

RACIAL EQUITY ACTION PLAN



June 2021

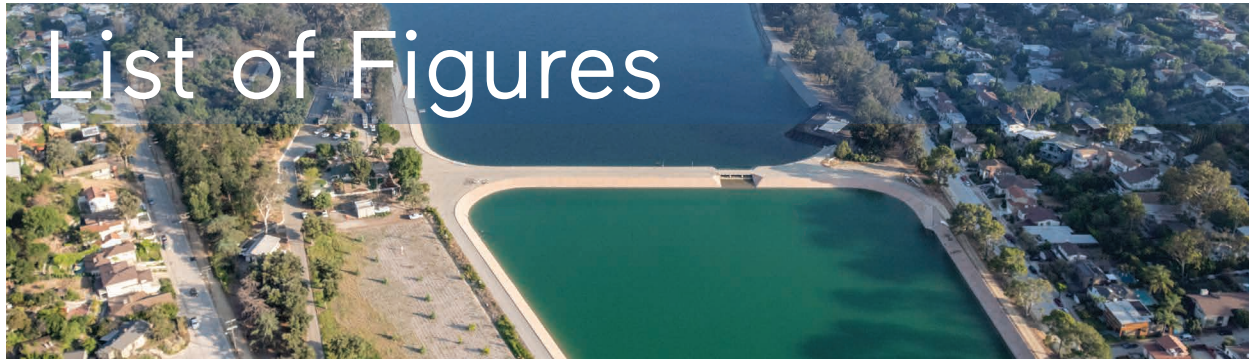
Table of Contents



SECTION I – EXECUTIVE SUMMARY	4
SECTION II – DIVERSITY, EQUITY, AND INCLUSION.....	8
SECTION III – APPROACH	12
SECTION IV – FINDINGS.....	14
DATA.....	15
WORKFORCE	25
SUPPLIER DIVERSITY	81
ECONOMIC DEVELOPMENT & COMMUNITY ENGAGEMENT	86
SECTION V – EQUAL EMPLOYMENT OPPORTUNITY.....	89
SECTION VI – RACIAL EQUITY OFFICER	93
SECTION VII – CONCLUSION	95
SECTION VIII – APPENDIX.....	97



Table 1.1 Summary of Recommendations.....	6
Table 4.1 Ethnic Groups by Classification	15
Table 4.2 White Employment Distribution.....	16
Table 4.3 Black Employment Distribution	17
Table 4.4 Latino Employment Distribution	17
Table 4.5 Asian Employment Distribution	18
Table 4.6 American Indian Employment Distribution.....	18
Table 4.7 Filipino Employment Distribution	19
Table 4.8 Gender Employment Distribution.....	19
Table 4.9 Summary of Leadership Interview Findings on Culture	28
Table 4.10 Summary of Leadership Interview Findings on Hiring, Recruitment, and Promotions.....	31
Table 4.11 Summary of Leadership Interview Findings on Training and Mentoring	32
Table 4.12 Summary of Staff Focus Group Findings on Culture.....	37
Table 4.13 Summary of Supervisor Focus Group Findings on Culture.....	41
Table 4.14 Summary of Staff Focus Group Findings on Hiring, Recruitment, and Promotions.....	43
Table 4.15 Summary of Supervisor Focus Group Findings on Hiring, Recruitment, and Promotions.....	48
Table 4.16 Summary of Staff Focus Group Findings on Training & Mentoring.....	49
Table 4.17 Summary of Supervisor Focus Group Findings on Training & Mentoring	52
Table 4.18 Employee Recommendations to Prevent Retaliation.....	65
Table 4.19 General Manager Recommended Goals	74
Table 4.20 Workforce Development Recommended Goals	75
Table 4.21 Supplier Diversity Recommended Goals	85
Table 4.22 Economic Development & Community Engagement Recommended Goals.....	88
Table 5.1. Equal Employment Opportunity Recommended Goals.....	92



List of Figures

Figure 1.1 Diversity, Equity, & Inclusion Office Organization Chart - Top Level (Draft)	7
Figure 3.1 Process Map	13
Figure 4.1 Executive Management Distribution by Ethnicity and Gender	20
Figure 4.2 Executive Management Distribution by Ethnicity	21
Figure 4.3 Senior Management Distribution by Ethnicity	21
Figure 4.4 Gender Distribution for the entire LADWP Workforce.....	22
Figure 4.5 Job Classification Breakdown by All Ethnicities.....	23
Figure 4.6 Job Classification Breakdown by Asian Ethnicity	23
Figure 4.7 Job Classification Breakdown by Filipino Ethnicity	24
Figure 4.8 Job Classification Breakdown by Latino Ethnicity	24
Figure 4.9 Job Classification Breakdown by Black Ethnicity.....	24
Figure 4.10 Focus Group Composition.....	34
Figure 4.11 Focus Group Questionnaire - Staff and Supervisor Response	53
Figure 4.12 Survey - LADWP Should Prioritize Diversity – Respondents that Strongly Agree	62
Figure 4.13 Survey - Yes, employees of different races are valued equally at LADWP	62
Figure 4.14 Survey - Total Participants that have witnessed discrimination	63
Figure 4.15 Survey - Black Participants that have witnessed discrimination.....	63
Figure 4.16 Survey - Recommendations to prevent retaliation for reporting discrimination.....	63
Figure 4.17 Survey - “I can use the chain of command at LADWP to report concerns about discrimination without retaliation.”	64
Figure 4.18 Survey - “How to Move Towards a Diverse & Equitable Workforce?”	66
Figure 4.19 Survey - “What improvements can be made to achieve upward mobility and racial equity for African American and Latinos at LADWP?”	68
Figure 4.20 Survey - “Do you feel that you’ve been discriminated against for career advancement opportunities at LADWP?”	70
Figure 4.21 Survey - Word Cloud representing most commonly used words in response to open-ended questions.....	71
Figure 4.22 Survey - Top recommendations to help employees promote at LADWP.....	72

I. Executive Summary



I – EXECUTIVE SUMMARY

The vision of the Los Angeles Department of Water and Power (LADWP) includes maintaining a diverse workforce where equity and inclusion are not only valued but reflected in every aspect of its operations. This imperative took on new urgency in response to Mayor Eric Garcetti’s Racial Equity Executive Directive No. 27 issued in the wake of unprecedented nationwide demonstrations for social justice. It instructs all City departments to create a Racial Equity Action Plan to foster efforts to promote equity throughout Los Angeles.

The Department, at the direction of its Board of Commissioners and General Manager & Chief Engineer, embarked upon a comprehensive review of its operations, practices, policies and procedures, including extensive engagement of its workforce and other Department stakeholders as part of the development of its first ever Racial Equity Action Plan. As a part of the development of its plan, the Department engaged two minority firms, Cordoba Corporation and Dakota Communications, to support the production of a comprehensive report, complete with detailed recommendations to form the basis of its action plan. This report outlines the findings of that review, including interviews, focus groups and survey data from employees.

Survey results indicated that 70% of employees agreed that diversity and inclusion should be a priority at the Department. Some of the major impediments identified were barriers inherent in the civil service system, lack of employee engagement, poor internal communications and career pathing. Discrimination, implicit bias and nepotism were also cited as conditions that have undermined the Department’s equity and inclusion goals. In addition to Workforce Development, Supplier Diversity and Economic Development & Community Engagement were also examined. Recommendations for each area of organizational improvement are included in this report.



Summary of Recommendations

The 62 recommendations outlined in this report will support the Department's achievement of its diversity, equity and inclusion (DEI) goals. Table 1.1 provides a brief overview of the recommended goals for Leadership, Workforce Development, Supplier Diversity, Economic Development & Community Engagement, and Equal Employment Opportunity. Further discussion of each of the recommendations are included in their respective sections of the report.

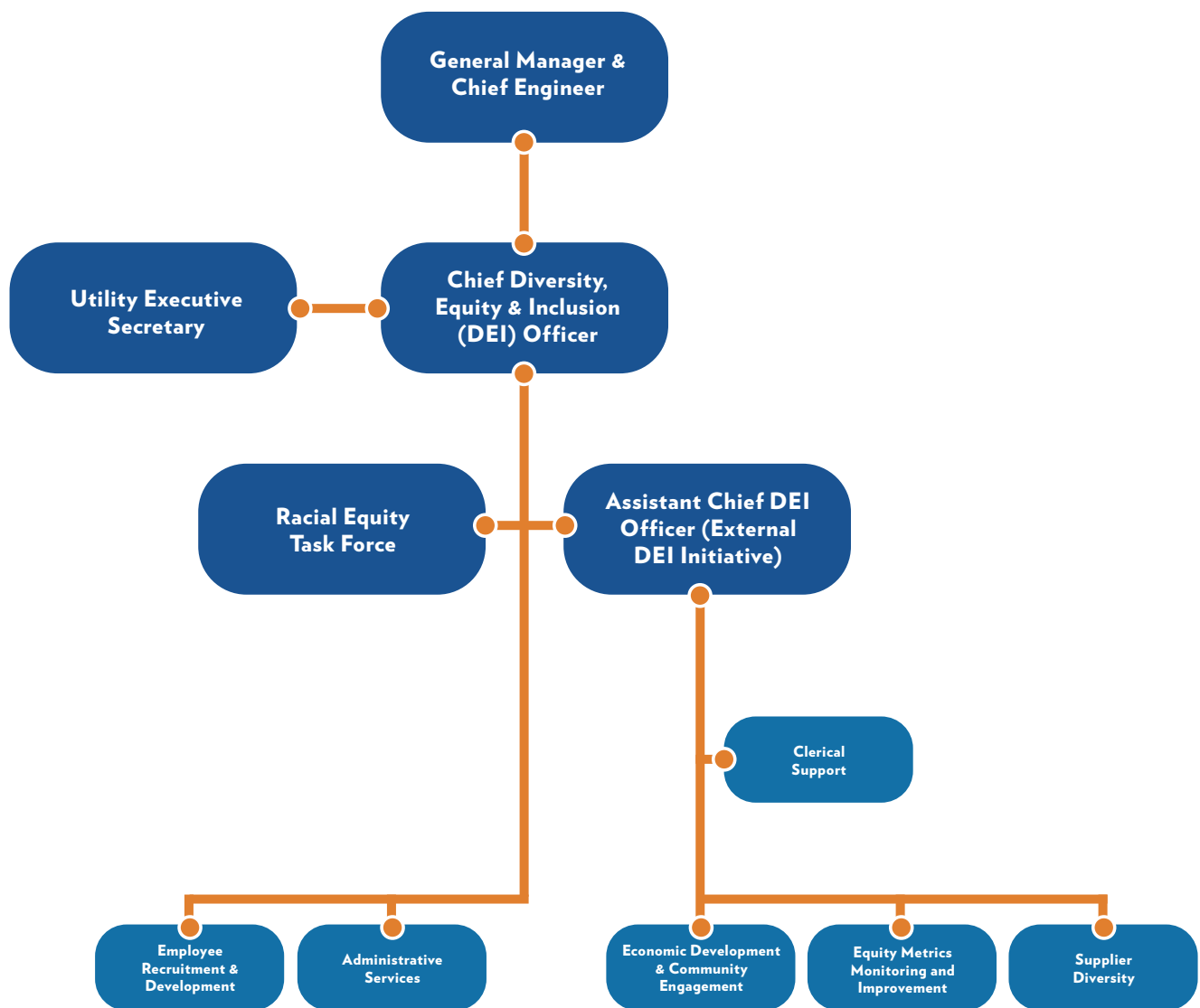
Table 1.1 Summary of Recommendations

Area of Focus	Number of Goals	Recommended Goals
General Manager	6	Accountability Vision for DEI Chief DEI Officer & DEIO
Workforce Development	35	Organizational and Operational Improvements Equitable Hiring Practices Recruitment Strategy Diversity Training Culture
Supplier Diversity	8	Outreach Monitor Enhance
Economic Development & Community Engagement	6	Develop partnerships Increase access, resources, and opportunities
Equal Employment Opportunity	7	Investigate Follow up and Track Report Enforce



Additionally, LADWP will establish an office of Diversity, Equity, and Inclusion (DEIO). The draft Organizational Chart in Figure 1.1 provides context for the structure of the DEIO at a high level. The Chief DEI Officer, who will report directly to the General Manager, will lead this newly created division formed to support the Department’s vision of building and maintaining an inclusive organization.

Figure 1.1 Diversity, Equity, & Inclusion Office Organization Chart - Top Level (Draft)





Los Angeles
Department of
Water & Power

II. Diversity, Equity, and Inclusion



June 2021

II – DIVERSITY, EQUITY, AND INCLUSION

Defining Diversity, Equity, & Inclusion



A shared understanding of diversity, equity, and inclusion is imperative for LADWP to develop a comprehensive perspective and sustained momentum toward fulfilling its values. Current working definitions are as follows:

DIVERSITY

- The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability.

EQUITY

- Giving everyone what they need to be successful.
- Offers varying levels of support depending upon the need to achieve greater fairness of outcomes.

INCLUSION

- Engagement and empowerment, where the inherent worth and dignity of all people are recognized.
- Promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living.

Diversity, equity, and inclusion work pays attention to the experiences of marginalized groups in order to correct collective biases and obstacles to ensure an equitable working environment.

EQUALITY *is not* ***EQUITY***

***EQUALITY******does not mean******EQUITY***

- Organizations that strive for workplace equality may not factor in the need for equity.
- Workforce - same rules, privileges, and employee experience design, without an eye on unique, demographic-related needs.
- Equity - attempts to identify the specific needs and requirements informed by demographic traits such as ethnicity, nationality, age, and gender.
- Goal - address the differing needs of each group by bridging the gap between minority and majority groups.

How Diversity, Equity, & Inclusion Align

To understand how strategy aligns with the DEI commitment at LADWP, the Department's Racial Equity team tasked to produce this report took a deep dive into its operating principles, core values, mission, and vision. To support a culture of organizational equity, the Strategic Plan must reflect and define the values that the Department is expected to uphold.

MISSION	VISION	CORE VALUES
<p>The Los Angeles Department of Water and Power exists to support the growth and vitality of the City of Los Angeles, its residents, businesses and the communities we serve, providing safe, reliable and cost-effective water and power in a customer-focused and environmentally responsible manner.</p>	<p>By 2025, the Los Angeles Department of Water and Power will be recognized as an impeccably run, trusted organization with a diverse, inclusive and engaged workforce, and as a national and global leader in innovation, environmental stewardship and sustainability.</p>	<ul style="list-style-type: none"> • Accountability • Equity • Exemplary Customer Service • Fiscal Responsibility • Innovation • Integrity • Professional Excellence • Reliability • Safety • Transparency

**Information obtained from the 2020 Strategic Plan*

III. Approach



III – APPROACH

This effort included research, a review of data, including workforce demographics, classifications by gender/ethnicity, new hire equity metrics, 2020 Q1 and Q2 training participation data, and 2017-19 diversity contracting awards summary. Additionally, multiple stakeholders were engaged to obtain a more comprehensive understanding of the Department’s attitudes and opinions on DEI at various classification levels. Executive and Senior Management were interviewed one-on-one. Former employees, Employee Resource Groups, and union leadership also participated in virtual interviews. Focus groups were socially distanced in-person meetings with groups of no more than seven individuals. Finally, an anonymous survey consisting of 26 questions was emailed to employees to obtain data and feedback on DEI.

All data collection methods were confidential; therefore names, titles, and other identifiers are excluded from this report. In addition, identifiers such as name and title designations were excluded from the survey to ensure respondents anonymity.

Figure 3.1 Process Map



IV. Findings



IV – FINDINGS



The Los Angeles Department of Water and Power has over 11,000 employees, 70% of which are people of color. Table 4.1 represents the breakdown of ethnic groups by classification level. Table 4.8 represents the breakdown of gender groups by classification level. Overall, upper management, including Executives, Senior Management, Administrators, and Professionals represent 24% of the workforce. Skilled craft, Clerical, and Service Maintenance classifications represent the majority of the workforce at 66%. The following data was generated in July 2020.

Table 4.1 Ethnic Groups by Classification

Classification	White	Black	Latino	Asian	American Indian	Filipino	Overall	
Executives	7	1	2	4	0	0	14	0.1%
Senior Management	97	25	52	32	0	13	219	1.9%
Administrators	32	15	33	40	0	20	140	1.2%
Professionals	636	217	545	727	3	215	2343	20.7%
Technicians	306	61	249	137	3	94	850	7.5%
Protective Service	43	88	110	9	0	8	258	2.3%
Paraprofessionals	5	3	14	7	0	1	30	0.3%
Office/Clerical	285	655	848	129	13	105	2035	17.9%
Skilled Craft	1787	404	1836	226	39	137	4429	39.0%
Service Maintenance	258	174	547	25	6	17	1027	9.1%
Employee %	3456	1643	4236	1336	64	610	11345	
City of LA %	30%	14%	37%	12%	1%	5%		
	28.5%	8.9%	48.5%	11.6%	0.7			

Tables 4.2 through 4.7 provide a breakdown of employment distribution by each Ethnic Group. In comparison to overall employment distribution, African American and Latino employees highest percentages are in the lower ranks of classifications. Asian employees highest percentages are in the higher ranks of classifications. Filipino employees have nearly equal rankings in the highest and lowest ranks. American Indians are primarily in the lowest rank of employees and White employees are the only ethnic group on parity with the overall employment distribution average.

Table 4.2 White Employment Distribution

Classification	Overall		White	
Executives	14	0.1%	7	0.2%
Senior Management	219	1.9%	97	2.8%
Administrators	140	1.2%	32	0.9%
Professionals	2343	20.7%	636	18.4%
Technicians	850	7.5%	306	8.9%
Protective Service	258	2.3%	43	1.2%
Paraprofessionals	30	0.3%	5	0.1%
Office/Clerical	2035	17.9%	285	8.2%
Skilled Craft	4429	39.0%	1787	51.7%
Service Maintenance	1027	9.1%	258	7.5%
Employee %	11345		3456	
City of LA %			30%	
			28.5%	

Table 4.3 Black Employment Distribution

Classification	Overall		Black			
Executives	14	0.1%	24%	1	0.1%	16%
Senior Management	219	1.9%		25	1.5%	
Administrators	140	1.2%		15	0.9%	
Professionals	2343	20.7%		217	13.2%	
Technicians	850	7.5%	10%	61	3.7%	9%
Protective Service	258	2.3%		88	5.4%	
Paraprofessionals	30	0.3%		3	0.2%	
Office/Clerical	2035	17.9%	66%	655	39.9%	75%
Skilled Craft	4429	39.0%		404	24.6%	
Service Maintenance	1027	9.1%		174	10.6%	
Employee %	11345			1643		
City of LA %				14%		
				8.9%		

Table 4.4 Latino Employment Distribution

Classification	Overall		Latino			
Executives	14	0.1%	24%	2	0.05%	15%
Senior Management	219	1.9%		52	1.2%	
Administrators	140	1.2%		33	0.8%	
Professionals	2343	20.7%		545	12.9%	
Technicians	850	7.5%	10%	249	5.9%	9%
Protective Service	258	2.3%		110	2.6%	
Paraprofessionals	30	0.3%		14	0.3%	
Office/Clerical	2035	17.9%	66%	848	20%	76%
Skilled Craft	4429	39.0%		1836	43.3%	
Service Maintenance	1027	9.1%		547	12.9%	
Employee %	11345		4236			
City of LA %			37%			
			48.5%			

Table 4.5 Asian Employment Distribution

Classification	Overall		Asian			
Executives	14	0.1%	24%	4	0.3%	60%
Senior Management	219	1.9%		32	2.4%	
Administrators	140	1.2%		40	3.0%	
Professionals	2343	20.7%		727	54.4%	
Technicians	850	7.5%	10%	137	10.3%	11%
Protective Service	258	2.3%		9	0.7%	
Paraprofessionals	30	0.3%		7	0.5%	
Office/Clerical	2035	17.9%	66%	129	9.7%	29%
Skilled Craft	4429	39.0%		226	16.9%	
Service Maintenance	1027	9.1%		25	1.9%	
Employee %	11345			1336		
City of LA %				12%		
				11.6%		

Table 4.6 American Indian Employment Distribution

Classification	Overall		American Indian			
Executives	14	0.1%	24%	0	0.00%	5%
Senior Management	219	1.9%		0	0.00%	
Administrators	140	1.2%		0	0.00%	
Professionals	2343	20.7%		3	4.7%	
Technicians	850	7.5%	10%	3	4.7%	5%
Protective Service	258	2.3%		0	0.00%	
Paraprofessionals	30	0.3%		0	0.00%	
Office/Clerical	2035	17.9%	66%	13	20.3%	90%
Skilled Craft	4429	39.0%		39	60.9%	
Service Maintenance	1027	9.1%		6	9.4%	
Employee %	11345			64		
City of LA %				1%		
				0.7%		

Table 4.7 Filipino Employment Distribution

Classification	Overall		Filipino			
Executives	14	0.1%	24%	0	0.00%	41%
Senior Management	219	1.9%		13	2.1%	
Administrators	140	1.2%		20	3.3%	
Professionals	2343	20.7%		215	35.2%	
Technicians	850	7.5%	10%	94	15.4%	17%
Protective Service	258	2.3%		8	1.3%	
Paraprofessionals	30	0.3%		1	0.2%	
Office/Clerical	2035	17.9%	66%	105	17.2%	42%
Skilled Craft	4429	39.0%		137	22.5%	
Service Maintenance	1027	9.1%		17	2.8%	
Employee %	11345			610		
City of LA %				5%		

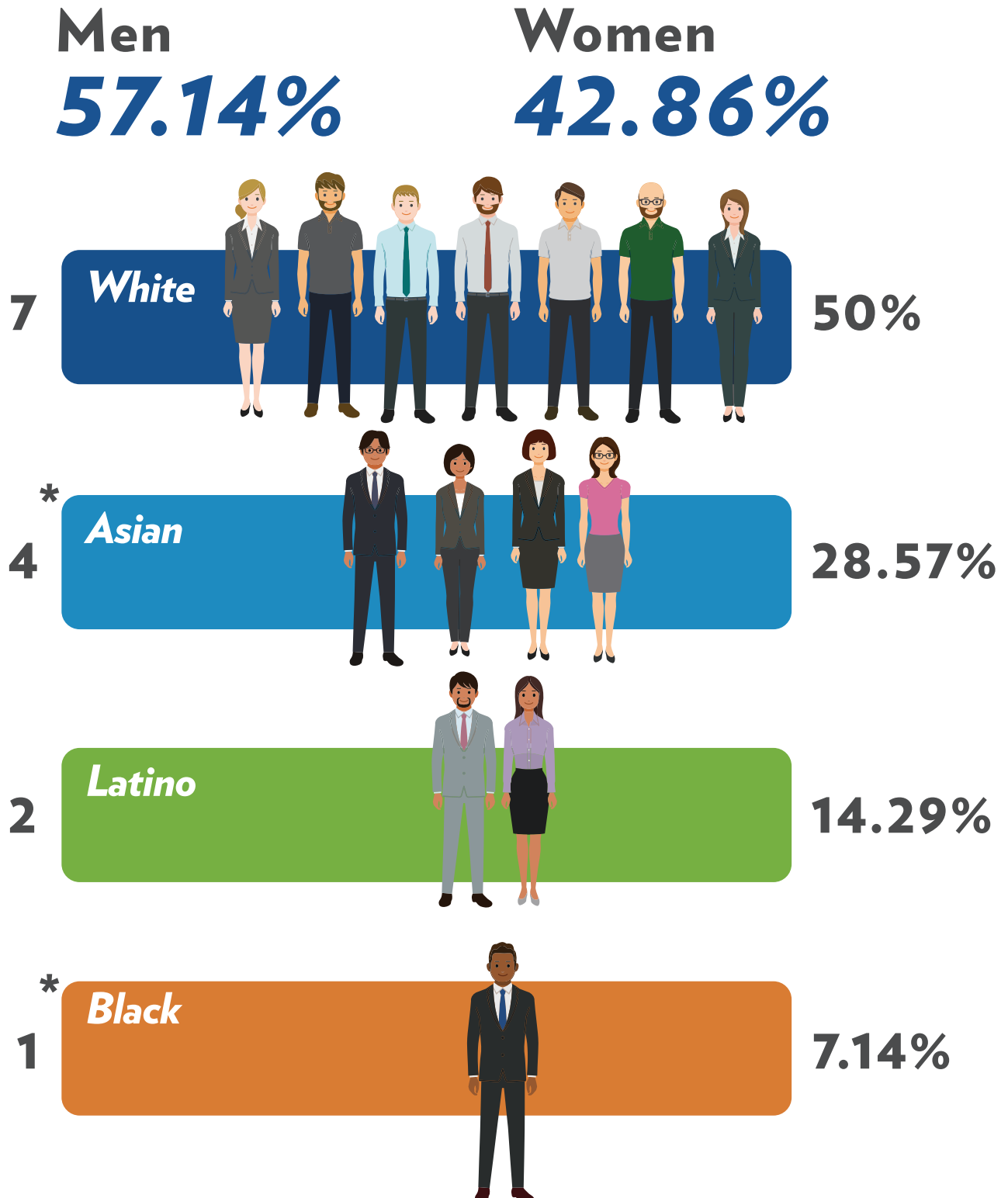
Table 4.8 Gender Employment Distribution

Classification	Overall		Men		Women				
Executives	14	0.1%	24%	8	0.1%	21%	6	0.2%	35%
Senior Management	219	1.9%		176	2.0%		43	2%	
Administrators	140	1.2%		42	0.5%		98	4%	
Professionals	2343	20.7%		1612	18.0%		731	29%	
Technicians	850	7.5%	10%	755	9.0%	11%	95	4%	6%
Protective Service	258	2.3%		215	2.0%		43	2%	
Paraprofessionals	30	0.3%		16	0.2%		14	1%	
Office/Clerical	2035	17.9%	66%	732	8.0%	68%	1303	52%	59%
Skilled Craft	4429	39.0%		4349	49.0%		80	3%	
Service Maintenance	1027	9.1%		936	11.0%		91	4%	
Employee %	11345		8841		2504				
City of LA %			78%		22%				
			49.5%		50.5%				

Figure 4.1 Executive Management Distribution by Ethnicity and Gender

14 LADWP Executives

The composition of each Classification by Ethnicity and Gender is depicted below.



