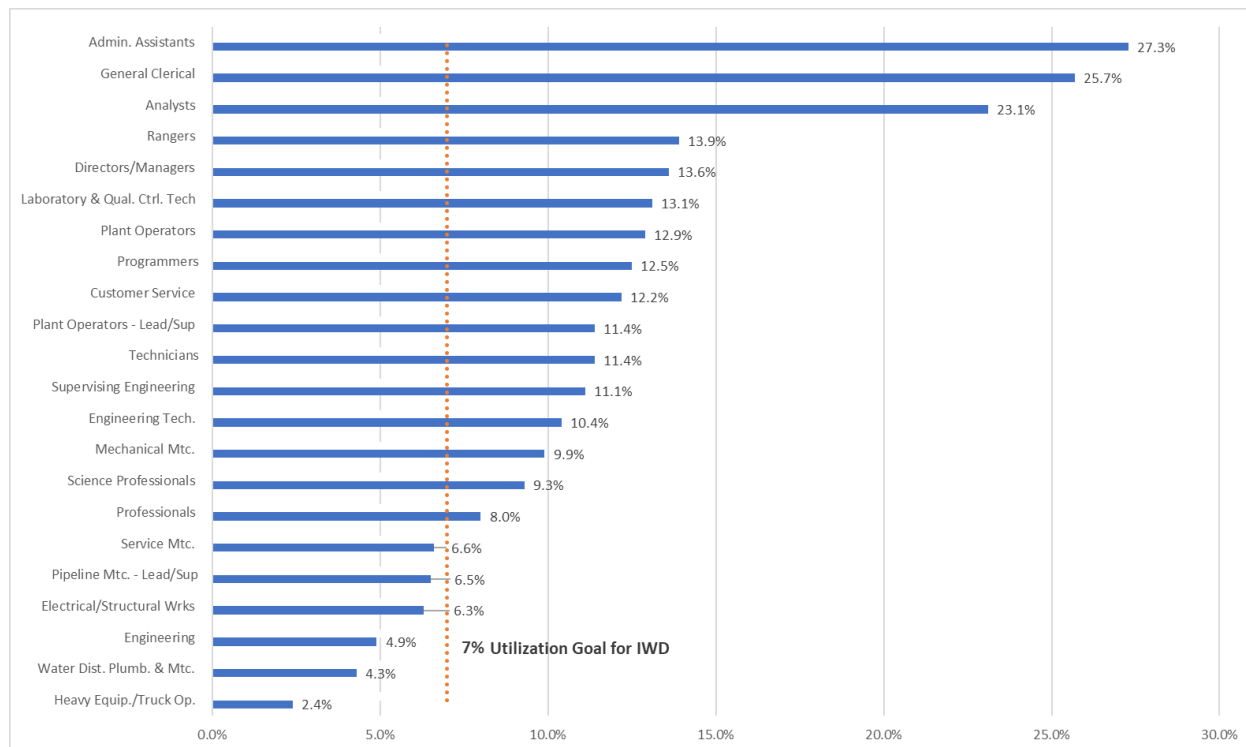
ii) Analysis of IWD by Job Group:

The following chart lists the top eleven EBMUD job groups in descending order according to their RY 2023 IWD utilization rate (i.e., the number of EBMUD workers in these jobs who self-identify as IWD, divided by the total number of all workers in these jobs at the District).

Figure 3 shows the District’s incumbency rate for IWDs in RY 2023 (based on the snapshot date of June 30, 2023) by job group:

- The right of the line exceeded the 7.0% utilization goal;
- Just to the left of the line was nearly at the 7.0% utilization goal; and
- The left of line did not meet the 7.0% utilization goal.

Figure 3: IWD Utilization Rates: Job Groups in Descending Order of Incumbency



The vast majority (16 out of 22) of job groups exceeded the 7.0% utilization goal. The three job groups that were nearly at the 7.0% utilization goal (Service Maintenance, Pipeline Maintenance Leads/Supervisors, and Electrical/Structural workers) and three of the job groups that did not meet (Engineering, Water Distribution Plumbing & Maintenance, and Heavy Equipment/Truck Operators) the 7.0% utilization goal. Each EEOP year, the District continues to monitor the outreach and recruitment plans for the aforementioned job groups that have smaller IWD applicant pools and/or lower success rates. The District will identify measures and where practicable, mitigate the underutilization.

In each case where the hiring benchmark for Protected Veterans and/or the utilization goal for IWDs are not met, affirmative actions, as appropriate, will be taken consistent with the activities mentioned in Section H of this report (External Dissemination of Policy, Outreach, and

Positive Recruitment) and measures described in Section E of the *Executive Order 11246 Equal Employment Opportunity/Affirmative Action Program for Minorities and Women Report* (Design and Implementation of Internal Audit and Reporting Systems).²⁴

H. External Dissemination of Policy, Outreach, and Positive Recruitment: 41 C.F.R. §§ 60-300.44(f); 60-741.44(f)

1. Evaluation of RY 2023 EEOP Outreach Activities

Below is the District’s evaluation of ongoing outreach activities set forth in the RY 2023 EEOP Report:

