



Modernization of Recruitment and Classification

Legislative/Human Resources Committee

July 8, 2025

Cindy Charan, Director of Human Resources

Vincent James, Manager of Recruitment and Classification

Human Resources Strategic Plan

Human Resources Department (HR) prepared a **5-year plan (FY 2024-2028)** and roadmap for the future to modernize HR practices, processes, and procedures, and develop strategies to address current and future workforce needs.

The key areas include:

- **Driving HR Excellence and Innovation** that leads to successful outcomes and moves the District forward while leveraging modern HR technology.
- **Deploying recruitment and retention strategies** to attract, retain and develop qualified and diverse individuals to the District.
- **Enhancing the employee experience through a culture of employee engagement**, wellness, and respect and accountability that leads to overall employee well being, productivity and retention.
- **Investing in workforce planning and development** to prepare the future of the District's workforce.

Recruitment and Classification Focus Areas

1. **Develop workforce planning strategies** to address staffing trends and succession planning aligned with District priorities.
2. **Actively recruit qualified candidates** and removing barriers to entry for District employment.
3. **Enhance candidate experience** by rethinking recruitment processes that are easy to navigate, responsive, and clear.
4. **Strengthen cross-functional and interagency partnerships** to proactively shape talent strategies, address workforce gaps, and enhance employee growth across EBMUD.
5. **Strategic modernization of recruitment and hiring processes** to improve efficiency and align with long-term workforce goals.
6. **Promote the District as an employer of choice** through ongoing engagement, outreach, and participation in community events/ job fairs.

Workforce Planning Strategy

- Aligning staffing needs with organizational goals by forecasting, analyzing, and preparing for current and future workforce demands.
- Establishing a consistent, forward-looking workforce planning process to guide succession planning, recruitment strategies, and skills gap assessment across the District.
- Providing workforce planning data for the Resource Loading Model within the Engineering Department to assess retirement eligibility, forecast turnover, and support long-term operational continuity. The Resource Loading Model forecasts staffing needs within Engineering and Construction to implement the 10-year Capital Improvement Program.
- Collaborating with the Departments to build a scalable framework incorporating anticipated attrition, internal talent development, and diversity and inclusion goals.

Recruit Qualified Candidates

Actively attract, recruit and retain qualified candidates and remove barriers

- Eliminating barriers to the application/filing deadline process for large entry level recruitments. Adding application filing timeslots of 24-hour periods for large entry level recruitments. Start with Water Distribution Plumber I opening in the summer 2025.
- Increasing competitiveness for entry level Engineer positions. Example: Revised Junior Engineer minimum requirements and recruitment schedule, and increased participation in Fall job fairs to compete for college engineering students who are graduating in the spring semester.
- Providing increased promotional opportunities to increase retention of employees. Example: Revised Assistant Engineer job description and standards for promotion to Associate Engineer with a Professional Engineer license.
- Developing applicant pipeline for critical positions. Example: Connecting with Los Medanos College Electrical & Instrumentation Technology program for prospective graduates.

Enhance Candidate Experience

Rethink recruitment processes that are easy to navigate, responsive, and clear

- Updating and standardizing of job descriptions.
- Evaluating entry-level written tests, beginning with Water Distribution Plumber I/Utility Laborer, to ensure they are free from artificial barriers. A comprehensive job analysis is in progress to align test components with the minimum qualifications and the knowledge and skills of the job classification.

Strengthen Partnerships

Strengthen cross-functional and interagency partnerships to proactively shape talent strategies, address workforce gaps, and enhance employee growth

- Partnering with Public Affairs Office to launch a social media campaign featuring short, humorous reels to demystify the recruitment process and highlight EBMUD as an employer of choice. Additional reels to be released in August 2025.
- Launched a successful media campaign in Winter 2024, generating 35,000 clicks to EBMUD career pages and 1,524 applications for EBMUD recruitments.
- Attracting applicants for critical positions through collaborative outreach efforts with departments. Example: Participation in Good Guys Car Show in March 2025. The event attracted 52 applicants for the Maintenance Machinist recruitment and 152 applicants for the Electrical Technician recruitments.
- Facilitated a consortium/partnership with UC Berkeley and other local agencies on the recruitment and hiring of engineering interns placed within the consortium of public agencies.

Modernize Recruitment and Hiring

Streamline operations, enhance candidate engagement, and support future-ready workforce planning.

- Created structured flexing pathways from Junior to Assistant to Associate Engineer roles enabling flexibility to hire at the Junior Engineer level for vacancies.
- Developed new Technician roles to bridge clerical and professional tracks. Example: Risk Management Technician created as a pathway into advanced Risk roles.
- Exploring the use of NEOGOV's technological enhancements for recruitment efficiencies. Examples: use of background check module to automate reference checks and background review; use of e-Forms to standardize job offer letters and correspondence to candidates; custom dashboards and reports to monitor KPIs and workforce trends.

EBMUD as the Employer of Choice

Conduct proactive outreach, inclusive engagement, social media visibility, and participation in community events, job fairs, and educational partnerships.

- Participating in job fairs, career expos, and community events across the service area, partnering with local organizations to connect candidates to careers at EBMUD. Participated in 40 job fairs in the last 2 years.
- Conducted benefits study.
- Offering and developing new career pathways, that include professional tracks, internships and trainee programs.
- Developed Workforce Development & Education Partnerships through collaborations with community colleges (e.g., Laney College, Solano College):
 - Plumbing training aligned to Journeyman exams
 - Treatment Operator certificates via internships
 - Electrician, Instrument Tech, Machinist, Plant Mechanic Training

Next Steps

FY 2026

- Work with the applicant tracking system (NEOGOV) to leverage technological enhancements to increase applicant experience.
- Increase coordination with the Office of Diversity, Equity and Culture, Public Affairs Office and other departments to synchronize social media efforts with recruitment outreach to ensure diverse applicant pool.
- Implement planned approach with consultant to update and streamline job descriptions.
- Conduct EBMUD entry-level job fair in March 2026.
- Focus areas will continue to be implemented as part of the HR Strategic Plan.

Questions?



Flowing
into the
Future