*Figure 4.1 is consistent with data released in July 2020. As of June 2021, at the time of release of the report, there were no black executives and two fewer Asian executives.

Figure 4.2

Executive Management Distribution by Ethnicity

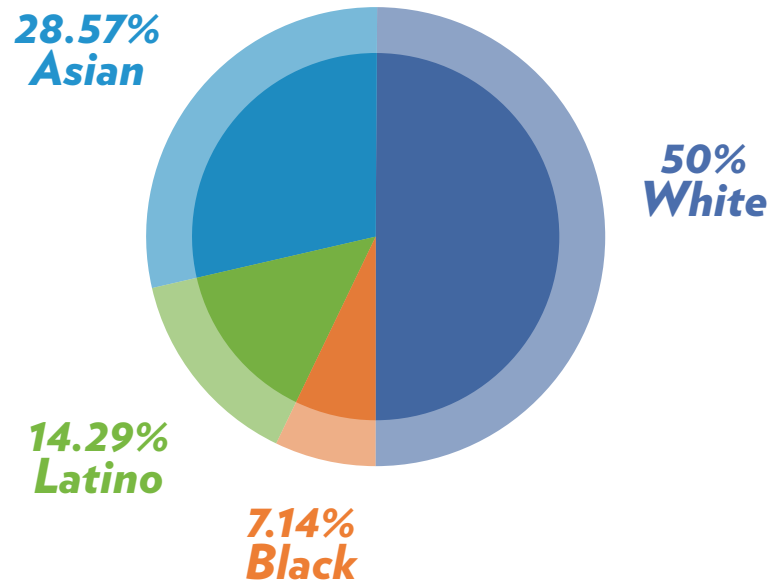


Figure 4.3

Senior Management Distribution by Ethnicity

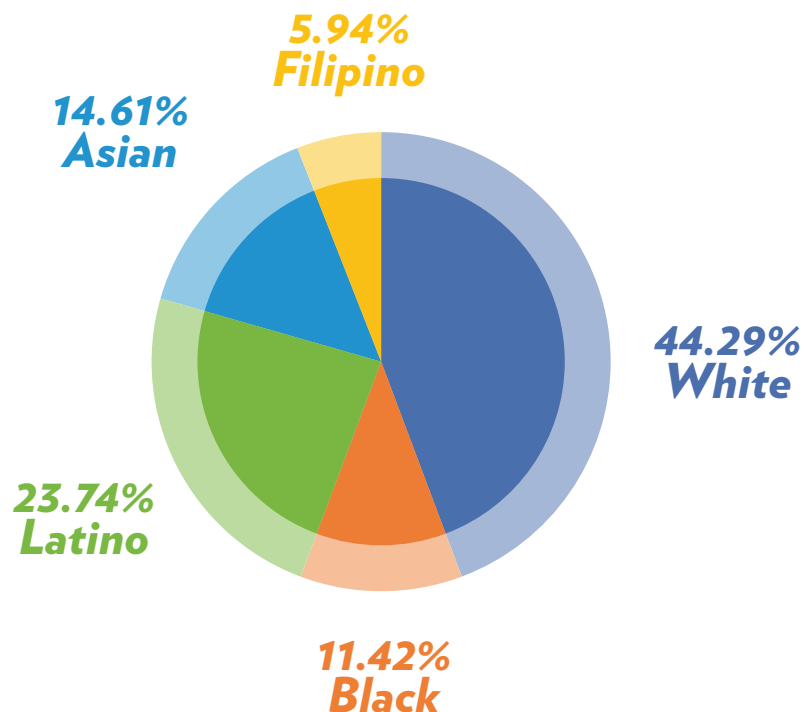
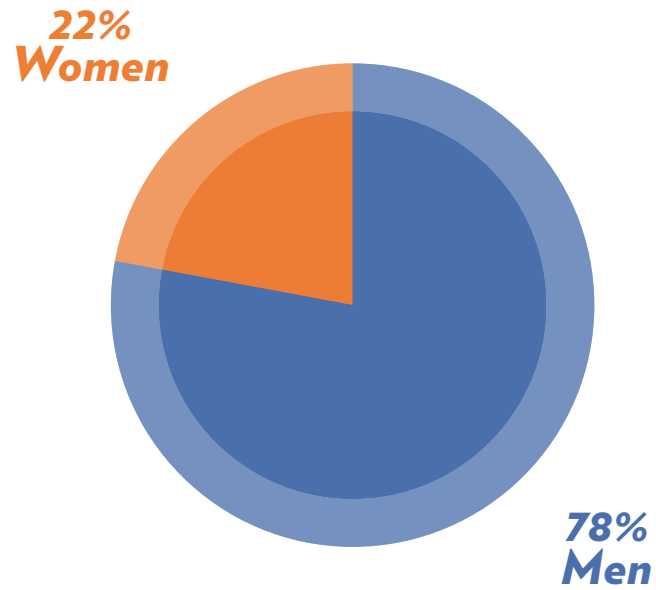


Figure 4.4

Gender Distribution for the entire LADWP Workforce



Job Classification Breakdown by Ethnicity



Figure 4.5

All Ethnic Groups Job Classification

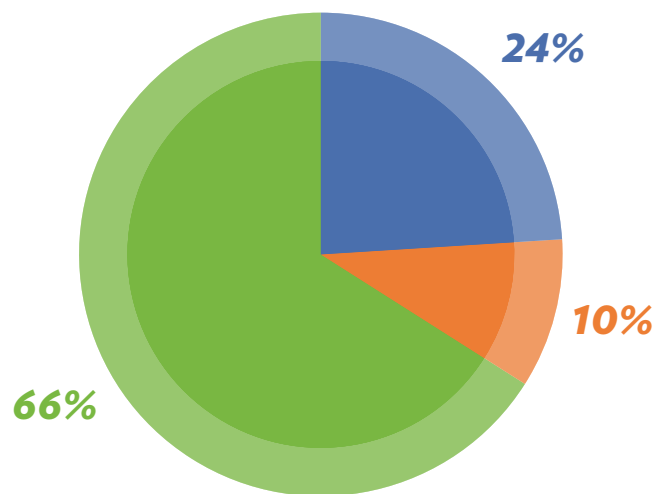


Figure 4.6

Asian

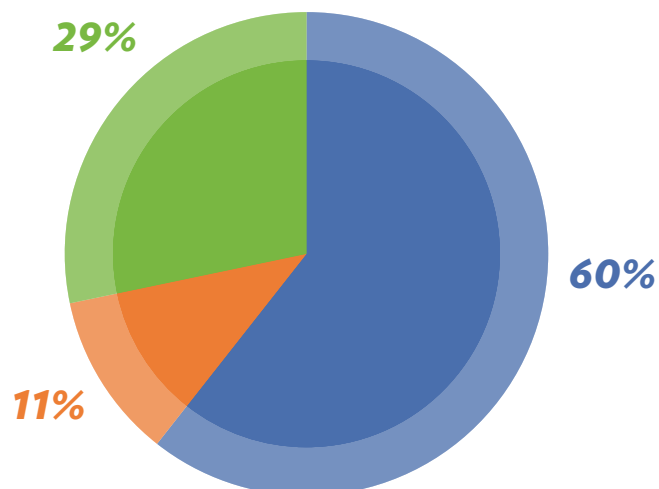




Figure 4.7

Filipino

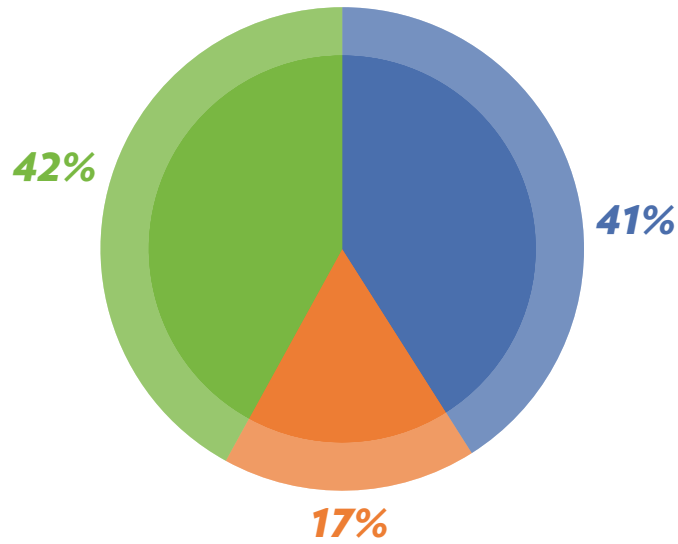


Figure 4.8

Latino

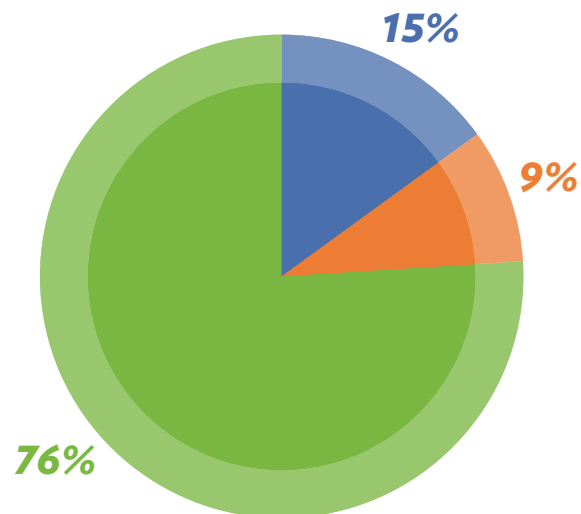
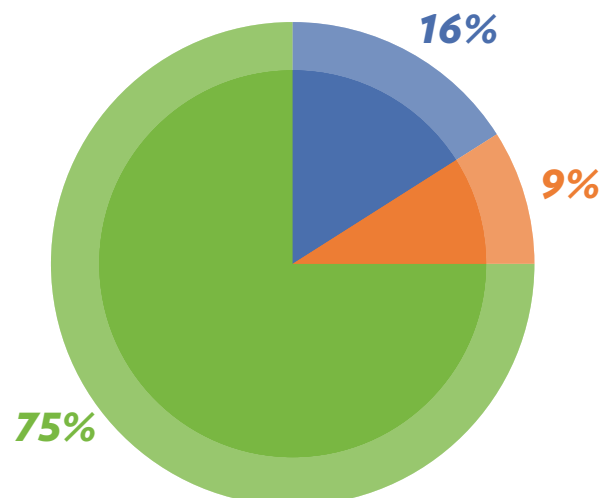


Figure 4.9

Black



WORKFORCE



Interviews, focus groups, and survey tools were used to obtain the perspectives of over 11,000 employees at LADWP. Interviews were conducted with LADWP leadership including Executives, Employee Resource Groups leaders, and Labor from August 2020 to October 2020. Focus groups were conducted with employees and supervisors at the headquarters of IBEW Local 18 in September 2020 and October 2020. Additionally, an anonymous employee survey was distributed over a two-week period in September 2020 via SurveyMonkey. It was important to obtain the voices of as much of the workforce as possible utilizing the tools described above. Given COVID-19 restrictions, the majority of interviews were conducted via WebEx. Small focus groups occurred in a controlled, safe, and socially distanced environment. Regardless of the measurement tool, the data revealed consistent themes.

The themes prevalent in interviews, focus groups, and the survey revealed the need for improvement in the following areas at the department: 1) Culture, 2) Hiring, Recruitment and Promotions, and 3) Training and Mentoring.

These were the most important elements identified by the workforce, of which the findings are discussed below.



INTERVIEWS: Voice of the Leadership

The findings for the Los Angeles Department of Water and Power actions, gaps, and opportunities emerged from enlightening interviews with 16 current and former leaders of the Executive & Senior Management Team. In addition, four leaders of the International Brotherhood of Electrical Workers (IBEW) – Local 18, LADWP’s largest labor partner, helped to provide some insight. The leadership of the Management Employee Association (MEA) and Employee Resource Groups also provided valuable input. Interview timeframes spanned from one to two hours depending on the leader’s availability and information shared. Structured questions were developed around diversity, equity,

and inclusion, and additional tailored questions aligned to the leader's System, Division, and/or area of expertise. Due to the nation's current environment surrounding COVID-19 and health & safety, the interviews were conducted virtually by scheduling WebEx meetings. Acknowledging the discussion around race and equity in the workplace was a challenging topic for many individuals; therefore, it was important to foster an environment where leaders felt "comfortable" to express the facts and their perspective. It was conveyed that the information gathered would be anonymous and confidentially shared for reporting purposes.

Overall, the consensus of those interviewed stated the discussion was timely and acknowledged the need to address racial inequities and for change within LADWP.

The questions below provide a sample overview of the discussion:

1. Can you share some of your thoughts about the Bulletin Message from the General Manager about Racial Equity?
2. Equity is included as one of the core values of the department. Do you think this value is actually realized here?
3. Are staff recruitment strategies consistent, transparent, and inclusive for all divisions?
4. What do you think are the barriers to recruiting and retaining people of color?
5. What are some of the challenges impacting promotional opportunities and upward mobility into management positions?

To provide additional context, each Executive and Senior Manager received the following materials to review prior to the interview:

1. A copy of Mayor Eric Garcetti's Executive Directive No. 27
2. A copy of the General Manager's Bulletin (8/11/20)
3. A glossary of terminology regarding diversity and inclusion



Culture Findings: Leadership

“It’s time for a culture shift”

Based on the feedback collected, it is apparent that diversity, equity, & inclusion has not been a priority for LADWP. Both lack of direction and accountability measures from the Executive Team highlight the Department’s shortcomings in this area. As indicated in the Data section, **the Executive Management Team consisted of 50% people of color and 50% Caucasian. As of June 2021, there was no representation of African Americans, Filipinos, or American Indians in Executive Management. The Senior Management Team was comprised of 11% African American, 24% Latino, and 45% Caucasian. Some Executives and Senior Management recognized the need to look beyond who they felt most comfortable with and build an inclusive foundation, where staff felt free to share their thoughts without fear of retaliation or damage to an individual’s reputation.**

On August 11, 2020, the General Manager’s Bulletin on Racial Equity was released to employees. When asked about their thoughts, Executive and Senior Management said that the General Manager’s Bulletin was welcomed, thoughtful, appreciated by many, and a good first start. The predominant response was that change must start at the top with Leadership and the Bulletin should have come sooner. They indicated it was indeed a good indication of his commitment, however, follow-through from the General Manager is necessary.



Thoughts from the Senior Leadership Team:

- “What the General Manager did was bold and required to make sure that we know what his expectations are for us.”
- “There has to be accountability between the manager and employee. My job is to make your job better. While I’m going to hold you accountable to do your work, you need to be able to hold my staff and me accountable that we’re doing what we said we’re going to do for you. Accountability goes both ways.”

Below are key interview findings that display the complexities of the culture that some leaders indicated they are required to navigate.

Table 4.9 Summary of Leadership Interview Findings on Culture

Communication Challenges	Nepotism & Unconscious Bias	Accountability	Employee Engagement	Diversity
Electronic Communication	Hiring of family and friends	Lack of Accountability	Active Employee Resource Groups, yet they lack support	Lack of diversity among management
Improve communication to field staff	Hiring of “people that look like them”	Inconsistent strategy	Lack of initiatives that focus on inclusion	Diversity efforts
Underutilization of technology		Insufficient growth	Need to obtain voice of employee routinely	

1. Communication

- LADWP did not have the ability to communicate electronically to all employees.
- Approximately 50% of staff had access to email. This prohibited information from getting to field staff in a timely manner.
- Poor distribution of information due to an underutilization of today’s technology.

2. Nepotism & Unconscious Bias

- People hire people that they know; family and friends.
- People hire people that look like them; whether that's intentional or unintentional.

3. Accountability

- Some environments are absent of accountability, inspection, and oversight.
- Strategy on targets and how to achieve goals were not consistent across Systems.
- Insufficient growth and development conversations with management.

4. Employee Engagement

- LADWP employees have active Chapters in National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers (SHPE), and Society of Women Engineers (SWE).
- There were a lack of initiatives and programs that focus on inclusion.
- No proactive approach to support and develop Employee Resource Groups.
- Neglect of established routine to obtain the perspective of the employee.

5. Diversity

- The Management Team is not a reflection of the community they serve.
- Limited awareness of institutional efforts that focus on diversity.



Hiring, Recruitment, and Promotions Findings: Leadership

“Who you send to do recruitment has an impact. It would help to send a diverse group and people that have different perspectives.”

Hiring, recruitment, and promotions are key components to ensure racial equity within the workplace. Based on Senior Management observation, there is a defined opportunity to ensure diversity at two meaningful levels; 1) Interview panels for external and promotional opportunities and 2) Recruitment and outreach efforts. While some employees may tend to hire people who are similar to them at LADWP, some executives articulated an understating that welcoming diversity will require a renewed commitment to valuing different points of view and opinions. These practices were adhered to on occasion; however, they were not regarded as a requirement by all. Some Executive and Senior Management acknowledged that there was an immediate need to

revisit hiring and recruitment practices to create consistency across all Systems; Water, Power and Joint.

When discussing recruitment efforts, an Executive shared they were not aware of who was responsible for recruitment due to the level of autonomy that the Systems operate in when it comes to recruiting, as well as the lack of an overall recruitment strategy.

LADWP operates in a strict Civil Service System. Critical processes and procedural challenges were identified as obstacles to achieving racial equity within LADWP. The development and expansion of programs and targeted outreach efforts would increase awareness and reduce disparities. A potential initiative that was regularly mentioned was the desire to collaborate with labor partners to create a program similar to the City of Los Angeles' Targeted Local Hire Program. This would create an alternative pathway for underrepresented communities to obtain Civil Service careers. Focused outreach directed towards communities of color would also be a highly effective way to increase the number of qualified applicants and balance outreach.



Thoughts from the Senior Leadership Team:

- “If you are recruiting and not providing a real pathway, then you’re really only providing information.”
- “We’re doing some things right, with SWE, SHPE, and NSBE.”
- “The more your panel understands the people that they’re interviewing, the better results you’re going to get.”

Below are key interview findings that display the complexities of the hiring, promotion, and recruitment that some leadership have to contend with at LADWP.

Table 4.10 Summary of Leadership Interview Findings on Hiring, Recruitment, and Promotions

Communication Challenges	Institutional Barriers	Hiring/Promotion	Recruitment
Promotional opportunities not shared consistently throughout department	Civil service restrictions do not allow race focus	Interview panels lack diversity	No outlined recruitment strategy
Open job opportunities are not widely shared with public	City charter restrictions do not allow race focus	Hiring managers have the ability to change job criteria	Need more resources are needed to support recruitment efforts
External candidates don't understand complexities of civil service system or career pathways	Antiquated operating environment	Subjective opinions can influence hiring decisions	More recruitment at HBCU's and other minority serving institutions, as well as outreach to High Schools
			Same-day job offer challenges

1. Communication

- Communication and Bulletins regarding promotional opportunities were not consistently shared across all Systems and Divisions to staff.
- External opportunities were primarily shared with family and friends, but potential external candidates have difficulties in understanding career paths at LADWP as they are difficult to find on website.
- External candidates do not understand the complexities of the Civil Service System.

2. Institutionalized/Systemic Barriers

- Civil Service and City Charter restrictions make it difficult to focus on racial equity.
- Antiquated environment; Unwilling to change how you operate.

3. Hiring/Promotional

- There is a lack of diversity amongst interview panels.
- Hiring managers have the ability to change job criteria to fit a particular candidate.
- Interview panelists sometimes allow their subjective judgement to influence hiring decision.
- Lack of information or misinformation due to communication styles or language barriers.

4. Recruitment

- No outlined strategy to ensure consistent focus within all Systems.
- Resources, budget, and direction needed to support recruitment efforts.
- Same-Day Job Offer challenges prevent candidates from accepting job offers.
- Recruitment at NSBE, SHPE, and SWE conferences.
- Recruitment at Historically Black Colleges and Universities (HBCUs) and other minority serving institutions.
- There are opportunities to define targeted outreach to high schools and universities to obtain talent and diversity.