Figure 7: Evaluation of RY 2023 EEOP Outreach Activities

Activity & Description	Evaluation of Each Activity
External Partnerships: Develop partnerships to attract more qualified Protected Veteran and IWD applicants.	<p>Staff:</p> <ul style="list-style-type: none"> Partnered with other industry employers to promote the BAYWORK resource webpage for military veterans. Participated in an ongoing working group for veterans through American Water Works Association (AWWA). Through this BAYWORK working group, District staff actively contribute to developing and implementing industry outreach specifically targeted to veterans.
Internal Efforts: Implement strategies to retain and support qualified Protected Veteran and IWD applicants.	<ul style="list-style-type: none"> The Disability Advocacy and Rights Team (DART), a District Affinity Group that formed in February 2022, continued to provide resources to staff and develop a pilot program which aims to recruit more IWDs for employment at the District. Is supporting the establishment of an EBMUD Affinity Group for military veterans. Staff will leverage Affinity Group members to enhance targeted outreach efforts to military veterans.
Test Prep Services/Support: Develop partnerships for test preparation, application, and interview workshops.	District efforts in this area have been with community partners representing diverse populations in general, not specifically with organizations targeting veterans or IWDs.
Data: Extract and analyze Veteran and IWD data from applicant tracking system. Generate reports at each step of the recruitment process to identify barriers to hiring.	The District plans to issue an RFP for an upgraded Human Capital Management (HCM) Program. The new system will allow staff to create customized applicant flow reports for IWD and Protected Veterans.

²⁴ See the *Hiring Benchmark and Utilization Goals Analyses*, which are retained by the DIO.

Activity & Description	Evaluation of Each Activity
EBMUD-Toolworks Internship Program: Continue to implement the internship program as operational needs and safety protocols allow.	District staff began working with Toolworks in 2022 to plan for the program to be reactivated in December 2023, following the program's prior suspension due to COVID-19 health/safety concerns. The DART Affinity Group helped to identify placement opportunities and provide support for Toolworks interns.

2. RY 2024 Outreach Activities:

During RY 2024, the District will continue exploring partnerships with Veteran and Disability organizations to attract more qualified Protected Veteran and IWD applicants. Moving forward, the District will look at investing in targeted social media efforts to reach out to military veterans and IWDs. The District will also coordinate with community partners to develop application, interview, and test preparation workshops. Furthermore, the District will continue the EBMUD-Toolworks Internship Program in RY 2024, with up to six internship placements. The District's DEISP will inform future outreach, recruitment, and workforce development activities.

Based upon the District's review of its personnel processes as described in Section C, the following activities will be continued to further enhance the District's EEO efforts. All activities are the responsibility of the Manager of Diversity and Inclusion, Manager of R&C, and the Contract Equity Administrator.

1. The District initiates and maintains communication with organizations having special interests in the recruitment of and job accommodations for Protected Veterans and IWDs.
2. The District provides information emphasizing job opportunities for Protected Veterans and IWDs to local educational institutions, public and private.
3. The District informs all recruiting sources of the District's EEO policy for Protected Veterans and IWDs.
4. The District lists with the California State Employment Development Department (EDD) all suitable job openings. The exemptions for posting jobs are when positions are:
 - a. Executive and top management positions,
 - b. Positions that will be filled from within the contractor's organization, and
 - c. Positions lasting three days or less.
5. As an ongoing activity, a listing of job opportunities reported to the local State Employment Service Delivery System is kept current.

6. The District notifies all subcontractors, vendors, and suppliers in writing regarding the District's EEO policies and requests appropriate action on their part.
7. The District arranges for referral of applicants with organizations having special interests in the recruitment of and job accommodations for Protected Veterans and IWDs.
8. The District participates in veterans' job fairs.
9. The District grants leaves of absence to employees who participate in honor guards for the funeral of veterans.

I. Internal Dissemination of Policy: 41 C.F.R. §§ 60-300.44(g); 60-741.44(g)

To gain positive support and understanding for the EEOP for Protected Veterans and IWDs the District will implement or continue to implement the following internal dissemination procedures, all of which are the responsibility of the Manager of Diversity and Inclusion and Manager of Employee Relations. The following policies, procedures, and actions are designed to foster support and understanding from the District's executive staff, management, supervisors, and other employees in an effort to encourage all employees to take the necessary actions to aid the District in meeting its obligations.

1. Discuss Policies 2.02, 6.06, and 6.07 and the EEOP in both employee orientation and management training programs.
 - a. Inform Union officials of Policies 2.02, 6.06, and 6.07, and the EEOP, and request their cooperation.
2. Include non-discrimination clauses in all union agreements and review all contractual provisions to ensure they are non-discriminatory.
3. Post Policies 2.02, 6.06, and 6.07 on District bulletin boards, which includes the District's harassment policy that incorporates protection from workplace harassment on the basis of disability.
4. All employees are required to complete a minimum of one hour of training and supervisors a minimum of two hours training on a two-year cycle on preventing workplace harassment.
5. All employees are re-surveyed regarding their disability status every five years and reminders are sent out to employees at least once during the five-year interval that they may voluntarily update their disability status at any time.
6. See Section D(2)(vi) of the *Executive Order 11246 Equal Employment Opportunity/Affirmative Action Program for Minorities and Women Report for*

information on the District's initiatives towards creating an inclusive culture, which includes Protected Veterans and IWDs.

J. Training: 41 C.F.R. §§ 60-300.44(j); 60-741.44(j)

The District trains all employees involved in any way with the recruitment, selection, promotion, training, and related processes regarding IWDs or Protected Veterans to ensure commitment to the District's stated EEOP goals.

