

Report on Annual Diversity and Inclusion Program

Legislative/Human Resources Committee
March 12, 2019

Presentation Overview



- Progress on D&I Action-Oriented Program and Outreach
- Additional Actions February 2018 to date
- Areas for improvement
- Highlights of FY19 D&I Action-Oriented Program and Outreach
- FY19 AAP Placement Goals
- Recommendation to the Board and Next Steps

Progress on D&I Action-Oriented Program and Outreach



**Out of the 22 job groups,
only had minority placement goals in 7 groups**

FY18 AAP Placement Goals

JOB GROUP	MINORITY INCUMBENCY	MINORITY PLACEMENT GOAL
Rangers	15.2%	55.0%
Supervising Engineering	39.0%	54.6%
Pipeline Maintenance	47.3%	60.7%
Heavy Equipment/Truck Operators	32.0%	53.8%
Electrical/Structural Maintenance	28.8%	49.4%
Mechanical Maintenance	33.3%	53.4%
Service Maintenance	54.1%	70.6%

Progress on D&I Action-Oriented Program and Outreach cont.



- **FY16 Diversity & Inclusion (D&I) 3-Year Action Plan - 30 goals**
- **Progress on 3-Year Plan - February 2018 to Date**
 - **Accomplishments:**
 - Develop and launch a Diversity Committee
 - Include Affinity Groups on the Diversity Committee
 - Implement outreach/recruitment protocol for hard-to-fill positions and classifications with AAP placement goals

Progress on D&I Action-Oriented Program and Outreach cont.



- **February 2018 to date cont.:**
 - **Accomplishments cont.:**
 - Consider negative impacts on diversity for internal only postings
 - Research and develop Affinity Group recommendations and guidelines
 - Develop and implement a Technical Trades Apprenticeship Program (TTAP)

Progress on D&I Action-Oriented Program and Outreach cont.



- **February 2018 to date cont.:**
 - **Accomplished cont.:**
 - Evaluate and/or sponsor a class at a community college on civil service applications, tests and interviewing
 - Develop partnerships with Veteran and Disability organizations
 - Launch a Disability Pilot Program to provide temporary positions to IWDs

Progress on D&I Action-Oriented Program and Outreach cont.



- **February 2018 to date cont.:**
 - **Update on ongoing actions from prior years:**
 - Increase outreach to females, minorities, protected veterans and IWDs
 - Partnerships for training, curriculum development, recruitment, test prep, etc.
 - High school internships
 - Summer 2018 – 42 interns, including 7 trades interns
 - Summer 2019 – 47 interns, including 8 trades interns

Progress on D&I Action-Oriented Program and Outreach cont.



- **February 2018 to date cont.:**
 - **Update on ongoing actions from prior years cont.:**
 - Apply for grant funding
 - Regional apprenticeship
 - Project FLoW
 - Blind recruitment process
 - **In Progress:**
 - Evaluate the feasibility of reposting positions if insufficient diversity in the applicant pool
 - Explore tracking number/percentage of Protected Veteran and IWD candidates at each step of the recruitment process

Progress on D&I Action-Oriented Program and Outreach cont.



- **Outstanding Items from 3-Year Action Plan:**
 - Develop and facilitate workshops and FAQs/videos on civil service process, applications and interviewing
 - Identify and address where feasible potential barriers to diversity in the District's civil service rules/practices

Additional Actions February 2018 to Date



- Retained consultant to perform a women in trades environment scan
- Proposed a college/career intern program to include engineering, IT and Ranger positions
- Working with BAYWORK on regional workforce development strategies including apprenticeships, teacher externships and internships
- Developing a classification system that will underlie a new AAP job group system

FY18 AAP Placement Goals Progress



FY18 AAP Placement Goals

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FY18 AAP Placement Goals Progress



FY18 AAP Placement Goal Progress

JOB GROUP	MINORITY PLACEMENT RATE GOAL (%)	TOTAL FY18 PLACEMENTS	FY18 MINORITY PLACEMENTS	ACTUAL MINORITY PLACEMENT RATE (%)
Heavy Equipment/ Truck Operators	53.8%	21	12	57.1%

FY18 Hiring Benchmark Progress



- New customized veteran hiring benchmark = 3.0%
- The District's protected **veteran applicant rate decreased** from 3.2% in FY17 to 3.0% in FY18.
- The District's protected **veteran hiring rate increased** from 2.2% in FY17 to 2.7% in FY18.

Primary Obstacle:

- Insufficient representation of protected veterans in applicant pools

FY18 Utilization Goal Progress



- IWD national utilization goal = 7.0%
- The District's **IWD applicant rate increased** from 3.0% in FY17 to 3.4% in FY18.
- The District's **IWD hiring rate increased** from 2.2% in FY17 to 3.6% in FY18.
- The District's **IWD workforce utilization rate increased** from 4.1 in FY17 to 4.4% in FY18.