Training and Mentoring: Leadership

“We do have an obligation to our Workforce to ensure they have the skill set, knowledge, and abilities that they are going to need to promote to the next level.”

- Some executives are aware that employees selectively share study materials.
- Executives acknowledged the need to provide preparation materials for civil service exams.

Below are key interview findings that display the complexities of training and mentoring that some leaders have to contend with at LADWP.

Table 4.11 Summary of Leadership Interview Findings on Training and Mentoring

Training	Mentoring
Develop a complete training program	Encourage management to foster mentor/mentee relationships
Assist employees in interview preparation	Develop a formal mentorship program
Require annual diversity and inclusion trainings	Mentoring is needed to ensure LADWP's continued growth



1. Training

- Most executives saw the need to develop a complete training program.
- Some executives agreed that LADWP should provide employees the tools to succeed in interviews.
- Exposure to trainings is important to allow all employees to get to know each other in a safe space.
- Require all employees to take annual diversity and inclusion trainings.

2. Mentoring

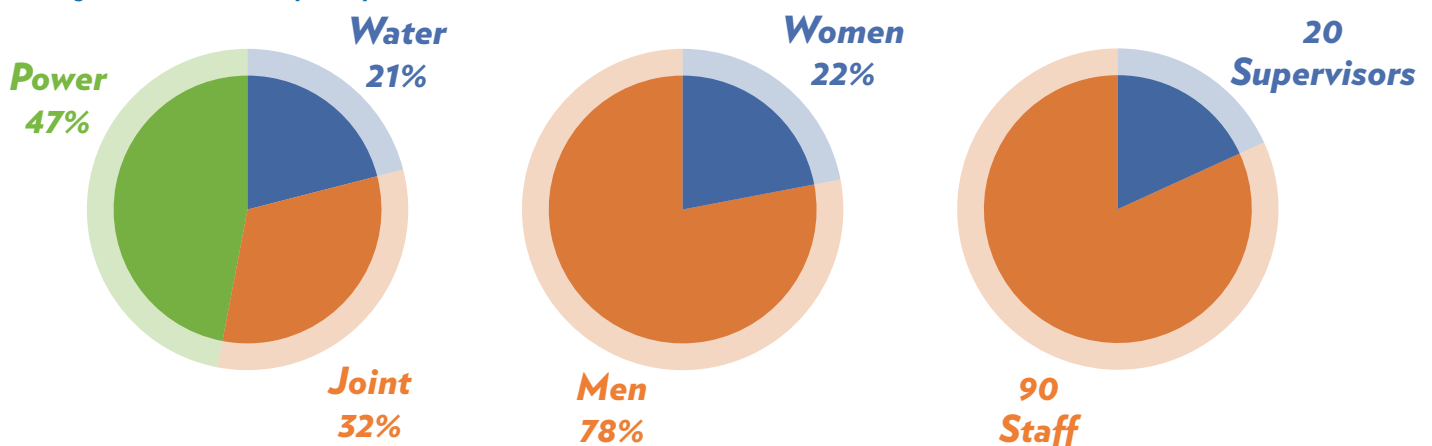
- Some executives were leading by example by encouraging managers to foster mentor relationships with other staff members.
- There is a need for a formal mentorship program because currently employees receive assistance and mentoring from other employees that are in their network.
- An executive acknowledged that employees with reputations for being difficult or complaining may have trouble promoting.
- Executives acknowledged there is a need to mentor the best and brightest to ensure departmental growth.



FOCUS GROUPS: Voice of the Employee

To obtain the perspective of the employee, focus group roundtables were conducted. Over the course of four days, nineteen (19) focus groups were conducted with 90 staff and 20 supervisors many of whom worked in the field. There was an average of six employees in each group. Due to COVID-19 restrictions and to ensure the safety of all, everyone adhered to CDC guidelines and social distancing. All participants of the focus group will remain anonymous to allow for confidentiality and the opportunity for candor.

Figure 4.10 Focus Group Composition



The majority of participants were people of color: African American, Latino, and Asian. In addition, all participants were members of IBEW Local 18. The focus group discussions centered on diversity, equity, and inclusion practices at LADWP, as well as a questionnaire on discrimination.

Their responses demonstrate a wide array of thoughts, opinions, and perspectives on diversity, equity, and inclusion. The range of responses are represented by each ethnicity, gender, system, and classification of employees at LADWP. The findings indicate there is a great divide in the experiences of African Americans and Latinos in the department, especially of those in non-management and skilled craft positions.

As indicated in Table 4.1, most African Americans and Latinos are employed in primarily entry level and non-management positions. They represent 75% of those positions within their respective ethnic groups.

Many did not believe DEI was a priority for the department and did not feel valued. The focus group and survey findings below capture the sentiments of these ethnic groups and their experiences with DEI at LADWP.

Each participant received the following materials to review at the start of each focus group:

1. A copy of Mayor Eric Garcetti's Executive Directive No. 27
2. A copy of the General Manager's Bulletin (8/11/2020)
3. A glossary of terminology surrounding diversity and inclusion
4. A questionnaire on discrimination

Focus group participants were asked if they received the General Manager's bulletin distributed on August 11, 2020. Approximately 36% of focus group participants indicated they had received the Bulletin prior to the meeting. Focus group participants had mixed feelings about the Bulletin, some of which are summarized below:

- The bulletin presents an opportunity for change.
- Appreciated that the General Manager acknowledged issues; however, long overdue.
- Good start and hopeful this is a step in the right direction.
- Provided an overview of the problems in the department.
- Policies have been in place; however, no implementation.
- Wondered if it would have come out, if not for the uprisings.
- It is political and a reaction to the Mayor's Executive Directive No. 27.
- Nothing will change and discriminatory practices will continue to persist.

Although staff and supervisors provided similar sentiments, the findings of the two groups have been separated in order to note the disparities and similarities between the groups. As such, their responses to the themes of 1) Culture, 2) Hiring, Recruitment, and Promotions, and 3) Training and Mentoring are highlighted below in their respective sections.



Culture Findings: STAFF

“The department is still doing things the way they did 30 years ago.”

The quote above represents what was heard repeatedly from respondents regarding the culture at LADWP. Many of the respondents thought the department had not moved the needle on DEI, as represented by the examples of discrimination that still occur every day. Participants shared experiences of blatant racism that exist in some segments of the department, as well as subtle discriminatory practices that go unchecked by some department leadership. They also revealed difficulties with the culture of nepotism, favoritism, and cliques that run rampant at LADWP.

Many respondents were apathetic and thought it would be difficult to change the discriminatory culture at the department because of its lengthy existence. Participants regardless of age or years described the “Good Old Boys Club” culture that allowed many to turn a blind eye to race and gender discrimination, conscious and unconscious biases, and rampant nepotism in the department. While some focus group members described LADWP as “the most diverse place that I’ve worked,” others described Divisions/Groups that were all or primarily one ethnic group. Individuals spoke of the retaliatory culture, especially rampant in field jobs, which prevent many from speaking up or reporting inequities due to fear of being blacklisted.

Thoughts from the Staff:

- “Management cares more about who you’re related to, than actual skills.”
- “I was denied my request for training on multiple occasions, but a white coworker asked my supervisor for the same training and was approved on his first request.”

Below are key focus group findings that display the complexities of the culture that some staff of color have to contend with at LADWP.

Table 4.12 Summary of Staff Focus Group Findings on Culture

Diversity, Equity, and Inclusion	Accountability & Oversight	Communication	Nepotism, Favoritism, and Cliques
Prioritize Diversity & Inclusion	Lack of Accountability	Lack of Transparency	“Department of Family”
Glass Ceiling	Lack of Oversight	Access to Email	Nepotism
Racial Disparities in Management	Unsatisfactory Disciplinary Action for managers	Information is not Fairly Distributed	Favoritism
Cultural Competence		COVID-19 Communication	Cliques

1. Diversity, Equity, and Inclusion

• Prioritize Diversity & Inclusion

While few thought diversity and inclusion were a priority for the department, many felt it should be made a priority. Many also thought there was a long road ahead because they felt equity was only a priority for LADWP in theory and on paper.

Participants indicated that they were looking for equal treatment, not preferential treatment.

• Glass Ceiling

Several participants noted there were few opportunities for upward mobility for African Americans and Latinos. They felt stuck in their current position. Some also noted they did not think promotion was attainable because they saw very few people that looked like them in leadership; therefore, they were discouraged.

• Racial Disparities in Management

Many respondents agreed that people of color were concentrated at the bottom of the career ladder at LADWP. They noted, “let people of color into upper management and you’ll see change.” Some believed racial discrimination persists at the department because there are not enough African Americans and Latinos in upper management.

- **Cultural Competence**

“Some people assume all ethnic groups are the same or act alike,” said an African American participant. He and several others in a focus group agreed that supervisors often lump all African Americans or Latinos together and racially profile them, instead of making an effort to understand cultural differences and practices, and getting to know people as individuals.

- **Cultural Insensitivity**

Some participants felt that some people of color in the department are too sensitive and should “lighten up.” They shared that today’s society is too politically correct; therefore, people get offended by everything. Another respondent said that others should not be penalized if the person did not mean malice. On the other hand, many group members noted a need for Diversity Training due to cultural insensitivities that may be offensive to others, especially people of color. They also noted, this would assist in employees’ awareness of implicit biases and help them become culturally competent.

2. Accountability & Oversight

- **Lack of Accountability**

Discussion about lack of accountability and oversight was prominent in most focus groups due to witnessing and/or experiencing discrimination at the department. Some shared they had witnessed supervisors using racial slurs, such as the “N” word, failing individuals at the end of their probationary periods, and years of retaliation against individuals that report EEO violations. Some focus group members reported that supervisors are often not disciplined when reported. Thus, many times supervisors are not reported for fear of retaliation.

- **Lack of Oversight**

Many participants were discouraged by the reporting process or lack thereof. Some indicated utilizing the chain of command to report inequities was useless because of the “Good Old Boy” network; therefore, the managers protect each other. They also said hiring panels violate EEO policies and EEO does not hold them accountable, nor do many of the investigations pan out. As such, retaliation continues to be a problem.

- **Unsatisfactory Disciplinary Action for Managers**

Many participants expressed that if managers are held accountable, it is usually only a “slap on the wrist.” They indicated that problematic managers were moved around to different Divisions/Groups, but they continue to be problems because they still associate with other managers. As such, those that complain or report violations were often blocked from promotional opportunities and harassed for years.

3. Communication

- **Lack of Transparency**

Focus group participants reported that a deliberate lack of transparency flows from some supervisors and leadership at LADWP. Some African American and Latino focus group members shared many stories about how they learned about promotional opportunities too late or a day before the closure of an exam. They also said they had been lied to about the availability of training opportunities, while their Caucasian colleagues were approved for those same trainings.

- **Access to Email**

While every employee has a LADWP email address, some indicated that everyone did not have access to emails, particularly staff that work in the field. Thus, they did not receive electronic bulletins, promotional opportunities, or other information from LADWP. The majority of focus group participants did not receive the General Manager’s Bulletin on Racial Equity.

- **Information is not Fairly Distributed**

Employees that work in the field view bulletins, promotional opportunities, bids, and announcements via a Bulletin Board at their work sites. According to some focus group participants, information is posted selectively by supervisors. It was reported that some supervisors only provided job bulletins to staff that look like them or people they like; therefore, all crew members do not have the same opportunities. One participant said, “Getting information is like pulling teeth.”

- **COVID-19 Communication**

A few focus group members reported that receiving communications was more difficult during COVID-19 because they could not go inside the office to see the bulletin board; therefore, some staff were unaware of opportunities.

4. Nepotism, Favoritism, and Cliques

- **“Department of Family”**

This term was used to describe the problem of nepotism in the department. Participants spoke of being afraid to move up the chain of command to report grievances because of familial ties between their supervisors and upper management.

- **Nepotism**

Some reported that supervisors often hire/promote their family and friends, even if they are not qualified for the position or promotion.

- **Cliques**

A participant stated, “You have to be a part of a clique to get promoted.” The participant further explained that employees are given access to training materials and other information as a result of conforming to the majority and not complaining. Respondents also shared the internal rivalry between the Systems. Participants said that some are harassed because of the color of their blue “water system” shirt or brown “power system” shirt, which is part of the work uniform.

- **Favoritism**

Many respondents noted that supervisors have their “favorites.” These “favorite” individuals, which they noted are usually Caucasian, receive preferences such as approval to attend trainings, study materials for interviews, and promotions despite lack of experience.



Culture Findings: SUPERVISOR

Supervisors shared many of the same sentiments that staff referenced under the Culture section above, including that of prioritizing diversity and inclusion, racial disparities in management, lack of accountability, distribution of information, nepotism, and the need for a culture shift.

Thoughts from the Supervisors:

- “If you’re a Supervisor with a diverse unit, you have to be aware of what people will be offended by and give everyone the same opportunities.”
- “We have a vision statement, but no one has the vision to implement the vision.”
- “I’ve never worked with a more diverse staff, but you can’t have diversity with how the system is set up.”

Below are additional findings that supervisors expressed as it relates to their observations, roles, or job responsibility in regards to culture. Supervisors also expressed full awareness that practices in the areas below are not consistent across all divisions within LADWP.

Table 4.13 Summary of Supervisor Focus Group Findings on Culture

Diversity, Equity, and Inclusion	Accountability & Oversight	Communication	Nepotism, Favoritism, and Cliques
DEI is already a part of the team culture and discrimination has declined at LADWP	Supervisors follow up and provide feedback to staff regularly	Supervisors routinely share information with staff via email, meetings, and boards	Managers should be discouraged from promoting friends/family
Morale is low in some Groups	Lack of Oversight and Inspection from Management	Supervisors facilitate weekly meetings and have one-on-ones with staff	Conflict of interest in promoting friends and family
Acknowledged that some employees feel mgmt. doesn’t care about DEI			

1. Diversity, Equity, and Inclusion

- Some supervisors said that diversity is widespread within their department and feel DEI is already a part of their team’s culture.
- Several supervisors expressed that the workplace is not as bad as it used to be. Many offenders are no longer with the department and LADWP is moving in the right direction.
- Supervisors acknowledged that morale is low in some departments; however, they make themselves available to all staff regardless of race.
- Supervisors also expressed that staff feel that management does not care about the issues facing people of color.

2. Accountability and Oversight

- Supervisors follow-up with subordinates regularly and provide feedback and coaching for performance and productivity improvement.
- There was an overwhelming response that there is a lack of management accountability and inspection measures to ensure all supervisors adhere to policies. Supervisors also explained that some things that occurred in the field would not be tolerated in the office.

3. Communication

- Supervisors shared they have ongoing routines in place to disseminate communications amongst subordinates. Many expressed they send emails, utilize bulletin boards, facilitate weekly meetings, and have one-on-ones with staff.

4. Nepotism, Favoritism, Cliques

- Supervisors generally agreed that managers should be discouraged from interviewing and promoting their friends due to conflicts of interests.



Hiring, Recruitment, and Promotions Findings: STAFF

“You have to be strong-willed and optimistic to think you can be the first person to achieve something when you don’t see proof that it is possible.”

There was a sentiment amongst many focus group participants that people of color have a long, difficult road to climb when it comes to hiring and promoting at the department. As of July 2020, African Americans males represented only 6% of Executive and Senior Management and Latino males only 18%. These numbers support their apprehension about the possibilities of making it to the top of the career ladder at LADWP. While some of the tenured focus group members with over 30 years of experience noted that LADWP had made some strides, they also acknowledged that the department still had a long way to go, given African Americans and Latinos were still concentrated at the bottom of the career ladder at the department.

Dissimilar to the Perspective of Leadership, staff in the focus groups did not concentrate on the systemic barriers of the civil service process, but rather the social barriers that hinder effective hiring, promotion, and recruitment of African Americans and Latinos.

Some also acknowledged the need for personal accountability and determination when striving to rise through the ranks. Most recognized there was a problem with reprisal in the ranks, especially for African Americans. One Latino participant expressed, “I thought we had it hard, but [African

Americans] have it even worse.” African Americans are often blocked from promotion and punished for things that whites do not get punished for. Even with these barriers, most expressed optimism about chipping away at this culture, their determination to break the glass ceiling, and show youth that it is possible to rise to the top.

Thoughts from the Staff:

- “Moving up should be a part of what we do. After so many years with a company, I’d think most people would want to move up to a manager position.”
- “You walk in already knowing the interview is rigged.”

Below are key focus group findings that demonstrate the challenges and opportunities that exist for LADWP in the areas of hiring, recruitment, promotions, retaliation, and accountability.

Table 4.14 Summary of Staff Focus Group Findings on Hiring, Recruitment, and Promotions

Hiring, Recruitment, and Promotions	Retaliation	Personal Accountability
Job Classification Barriers	Retaliation against people of color	“You are responsible for your success”
Qualified but not Promoted	Grievance Process Unclear	
Unconscious/Conscious Bias	Hindrances to Reporting Grievances	
Interview Panels	Repercussions of Reporting	
Access to Information		
Recruitment		
Article 33		



1. Hiring, Recruitment, and Promotions

- **Job Classification Barriers**

Several focus group participants pointed out instances where job bulletin criteria were changed during the exam process, which disqualified certain candidates. There were instances where the hiring manager would remove criteria, effectively taking away the applicant's competitive advantage, as well as instances where criteria was added that was not relevant or did not coincide with the actual position. In these instances, it was clear to those focus group members that the position was rigged, and they would not be successful in their effort to apply. Another participant indicated some supervisors create imaginary positions with no department numbers. Participants also noted that some classification criteria have not been changed in years; therefore, do not accurately represent the position any longer. As such, it is difficult to pass a test that has irrelevant job criteria questions.

- **Qualified but not Promoted**

Participants noted one can be qualified, but still denied a promotion due to racial discrimination, nepotism, and unconscious bias. Every focus group shared stories of experienced African American and Latino workers who ranked high on the exam, but sat on the list for years, being bypassed by less qualified Caucasians who were friends and family members of supervisors. Respondents noted being ranked in the top 2 candidates spot but were still bypassed by lower ranking Caucasian workers because of the color of their skin.

- **Unconscious/Conscious Bias**

Most respondents expressed that "people hire who they are comfortable with." Whether conscious or unconscious, respondents observed some supervisors hire who they know, who they can control, who they are familiar with, who gives them the least trouble, and who they like. They noted that many hiring decisions are not based on the person's ability to do a good job, but it should be.

- **Interview Panels**

Some respondents pointed out that interview panels lack diversity and create an unfair hiring and promotion process. Often, there are only Caucasians on the panels. Many of them are managers and the panel Chairman selects people they can influence and who will follow direction by selecting pre-determined frontrunners. Since the

interview scores remain private, the panelists have leverage to select unqualified candidates that are ranked lower than the best candidates. According to respondents, some managers have learned how to manipulate hiring panels and have eliminated highly qualified candidates because of cultural communication barriers such as language and grammar.

- **Access to Information**

As mentioned previously, some staff, especially those that work in the field, did not have electronic access to bulletins, promotional announcements, and bids. They only had access to information placed on bulletin boards at work sites. One participant stated that promotional bulletins were mailed to their home. It is very difficult for field staff to get access to emails after they check in for work.

Once they are in the field working, some indicated they are completely disconnected or locked out from the LADWP email system. They have no access to LADWP emails once they are in the field working.

Participants also noted there were no centralized study material for testing. People “who know someone” receive the study materials, but you are “out of luck” if you are not in a clique.

- **Recruitment**

Participants explained that all divisions do not have the same approach when it comes to recruiting for diversity. There is no uniform or consistent system to increase ethnic/racial diversity at LADWP. Participants also noted the importance of recruiting from the communities LADWP serves. A respondent with over 30+ years of experience at the department noted that many of the recruitment efforts to high schools have diminished, especially those in underrepresented neighborhoods. The respondent thought high schools in underrepresented communities should be a major focus given demographic shifts in the city and the large number of staff retiring from the department.

- **Article 33**

According to participants, temporary positions were not widely publicized or made available to many staff. Additionally, emergency appointments were not made available to many staff of color. Some respondents felt that most people of color were rarely aware of the emergency appointments.

2. Retaliation

- “In the long run, they’ll get back at you if you speak up.”

This participant's quote describes the unfair treatment that some face working at LADWP, especially African Americans and Latinos. Whether working in the field or at the John Ferraro Building (JFB), there were a significant number of focus group participants that cited cases of retaliation against people of color for reporting incidents of discrimination. These instances of retaliation have hindered the careers of people of color at the department. As a result, some African Americans felt their hands were tied because they believed they would be punished for speaking up against racial slurs and discrimination. However, they also felt a sense of responsibility to speak up. They were not encouraged to do so because, as demonstrated by the many stories shared in the focus group, many of the cases had not been resolved in their favor or were resolved with a "slap on the wrist" to the offender.

- **Grievance Process Unclear**

Some individuals were completely unclear about the grievance process and others thought it was ineffective. Participants noted there was often no follow-through by supervisors and unions, or the process took a very long time to be investigated. Some respondents also said that grievances often went unresolved or individuals were cleared, even with a preponderance of evidence presented.

- **Hindrances to Reporting Grievances**

Individuals that witnessed or experienced discrimination spoke of being afraid to speak up for fear of the consequences. They often did not want to develop a "reputation," because it would hinder their chances of promotion. If they complained, they were "paper worked" and written up for minor incidents that would otherwise be overlooked. Additionally, some felt their voices would not be valued or taken seriously. Ultimately, many respondents witnessed the negative ramifications of reporting and did not want to be blocked from promotion.

- **Repercussions of Reporting**

According to many respondents, the consequences of speaking up were very severe. They were often given the most dangerous work assignments, reprimanded for very small things, denied overtime, denied vehicle access, and ultimately denied promotional opportunities. There were several examples of individuals that had been denied promotions for a decade. Participants noted that some managers were long suffering at LADWP and would not forgive a person for even small infractions that were done in prior years. As a result, some staff who complained had to wait 20+ years for supervisors to retire in order to promote.

3. Personal Accountability

- **“You are responsible for your success”**

Some respondents acknowledged the need for everyone to take personal responsibility for their success, despite obstacles. Each person must be prepared with the skills and education to qualify for positions. A few participants felt that access to promotional opportunities was equal. While others indicated that African American and Latino candidates had to demonstrate the skill to perform duties, which was in contrast to their Caucasian counterparts who were exempt from demonstrating their skill. Some argued it should be about the best candidate and “no one is going to give you anything.” Some agreed but countered that the “glass ceiling” still exists and despite skills, many people of color have been overlooked due to discriminatory practices and systemic barriers.



Hiring, Recruitment, and Promotions Findings: SUPERVISOR

Supervisors shared many of the same sentiments that staff referenced under the Hiring, Recruitment, and Promotions section above. Especially regarding unconscious/conscious bias, interview panels, recruitment efforts, discrimination, and retaliation. Supervisors felt comfortable to openly share their observations on how LADWP had progressed over the years from the “good old boys” to a more inclusive workplace environment. Many agreed there is room for improvement and change must happen to ensure experiences from the past are not repeated in today’s environment.