III. Exhibits

A. Job Group Summary²⁵

1. By Job Group

Directors/Managers	
Assistant General Counsel	Manager of Maintenance and Construction/Water Operations
Chief Information Officer	Manager of Maintenance Support
Chief Trial Attorney	Manager of Operations & Maintenance Planning
Controller	Manager of Pipeline Construction & Equipment
Customer Services Manager	Manager of Planning and Analysis for Water Quality
Director of Customer & Community Services	Manager of Purchasing
Director of Human Resources	Manager of Real Estate Services
Director of Operations & Maintenance	Manager of Recruitment and Classification
Director, Administration	Manager of Regulatory Compliance
Director, Engineering & Construction	Manager of Risk Management
Director, Finance	Manager of Security & Emergency Preparedness
Director, Wastewater	Manager of Wastewater Engineering
Director, Water & Natural Resources	Manager of Wastewater Environmental Services
Diversity & Inclusion Officer	Manager of Wastewater Technical and Emerging Issues
Engineering Manager	Manager of Wastewater Treatment
Environmental Affairs Officer	Manager of Water Conservation
General Counsel	Manager of Water Quality
General Manager	Manager of Water
Information Systems Division Manager	Supply/Treatment/Distribution
Manager of Budget	Manager of Water Supply Improvements
Manager of Distribution Maintenance & Construction	Manager of Watershed & Recreation
Manager of Employee & Organizational Development	Manager of Workplace Health & Safety
Manager of Employee Relations	Secretary of the District
Manager of Employee Services	Special Assistant I
Manager of Environmental Compliance	Special Assistant II
Manager of Facilities Maintenance & Construction	Special Assistant III
Manager of Fisheries & Wildlife	Special Assistant IV
Manager of Fleet & Construction Support	Special Assistant V
Manager of Laboratory Services	Treasury Manager

²⁵ The *Job Group Summary* includes job classifications by job group as of the snapshot date of June 30, 2023. Note that some of the classifications listed did not have incumbency on the snapshot date of June 30, 2023 and/or may have been retitled, reclassified, or abolished since the snapshot date.

Programmers

HRIS Analyst I	Information Technology Engineer II
HRIS Analyst II	Network Analyst I
Information Services Supervisor	Network Analyst II
Information Systems Administrator	Network Analyst III
Information Systems Administrator II	Senior HRIS Analyst
Information Systems Support Analyst I	Senior Information Technology Engineer
Information Systems Support Analyst II	Senior Software Engineer
Information Technology Intern I	Software Engineer I
Information Technology Intern II	Software Engineer II
Information Technology Engineer I	Supervising Systems Programmer

Analysts

Community Affairs Representative I	Public Information Representative I
Community Affairs Representative II	Public Information Representative II
Human Resources Analyst I	Public Information Representative III
Human Resources Analyst II	Senior Community Affairs Representative
Human Resources Regulatory Administrator	Senior Human Resources Analyst
Management Analyst I	Senior Public Information Representative
Management Analyst II	Technical Training & Writing Administrator
Management Analyst III	Technical Training Analyst
Principal Management Analyst	

Professionals

Accountant I	Junior Water Resources Specialist
Accountant II	Law Clerk
Accountant III	Purchasing Contract Supervisor
Accounting Systems Supervisor	Real Estate Representative I
Accounting & Financial Systems Analyst	Real Estate Representative II
Assistant Water Resources Specialist	Risk Management Analyst
Associate Architect	Security & Emergency Preparedness Specialist
Associate Water Resources Specialist	Security Shift Supervisor
Attorney I	Senior Accounting and Financial Systems Analyst
Attorney II	Senior Real Estate Representative
Attorney III	Supervising Accountant
Building Tenant Services Supervisor	Supervisor of Purchasing
Business Development Representative	Supervisor of Water Conservation
Buyer I	Water Conservation Representative
Buyer II	Water Conservation Administrator
Contract Equity Administrator	Workers' Compensation Manager & Risk Specialist
Internal Auditor	
Internal Auditor Supervisor	

Science Professionals

Chemist I	Microbiologist II
Chemist II	Quality Assurance Officer
Environmental Health & Safety Specialist I	Research Chemist
Environmental Health & Safety Specialist II	Research Microbiologist
Fisheries & Wildlife Biologist I	Senior Chemist
Fisheries & Wildlife Biologist II	Senior Environmental Health & Safety Specialist
Laboratory Supervisor	Senior Microbiologist
Microbiologist I	Supervising Fisheries/Wildlife Biologist

Administrative Assistants

Administrative Assistant	Legal Secretary I
Administrative Secretary I	Legal Secretary II
Administrative Secretary II	Litigation Secretary
Administrative Secretary II, Confidential	Office Assistant, General Manager's Office
Administrative Services Supervisor	Paralegal
Assistant To The General Manager	Public Affairs Specialist
Executive Assistant I	Senior Legal Secretary
Executive Assistant II	Student Intern
Human Resources Intern I	Supervising Legal Secretary
Human Resources Intern II	

General Clerical

Account Clerk II	Relief Clerk
Account Clerk III	Senior Administrative Clerk
Administrative Clerk	Senior Administrative Clerk, Confidential
Administrative Clerk, Confidential	Senior Messenger/Mail Clerk
Messenger/Mail Clerk	

Customer Service

Customer Services Representative I	Meter Reader
Customer Services Representative II	New Business Representative I
Customer Services Representative III	New Business Representative II
Customer Services Supervisor	Senior Customer Services Representative
Dispatch Center Representative	Senior Dispatch Center Representative
Dispatch Center Supervisor	Senior Field Services Representative
Field Services Representative I	Senior New Business Representative
Field Services Representative II	Water Conservation Technician