Primary Obstacle:

- Insufficient representation of IWDs in applicant pools

FY18 Utilization Goal Progress



Number of job groups above utilization goal increased by one

IWDs by Job Group

Job Group	FY17 Incumbency Rate (%)	FY18 Incumbency Rate (%)
Directors/Managers	9.4%	9.4%
Analysts	9.1%	8.7%
General Clerical	8.3%	8.1%
Laboratory & Quality Control Tech	8.8%	7.3%
Service Maintenance	6.8%	9.8%

Green = increase/addition; Orange = decrease but still over utilization

Areas For Improvement



Based on cohort analyses from FY15 – FY18, the following barriers were identified on occasion:

- Insufficient representation of minorities, protected veterans and IWDs in the applicant pools
- Insufficient and untimely information on test categories for a written, performance or oral exam
- Pass points for job-related T&E reviews and/or tests (written, performance or oral) screening out females, minorities, protected veterans and IWDs
- Insufficient representation of minorities in an interview/hire band
- Insufficient representation of minorities in hiring interview pool due to five ranks rule

Highlights of FY19 D&I Action-Oriented Program and Outreach



- Develop FY19 and FY20 work plans for Diversity Committee
- Host a machining & maintenance college internship program
- Evaluate the TTAP for potential expansion
- Incorporate AA best practices from outreach through hiring process into Hiring Your Staff MAST class
- Implement Affinity Group Guidelines

FY19 AAP Placement Goals



Out of the 22 job groups, 8 placement goals in 7 groups

FY19 AAP Placement Goals

JOB GROUP	MINORITY		FEMALE	
	INCUMBENCY	PLACEMENT GOAL	INCUMBENCY	PLACEMENT GOAL
Rangers	14.7%	54.5%		
Supervising Engineers	33.3%	57.3%		
Pipeline Maintenance	48.1%	60.9%		
Heavy Equipment/Truck Operators	36.5%	55.2%		
Electrical/Structural Maintenance	28.3%	52.6%	2.8%	9.1%
Mechanical Maintenance	31.8%	52.7%		
Service Maintenance	51.2%	70.9%		

FY19 AAP Placement Goals cont.



Underlying Data for Minority Placement Goals

Job Group	Number of Incumbents	Blacks		Hispanics		Asian	
		Incumbency	Availability	Incumbency	Availability	Incumbency	Availability
Rangers	34	2.9%	5.7%	8.8%	36.0%	2.9%	8.3%
Supervising Engineers	42	2.4%	4.2%	7.1%	7.6%	21.4%	42.6%
Pipeline Maintenance	189	10.6%	7.7%	25.4%	45.8%	4.2%	4.0%
Heavy Equipment/ Truck Operators	104	7.7%	10.9%	22.1%	33.9%	1.0%	6.0%
Electrical/ Structural Maintenance	106	1.9%	5.3%	12.3%	29.2%	8.5%	13.6%
Mechanical Maintenance	154	1.9%	5.4%	11.0%	32.3%	11.0%	10.9%
Service Maintenance	82	13.4%	11.1%	20.7%	43.3%	12.2%	12.9%

Statistically significant difference

Recommendation to Board and Next Steps



- Adopt the FY19 Diversity and Inclusion Program
- General Manager sends out annual EEO/AA Reaffirmation email/letter to staff

Discontinuance of Field Payment Collections

Presented to
Legislative/Human Resources Committee
March 12, 2019

Agenda



- Background
- Need for changes to current practice
- Alternative to meet customer needs
- Next steps



Background



- Utilities offer field payment collections due to limited payment options
- Availability of more payment options and safety concerns prompted utilities to move away from this practice
- District provides field payment collection for customers with severe delinquent accounts
- This courtesy is extended to prevent water service interruptions, where customers are given one last opportunity to pay at the door

Background (Con't.)



- 2,874 customers were extended this courtesy in 2018
- Processed a total of \$989,210 in payments
- Decrease in number of payments processed
- Some customers utilize this payment option multiple times

	No. of Accounts	Total Collected
2014	4,870	\$1,348,916
2015	4,532	\$1,285,382
2016	4,131	\$1,292,518
2017	3,642	\$1,137,355
2018	2,874	\$989,210

Reassessing Current Process



- A recent field safety/security incident prompted the District to reassess the current process
 - Impact to the wellbeing of employee
 - Lost time and revenue
 - Cascading impacts on all District staff
 - Impact to overall ability to provide vital field services
 - Apparent imbalance between the benefits and risks
- Survey of 21 Water Utilities revealed 19 utilities do not provide this service due to safety concerns
- SB 998 does not require field payment collections

Need for changes to current practice



To address the risks associated with field payment collections, the District is proceeding to discontinue the practice effective March 13, 2019.

Next Steps



- Update 48-hour notices to indicate field payments are no longer collected
- Develop new door hangers package to accompany 48-hour notices
 - Map of the available Pay Stations
 - A list of payment options, locations, and comprehensive instructions to make payments
- Hand deliver 48-hour notice to inform customer of change and other payment methods
- Educate customers to change bill payment behavior

Questions?