Thoughts from the Supervisors:

- “You can’t be subjective with the Civil Service exam, but interviews are.”
- “Supervisors have to allow their subordinates the opportunity to improve themselves for promotion.”

Below are additional findings that supervisors expressed as it relates to their observation, role, and job responsibilities. Supervisors also emphasized awareness that practices in the areas below are not consistent across all divisions within LADWP.

Table 4.15 Summary of Supervisor Focus Group Findings on Hiring, Recruitment, and Promotions

Hiring, Recruitment, and Promotions	Retaliation	Personal Accountability
Improvements to ensure promotional info. available to all employees	Supervisors noted they do not tolerate discrimination or retaliation in their divisions	Not all staff seek career advancement
Supervisors play an active role in interview process	Supervisors indicated they apply the zero-tolerance policy	There must be a desire for career advancement
Reevaluate interview guidelines to eliminate bias	Some incidents reported were lost between LADWP, EEO, and Union	
Enhance recruiting efforts		

1. Hiring, Recruitment, and Promotions

- Supervisors shared how improvements were underway within their division to ensure all job promotions and openings were available in a centralized location for employees.
- Supervisors that participated in interview panels explained how to take ownership and have an active role in the interview process to ensure diverse candidates are considered.
- Several supervisors were vocal about the hiring and interview guidelines being reevaluated due to personal biases that may eliminate qualified candidates.
- Some supervisors pointed out the need to enhance recruiting efforts by sending diverse leadership to speak to high schools and colleges. They expressed that recruiters should be trained and reflect the diversity of the community in which they serve.

2. Retaliation

- Supervisor participants expressed they were fair across the board, treated their subordinates with respect, and took matters of discrimination seriously. They also said they did not tolerate discrimination or retaliation within their division.
- Several supervisors consistently pointed out that LADWP has a zero-tolerance policy on discrimination. When an employee reports an incident, supervisors must immediately document the complaint and contact management and the EEO coordinator.

- Supervisors shared a high level of disappointment regarding cases of discrimination and retaliation they had personally experienced or witnessed. At times, they felt incidents reported got lost between the Department, EEO, and Union.

3. Personal Accountability

- Supervisors noted that not all staff were seeking to advance in their careers. They could provide all the tools and support necessary; however, employees must desire to make a change and take ownership of their career pathway.



Training and Mentoring Findings: STAFF

“We need consistent training and mentoring.”

According to some focus group participants, training opportunities were few and far between at the department, especially for people of color that work in the field.

Many people of color desired training but cited being denied while seeing their white counterparts approved for the same training.

It was said that supervisors placate people of color with promises of placing them in training, but it never comes to fruition for most. They also noted that nepotism was apparent in training, as supervisors send their friends, family, and people they like to training. Unfortunately, some described even being overlooked for standard safety training because often the same individuals were selected to attend those trainings.

Thoughts from the Staff:

- “Hard to find people of color in upper management positions that can mentor because they are not higher ups.”
- “Training and mentoring should be available to all employees, but it’s not.”

Below are key focus group findings that provide context for the need for training and mentoring for employees at the department.

Table 4.16 Summary of Staff Focus Group Findings on Training & Mentoring

Training and Mentoring	
Inconsistent Training Selection	Inequitable Discipline
Training Not Available for All Employees	Inconsistent Mentoring Opportunities
Training Programs Outdated	Unclear Career Pathways
Lack of Cross Training Opportunities	

Training and Mentoring

- **Inconsistent Training Selection**

Training programs are not consistent within LADWP. There was no uniform approach to training and each division had their own procedure. There was no procedure for selecting who will attend trainings. Participants noted that often, the “white guys” are selected for training, while Latinos and African Americans were denied paid training, or must pay for their own training. Even after personally paying, some were still denied training classes if the supervisor did not feel it was needed for their job classification.

- **Training Not Available for All Employees**

Participants noted that training is not available for all classifications, especially entry level ones such as “Helpers,” who need assistance getting into the trades. Some participants noted that online training opportunities have become more readily available and appreciate this positive change. However, others noted they could not find the department’s online training opportunities.

- **Training Programs Outdated**

Participants said training programs were more focused on job safety and refresher courses, they were not relevant to specific jobs or promotional opportunities that employees may be interested. Training needs to be revised.

- **Lack of Cross Training Opportunities**

Focus group respondents noted a desire for cross training opportunities, but indicated many supervisors would not allow it. They also desired job shadowing. There was some existing job shadowing for certain classifications, but it was not available to all.

- **Inequitable Discipline**

Participants said when a mistake was made by an African American or Latino, they were immediately reprimanded or written up, while their Caucasian counterparts received constructive criticism. One participant asked a rhetorical question, “How can we improve, if supervisors only rebuke us and DWP won’t train us?”

- **Inconsistent Mentoring Opportunities**

There is no consistent mentoring strategy for the department. Respondents noted that some supervisors were great mentors, and some were not. Some supervisors go out of their way to inform staff about new promotional opportunities and prepare

them for those opportunities. While others never shared opportunities, did not provide any feedback or provided only negative feedback, and only mentored people that looked like them. Respondents also said it is very difficult to find people of color in upper management who could mentor because there were not very many. Mentorship programs were not easily available for many employees of color. Noting, it was rare for employees of color to be mentored by their supervisor or manager.

- **Unclear Career Pathways**

Some participants disclosed they did not know the career path for upward mobility at LADWP for their classification or any career. Not because they did not desire it, but rather it was difficult to find and no one in their circle knew either. Given inconsistent mentoring, some did not even know who to ask about next steps in their career. They noted if you were not related to a supervisor or in a “clique,” some information was difficult to access. Most were not aware of or even knew how to find the career ladders listed on the city’s personnel website.



Training and Mentoring Findings: SUPERVISOR

Supervisors shared many of the same sentiments staff referenced under the Training and Mentoring section above. Especially regarding the training selection for employees, outdated training materials, and mentoring opportunities available at LADWP.

The lack of mentorship programs seems to be a consistent experience at both the employee and supervisor levels.

Supervisors understand that demonstrating higher standards in the workplace is a reflection of their work ethic, leadership, and reputation. Many expressed the need for all supervisors and management to lead by example to frame the best employee experience. In this case, there was an overwhelming response that training and mentoring were essential to change the culture at LADWP. Several conveyed they strive to make a difference daily and provide pathways to success for their subordinates. Furthermore, supervisors would like the same guidance in return from management. There is a lack of accountability from management to ensure classroom and web-based training are implemented across teams, not just signed, documented, or completed.

Below are additional findings that supervisors expressed as it relates to their observation, role, or job responsibilities. Supervisors also emphasized they are fully aware that practices in the areas below are not consistent across all divisions within LADWP.

Thoughts from the Supervisors:

- “Train your managers from top-down, for it to work bottom-up.”
- “There is no mandatory training for supervisor growth and development. Supervisors are supposed to keep track of who gets training and try to be equitable.”

Below are key focus group findings that provide context for the need for training and mentoring at LADWP.

Table 4.17 Summary of Supervisor Focus Group Findings on Training & Mentoring

Training and Mentoring	
Training is communicated and allowed	Supervisor training is not mandatory
Some employees may be overlooked for training opportunities	Current supervisor training should be revised
Some supervisors provide employees an Annual Training Plan	Develop a formal mentor program

Training & Mentoring

- Supervisors conveyed that training, resources, and opportunities are communicated equally amongst their subordinates. They allowed employees ample time to participate when training was available. This practice was inconsistent amongst peers.
- Other Supervisors conveyed that not all employees were selected for training and felt that employees who needed training may not have received training.
- Some supervisors discussed an Annual Training Plan they developed for their employees. Supervisors said they were required to document who received training to ensure equitable practices.
- Supervisors stated there was no mandatory training for their growth and development. The Supervisor Training class provided was not relevant to their working environment or job responsibilities at LADWP. Many suggested the training curriculum and courses should be updated to provide a valued learning experience.
- Supervisors compellingly expressed the need for a formal Mentoring Program. A formal Mentoring Program would be beneficial for the growth and development of all employees, as well as provide an opportunity to increase exposure across other divisions.

Focus Group Questionnaire



During the focus groups, each participant received an anonymous questionnaire about their personal experiences with discrimination at LADWP. To ensure the highest level of confidentiality, the focus group facilitators took an additional step prior to the open discussion about discrimination and requested that each participant respond to the anonymous questionnaire individually. Once completed, the participant placed their questionnaire face-down and questionnaires were collected.

As demonstrated by Figure 4.11, the overall results indicate that addressing discrimination is an immense area of opportunity for LADWP.

Figure 4.11 Staff and Supervisor Response to Questions regarding Discrimination



There are several types of discrimination that employees experienced or witnessed in the workplace. A portion of respondents shared they experienced or witnessed more than one type of discrimination at LADWP. Overall, racial discrimination was identified by the majority of staff and supervisor respondents at 48%, the highest percentage based on type. Gender and age discrimination were also noted as significant discriminatory practices.

For both staff and supervisor participants, only 30% reported discrimination, which may speak to the fear of retaliation or not feeling their voices are valued. Fifty-one percent (51%) of staff shared they had been discriminated against for career advancement, while 60% of supervisors felt they had not. Over 50% of staff and supervisors felt that management does not take appropriate action in response to incidents of discrimination. Based on this percentage, there may be some correlation as to why only 39% of staff and 35% of supervisors felt comfortable reporting discrimination to the chain of command without fear of retaliation.

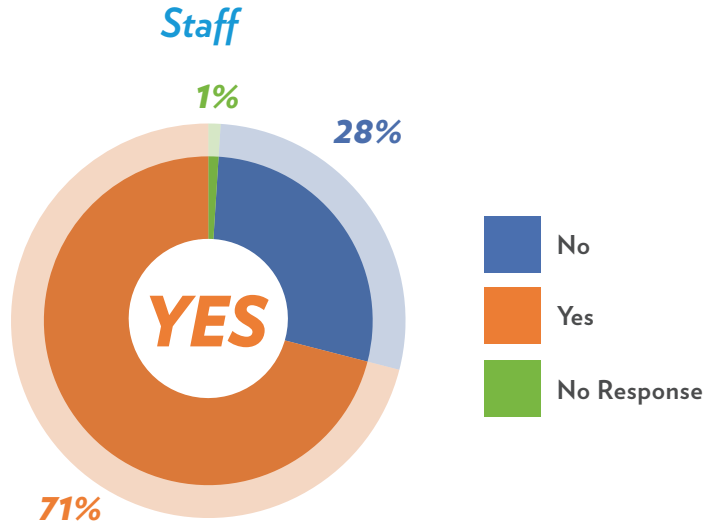
The quantitative and qualitative focus group findings correlate and provide a clear picture of the apathy, lack of trust, and lack of confidence that many of the African American and Latino participants had in the department. Although many of the respondents worked in the field, others with stationary positions had a lot of the same or similar sentiments. They expressed the need for management to actively listen to how their employees feel, and understand what workplace experiences impact equity and treatment.



Focus Group Questionnaire

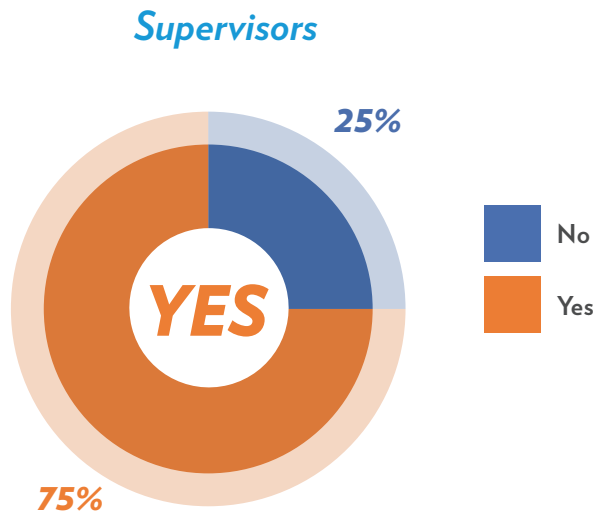
Staff and Supervisor Response

1. Have you personally witnessed discrimination?



If so, what type?

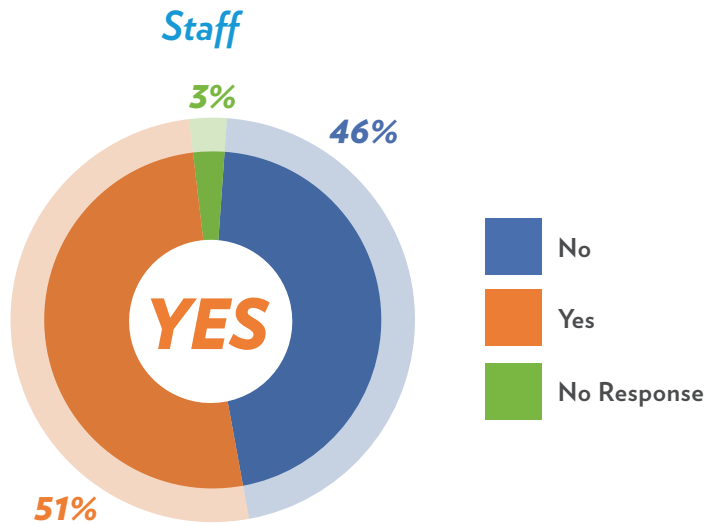
Race - 49%	Weight - <2%
Gender - 22%	National Origin - <2%
Age - 18%	Religion - <2%
Other - 7%	Nepotism - <2%
Disability - <2%	



If so, what type?

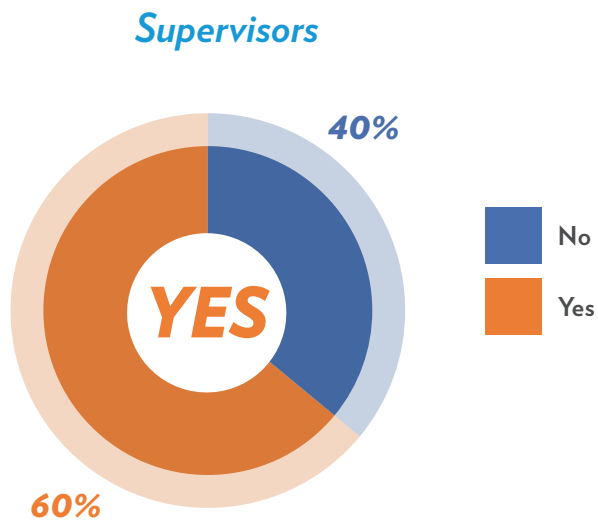
Race - 47%	Other - 5%
Gender - 32%	Workplace - 5%
Age - 11%	

2. Have you been a victim of discrimination?



If so, what type?

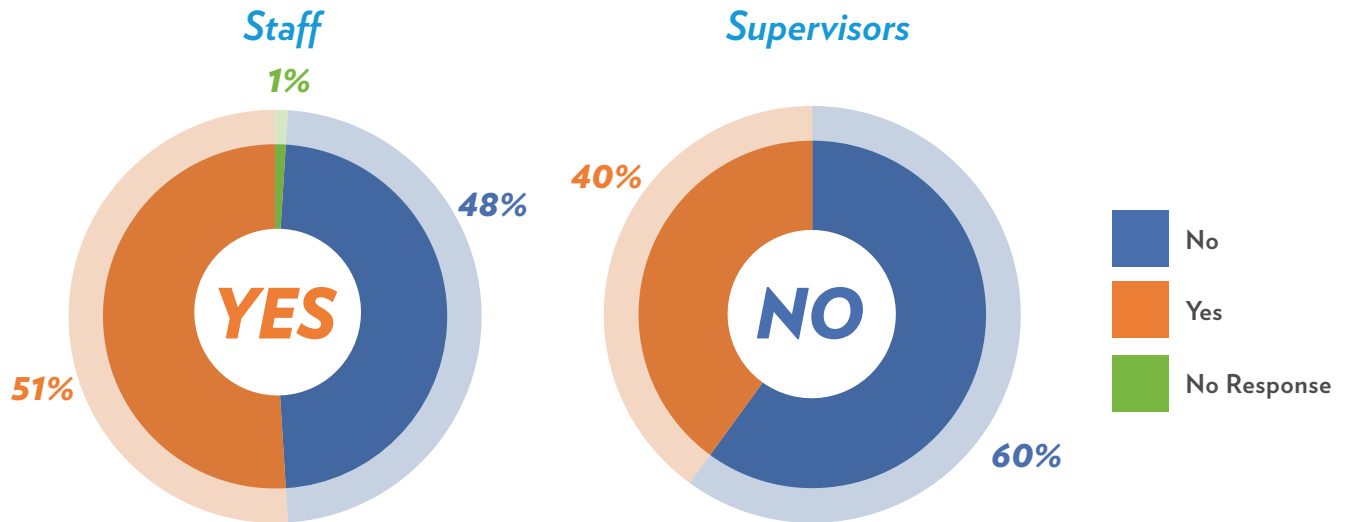
Race - 50%	Age - 11%
Other - 20%	Language - 4%
Gender - 13%	Nepotism - 2%



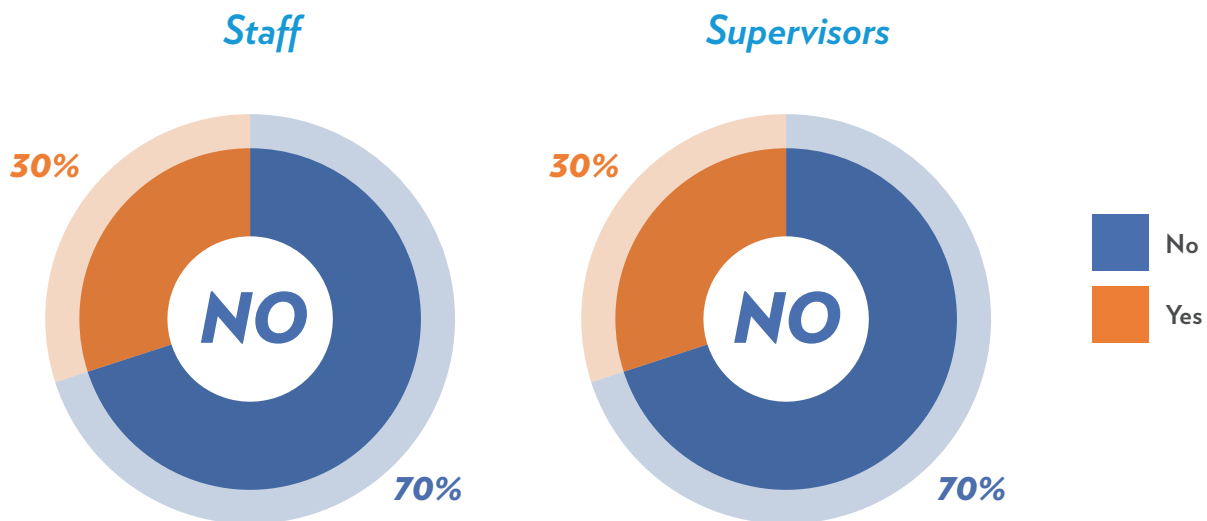
If so, what type?

Race - 50%	Other - 42%
Gender - 25%	Age - 8%

3. Do you feel that you've been discriminated against for career advancement opportunities?



4. Have you ever reported discrimination to your supervisor, union rep, or EEO?



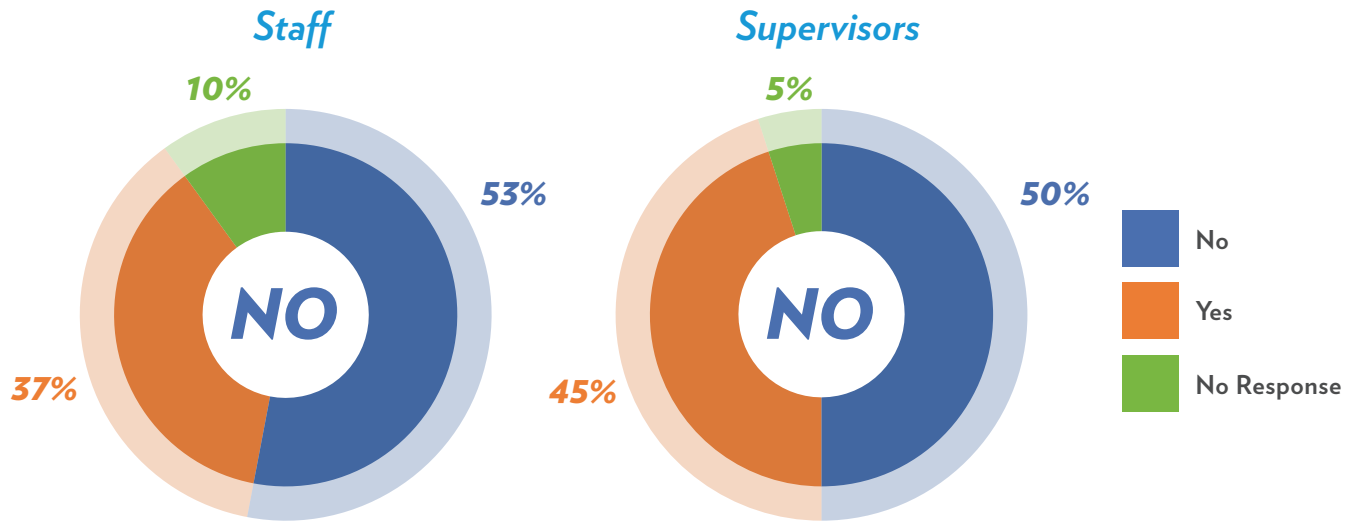
If so, what type?

Supervisor - 44%
Union - 31%
EEO - 19%
Other - 6%

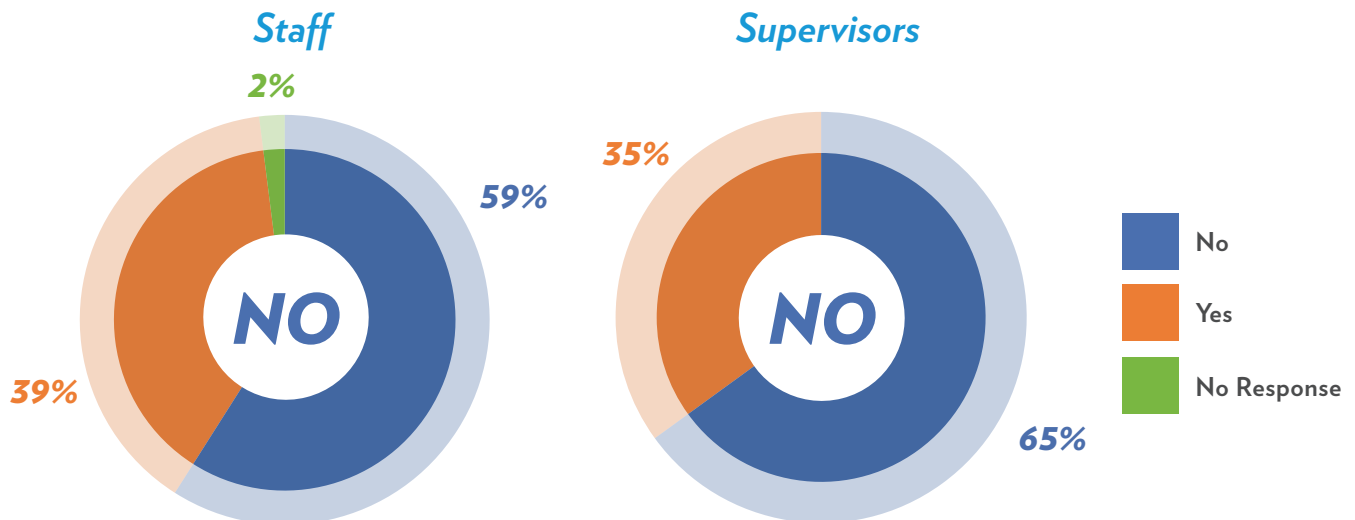
If so, what type?