Technicians

Accounting Technician	Materials Testing Supervisor
Computer Operations Technician	Materials Testing Technician I
Corrosion Control Technician	Materials Testing Technician II
Fisheries & Wildlife Aide	Printing Technician I
Fisheries & Wildlife Technician	Printing Technician II
Human Resources Technician	Real Estate Technician
Information Systems Specialist I	Risk Management Assistant
Information Systems Specialist II	Senior Printing Technician
Information Systems Specialist III	

Plant Operators

Hydroelectric Power Plant Operator I	Wastewater Plant Operator II
Hydroelectric Power Plant Operator II	Wastewater Plant Operator Trainee
Power Plant Mechanic/Operator	Water Distribution Operator
Senior Water Distribution Operator	Water Reclamation Operator
Senior Water Treatment Operator	Water Treatment Operator
Treatment Plant Specialist	Water Treatment/Distribution Operator Trainee
Wastewater Plant Operator I	

Plant Operators Lead/Sup

Assistant Superintendent Aqueduct/Pardee	Superintendent of Pardee Section
Assistant Superintendent, Water Treatment/Dist	Superintendent of Water
Assistant Wastewater Shift Supervisor	Treatment/Distribution/System Water Quality
Hydroelectric Power Plant Supervisor	Wastewater Operations Coordinator
Pardee Water/Wastewater Supervisor	Wastewater Shift Supervisor
Power Plant Supervisor	Wastewater Treatment Superintendent
Power, Treatment & Transmission Maintenance Supervisor	Water Distribution Supervisor
Superintendent of Aqueduct Section	Water Treatment Supervisor

Laboratory & Quality Control Technicians

Laboratory Technician I	Wastewater Control Inspector I
Laboratory Technician II	Wastewater Control Inspector II
Laboratory Technician III	Wastewater Control Representative
Senior Wastewater Control Inspector	Water Sampler
Supervising Wastewater Control Inspector	Water System Inspector I
Supervising Wastewater Control Representative	Water System Inspector II

Rangers

Ranger/Naturalist I	Ranger Supervisor
Ranger/Naturalist II	Senior Ranger/Naturalist

Engineering

Assistant Corrosion Control Specialist	Associate Electrical Engineer
Assistant Engineer	Associate Mechanical Engineer
Associate Civil Engineer	Junior Engineer
Associate Control Systems Engineer	LT Junior Electric Engineer
Associate Corrosion Control Specialist	Senior Corrosion Control Engineer

Supervising Engineering

Senior Civil Engineer	Senior Mechanical Engineer
Senior Control System Engineer	Supervising Administrative Engineer
Senior Electrical Engineer	

Engineering Technicians

Assistant Surveying Supervisor	Hydrographer II
Chief of Party	Hydrographer III
Construction Inspector	Plant Inspector
Drafter I	Senior Construction Inspector
Drafter II	Senior Drafter
Drafter III	Senior Engineering Designer
Drafting Supervisor	Senior Geographic Information System Specialist
Engineering Aide	Senior Graphic Designer
Engineering Designer I	Supervising Construction Inspector
Engineering Designer II	Supervising Hydrographer
Geographic Information Systems Specialist	Supervising Plant Inspector
Graphic Design Supervisor	Survey Technician I
Graphic Designer I	Survey Technician II
Graphic Designer II	Surveying Supervisor
Hydrographer I	

Water Distribution Plumbing & Maintenance

Concrete Finisher I	Pipeline Welder II
Concrete Finisher II	Pipeline Welder III
Paving Raker A	Water Distribution Plumber I
Paving Raker B	Water Distribution Plumber II
Paving Raker C	Water Distribution Plumber III
Pipeline Welder I	Water Distribution Plumber IV

Heavy Equipment/Truck Operators

Crane Operator	Heavy Transport Operator
Heavy Equipment Operator	Truck Driver II
Heavy Equipment Operator Trainee	Truck Driver II Trainee
Heavy Forklift Operator	

Pipeline Maintenance Lead/Super

Assistant Construction & Maintenance Superintendent	Paving Crew Foreman
Construction and Maintenance Scheduler	Pipeline Welding Supervisor
Construction and Maintenance Superintendent	Senior Supervisor of Maintenance Shift Operations
General Pipe Supervisor	Water Distribution Crew Foreman
Maintenance Shift Supervisor	

Electrical/Structural Workers

Carpenter	Facility Technician
Carpenter Supervisor	Instrument Maintenance Supervisor
Carpentry Worker I	Instrument Supervisor
Carpentry Worker II	Instrument Technician
Carpentry Worker III	Instrument Worker I
Electrical Supervisor	Instrument Worker II
Electrical Technician	Instrument Worker III
Electrical Worker I	Painter
Electrical Worker II	Painter Foreman
Electrical Worker III	Painting Worker I
Electronic Technician	Painting Worker II
Facility Foreman	Painting Worker III
Facility Specialist I	Plant Electrical Maintenance Supervisor
Facility Specialist II	Plant Structures Maintenance Supervisor
Facility Supervisor	