Supervisor - 40%
Union - 20%
EEO - 20%
Other - 20%

5. Do you feel that LADWP management takes appropriate action in response to incidents of discrimination?



6. Do you feel that you can use the chain of command to report concerns about discrimination without retaliation?





SURVEY: Voice of the Employee

Survey Methodology

To obtain the voice of a larger sample size of LADWP employees, a voluntary online survey was conducted via SurveyMonkey to collect qualitative and quantitative data.

The anonymous survey was distributed via email to approximately 7,000 of the 11,345¹ department workforce from September 10 to September 25, 2020.

At the time of distribution, all employees did not receive the survey, because the department was in the process of issuing email accounts to staff without access to LADWP email.

Almost 50% (3,435) of employees invited to participate responded, which amounts to 31% of the overall LADWP workforce.

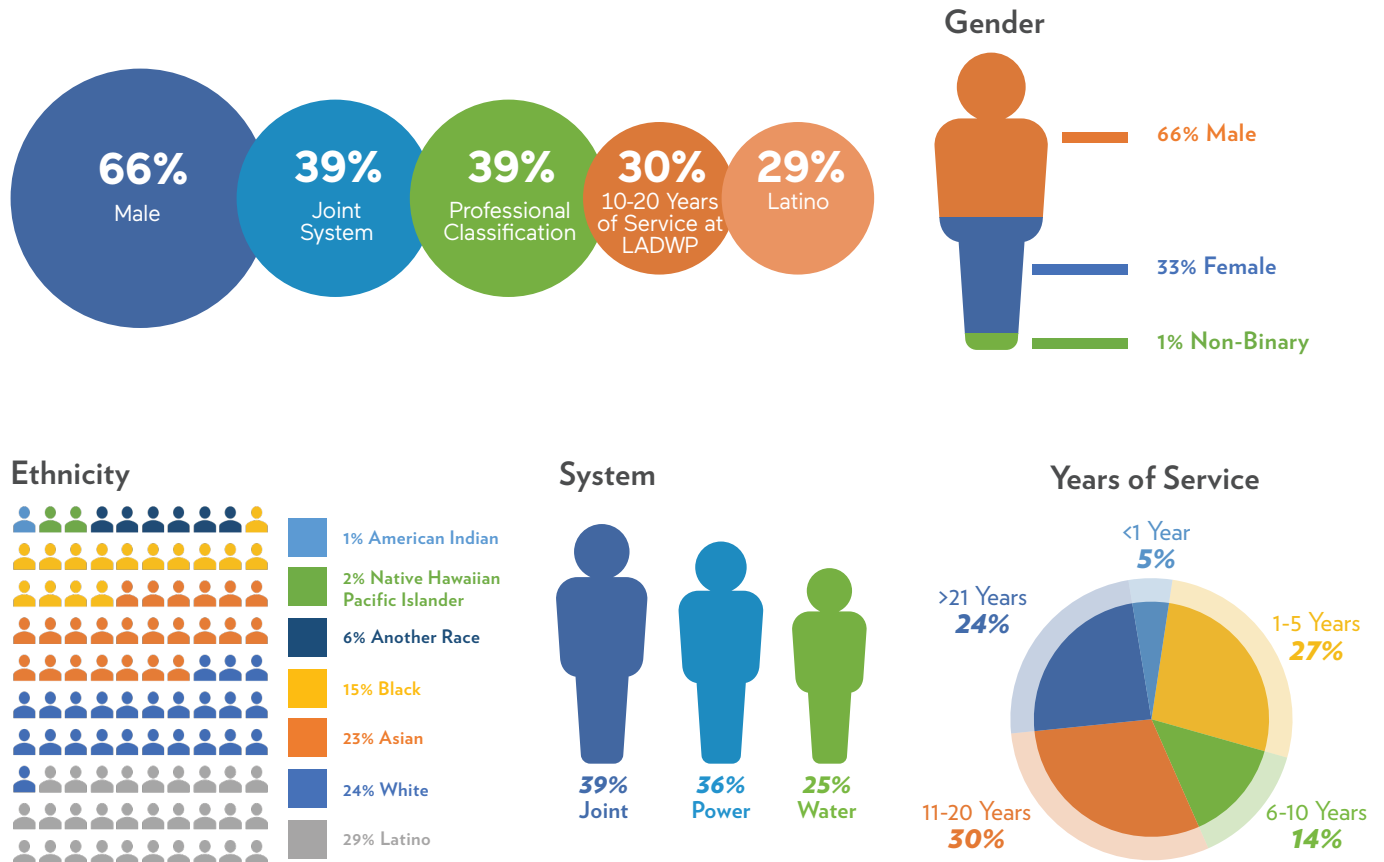
The survey consisted of 26 questions, including the following types: Demographic, Closed-Ended, Open-Ended, Scaled, and Multiple Choice; which allowed respondents a variety of feedback options. The questions were categorized into six categories: 1) Demographic information; 2) Thoughts on the General Manager's Racial Equity Bulletin (8/11/20); 3) Promotional resources; 4) Internal communications; 5) Diversity, equity, and inclusion; and 6) Discrimination/Retaliation. Most of the questions were analogous to the questions that were asked during the focus groups. This allowed for comparison and contrast of data, as well as assessment of similar themes.



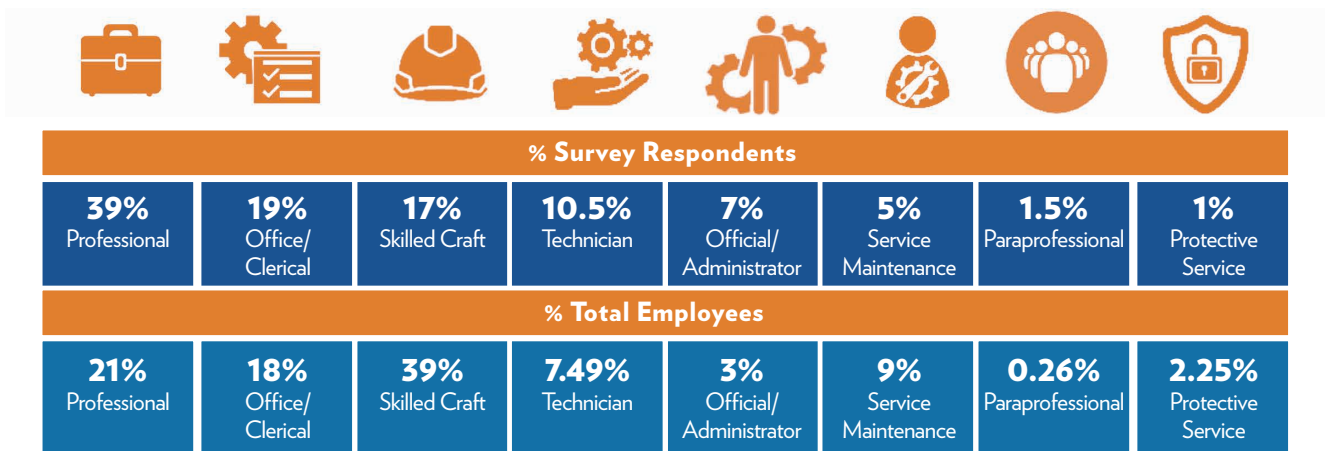
¹As of July 2020

Who took the survey?

The majority of the 3,435 respondents were male, worked in the Joint system, were classified as Professional, served at LADWP for 10-20 years, and identified as Latino. Additionally, 76% of respondents were people of color.



Staffing Level



What did the survey respondents say?

Survey respondents, including interviewees and focus group participants expressed similar concerns. Participants provided feedback on the Culture of the Department, Hiring and Promotional Practices, and Training/Mentoring. Status Quo and Merit were new themes that emerged in Survey responses. These respondents were not looking for change and were satisfied with the current status of diversity, equity, and inclusion in the department. Some also indicated that race and ethnicity should not be a factor in recruitment, hiring, or promotions.



Culture

“Don’t just make this something you are doing to follow what’s trending in society. Really commit to moving towards a diverse and racially equitable workforce at all levels. This should become LADWP’s culture, a way of life, not just for a season but always.”

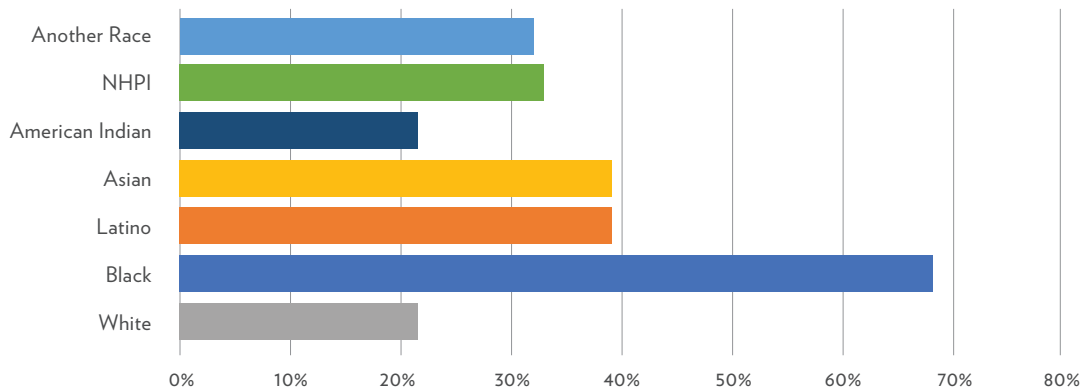
The quote above represents a prevalent sentiment from survey respondents that a culture shift at the department is needed. Over 70% of respondents strongly agreed/agreed that the General Manager’s Bulletin was timely and relevant. Blacks, Latinos, and Asians strongly agreed/agreed with this sentiment at even a higher rate of 75%. Six percent (6%) of all respondents disagreed/strongly disagreed with the General Manager’s bulletin being timely and relevant, while 21% were neutral, neither agreeing nor disagreeing.

When asked if LADWP should prioritize diversity and inclusion, 38% of respondents strongly agreed that it should be prioritized, and 32% agreed. This means 70% of total respondents clearly believe that diversity and inclusion must be made a priority in the department.

Only 8% of total respondents strongly disagreed/disagreed with prioritizing diversity and inclusion. Figure 4.12 displays that African Americans strongly agreed at an even higher rate (68%) than other ethnic groups.

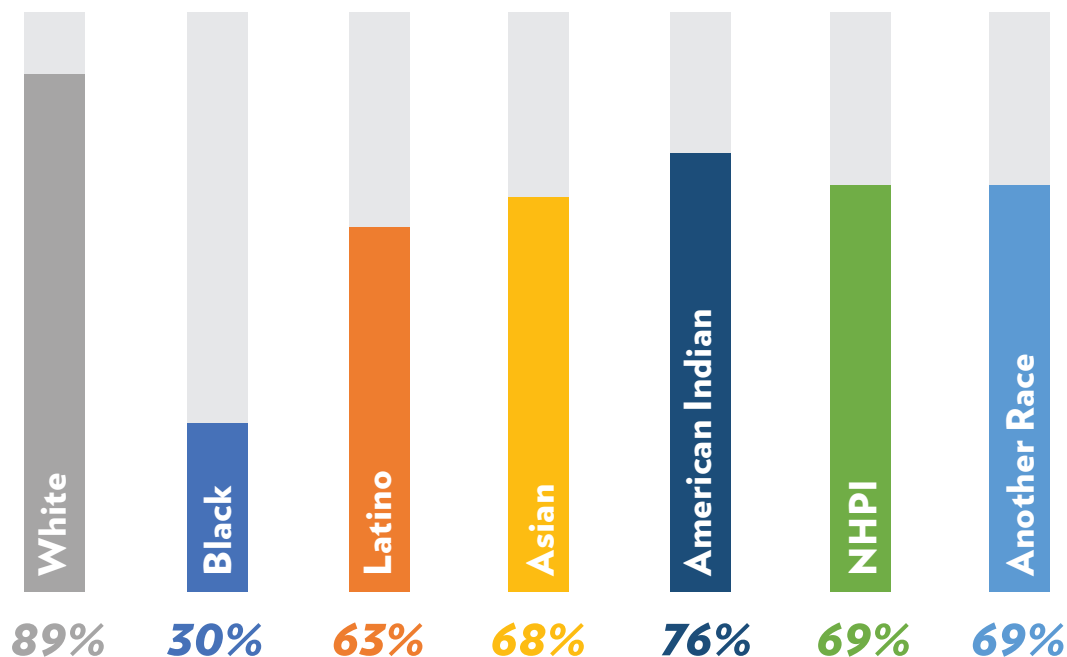


Figure 4.12 LADWP Should Prioritize Diversity – Respondents that Strongly Agree

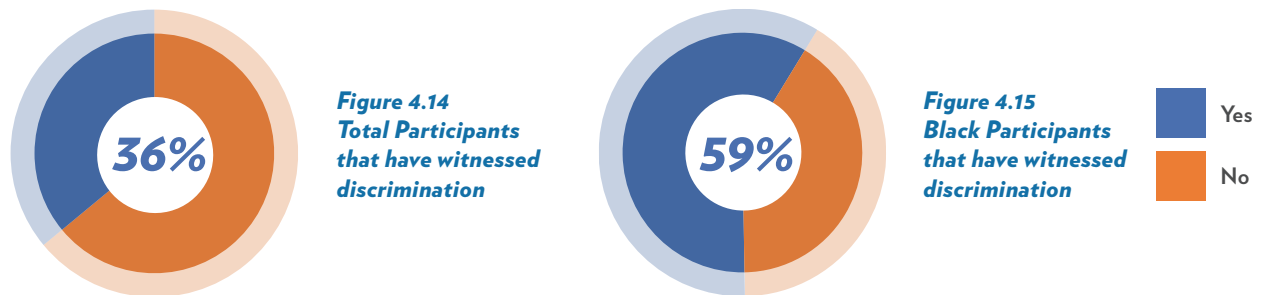


Respondents were also asked if they thought employees of different races were valued equally at LADWP. The majority of total survey participants (66%) responded they felt different races were valued at the department. Figure 4.13 displays that African American respondents felt valued to a lesser extent than other races, given only 30% of African American survey respondents indicated they felt valued, while other races responded they felt valued at a higher rate.

Figure 4.13 Yes, employees of different races are valued equally at LADWP



Survey participants were asked if they had personally witnessed discrimination at LADWP. Figures 4.14 and 4.15 display that African Americans witnessed discrimination at a higher rate than total respondents. Race was the foremost type of discrimination specified, others indicated discrimination regarding gender, age, sexual orientation, and disability. Some respondents attributed the department's challenge with discrimination was due to the lack of accountability, nepotism, favoritism, implicit bias, and communication issues.



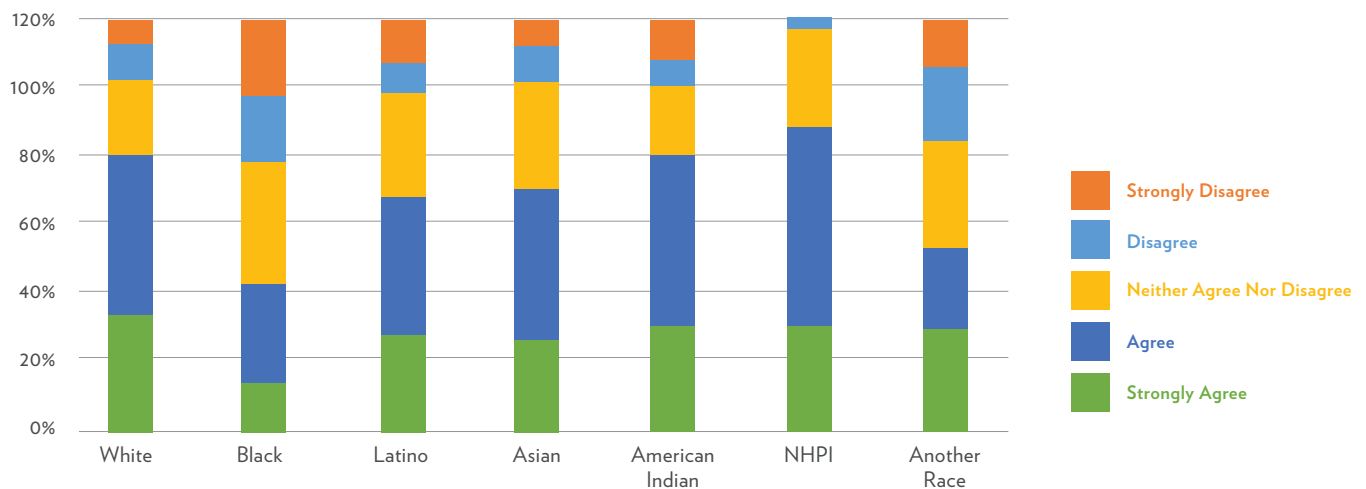
The following Word Cloud (Figure 4.16) displays the most prevalent words reported by survey participants regarding retaliation for reporting discrimination. They offered various recommendations to hold supervisors/managers that repeatedly failed to meet EEO guidelines accountable, including termination, demotion, suspension, or removal from positions. Some indicated that stronger consequences and enforcement were needed to discourage EEO policy violations and hold accountable those who support and protect those that perpetuate discriminatory policies. Further advocating that instances of discrimination should be placed in personnel files to prevent promotion of EEO violators. Additionally, third party or external investigation teams were recommended to deter discriminatory and retaliatory practices.

Figure 4.16 Recommendations to prevent retaliation for reporting discrimination



Fifty-seven percent (57%) of total respondents strongly agreed/agreed that they can use the chain of command at LADWP to report concerns about discrimination without retaliation. Twenty-four percent (24%) neither agreed nor disagreed, while 20% strongly disagreed/disagreed that they can use the chain of command. Figure 4.17 displays ethnic response to whether or not they felt comfortable using the chain of command. African American respondents fell below all other ethnic respondents in their level of comfortability in reporting discriminatory concerns to supervisors/managers.

Figure 4.17 Response to Statement “I can use the chain of command at LADWP to report concerns about discrimination without retaliation.”



Some survey respondents indicated receiving the “we will look into it” response from management or their union representative when reporting discrimination or retaliation, but there was no follow through. As such, some people of color respondents were apathetic about reporting because of negative experiences with the chain of command. Some of these responses are indicated below:

- “Whatever is in place now regarding “0” tolerance is not working. Upper levels do not address concerns due to threats of legal action and do not want to take issues to the next level. Extremely swift action should be taken. Currently, it’s dragged out; therefore leaks get out and people take sides, not even knowing facts, which creates more retaliation.”

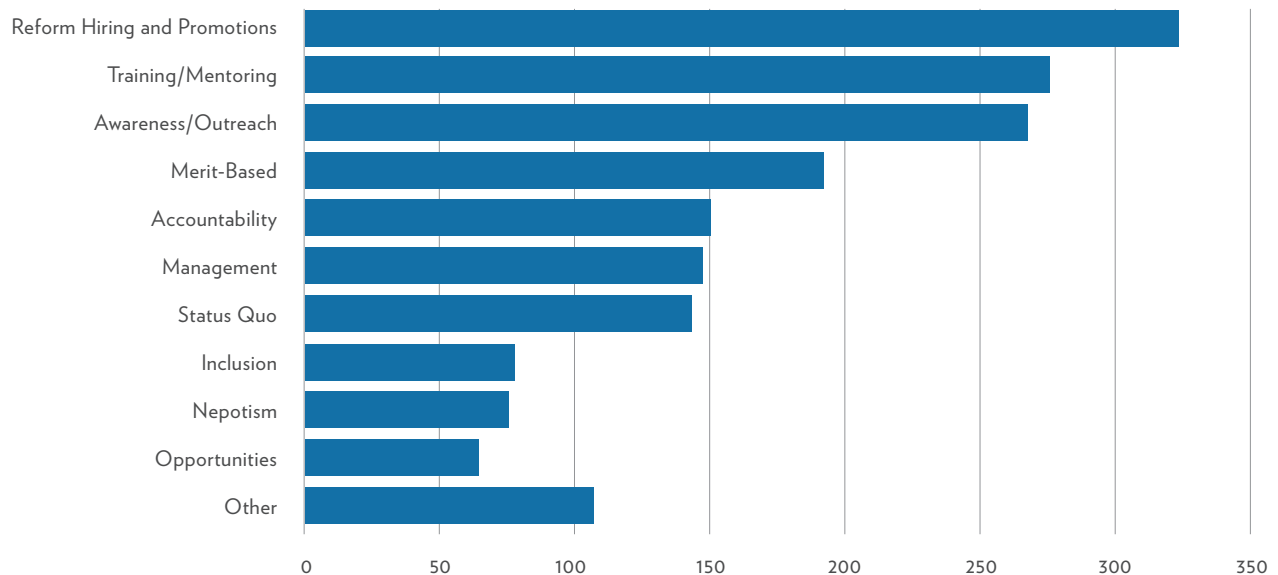
Table 4.18 displays the most prevalent suggestions to the open-ended question: *What measures would you recommend LADWP put in place to prevent retaliation?*

Table 4.18 Employee Recommendations to Prevent Retaliation

Third Party Involvement	Accountability	Discipline/ Penalties	EEO Enforcement	Training
Survey Participants Recommendations to Prevent Retaliation				
Hire outside agency to handle discrimination claims	Hold all accountable for discrimination & retaliation	Enforce disciplinary measures on managers that violate policy	Keep investigation information and complaints confidential	Obtain employee feedback as part of supervisor training
Independent Oversight and Reporting Agency	Discipline managers that abuse their positions	Ensure proven discriminatory offenders are penalized & are not promoted	Implement a more effective approach for submitting complaints to prevent retaliation	Recurrent EEO training for supervisors and managers
Internal or external audit team to assess retaliation claims	Record meetings and allow staff to take anonymous surveys	Enforce zero tolerance policy & disciplinary procedures, so those that report are not retaliated against	Ensure managers are not empowered to violate EEO policies by enforcing consequences for their actions	Diversity training or workshops on changing the culture of LADWP

Additionally, survey respondents were asked to provide recommendations to help LADWP move towards a diverse and racially equitable workforce at all levels. Figure 4.18 displays that hiring and promotional practice reform was of greatest concern to respondents. Survey respondents also provided recommendations regarding improving training, mentoring, and outreach. They shared that hiring based on merit was important, as well as holding supervisors/management accountable for violating discriminatory policies. Issues with nepotism, favoritism, and cliques were also prevalent responses in every open-ended question.

Figure 4.18. Response to the Question “How to Move Towards a Diverse & Equitable Workforce?”



The quotes below represent employee responses on how to help LADWP move towards a diverse and racially equitable workforce.

Employee Thoughts on Culture Shift

- “Try and keep a diverse interview panel. Sometimes people don’t even recognize inherent bias, and naturally have a predisposition toward their own race.”
- “Mentoring is something the department needs to improve on. For most field personnel there is no guided mentoring opportunities, just whatever is picked up in the field.”
- “Continue the discussion with all employees, like how you are doing with this survey.”
- “Hold managers and employees accountable for the discrimination towards their coworkers and create a safe environment for people to report. Make changes that are beyond politically trendy moves only for the optics.”
- “Ensure all departments and employees are held accountable for their actions when they commit discrimination acts, ensure these actions are handled correctly instead of being covered up by management or pressuring the victim....Yearly mandated training for all employees.”

- “The survey is a great step. It’s refreshing to see someone taking action. As we all know, action speaks louder than words. Hiring starts at the upper levels; and until we start seeing a change in employment selection, it’s status quo.”
- “Select true leaders that understand the responsibility of diversity and watching out for discrimination; and that understand how important it is to have a workforce that tries to mirror the community we serve.”

The thoughts presented above indicate that most survey respondents desired to move towards a more diverse and racially equitable workplace. While some expressed the need for accountability, others thought the department was already operating effectively and even felt the word “race” should be removed and LADWP should stop “pandering” to minorities.

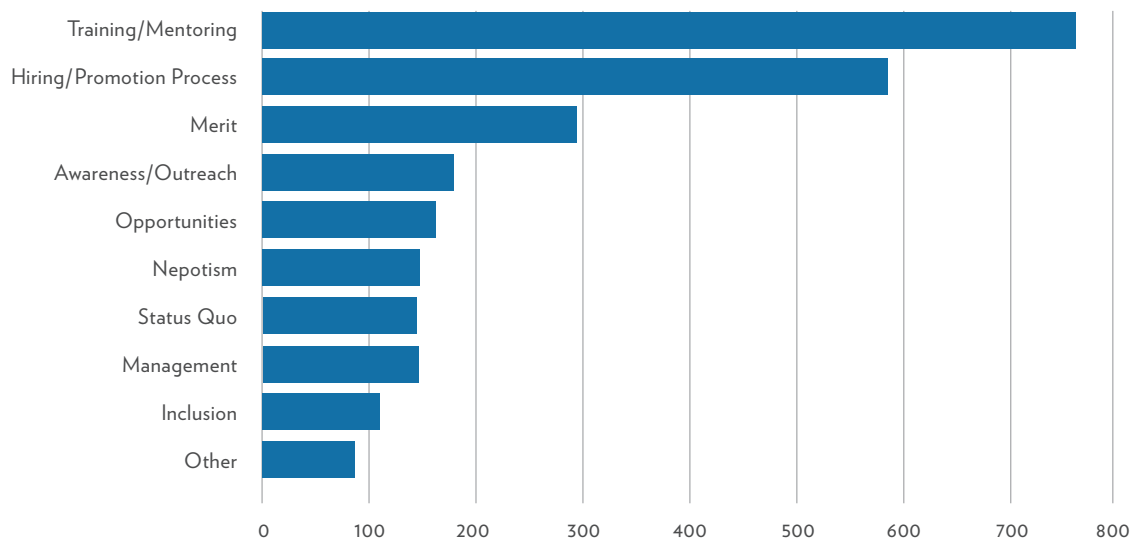


Hiring, Recruitment, and Promotions

“Ensure more opportunities are developed to move into upper management and senior executive positions. There have been experiences where only certain people are allowed to receive the experience/opportunity.”

The following survey question generated a multitude of responses, which are categorized in Figure 4.19: A review of LADWP’s workforce displays that African Americans and Latinos make up less than 20% of upper management and senior executive positions. What improvements can be made to achieve upward mobility and racial equity for African Americans and Latinos at LADWP?

Figure 4.19 Response to the Question “What improvements can be made to achieve upward mobility and racial equity for African Americans and Latinos at LADWP?”



The top two responses to the question regarding achieving upward mobility and racial equity for African Americans and Latinos were Training/Mentoring and the Hiring/Promotions process. Respondents recommended Diversity Training to educate employees about implicit bias, cultural awareness, anti-racism, and discrimination. They also encouraged the department to provide a formal mentoring program and coaching opportunities to develop all employees, especially African Americans and Latinos into management. Provided below are a sampling of recommendations for the Top 3 responses to the upward mobility question.

Thoughts on Training/Mentoring

- “Solid and substantial training about implicit bias is a huge key to making sure anyone sitting across the table during an interview is fairly rated and scored.”
- “Provide true development courses, create individual employee plans on the first day at the department, establish mentors, and give candidates a true opportunity to compete. Stop the pre-selection of candidates. It took a civil unrest to recognize the disparity between POC and Caucasians in high level positions. Well, it was always known, but now it is a priority. How sad.”

Participants indicated varying challenges with the hiring and promotions process at the department. Similar to focus group respondents, they expressed problems with nepotism, favoritism, biased interview panels, pre-selected candidates, career pathing, lack of communication, and lack of materials. Some participants recommended LADWP work to improve these impediments for all employees and not just minorities. The following represent survey participant recommendations on hiring and promotions.

Thoughts on Hiring / Promotions

- “Eliminate the old boys network; hire based entirely on merit not favoritism, not according to “who’s turn it is”.”
- “One cannot pinpoint or prove racially motivated decisions made for promotions. The only proof is that we have a disproportionate amount of Caucasians in upper management. It is not because we are superior supervisors, it is because of implicit bias and the nature of our culture. The fact that some senior positions have never been filled by minorities is embarrassing. Real change starts with every one of us being able to see and recognize this bias that we have gotten so comfortable with that we find it to be normal.”
- “Greater diversity on interview panels; unconscious bias training for all employees; continue to recruit and hire these groups into our workforce so that a substantial pipeline of candidates exists for all levels.”

Merit-based promotions was also a prevalent response to the question regarding upward mobility. The quotes below represent respondents’ thoughts on merit.

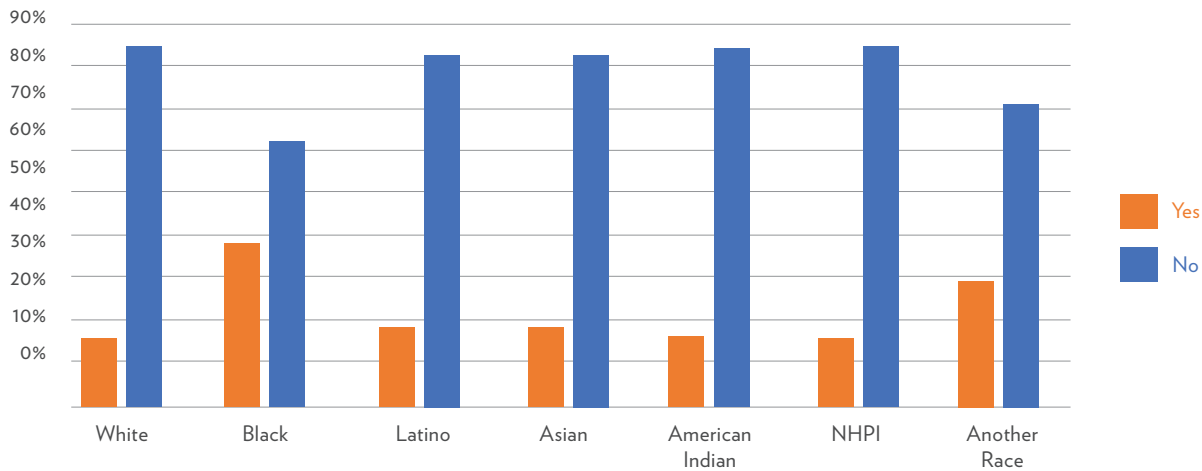
Thoughts on Merit-Based Promotions

- “The best most qualified candidate should be chosen for a job regardless of ethnicity.”
- “Need to hire based on merit, ie qualifications, knowledge, skills, abilities, and education. LADWP practices all the isms, nepotism, favoritism, and who they like rather than qualifications. Unfortunately, African Americans have been left behind from DWP’s inception to up to now. The DWP would rather higher an unqualified white, Asian, etc rather than a highly qualified African American.”



As indicated in Figure 4.20, nearly 40% of African American and 29% of Another Race participants felt they had been discriminated against for career opportunities. All other ethnic groups responded below 20%. Only 21% of total participants responded “yes” to the question.

Figure 4.20 Response to the Question “Do you feel that you’ve been discriminated against for career advancement opportunities at LADWP?”



Additional recommendations from survey participants to combat the issues described above were:

- Ensure diverse (ethnic and gender) interview panels
- Invite a third party or have an oversight committee that monitors interviews
- Do not allow employees that have violated EEO policy to participate in panels or be promoted
- Ensure all employees have access to a repository of interview study materials
- Continue to obtain the Voice of the Employee via surveys and forums
- Implement merit and performance evaluations for staff, supervisors, and management
- Assess divisions/sections that do not demonstrate any diversity
- Demonstrate that diversity and inclusion are core values at LADWP
- Develop a strategic and actionable plan for diversity and inclusion
- Increase opportunities for African Americans and Latinos to promote and contribute to LADWP



Training/Mentoring

“Grow your talent within the company and have career development paths so that people who may not have had the same advantages of resources get a chance to succeed.”

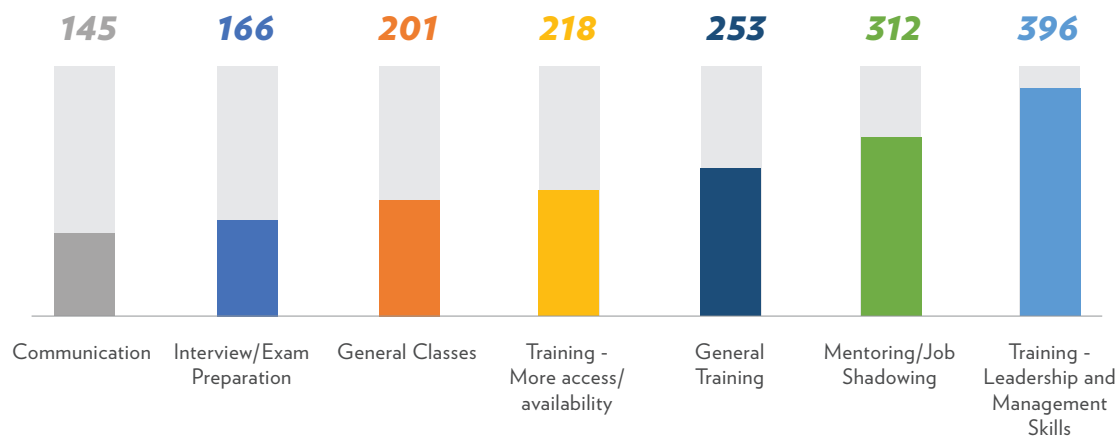
The Word Cloud below (Figure 4.21) represents a summary of some of the most common words mentioned in open-ended responses. The word “Training” was the most used word, outside of “Employees”, as it was used over 1,500 times by participants. There were a multitude of trainings that employees recommended the department offer, including cross training, career counseling, implicit bias training, computer classes, and virtual training classes. Mentoring was also important, as participants indicated job shadowing and more formalized use of Article 33 would better prepare them for promotional opportunities.

Figure 4.21 Word Cloud representing most commonly used words in response to open-ended questions



Some participants shared that LADWP has offered more virtual training opportunities during the COVID pandemic and this was well received by respondents. Figure 4.22 displays the types of trainings, resources and general recommendations that participants suggested would help employees interested in promoting move up to mid and senior management positions. Leadership and Management Skills trainings ranked #1 at 396 respondents noting the importance of this type of training. Some participants shared the sentiment that “[h]aving internal training for leadership development within DWP has to be imbedded in the culture of the organization.” They further indicated the need to invest in and prepare future leaders for their roles as supervisors and managers in the department.

Figure 4.22 Top recommendations to help employees promote at LADWP



Participants also offered recommendations to assist in removing impediments to promotion. Participants suggested ensuring oversight in the interview process. In particular, they urged interview panels follow EEO guidelines and increase diversity by adding people of color and women to the panels. Participants also recommend hiring third party consultants or Non-LADWP employees to conduct interviews or participate in interview panels. In relation to external involvement, a participant said, “[t]he people that handle complaints should be from an outside facility. Not from a building where everyone knows everyone, or are related, etc...” Finally, some participants proposed that Human Resources provide better review and oversight of interview questions beyond the civil service stage, as well as inspect outdated city hiring/promotional protocols.

Although 54% of total survey respondents Strongly Agreed/Agreed that information is fairly distributed to ALL employees regarding promotions, training programs, and other career advancement opportunities, there were other respondents that said supervisors and the department could do a better job of communicating with employees.

Some respondents stated that employees “in the field don’t always have easy access to computers.” As such, the department must work on a better method to communicate with those in the field. Although most respondents indicated they receive promotional, training, and career advancement opportunities via email, nearly 20% indicated other means, which was a combination of email, bulletin board or word of mouth. Only 10% indicated receiving this information from supervisors.



Status Quo

“Let work ethic and character be the only factor. Don’t worry about racism. It’s not where I work, and people are tired of hearing about it.”

Status Quo emerged as a new theme, as it was not expressed during interviews or focus groups. Open-ended responses that indicated there was no need for diversity and inclusion or indicated that the department was already operating effectively were categorized as status quo. The quotes below demonstrate the sentiment of these responses.

Thoughts on Status Quo

- “...To answer the question: There is NO other place of employment where SO MUCH upward mobility exists for incompetent people just because they are a certain race. No improvements are needed to DWP- improvements are needed by the individuals taking some initiative, educating themselves and performing at higher than mediocre levels and expecting everything be handed to them for fear of “throwing the race card.””
- “I don’t think that it’s the Dept’s responsibility to improve upward mobility of any specific group or class of people...”
- “No improvements should be made. If any improvements are made, they should be available to all employees equally, as equal standing members of LADWP family. There is no need to “force” diversity. We are all free to achieve our own goals. All that is needed is a level playing field.”

Additionally, there were sentiments of reverse discrimination and apathy exhibited by survey participants. A participant shared that “Blacks and Hispanics already have an advantage in applying for college and jobs (reverse discrimination). It’s unfair to give them a leg up in all spots of their career.” Some participants exhibited a concern that African Americans and Latinos would receive preferential treatment if diversity and inclusion measures were implemented, as exemplified by this statement, “[i]t seems the Asians always get left out while African Americans and Latinos are always the focus!”



RECOMMENDED GOALS: General Manager

Table 4.19 provides recommended goals, as well as performance indicators for the General Manager that will assist LADWP in the next phase of implementation of the Racial Equity Action Plan.

Table 4.19 General Manager Recommended Goals

	GOALS	MEASURE
GM1	Improve manager accountability by including DEI activities in performance reviews and evaluations	Manager Performance Evaluation program in place
GM2	General Manager to be accountable to the Board regarding EEO and DEI issues	GM/Chief DEI Officer present a regular report to the Board on EEO and DEI issues
GM3	Hold all LADWP managers accountable for enforcing the Zero Tolerance Policy against discrimination, retaliation, harassment, and hazing	Develop mechanism to review EEO complaints with managers
GM4	GM to create a clear aspirational vision for racial diversity, equity, and inclusion in the department	Create a vision statement for the Racial Equity Report
GM5	Hire Chief DEI Officer	Chief DEI Officer position is filled
GM6	Create a DEI organization that is the model for other city departments	DEI Office created and moving forward



RECOMMENDED GOALS: Workforce Development

Table 4.20 provides recommended short and long terms goals, as well as performance indicators for Workforce Development that will assist LADWP in the next phase of implementation of the Racial Equity Action Plan.

Table 4.20 Workforce Development Recommended Goals

	SHORT TERM GOALS	MEASURE
Organizational and Operational Improvements		
WF1	Create the Diversity, Equity, & Inclusion Office and develop a sufficient budget for the remainder of the current fiscal year and the 2021-2022 fiscal year to ensure that goals for the office are achieved.	Office is established, position, budget and space are allocated
WF2	Chief DEI Officer/Racial Equity Task Force periodically report to the Board.	GM/Chief DEI Officer present a regular report to the Board on EEO and DEI issues
WF3	Develop enhancements to the Tuition Reimbursement Program to ensure all employees have equal access to pursue degrees and/or credentials to qualify them for their chosen career path.	Revamp Tuition Reimbursement Program
WF4	a. Include career ladders on the LADWP website for increased visibility for employees and external interests. Work with Personnel to update pathways for LADWP classifications.	Career ladders are created for every classification in the department and they are accessible to all employees via the department's website
	b. Develop a Career Path Workshop to educate employees on career ladders and promotional pathways to improve upward mobility into supervision and management.	Workshops are created, conducted, recorded and made accessible in a library or repository

	SHORT TERM GOALS	MEASURE
Organizational and Operational Improvements		
WF5	Create an online resource where employees have access to bulletins, communications, promotional announcements, recognition highlights, and information on upcoming trainings, initiatives, and meetings.	An online repository of information is created and readily accessible to all employees
WF6	Develop an Internal Communication Strategy that includes tools/resources necessary for the Communication's Division to have the ability to communicate with all staff in a timely and effective manner re: Bulletins, Policy/Process Changes, Employee Updates, Weather & Safety Conditions, Promotional Opportunities, Recognition, etc.	A strategy is developed and implemented and all employees have knowledge of how to access the information
WF7	Create emails for all staff; must be followed with an instructional overview or training on how to access and use email system.	All LADWP employees have an email account that can be accessed on personal devices
WF8	a. Update LADWP's Strategic Plan and incorporate diversity, equity, & inclusion into Core Values. Define the meaning of each Core Value for clear understanding and effectively communicate this to employees and the public.	Update the LADWP strategic plan regarding diversity and inclusion
	b. Increase brand awareness and visibility by showcasing LADWP's updated core values throughout facilities, website, social media platforms, and collateral materials.	LADWP develops marketing and branding that is very deliberate regarding diversity, equity, and inclusion in its images and messaging
	c. Develop Guiding Principles that reflect leadership standards, behaviors, and competencies that should be demonstrated in the workplace.	Develop as part of the objectives of the strategic plan

	SHORT TERM GOALS	MEASURE
Organizational and Operational Improvements		
WF9	Support initiatives of Affinity Groups/Employee Resource Groups organization by personal or professional interests that promote diversity & inclusion and networking opportunities for employees that share similar interests. Appoint Advisor from the Sr. Leadership Team to oversee efforts.	LADWP has made a budgetary commitment to fully fund recruitment, outreach and DEI efforts for women and people of color
WF10	a. Establish a Racial and Gender Equity Task Force that reports to the DEIO.	The Task Force is established and working under the direction of the Chief DEI Officer
	b. Racial and Gender Equity Task Force will create mechanisms to obtain the voice of the employee on an ongoing basis; quarterly or six months increments.	The Task Force creates a mechanism to hear the ideas, suggestions, complaints and grievances of LADWP employees regarding racial & gender equity
WF11	Share the Racial Equity Action Plan Report with all employees. Effort should be led by the DEIO.	The Office of DEI posts the plan on LADWP website and holds virtual workshops with staff to explain the plan
WF12	LADWP and IBEW Local 18 must work together to develop a Local Hire (Utility Worker) Program that targets people of color from zip codes in the City of Los Angeles; populated by low income residents of color. Develop a targeted approach to produce a better pool of diverse candidates.	Local Hire program is established through Local 18
WF13	a. Establish a formal mentorship program to be implemented across all Systems.	Formal mentorship program is established across the department
	b. Use retired LADWP personnel to assist managers with mentoring employees.	Establish agreements for retirees to assist managers in mentoring staff
WF14	Re-establish performance reviews for employee feedback and career planning.	Employee Reviews are established

	SHORT TERM GOALS	MEASURE
Organizational and Operational Improvements		
WF15	Leaders and managers should spend more time in the field interacting with subordinates.	Managers to prepare a plan to engage at least monthly with subordinates
WF16	Build a culture that encourages cross functional engagement between management and staff.	Same as above (WF15)
WF17	Hold a bi-annual meeting between the Chief DEI Officer and unions to discuss DEI goals and initiatives.	Chief DEI Officer holds a bi-annual meeting with Unions
Equitable Hiring Practices		
WF18	Senior Management must review what is expected by randomly participating in hiring, interview panels, and recruitment efforts.	LADWP develops a mechanism for Senior Management to review and participate in hiring and interview panels
WF19	Develop a strategy to ensure every Interview Panel reflects ethnic diversity across all Systems to measure equitable practices. Leverage reporting or an updated system to identify trends, track rotation, and determine effectiveness, successes, gaps, and opportunities.	Establish Equity Officers for each division and establish the Diversity Assistance Group within the DEI Office
WF20	Recruit outside contractors or people from other city departments to participate in interview panels for LADWP employment opportunities.	Equity Officers and Diversity Assistance Group to ensure diverse panels
Recruitment Strategy		
WF21	a. Establish a comprehensive annual budget for all Systems to significantly fund annual department recruiting efforts.	DEI Office to develop a comprehensive recruitment strategy fully endorsed and funded by the department
	b. Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), minority serving institutions, as well as Community Colleges in the Los Angeles region.	Included in WF21a

	SHORT TERM GOALS	MEASURE
Diversity Training		
WF22	Diversity and Inclusion training for executives, managers, supervisors and employees at all levels within LADWP. This training is to include an Implicit Bias Training segment. Training can be delivered as a series.	Conduct department wide implicit bias training and anti-racism training throughout the department
WF23	Expand the Supervisor Development Program Training. Allow employees that are not currently supervisors to enroll in the training. This will prepare them before they take exams for supervisor positions.	Supervisory training policy is changed to allow anyone to take the training
WF24	All managers and supervisors must be required to complete Manager Development training that addresses inappropriate behaviors and increases awareness re: implicit/unconscious bias, cultural proficiency.	Included in WF22
WF25	Develop an online library of centralized study materials to provide all employees equal access to exam study materials.	An online portal is created to give all employees access to appropriate study material for promotional exams
WF26	Use virtual training to increase the accessibility to more employees.	Provide for more virtual training opportunities
Culture		
WF27	Encourage managers and supervisors to create an environment where diversity, equity, and inclusion is considered when important policy decisions about the department are being made.	Create a question on manager and supervisor annual performance reviews to discuss what they've done to create this environment
WF28	Hold managers and supervisors responsible for creating and sustaining a culture of accountability, upward mobility for all employees and consistent disciplines for employees with a history of discriminatory behavior.	Create a question on manager and supervisor performance reviews to discuss culture, accountability and upward mobility. Also strengthen the discipline policy for discriminatory behavior to ensure consistency
WF29	Issue bulletins reaffirming the importance of culture change at LADWP and underscore the importance of diversity, equity and inclusion as essential to the operating principles of LADWP moving forward.	General Manager's bulletin issued regarding Culture and DEI principles

	LONG TERM GOALS	MEASURE
WF30	Update job criteria by eliminating verbiage that no longer applies to certain classifications. Irrelevant criteria or outdated skills no longer required may exclude diverse candidates at the beginning of the process that would otherwise qualify.	Perform a comprehensive review of all job criteria to ensure they do not exclude diverse candidates
WF31	LADWP to work with the City of Los Angeles Personnel Department to reclassify some existing job classifications and/or create new job classifications to help the department recruit more diverse candidates.	The DEI Office to establish this initiative with City Personnel
WF32	Pilot an initiative (e.g. Emerging Leaders) designed to develop key talent and qualified employees seeking interest in Leadership and Management positions. Participants will assist in achieving goals and department objectives in various areas. This initiative is designed to create exposure and improve mobility for existing employees, especially those that are underrepresented in management, especially African Americans.	Create an Emerging Leaders training and development program
WF33	Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting to local ethnic chambers of commerce and ethnic engineering and architectural professional organizations for additional recruiting opportunities.	Recruitment effort is established and the appropriate budget is allocated
WF34	Establish consistency amongst the field staff supervisors to ensure all field staff complete necessary training within an established timeframe; Quarterly or Yearly.	Establish a standard of training for all field staff with quarterly reviews for compliance
WF35	Determine a course of action to consistently hold underperforming managers accountable.	A strategy is developed and implemented to ensure consistent performance levels amongst managers

SUPPLIER DIVERSITY



Supply Chain Services (SCS) oversees awards of over \$1 billion annually in purchasing for the Department. LADWP currently has a race and gender-neutral Small Business Enterprise (SBE)/Disabled Veteran Business Enterprise (DVBE) Participation Program that creates more competition and allows small, disabled veteran-owned and other businesses to take advantage of procurement opportunities. The SBE/DVBE Participation Program provides small businesses opportunities to compete for LADWP's contracts valued over \$150,000. The Department has an overall SBE goal of 25% and DVBE goal of 5%. In 2019, LADWP awarded \$716,882,361 in contracts to SBE/DVBE contractors, of which 21% went to SBEs and 1.1% to DVBE's. Although the Department fell short of their overall SBE/DVBE goal in 2019, SCS's award summary indicates they spent 80.5% with local businesses. SCS currently partners and engages with advocacy groups, such as local chambers of commerce, ethnic chambers of commerce, and business associations to outreach to the small business community. They also lead LADWP's annual Small Business Academy program, host vendor networking events and vendor workshops, as well as attend external events and conferences to outreach to the small business community.