Mechanical Maintenance

Automotive Maintenance Worker I	Maintenance Specialist I
Automotive Maintenance Worker II	Maintenance Specialist II
Automotive Maintenance Worker III	Maintenance Specialist III
Automotive Mechanic A	Maintenance Superintendent
Automotive Mechanic B	Mechanical Supervisor Meter Mechanic I
Cross-Connection Specialist	Meter Mechanic II
Equipment Superintendent	Meter Reader/Mechanic
Equipment Supervisor	Meter Reader/Mechanic Foreman
General Equipment Mechanic	Meter Reading & Maintenance Supervisor
Heavy Equipment Maintenance Worker I	Meter Repair and Testing Supervisor
Heavy Equipment Maintenance Worker II	Plant Maintenance Mechanic
Heavy Equipment Maintenance Worker III	Plant Maintenance Superintendent
Heavy Equipment Mechanic	Plant Maintenance Worker I
Hydroelectric Power Plant Mechanic	Plant Maintenance Worker II
Machining & Maintenance Worker I	Plant Maintenance Worker III
Machining & Maintenance Worker II	Plant Mechanical Maintenance Supervisor
Machining & Maintenance Worker III	Senior Cross Connection Specialist
Maintenance Machinist	Senior Mechanic

Service Maintenance

Automotive Services Attendant I	LT Special Employment Program Trainee
Automotive Services Attendant II	Material Storage Foreman
Distribution Maintenance Worker	Material Storage Supervisor
Gardener Foreman	Materials Specialist
Grounds Maintenance Specialist I	Recreation Area Attendant
Grounds Maintenance Specialist II	Storekeeper I
Housekeeper	Storekeeper II
Janitor	Stores Supervisor
Janitor Foreman	Utility Laborer
Janitor Supervisor	

2. By Job Title

Job Title	Job Group Name
Account Clerk II	General Clerical
Account Clerk III	General Clerical
Accountant I	Professionals
Accountant II	Professionals
Accountant III	Professionals
Accounting & Financial Systems Analyst	Professionals
Accounting Systems Supervisor	Professionals
Accounting Technician	Technicians
Administrative Assistant	Administrative Assistants
Administrative Clerk	General Clerical
Administrative Clerk, Confidential	General Clerical
Administrative Secretary I	Administrative Assistants
Administrative Secretary II	Administrative Assistants
Administrative Secretary II, Confidential	Administrative Assistants
Administrative Services Supervisor	Administrative Assistants
Assistant Construction & Maintenance Superintendent	Pipeline Mtce Lead/Super
Assistant Corrosion Control Specialist	Engineering
Assistant Engineer	Engineering
Assistant General Counsel	Directors/Managers
Assistant Superintendent Aqueduct/Pardee	Plant Operators Lead/Sup
Assistant Superintendent, Water Trtmt/Distr	Plant Operators Lead/Sup
Assistant Surveying Supervisor	Engineering Technicians
Assistant To The General Manager	Administrative Assistants
Assistant Wastewater Shift Supervisor	Plant Operators Lead/Sup
Assistant Water Resources Specialist	Professionals
Associate Architect	Professionals
Associate Civil Engineer	Engineering
Associate Control Systems Engineer	Engineering
Associate Corrosion Control Specialist	Engineering
Associate Electrical Engineer	Engineering
Associate Mechanical Engineer	Engineering
Associate Water Resource Specialist	Professionals
Attorney I	Professionals
Attorney II	Professionals
Attorney III	Professionals
Automotive Maintenance Worker I	Mechanical Maintenance
Automotive Maintenance Worker II	Mechanical Maintenance

Job Title	Job Group Name
Automotive Maintenance Worker III	Mechanical Maintenance
Automotive Mechanic A	Mechanical Maintenance
Automotive Mechanic B	Mechanical Maintenance
Automotive Services Attendant I	Service Maintenance
Automotive Services Attendant II	Service Maintenance
Building Tenant Services Supervisor	Professionals
Business Development Representative	Professionals
Buyer I	Professionals
Buyer II	Professionals
Carpenter	Electrical/Structural Workers
Carpenter Supervisor	Electrical/Structural Workers
Carpentry Worker I	Electrical/Structural Workers
Carpentry Worker II	Electrical/Structural Workers
Carpentry Worker III	Electrical/Structural Workers
Chemist I	Science Professionals
Chemist II	Science Professionals
Chief Information Officer	Directors/Managers
Chief of Party	Engineering Technicians
Chief Trial Attorney	Directors/Managers
Community Affairs Representative I	Analysts
Community Affairs Representative II	Analysts
Computer Operations Technician	Technicians
Concrete Finisher I	Water Distribution Plumb & Mtc
Concrete Finisher II	Water Distribution Plumb & Mtc
Construction and Maintenance Scheduler	Pipeline Mtce Lead/Super
Construction and Maintenance Superintendent	Pipeline Mtce Lead/Super
Construction Inspector	Engineering Technicians
Contract Equity Administrator	Professionals
Controller	Directors/Managers
Corrosion Control Technician	Technicians
Crane Operator	Heavy Equipment/Truck Operators
Cross Connection Specialist	Mechanical Maintenance
Customer Services Manager	Directors/Managers
Customer Services Representative I	Customer Service
Customer Services Representative II	Customer Service
Customer Services Representative III	Customer Service
Customer Services Supervisor	Customer Service
Director of Customer & Community Services	Directors/Managers
Director of Human Resources	Directors/Managers

Job Title	Job Group Name
Director of Operations & Maintenance	Directors/Managers
Director, Administration	Directors/Managers
Director, Engineering & Construction	Directors/Managers
Director, Finance	Directors/Managers
Director, Wastewater	Directors/Managers
Director, Water & Natural Resources	Directors/Managers
Dispatch Center Representative	Customer Service
Dispatch Center Supervisor	Customer Service
Distribution Maintenance Worker	Service Maintenance
Diversity & Inclusion Officer	Directors/Managers
Drafter I	Engineering Technicians
Drafter II	Engineering Technicians
Drafter III	Engineering Technicians
Drafting Supervisor	Engineering Technicians
Electrical Supervisor	Electrical/Structural Workers
Electrical Technician	Electrical/Structural Workers
Electrical Worker I	Electrical/Structural Workers
Electrical Worker II	Electrical/Structural Workers
Electrical Worker III	Electrical/Structural Workers
Electronic Technician	Electrical/Structural Workers
Engineering Aide	Engineering Technicians
Engineering Designer I	Engineering Technicians
Engineering Designer II	Engineering Technicians
Engineering Manager	Directors/Managers
Environmental Affairs Officer	Directors/Managers
Environmental Health & Safety Specialist I	Science Professionals
Environmental Health & Safety Specialist II	Science Professionals
Equipment Superintendent	Mechanical Maintenance
Equipment Supervisor	Mechanical Maintenance
Executive Assistant I	Administrative Assistants
Executive Assistant II	Administrative Assistants
Facility Foreman	Electrical/Structural Workers
Facility Specialist I	Electrical/Structural Workers
Facility Specialist II	Electrical/Structural Workers
Facility Supervisor	Electrical/Structural Workers
Facility Technician	Electrical/Structural Workers
Field Services Representative I	Customer Service
Field Services Representative II	Customer Service
Fisheries/Wildlife Aide	Technicians

Job Title	Job Group Name
Fisheries/Wildlife Biologist I	Science Professionals
Fisheries/Wildlife Biologist II	Science Professionals
Fishery/Wildlife Technician	Technicians
Gardener Foreman	Service Maintenance
General Counsel	Directors/Managers
General Equipment Mechanic	Mechanical Maintenance
General Manager	Directors/Managers
General Pipe Supervisor	Pipeline Mtce Lead/Super
Geographic Information System Specialist	Engineering Technicians
Graphic Design Supervisor	Engineering Technicians
Graphic Designer I	Engineering Technicians
Graphic Designer II	Engineering Technicians
Grounds Maintenance Specialist I	Service Maintenance
Grounds Maintenance Specialist II	Service Maintenance
Heavy Equipment Maintenance Worker I	Mechanical Maintenance
Heavy Equipment Maintenance Worker II	Mechanical Maintenance
Heavy Equipment Maintenance Worker III	Mechanical Maintenance
Heavy Equipment Mechanic	Mechanical Maintenance
Heavy Equipment Operator	Heavy Equipment/Truck Operators
Heavy Equipment Operator Trainee	Heavy Equipment/Truck Operators
Heavy Forklift Operator	Heavy Equipment/Truck Operators
Heavy Transport Operator	Heavy Equipment/Truck Operators
Housekeeper	Service Maintenance
HRIS Analyst I	Programmers
HRIS Analyst II	Programmers
Human Resources Analyst I	Analysts
Human Resources Analyst II	Analysts
Human Resources Intern I	Administrative Assistants
Human Resources Intern II	Administrative Assistants
Human Resources Regulatory Administrator	Analysts
Human Resources Technician	Technicians
Hydroelectric Power Plant Mechanic	Mechanical Maintenance
Hydroelectric Power Plant Operator I	Plant Operators
Hydroelectric Power Plant Operator II	Plant Operators
Hydroelectric Power Plant Supervisor	Plant Operators Lead/Sup
Hydrographer I	Engineering Technicians
Hydrographer II	Engineering Technicians
Hydrographer III	Engineering Technicians
Information Services Supervisor	Programmers

Job Title	Job Group Name
Information Systems Administrator	Programmers
Information Systems Administrator II	Programmers
Information Systems Division Manager	Directors/Managers
Information Systems Specialist I	Technicians
Information Systems Specialist II	Technicians
Information Systems Specialist III	Technicians
Information Systems Support Analyst I	Programmers
Information Systems Support Analyst II	Programmers
Information Technology Engineer I	Programmers
Information Technology Engineer II	Programmers
Information Technology Intern I	Programmers
Information Technology Intern II	Programmers
Instrument Maintenance Supervisor	Electrical/Structural Workers
Instrument Supervisor	Electrical/Structural Workers
Instrument Technician	Electrical/Structural Workers
Instrument Worker I	Electrical/Structural Workers
Instrument Worker II	Electrical/Structural Workers
Instrument Worker III	Electrical/Structural Workers
Internal Auditor	Professionals
Internal Auditor Supervisor	Professionals
Janitor	Service Maintenance
Janitor Foreman	Service Maintenance
Janitor Supervisor	Service Maintenance
Junior Engineer	Engineering
Junior Water Resources Specialist	Professionals
Laboratory Supervisor	Science Professionals
Laboratory Technician I	Laboratory & Qual Control Tech
Laboratory Technician II	Laboratory & Qual Control Tech
Laboratory Technician III	Laboratory & Qual Control Tech
Law Clerk	Professionals
Legal Secretary I	Administrative Assistants
Legal Secretary II	Administrative Assistants
Litigation Secretary	Administrative Assistants
LT Special Employment Program Trainee	Service Maintenance
Machining & Maintenance Worker I	Mechanical Maintenance
Machining & Maintenance Worker II	Mechanical Maintenance
Machining & Maintenance Worker III	Mechanical Maintenance
Maintenance Machinist	Mechanical Maintenance
Maintenance Shift Supervisor	Pipeline Mtce Lead/Super