SCS leadership recognized the need to improve outreach and provide more contracting opportunities to small businesses and is currently working to reorganize their office to reduce cycle times for purchasing and continue to fill the gap for the SBE/DVBE program. They also understood the Proposition 209 and city charter legal mandates, which restrain them from providing race or gender preferences to small businesses.

Thoughts from the Executives:

- “You can make a great report, but it’s going to be about the adoption of it.”
- “It’s a complex process to do business with DWP.”

Below are key findings:

1. Prime Contractor Tracking

- SCS holds prime contractor’s accountable for contractor performance but Contract Administrators were not holding primes accountable for achieving SBE/DVBE goals.
- Some prime contractors were not submitting monthly required reporting forms, but Contract Administrators were still approving payment.

2. Systemic Barriers

- Bureaucracy – the procurement process can take a long time due to paperwork and regulations.
- Old business practices hinder small businesses – LADWP must be on the vendor’s policy for bonds and insurance, instead of the department accepting General Liability certs, which is a current day best practice.
- Small business may be buying more liability insurance than they need.
- SCS has revamped the system to allow small businesses to issue contracting forms electronically.
- Forms that are due with each bid are cumbersome. LADWP leadership is currently working with the citywide procurement task force to make forms valid for one year.
- Online bid process needs to be revamped. LADWP leadership is currently working with citywide task force to make online bid process work for all vendors.
- It is difficult for small businesses to compete with large businesses for contracts with large values. SCS has begun working with the Water system to unbundle contracts.

3. Technical Barriers

- Current vendor management system is antiquated and does not allow for various types of reporting. SCS is in the process of purchasing a new vendor management system.
- Currently not tracking prime contractor procurement goals.
- The procurement system is difficult to navigate for some small businesses due to lack of resources or time needed to become familiar with the process.

4. **Contract Administration**

- Contract Administrators were not prioritizing oversight of primes on achieving diversity goals.
- Could not identify who in leadership is responsible for ensuring SBE/DVBE goals were met.
- SCS is going to develop a training for Contract Administrators to assist in oversight.

5. **Small Business Academy**

- There were 152 graduates and just over 40 had received contracts for projects in Southern California.
- Not tracking number of Small Business Academy graduates that successfully received contracts with LADWP.
- The in-person meeting format was difficult for small businesses to commit to. Working on moving to a virtual program format.

6. **Small Business Resources**

- Procurement professionals provide virtual assistance via WebEx to small businesses.
- Currently working on a “How to Do Business with LADWP” Guide.
- Partner with advocacy groups (local and ethnic chambers).
- Working with citywide taskforce on creating an overall outreach program and “How To” library.
- Working with citywide taskforce on revamping Business Inclusion Program (BIP) requirements. Subcontractors will receive notification about bid opportunities and will have to reach out to primes, instead of primes tasked with reaching out to subs.
- Encourages small business certifications by attending outreach events.
- Instrumental in implementing official recognition of LGBTQE Certification.
- Publicizes a quarterly newsletter to keep businesses abreast of SCS happenings, highlights, and opportunities.

Below are recommendations to assist in improving supplier diversity.

- Establish guidelines for Supplier Diversity to require a percentage of their procurement opportunities be awarded to SBE and DVBE businesses in the City of Los Angeles. Explore establishing an annual LADWP dollar goal or percentage goal of procurement opportunities that could be awarded to minority owned businesses in the City of Los Angeles.
- Develop guidelines for Supplier Diversity to purchase a percentage of their supplies, products, equipment, etc. from SBE and DVBE businesses in the City or County of Los Angeles. The guidelines could establish an annual dollar goal or percentage of total purchase goal to be purchased from these businesses in the City of Los Angeles.
- Reassign Supplier Diversity to the Diversity, Equity, & Inclusion Office.
- Reassign contract administration to Supply Chain Services.
- Develop a contract management plan.
- Ensure that SBE/DVBE businesses are receiving opportunities via targeted outreach.
- Risk Management department to revise insurance policy guidelines to current best practices.
- Ensure prime contractors adhere to contract requirements.
- Hold prime contractors accountable if they do not achieve their SBE/DVBE goals.
- Establish a report card or grading system to monitor if they are meeting small business contract goals.
- Develop training for contract administrators.
- Allow required bid form submission, once per year via vendor authentication.
- Establish a list of qualified small businesses for different services.
- Match prime contractors with subcontractors.
- Identify small businesses and survey them to determine why they are not bidding.
- Continue the Small Business Academy with a focus on figuring out how to improve the efficacy of the program.
- Allow Small Business Academy participants to complete required paperwork for bids and create a database where that paperwork can be kept on file for a period of time.
- Establish a Small Business Academy bid preference for small businesses that complete the program.
- Replace vendor contract management system.
- Expedite vendor payment systems to more quickly pay SBE/DVBE businesses currently working with LADWP.



RECOMMENDED GOALS: Supplier Diversity

Table 4.21 provides recommended goals, as well as performance indicators for Supplier Diversity that will assist LADWP in the next phase of implementation of the Racial Equity Action Plan.

Table 4.21 Supplier Diversity Recommended Goals

	GOALS	MEASURE
SD1	Establish a quarterly or bi-annual Supplier Diversity Outreach program targeting a broader constituency with a dedicated budget to make the effort on-going	SCS expands its outreach by identifying M/W/S/D/DVBEs entities that work in the top 10 industry categories contracted with LADWP. Budget will be allocated for the expansion of this initiative
SD2	Improve outreach to minority and female business groups to increase the number of minority and women-owned business contracting with LADWP	Establish sustainable relationships with various ethnic and gender-based business groups and associations
SD3	Increase Supplier Diversity outreach efforts to include ethnic chambers, faith groups/ organizations, community groups with economic development entities, utility trade groups, and other utilities	Diverse stakeholders are engaged in Supplier Diversity outreach efforts
SD4	Develop a mechanism to accurately monitor vendor activity for several categories of business enterprises to establish a baseline and measure progress toward contracting goals	Establish and actuate reporting of amount and quantity for contracting of various types of business enterprises
SD5	Establish goal to increase M/WBE, DVBE, and Small Business Contracting	Establish goals for business enterprise contracting and measure the increase or decrease relative to LADWP efforts
SD6	Enhance the Small Business Academy (Improve ROI)	Track and report the number of Small Business Academy graduates that receive business with LADWP annually
SD7	Establish accountability in DEI and Supply Chain Services (SCS) management for diversifying contracting at LADWP	DEI and SCS management to report to the Board regarding diversifying contracting at LADWP
SD8	Establish a Supplier Diversity program that is more robust and accountable	Synergy is created between SCS and L.A. City's Bureau of Contract Administration (BCA) Department in preparation of the Department's new procurement system to ensure the program is tracked and measured

ECONOMIC DEVELOPMENT & COMMUNITY ENGAGEMENT



LADWP's Economic Development & Community Engagement (ED) program is currently housed under the Customer Service Division. They currently have three (3) active programs that service the business community. The Business Promotional Bill Credit Program, which provides a scaled three-year annual discount from 7.6% to 2% on energy for new commercial customers. There is one (1) customer to date for this program. The Capital Business Retention Program provides financial assistance to applicable small business customers along specific water projects that have been impacted by construction. From 2016 - 2019, this program has assisted 90 customers and provided \$1.7 million in assistance. This program is currently being re-evaluated. The final program, Small Business Assistance, provides concierge service to small businesses.

According to leadership, ED has been treated like a “stepchild of the family.” It has not been a priority for many years and it does not service small business customers as richly as it did in the past. Previously, ED had successful energy efficiency programs, job training programs, and a construction mitigation program. Their goal was to provide LADWP assets that would support growth and development of the local economy with a focus on the small business community and job development. Given the low success rate of current programming, staff in the Customer Service Division are working with the city to try to determine if LADWP's ED efforts can support the city's efforts.

Thoughts from the Executives:

- “There needs to be a real refreshing of the Economic Development program.”
- “There hasn’t been direction for Economic Development in a while.”

Below are recommendations to assist in overhauling Economic Development & Community Engagement.

- Reorganize ED in the new Diversity, Equity, and Inclusion Office.
- The General Manager and the Board of Commissioners to prioritize ED at LADWP.
- ED Director should report to the Assistant DEI Officer.
- Assign leadership and staff that have experience in the ED arena.
- Understand current programming and determine what can be leveraged.
- Review previous:
 - 1) ED policies to determine their processes
 - 2) program activities to determine successes
 - 3) comprehensive ED strategy reports that were developed by former Directors to understand the goals and priorities for the Division
- Build upon previous ED goals and strategy to improve the program.
- Review other utilities’ ED programs.
- Consider stakeholder engagement to further inform strategy moving forward – Business associations, chambers, CBOs.
- Develop a viable strategy that outlines the new vision, mission, goals and objectives of ED.
- Ensure sufficient budget and staffing for ED.
- Educate the overall department and the small business community on the goals and importance of ED.
- Leverage the LADWP Small Business Academy.
- Partner with viable community organizations to promote the program.
- Market the program to the small business community via partners, social media, and events.



RECOMMENDED GOALS: Economic Development & Community Engagement

Table 4.22 provides recommended goals, as well as performance indicators for Economic Development & Community Engagement that will assist LADWP in the next phase of implementation of the Racial Equity Action Plan.

Table 4.22 Economic Development & Community Engagement Recommended Goals

	GOALS	MEASURE
EDCE1	Partner in Citywide efforts to retain and attract businesses by leveraging LADWP core functions	Establish a current baseline and set an annual goal for business partnerships
EDCE2	Increase access to financial assistance to grow the economy and create jobs	Set target for the level of increase to LADWP financial assistance
EDCE3	Increase the pool of people necessary to support a resilient sustainable power and water ecosystem	Determine the number of people needed and develop a strategy
EDCE4	Increase the resources available to support business participation in sustainability programs	Set goal for business participation, determine resources needed to achieve the goal. Increase resources to appropriate level
EDCE5	Increase the number of economic development opportunities in underserved communities	Establish a current baseline and set an annual goal for number of economic opportunities
EDCE6	Increase access to LADWP programs and services across the City	Set target for the level of increase to LADWP programs and services



Los Angeles
Department of
Water & Power

V. Equal Employment Opportunity



June 2021

V – EQUAL EMPLOYMENT OPPORTUNITY

Below are a few of the perceptions revealed by staff and some management during the interviews, focus groups, and employee survey regarding Equal Employment Opportunity (EEO) and their responsibility and authority to improve employee behavior:

- Employees are unclear if EEO has the authority to discipline employee bad behavior.
- It appears EEO does not have the resources it needs to thoroughly investigate cases brought to its attention, rendering the office ineffective.
- Does EEO have any real power or perceived power to prevent an employee's bad behavior?
- Even when a case of bad behavior is substantiated, it appears EEO has no authority to act upon it.
- Employees may be unclear about what authority EEO actually has.
- The culture within LADWP discourages people from filing EEO complaints because nothing will happen to the offender, the victim will be retaliated against, and the business of LADWP will continue as if nothing occurred. LADWP culture inhibits EEO from fulfilling its responsibility to the employees of the Department.

The Office of Equal Employment Opportunity was a topic that continued to resurface as the team engaged with all levels of the LADWP organization from the rank-and-file employees to executive management. There seems to be a significant disconnect in understanding regarding the level of transparency and authority as it relates to the investigations, outcomes, and resulting discipline.

The EEO office does investigate all complaints filed with their office in an effort to substantiate the claims and make recommendations to management for appropriate action. In a diligent effort to substantiate all claims, staff investigators look for corroborating evidence of pattern and practice, witnesses, and any actions or activities that could support the claims. In many cases, the hard corroborating evidence and witness accounts are lacking and claims cannot be substantiated. For the employee filing the claim, this is obviously disappointing as they feel that they have been wronged and individuals should be held accountable.

In the cases that are indeed substantiated, EEO refers the matter to the System offices in LADWP to follow through with the appropriate disciplinary action. The EEO office has not been given the authority to impose discipline. In addition, until recently, EEO has not followed up with the System offices regularly regarding these disciplinary issues.

In accounts from a number of employees, there seems to be a building sense of apathy because it seems that “nothing is being done and complaints are falling on deaf ears.” Additionally, when it is discovered that an employee has made a complaint and no apparent action has been taken against the offender, the employee and any witnesses may face retaliation and the offender has now become more emboldened. This results in further reluctance of the employees to bother with filing complaints or getting involved as a witness because the consequences far outweigh the benefit.

This type of behavior, although significant and troubling, seems isolated and focused primarily, but not exclusively, in the field workforce. This also seems to occur in pockets of the organization and is not widespread.

According to the perspectives of report participants, there is no doubt there are serial offenders in the organization that avoid any significant reprimand or discipline, because they know how to avoid the trappings of their actions. However, this activity needs to be probed and dealt with so all employees can be assured of a proper work environment with regard to EEO.

The recommendations listed in Table 5.1 will help ensure that the EEO office has the charge and authority to follow all substantiated complaints and keep the complainant informed without violating confidentiality standards.





RECOMMENDED GOALS: Equal Employment Opportunity

Table 5.1 provides recommended goals, as well as performance indicators for EEO that will assist LADWP in the next phase of implementation of the Racial Equity Action Plan.

Table 5.1 Equal Employment Opportunity Recommended Goals

	GOALS	MEASURE
EEO1	Maintain sufficient staff levels to timely investigate cases	Develop approved budget to maintain appropriate staffing levels. Set metric on investigation durations
EEO2	Track and follow the discipline for EEO offender	Develop mechanism in EEO to follow through on discipline
EEO3	Follow-up with complainants regarding resolution of cases to improve transparency and confidence in the EEO process	Develop mechanism to follow up with complainants on a regular basis until resolution is reached
EEO4	Annual reporting to the Board and EEO metrics	Annual report to the Board
EEO5	Work with department managers to develop strategies to reverse poorly trending metrics	Work with DEI Office to develop strategies to improve EEO office
EEO6	Set achievable goals for timely resolution of cases	Related to EEO1
EEO7	Employ a zero-tolerance policy and hold management accountable for discriminatory actions. Ensure timely follow-up on EEO violations and grievances.	Develop actions to improve follow-up and transparency to the complainant



Los Angeles
Department of
Water & Power

VI. Racial Equity Officer



June 2021

VI – RACIAL EQUITY OFFICER

Executive Directive No. 27 directs all city departments to designate a Racial Equity Officer (REO). The REO shall oversee all equity issues and mandates from the department. The following recommended responsibilities may be designated to the REO.

- Report to the General Manager and Board of Commissioners
- REO duties will be assumed by the Chief DEI Officer
- Create the Diversity, Equity, and Inclusion Office, which should be led by the Chief DEI Officer
- Provide sufficient staff, budget and resources to perform the duties of the DEIO
- Develop a diverse Racial Equity Taskforce comprised of LADWP non-management and management from different divisions and classifications to ensure input on equity practices



VII. Conclusion



VII – CONCLUSION

The past year has been a time of deep reflection for LADWP around issues of racial equity. As a Department, we have work to do within our culture, our policies, and our practices, both internally and externally to fully realize our vision around diversity, equity, and inclusion. That said, the Department’s commitment to elevating its ideals and creating pillars of transparency and accountability has been evident throughout this review and is reflected in its findings and recommendations.

In his statement on Racial Equity, General Manager Martin L. Adams affirmed a simple but powerful truth – “Our employees at LADWP truly are our greatest asset...” The job of building a workplace where everyone is respected, valued, and supported regardless of race, gender, faith, or sexual or gender orientation, as well as maintaining a culture of service equal to this moment will fall to each and every one of them. The value of their engagement during this important time of reflection and review, coupled with their deep and consistently expressed embrace of the values of diversity, equity and inclusion cannot be overstated. As the Department undertakes the implementation of recommendations outlined in this report and identifies a leader for the Office of Diversity, Equity, and Inclusion, it is this spirit that will pave the way for our success.

This work would not have been possible without the support and assistance of the following individuals and organizations:

- LADWP Board of Commissioners and its President, Commissioner Cynthia McClain-Hill
- LADWP General Manager and Chief Engineer, Martin L. Adams and the Executive Leadership Team
- IBEW Local 18 - Business Manager, Brian D’Arcy and Assistant Business Manager, Shawn McCloud
- Management Employees Association (MEA)
- LADWP Director of Governmental Relations/ Interim Racial Equity Officer, Winifred J. Yancy
- LADWP Executive Assistant to the General Manager, Ty Washington
- LADWP Human Resources
- LADWP Equal Employment Opportunity Office (EEO)
- LADWP Workforce Development Joint Labor Management Committee
- National Society of Black Engineers, LADWP Chapter
- Society of Hispanic Professional Engineers, LADWP Chapter
- Society of Women Engineers, LADWP Chapter
- Cordoba Corporation
- Dakota Communications

Special thanks to the many LADWP executives, past and present, as well as rank and file employees that participated in this report.

VIII. Appendix

- *Mayor Eric Garcetti's Executive Directive 27*
- *Remarks by Board of Water and Power Commissioner Cynthia McClain-Hill Regarding Executive Directive No. 27*
- *General Manager's Racial Equity Bulletin*
- *Glossary of Terminology - Diversity and Inclusion*
- *Employee Survey - Complete Analysis*



VIII – APPENDIX

Mayor Eric Garcetti's Executive Directive No. 27



EXECUTIVE DIRECTIVE NO. 27

Issue Date: June 19, 2020

Subject: Racial Equity in City Government

Our city is in pain, and we are hungry for change. The demonstrations for racial justice in recent weeks have not exposed something new -- they've laid bare the urgent and overdue demand to end structural racism.

America's tragic history of violent and persistent discrimination casts a long shadow over the challenges Blacks and other people of color confront today in housing, employment, and the criminal justice system. Without stability in these spheres, it is no wonder these communities lag behind white Americans in indicators of financial security, such as asset acquisition and the ability to transfer wealth across generations. Even more fundamentally, Blacks and people of color have long had good reason to fear for their personal safety. The cumulative impact of these social, economic, and political forces results in a shamefully disparate and stratified society.

We must marshal every tool at our disposal to ensure that all in our community are given the opportunity to thrive and reach for their full potential. And while we cannot dislodge structural racism overnight, it is our responsibility to acknowledge hard truths and advance the cause of reform. It's our duty, as Angelenos and public servants, to make Los Angeles reflect the hallowed but often elusive principles that underlie our Republic: that we are created equal and that each of us is entitled to life, liberty, and the pursuit of happiness.

We have to translate our ideals into action and we have to start with our own government. We must be prepared to think broadly and creatively to ensure that people of color, women, persons with disabilities, and veterans may equally participate and prosper in public life and society. We must live up to our democratic ideals by placing racial equity and inclusion at the center of our policymaking.

To a significant extent, progress in racial equity in California was undermined in 1996 with the passage of Proposition 209, which amended the California Constitution to provide that state and local government entities “shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting.” While it had long been unlawful to discriminate in education, employment, and contracting, the practical effect of Proposition 209 was to outlaw affirmative action in this State. In the absence of thoughtful affirmative action programs, longstanding racial and gender stratification has persisted and deepened.

On June 10, 2020, the California State Assembly passed Assembly Constitutional Amendment No. 5 (“ACA-5”) to begin the process of repealing Proposition 209. If the proposed state constitutional amendment is also passed by the State Senate, ACA5 would be placed on the November 3, 2020 general election ballot, and California voters will have the opportunity to repeal Proposition 209 by a majority vote.

The proposed repeal of Proposition 209 presents our City with the possibility of implementing affirmative action policies and programs and deciding what else we might do differently in such a changed landscape.

And while we await the results of the effort to repeal Proposition 209, we must also redouble our efforts to promote equity in our City, beginning with our own government. In employee recruitment and procurement, there remain many ways to enhance diversity and equal opportunity without affirmative action.

To support our ongoing efforts to ensure fairness, diversity, equal opportunity, and transparency in City government, I hereby direct as follows:

1. ***Racial Equity Officers.*** Each General Manager or Head of Department/Office shall designate a Racial Equity Officer for the Department/Office, and shall notify my Office of that individual’s name and contact information (including when there is a subsequent change in personnel or contact information).
2. ***Development of Racial Equity Action Plans.*** By September 16, 2020, each General Manager or Head of Department/Office shall submit to my Office a Racial Equity Action Plan. A submitted plan should have, at a minimum, the following components:
 - a. A review of all pertinent departmental functions, including, but not limited to, recruitment, hiring, training, retention, promotions, and contracting. A Department/Office must include some discussion of the efforts it will make, with applicable timelines, to attract, promote, or hire from a robust pool of qualified candidates.