Job Title	Job Group Name
Maintenance Specialist I	Mechanical Maintenance
Maintenance Specialist II	Mechanical Maintenance
Maintenance Specialist III	Mechanical Maintenance
Maintenance Superintendent	Mechanical Maintenance
Management Analyst I	Analysts
Management Analyst II	Analysts
Management Analyst III	Analysts
Manager of Budget	Directors/Managers
Manager of Business Continuity	Directors/Managers
Manager of Distribution Maintenance & Construction	Directors/Managers
Manager of Employee & Organizational Development	Directors/Managers
Manager of Employee Relations	Directors/Managers
Manager of Employee Services	Directors/Managers
Manager of Environmental Compliance	Directors/Managers
Manager of Facilities Maintenance & Construction	Directors/Managers
Manager of Fisheries & Wildlife	Directors/Managers
Manager of Fleet & Construction Support	Directors/Managers
Manager of Laboratory Services	Directors/Managers
Manager of Maintenance and Construction/Water Operations	Directors/Managers
Manager of Maintenance Support	Directors/Managers
Manager of Natural Resources	Directors/Managers
Manager of Operations & Maintenance Planning	Directors/Managers
Manager of Pipeline Construction & Equipment	Directors/Managers
Manager of Planning and Analysis for Water Quality	Directors/Managers
Manager of Purchasing	Directors/Managers
Manager of Real Estate Services	Directors/Managers
Manager of Recruitment and Classification	Directors/Managers
Manager of Regulatory Compliance	Directors/Managers
Manager of Risk Management	Directors/Managers
Manager of Security & Emergency Preparedness	Directors/Managers
Manager of Wastewater Engineering	Directors/Managers
Manager of Wastewater Environmental Services	Directors/Managers
Manager of Wastewater Technical and Emerging Issues	Directors/Managers
Manager of Wastewater Treatment	Directors/Managers
Manager of Water Conservation	Directors/Managers
Manager of Water Quality	Directors/Managers
Manager of Water Supply	Directors/Managers
Manager of Water Supply Improvements	Directors/Managers
Manager of Workplace Health & Safety	Directors/Managers

Job Title	Job Group Name
Manager, Watershed & Recreation	Directors/Managers
Material Storage Foreman	Service Maintenance
Material Storage Supervisor	Service Maintenance
Materials Specialist	Service Maintenance
Materials Testing Supervisor	Technicians
Materials Testing Technician I	Technicians
Materials Testing Technician II	Technicians
Mechanical Supervisor	Mechanical Maintenance
Messenger/Mail Clerk	General Clerical
Meter Mechanic I	Mechanical Maintenance
Meter Mechanic II	Mechanical Maintenance
Meter Reader	Customer Service
Meter Reader/Mechanic	Mechanical Maintenance
Meter Reader/Mechanic Foreman	Mechanical Maintenance
Meter Reading & Maintenance Supervisor	Mechanical Maintenance
Meter Repair and Testing Supervisor	Mechanical Maintenance
Microbiologist I	Science Professionals
Microbiologist II	Science Professionals
Network Analyst I	Programmers
Network Analyst II	Programmers
Network Analyst III	Programmers
New Business Representative I	Customer Service
New Business Representative II	Customer Service
Office Assistant, General Manager's Office	Administrative Assistants
Painter	Electrical/Structural Workers
Painter Foreman	Electrical/Structural Workers
Painting Worker I	Electrical/Structural Workers
Painting Worker II	Electrical/Structural Workers
Painting Worker III	Electrical/Structural Workers
Paralegal	Administrative Assistants
Pardee Water/Wastewater Supervisor	Plant Operators Lead/Sup
Paving Crew Foreman	Pipeline Mtce Lead/Super
Paving Raker A	Water Distribution Plumb & Mtc
Paving Raker B	Water Distribution Plumb & Mtc
Paving Raker C	Water Distribution Plumb & Mtc
Pipeline Welder I	Water Distribution Plumb & Mtc
Pipeline Welder II	Water Distribution Plumb & Mtc
Pipeline Welder III	Water Distribution Plumb & Mtc
Pipeline Welding Supervisor	Pipeline Mtce Lead/Super

Job Title	Job Group Name
Plant Electrical Maintenance Supervisor	Electrical/Structural Workers
Plant Inspector	Engineering Technicians
Plant Maintenance Mechanic	Mechanical Maintenance
Plant Maintenance Superintendent	Mechanical Maintenance
Plant Maintenance Worker I	Mechanical Maintenance
Plant Maintenance Worker II	Mechanical Maintenance
Plant Maintenance Worker III	Mechanical Maintenance
Plant Mechanical Maintenance Supervisor	Mechanical Maintenance
Plant Structures Maintenance Supervisor	Electrical/Structural Workers
Power Plant Mechanic/Operator	Plant Operators
Power Plant Supervisor	Plant Operators Lead/Sup
Power, Treatment & Transmission Maintenance Supervisor	Plant Operators Lead/Sup
Principal Management Analyst	Analysts
Printing Technician I	Technicians
Printing Technician II	Technicians
Public Affairs Specialist	Administrative Assistants
Public Information Representative I	Analysts
Public Information Representative II	Analysts
Public Information Representative III	Analysts
Purchasing Contract Supervisor	Professionals
Quality Assurance Officer	Science Professionals
Ranger Naturalist I	Rangers
Ranger Naturalist II	Rangers
Ranger Supervisor	Rangers
Real Estate Representative I	Professionals
Real Estate Representative II	Professionals
Real Estate Technician	Technicians
Recreation Area Attendant	Service Maintenance
Relief Clerk	General Clerical
Research Chemist	Science Professionals
Research Microbiologist	Science Professionals
Risk Management Analyst	Professionals
Risk Management Assistant	Technicians
Secretary of the District	Directors/Managers
Security & Emergency Preparedness Specialist	Professionals
Security Shift Supervisor	Professionals
Senior Accounting and Financial Systems Analyst	Professionals
Senior Administrative Clerk	General Clerical
Senior Administrative Clerk, Confidential	General Clerical

Job Title	Job Group Name
Senior Chemist	Science Professionals
Senior Civil Engineer	Supervising Engineering
Senior Community Affairs Representative	Analysts
Senior Construction Inspector	Engineering Technicians
Senior Control System Engineer	Supervising Engineering
Senior Corrosion Control Engineer	Engineering
Senior Cross Connection Specialist	Mechanical Maintenance
Senior Customer Services Representative	Customer Service
Senior Dispatch Center Representative	Customer Service
Senior Drafter	Engineering Technicians
Senior Electrical Engineer	Supervising Engineering
Senior Engineering Designer	Engineering Technicians
Senior Environmental Health & Safety Specialist	Science Professionals
Senior Field Services Representative	Customer Service
Senior Geographic Information System Specialist	Engineering Technicians
Senior Graphic Designer	Engineering Technicians
Senior HRIS Analyst	Programmers
Senior Human Resources Analyst	Analysts
Senior Information Technology Engineer	Programmers
Senior Legal Secretary	Administrative Assistants
Senior Mechanic	Mechanical Maintenance
Senior Mechanical Engineer	Supervising Engineering
Senior Messenger/Mail Clerk	General Clerical
Senior Microbiologist	Science Professionals
Senior New Business Representative	Customer Service
Senior Printing Technician	Technicians
Senior Public Information Representative	Analysts
Senior Ranger/Naturalist	Rangers
Senior Real Estate Representative	Professionals
Senior Software Engineer	Programmers
Senior Supervisor of Maintenance Shift Operations	Pipeline Mtce Lead/Super
Senior Wastewater Control Inspector	Laboratory & Qual Control Tech
Senior Water Distribution Operator	Plant Operators
Senior Water Treatment Operator	Plant Operators
Software Engineer I	Programmers
Software Engineer II	Programmers
Special Assistant I	Directors/Managers
Special Assistant II	Directors/Managers
Special Assistant III	Directors/Managers

Job Title	Job Group Name
Special Assistant IV	Directors/Managers
Special Assistant V	Directors/Managers
Storekeeper I	Service Maintenance
Storekeeper II	Service Maintenance
Stores Supervisor	Service Maintenance
Student Intern	Administrative Assistants
Superintendent of Aqueduct Section	Plant Operators Lead/Sup
Superintendent of Pardee Section	Plant Operators Lead/Sup
Superintendent of Water Treatment/Distribution/System Water Quality	Plant Operators Lead/Sup
Supervising Accountant	Professionals
Supervising Administrative Engineer	Supervising Engineering
Supervising Construction Inspector	Engineering Technicians
Supervising Fisheries/WildLife Biologist	Science Professionals
Supervising Hydrographer	Engineering Technicians
Supervising Legal Secretary	Administrative Assistants
Supervising Plant Inspector	Engineering Technicians
Supervising Systems Programmer	Programmers
Supervising Wastewater Control Inspector	Laboratory & Qual Control Tech
Supervising Wastewater Control Representative	Laboratory & Qual Control Tech
Supervisor of Purchasing	Professionals
Supervisor of Water Conservation	Professionals
Survey Technician I	Engineering Technicians
Survey Technician II	Engineering Technicians
Surveying Supervisor	Engineering Technicians
Technical Training & Writing Administrator	Analysts
Technical Training Analyst	Analysts
Treasury Manager	Directors/Managers
Treatment Plant Specialist	Plant Operators
Truck Driver II	Heavy Equipment/Truck Operators
Truck Driver II Trainee	Heavy Equipment/Truck Operators
Utility Laborer	Service Maintenance
Wastewater Control Inspector I	Laboratory & Qual Control Tech
Wastewater Control Inspector II	Laboratory & Qual Control Tech
Wastewater Control Representative	Laboratory & Qual Control Tech
Wastewater Operations Coordinator	Plant Operators Lead/Sup
Wastewater Plant Operator I	Plant Operators
Wastewater Plant Operator II	Plant Operators
Wastewater Plant Operator Trainee	Plant Operators
Wastewater Shift Supervisor	Plant Operators Lead/Sup

Job Title	Job Group Name
Wastewater Treatment Superintendent	Plant Operators Lead/Sup
Water Conservation Representative	Professionals
Water Conservation Administrator	Professionals
Water Conservation Technician	Customer Service
Water Distribution Crew Foreman	Pipeline Mtce Lead/Super
Water Distribution Operator	Plant Operators
Water Distribution Plumber I	Water Distribution Plumb & Mtc
Water Distribution Plumber II	Water Distribution Plumb & Mtc
Water Distribution Plumber III	Water Distribution Plumb & Mtc
Water Distribution Plumber IV	Water Distribution Plumb & Mtc
Water Distribution Supervisor	Plant Operators Lead/Sup
Water Sampler	Laboratory & Qual Control Tech
Water System Inspector I	Laboratory & Qual Control Tech
Water System Inspector II	Laboratory & Qual Control Tech
Water Treatment Operator	Plant Operators
Water Treatment Supervisor	Plant Operators Lead/Sup
Water Treatment/Distribution Operator Trainee	Plant Operators
Workers Compensation Manager & Risk Specialist	Professionals

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