- b. A list of equity indicators specific to a Department/Office and a description of how the Department/Office will develop reliable data to track progress on racial equity. A commitment to provide inclusive work environments that promote fairness and equal participation at all levels. To that end, I also direct that the Personnel department develop and maintain training on implicit bias and for that training to be mandatory for all employees on an annual basis.
 - c. Due consideration must be given to the requirement that any and all benefits contained in these plans must be generally available to all. For example, in some contexts, it may be necessary to conduct outreach to certain underrepresented groups to promote diversity and equity. The information or benefits from such targeted efforts must nevertheless be made available to all.
 - d. To promote diversity in and around the City, Departments/Offices are encouraged to consider a wide range of factors, including, without limitation, adversities overcome, first-generation graduate or worker status, neighborhood demographics and circumstances, the ability to contribute to a diverse working environment, and leadership potential. At no time should any City Department/Office differentiate a recruit, employee, or proposed contractor on the basis of their race, sex, color ethnicity, or national origin.
3. ***City of Los Angeles Racial Equity Task Force.*** I hereby create the City of Los Angeles Racial Equity Task Force, which shall include the departmental Racial Equity Officers and representatives from, and designated by, my Office. My Office will assist in coordinating the meetings and ensuring substantial participation by all Departments/Offices.
- The Racial Equity Task Force shall:
- a. Coordinate with the Chief Equity Officer and the Civil and Human Rights Commission to fulfill the City's responsibilities under the City's Civil and Human Rights Ordinance.
 - b. Review and provide feedback on all strategies submitted under this Executive Directive, identify additional goals, and form working groups, as appropriate, to enhance the City's efforts to promote diversity and equity.
4. ***Preparing for the Future.*** So the City may prepare itself in the event that the California State Senate and, ultimately, the California electorate, enacts ACA-5 to repeal Proposition 209, I further direct as follows:
- a. The Chief Equity Officer, the City Administrative Officer, and the Personnel Department will conduct a thorough study to determine whether

there are disparate impacts along the lines of race in City hiring, promotion, and contracting, and where such impacts are occurring.

- b. Each General Manager and Head of Department/Office shall also prepare a contingency plan including recommendations for implementing affirmative action programs across all departmental functions, including, but not limited to, recruitment, hiring, training, retention, promotions, and contracting. The plans should also identify any anticipated challenges, include a reporting and auditing component, and designate staff who will be principally charged with administering the proposed plan.
- c. Each written plan should be submitted to the Office of the Mayor to the attention of my Chief Equity Officer by September 16, 2020.

Executed this 19th day of June, 2020.



ERIC GARCETTI
Mayor

Commissioner Cynthia McClain-Hill Remarks Regarding Executive Directive No. 27

REMARKS BY BOARD OF WATER AND POWER COMMISSIONER CYNTHIA MCCLAIN-HILL REGARDING EXECUTIVE DIRECTIVE NO. 27 BY MAYOR ERIC GARCETTI AND RACIAL EQUITY AT LADWP DELIVERED JUNE 23, 2020



Last Friday June 19th, was a day celebrated by African Americans and others across the nation celebrating the emancipation of those who had been enslaved in the United States. Specifically, it commemorates Union Army General Gordon Granger's arrival in Galveston, Texas, June 19, 1865, to deliver the news that all slaves in Texas were free.

Although President Abraham Lincoln's emancipation proclamation had officially outlawed slavery almost 2 1/2 years earlier, enforcement of the proclamation generally relied on the advance of union troops. Texas being the most remote of the slave states had a low presence of union troops and as a result, the enforcement there had been slow and mostly nonexistent before General Granger's announcement. So, Friday was a special day. Moving forward, in Los Angeles, Juneteenth will be synonymous with Mayor Garcetti stepping forward to make history on his own terms as part of our city's ongoing march toward racial justice.

On Friday, I was privileged to be among the Los Angeles city commissioners present (via Zoom) as the Mayor signed Executive Directive Number 27 to advance racial justice and inclusion in every city department. He also named the city's first-ever Chief Racial Equity Officer. In his remarks, noting the pain and anger that has manifest itself over the many weeks on our streets and the hunger for change, the Mayor took brave and bold steps forward to achieve racial justice, equity and parity in Los Angeles. In a statement remarkable for its frank honesty, the Mayor noted that the work of antiracism is a daily task. Not about what you have done for me yesterday, but what you are doing today and what your vision is for tomorrow. As the author James Baldwin observed, not everything that is faced can be changed. But nothing can be changed until it is faced. In that spirit, the Mayor is leading us all in an effort to meet the moment by shining a light, by measuring and holding accountable each and every facet of the city government, both internally and externally to do the work of justice every single day.

The first ever Executive Directive on Racial Equity is a vital step forward and in the words of our Mayor, one that is critical to turn this moment of anger and pain into a movement. Among other things, it directs each general manager, head of a department, or office to designate a racial equity officer. It directs the development by each city department of a comprehensive racial equity plan covering areas which include, but are not limited to recruitment, hiring, training,

retention, promotion, and contracting. It requires the identification of department specific equity indicators; establishes a City of Los Angeles racial equity task force, which will include departmental racial equity officers and; lays the groundwork for the lawful reinstatement of affirmative action in the City of Los Angeles should the California electorate repeal Proposition 209. I am personally grateful for his leadership and proud beyond measure to serve as part of his administration of our government.

Talking about race at work is uncomfortable for most people. But for black people and many people of color, it comes with a very real fear that they will, one, be labeled as angry. Or two, that they'll have to quietly listen to racist statements, sometimes uttered in ignorance, sometimes not. And quite frankly, that they might lose their jobs. This is not just a reality somewhere. It is a reality everywhere. Including right here, right now, at the Los Angeles Department of Water and Power. And the burden of having to constantly explain, educate and tell one's individual story recounting the biases, be they explicit or implicit, that African Americans navigate with regularity in every aspect of their lives, in order to personalize what for many is at best an abstraction and too often, just an irritating reminder of things they believe have little present-day relevance... it is exhausting. But here we are. And I would be remiss if I were not specific about the areas that I want to see this department lean in on.

LADWP must work to create an inclusive, welcoming environment where employees feel valued. LADWP must have focused efforts to increase African American employment in areas and classifications and professions where there is underrepresentation. LADWP must develop a pathway to leadership for African American employees. The glass ceiling for African American employees is very real. One needs simply look around LADWP or in fact this very dais where we are all seated to see the lack of African American representation at senior and executive management levels.

The department must engage and partner with its labor organization throughout this process. Labor has numerous tools at its disposal to reach communities of color that can be leveraged. Labor also has a role to play in contracting LADWP services. Any change initiative will fail if labor does not have a seat at the table to help shape the change initiative. Labor itself also needs to shape the statement of principles and policies and not have such policies imposed on its membership without having a voice. Labor should be viewed as an active and engaged partner with LADWP partners at senior and executive levels of the organization for this change initiative, and must not be treated as an adversary or in competition over ideas.

Companies must commit to equitable spending with African American-owned businesses that stand ready to deliver value to our industry and invest in capacity building, industry-focused

African American small businesses. Additionally, there must be a commitment to support programs which develop support small businesses. LADWP must support African American owned businesses and ensure full participation in department contracts and support African American employment among its contracted service providers. LADWP must support K-12 programs to prepare African American students to enter the workforce. In short, LADWP must provide leadership in renewing our workforce and offering solutions for our communities to address and reverse the impacts of systemic inequities and social, economic, and environmental injustices in the city of Los Angeles. I just want to point out, culture eats policy for breakfast, lunch, and dinner. And in that regard, LADWP must undertake efforts to transform its culture in a way that ensures that all races of employees are welcome in all sectors of LADWP.

I want to say that it's not easy being an ally right now for people who are not black who are confronting and living through this moment. It's not easy being a person of color and definitely not easy being a black person in America. All of us, at this moment must sit with this uncomfortable feeling. And for those of you who are experiencing it for the very first time, recognize it for what it is, your privilege to feel discomfort because you have not been living with racism and fear day in and day out. Realize that privilege doesn't make you bad. It gives you a choice. How you use that choice defines the person you choose to be. And how collectively we confront this moment will determine the department and city we will be. To General Manager Martin Adams, as you move forward to address the Mayor's executive directive, I ask you to turn to inclusive and diverse groups to inform your strategies. I also look forward to a report back to this board at the next meeting with a comprehensive outline of how you intend to move forward addressing this directive as well as the specific points I have laid out. With respect to the internal workforce directives I have laid out, I look forward to convening with Commissioner Reyes, the Ad hoc Committee on Workforce and Employment Development to oversee and to work with you and your management team to see that these become a reality within the department.

With all sincerity, I appreciate the many conversations I have had with members of this department over the last few weeks. And the conversations that I have had, either in person or by email, with members of our board. I am encouraged and in fact excited by the commitment to meeting the moment, to introspection, to action and the determination to see change.

Bulletin



A MESSAGE FROM THE GENERAL MANAGER

Date: August 11, 2020

I recently celebrated 36 years of working for the Los Angeles Department of Water and Power. In the summer of 1984, I came to this department as a young civil engineer knowing that I was becoming part of something bigger. Since that time, I have proudly worked alongside many colleagues that came from different backgrounds, faiths, cultures, and ethnicities. Many of these colleagues became very good friends as we worked together on projects that changed the Department and the City of Los Angeles. We worked under a banner of core values and standards on which this department was founded.

I remember sometime about 20+ years ago, the then-General Manager boldly proclaimed that our employees are our most valuable resource. Our most important asset. That idea has lived on ever since, likely because it is simply true. We, collectively, are the lifeblood of this organization. But unfortunately, we have not always acted according to this important reality. For many of the men and women of LADWP, this core value has been underrepresented and never quite realized in their employment as they, no different from me, gave countless hours of hard work to improve this Department and this City.

Over the past weeks, as I've talked with more of my coworkers about the uncomfortable subject of race, I get tiny glimpses of what it is to be African-American and to face issues of direct discrimination and even subtle, unconscious biases. I had believed these were mainly issues of years past, but they still exist today. And some of those experiences are right here at LADWP. Just as we have been discussing gender equity for the past year, issues of racial equity and institutional biases are real. Years of talk and training have only gone so far.

Like so many of you, I look at where we are now in regards to the issues of race and equity, and contemplate on the best path moving forward. As General Manager of the largest municipal utility in the nation, this has been a time of self-reflection and a sense of recognition that we, as a department, have work to do within our culture, our policies, and our practices, both internally and externally. Now is the time for us to elevate our ideals and create pillars of transparency, thoughtfulness, empathy, and a recommitment to accountability towards a better LADWP – an LADWP where all employees feel welcomed, valued, and included at every level of the organization.

The bottom line is this: Our employees at LADWP truly ARE our greatest asset and we must ensure that members within the LADWP family are respected, valued, and supported regardless of race, gender, faith, or sexual or gender orientation. This must be ensured by our actions, not simply by our words.

On June 19, 2020, Mayor Eric Garcetti signed Executive Directive 27 requiring all City departments to put together a plan that promotes racial equity in hiring/promotional practices as well as in contracting. By mid-September, we will submit the Department's Racial Equity Action Plan, which will be an important first step in the process of embracing the responsibility of what we are trying to accomplish. This work will be the springboard to create a broader Office of Diversity and Inclusion, which is shown on our current org chart, but something I had not yet acted upon.

Helping to lead this effort is Ms. Winifred J. Yancy, Director of Legislative and Intergovernmental Affairs, who has taken on the additional role of Acting Racial Equity Officer, along with one of our new Executive Assistants to the General Manager, Mr. Ty Washington. As we identify and build our internal team, our Department has engaged the service of two minority firms, Dakota Communications, and The Hawkins Company, both local powerhouses. I am also bringing back Mr. Stephan Tucker as a Senior Advisor, through his current employer Cordoba Corporation. Mr. Tucker was instrumental in researching and advancing the ideals of diversity and inclusion here at LADWP before he retired a year ago. I have instructed senior staff to work alongside this team as we forge a new path in the direction of transformational change and responsibility. These will be long-lasting effects that will move our Department forward and will not be relegated to the sidelines nor become what we "used to do." It will become who we are.

It is incumbent upon me, as the leader of this Department, to set the tone in how we address these inequities within the Department's culture and policies surrounding hiring, upward mobility and pathway to leadership, contracting and procurement, and economic development in the communities we serve. However, these issues cannot, and will not, be addressed in a vacuum. These are institutional and systemic changes that require widespread engagement from all of our members within the LADWP family, including our partners in labor, starting from the top on down.

We are now at a time where proper context, empathy, and genuine sincerity can converge into an insightful plan of action. The legacy we leave must be that this Department is and always will be at its strongest when we are fair, open, and truly committed to unlocking opportunities for men and women of color.

I clearly know that I do not have all of the answers, but I am ready and willing to learn. With honest reflection, open dialogue, and a willingness to confront the tough challenges, this department will work towards fairness and equitability for everyone. If employees truly are our greatest asset, then now is the time that we prioritize that value with transformative change and action.

Martin L. Adams
General Manager and Chief Engineer

Glossary of Terminology - Diversity and Inclusion

Diversity, Equity, and Inclusion work is about paying attention to the experiences of marginalized groups in order to correct collective biases and obstacles to ensure an equitable working environment.

DIVERSITY

- Diversity is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.
- Diversity in the workplace means that an organization employs a diverse team of people that's reflective of the society in which it exists and operates. The collective mixture of differences and similarities.

INCLUSION

- Inclusion is engagement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive organization promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its employee

DIVERSITY & INCLUSION

- Diversity refers to the traits and characteristics that make people unique while inclusion refers to the behaviors and social norms that ensure people feel welcome. Not only is inclusivity crucial for diversity efforts to succeed but creating an inclusive culture will prove beneficial for employee engagement and productivity.

EQUALITY

- Equality is treating everyone the same. Equality is the effect of treating each as without difference; each individual is considered without the counting of their measurable attributes; treated as the same of those with differing attributes.

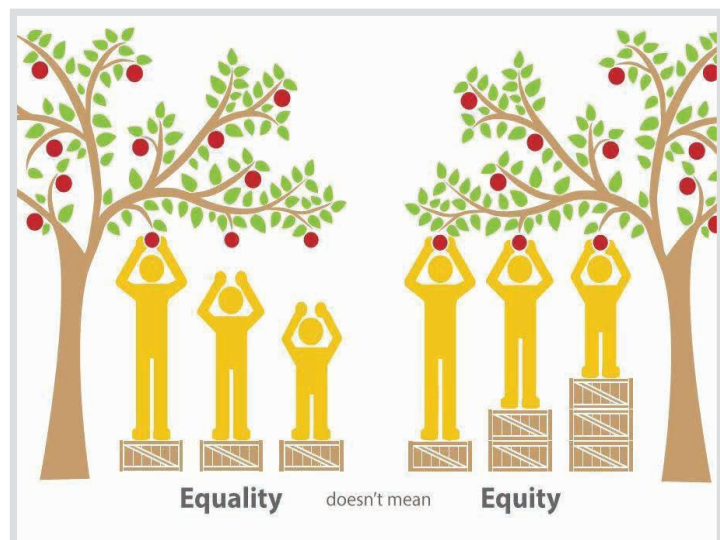
EQUITY

- Equity is giving everyone what they need to be successful. Equity offers varying levels of support depending upon the need to achieve greater fairness of outcomes.

EQUITY Isn't Synonymous with EQUALITY

- Organizations that strive for workplace equality (treating everyone the same, without discrimination) may not factor in the need for equity. The entire workforce comes under the same blanket of rules, privileges, and employee experience design, without an eye on unique, demographic-related needs. Equity attempts to identify the specific needs and requirements informed by demographic traits such as ethnicity, nationality, age, gender, etc. It then tries to address the differing needs of each group by bridging the gap between minority and majority groups.

Below are two visuals that are frequently used to provide additional insight and clarity:



Employee Survey - Complete Analysis

Methodology

To obtain the voice of a larger sample size of LADWP employees, a voluntary online survey was conducted via SurveyMonkey to collect qualitative and quantitative data.

The anonymous survey was distributed via email to approximately 7,000 of the 11,345¹ department workforce from September 10 to September 25, 2020.

At the time of distribution, all employees did not receive the survey, because the department was in the process of issuing email accounts to staff without access to LADWP email.

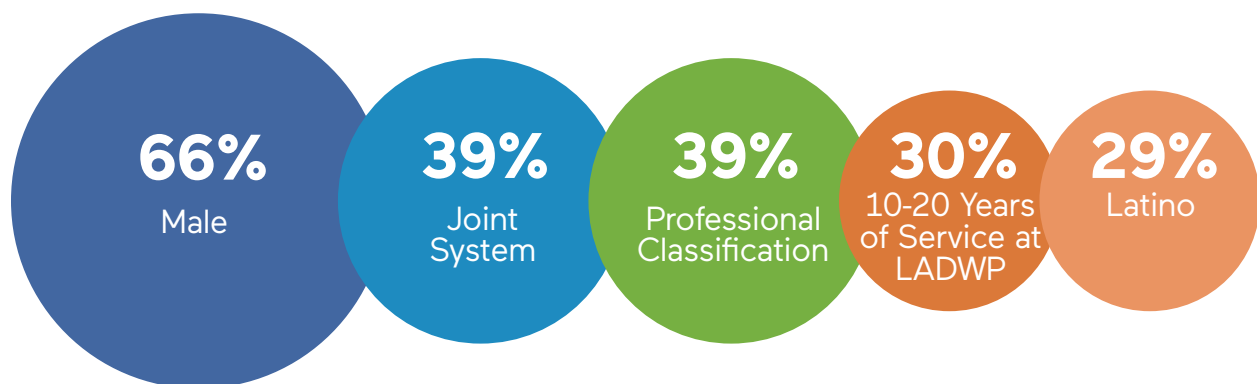
Almost 50% (3,435) of employees invited to participate responded, which amounts to 31% of the overall LADWP workforce.

The survey consisted of 26 questions, including the following types: Demographic, Closed-Ended, Open-Ended, Scaled, and Multiple Choice; which allowed respondents a variety of feedback options. The questions were categorized into six categories: 1) Demographic information; 2) Thoughts on the General Manager's Racial Equity Bulletin (8/11/20); 3) Promotional resources; 4) Internal communications; 5) Diversity, equity, and inclusion; and 6) Discrimination/Retaliation. Most of the questions were analogous to the questions that were asked during the focus groups. This allowed for comparison and contrast of data, as well as assessment of similar themes.

Who took the survey?

The majority of the 3,435 respondents were male, worked in the Joint system, were classified as Professional, served at LADWP for 10-20 years, and identified as Latino. Additionally, 76% of respondents were people of color.

Figure 1. Demographic Snapshot of Survey Participants



¹ As of July 2020

Demographic Snapshot

Ethnicity

Figure 2. Ethnicity – All Employees vs. Survey Participants

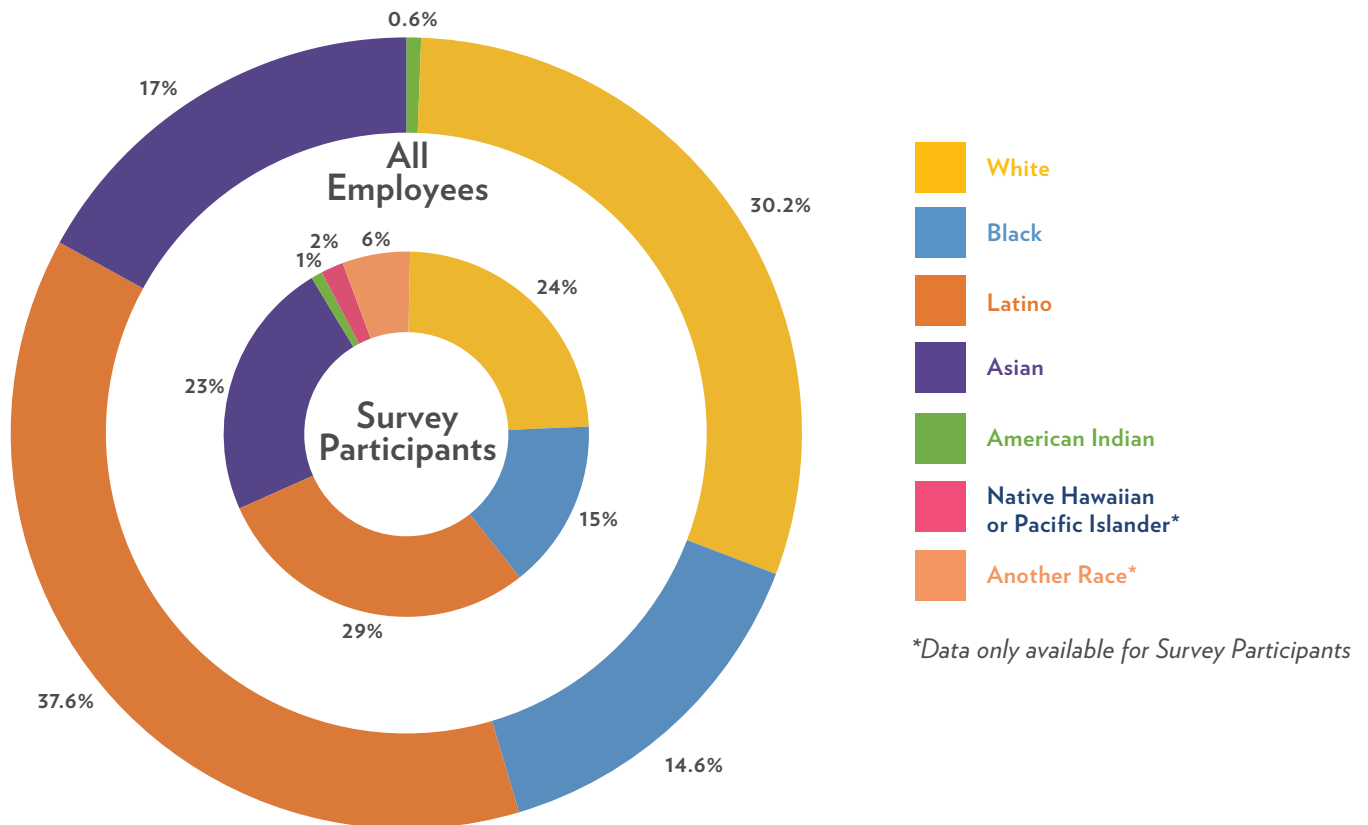


Figure 2 displays the overall LADWP employee and survey participant totals by ethnic groups. The ethnicities of survey participants approached the levels of the overall LADWP workforce. African American participants were on parity with their overall department representation at 15%, while White and Latino participants fell below 6% of their overall representation within the department. Asian survey respondents participated at a higher rate, given Asians represent almost 12% of the department, but comprised 23% of respondents. At the time of the report, overall department data for Native Hawaiian or Other Pacific Islander and Another Race were not available.

Gender

Figure 3. Gender – All Employees vs. Survey Participants

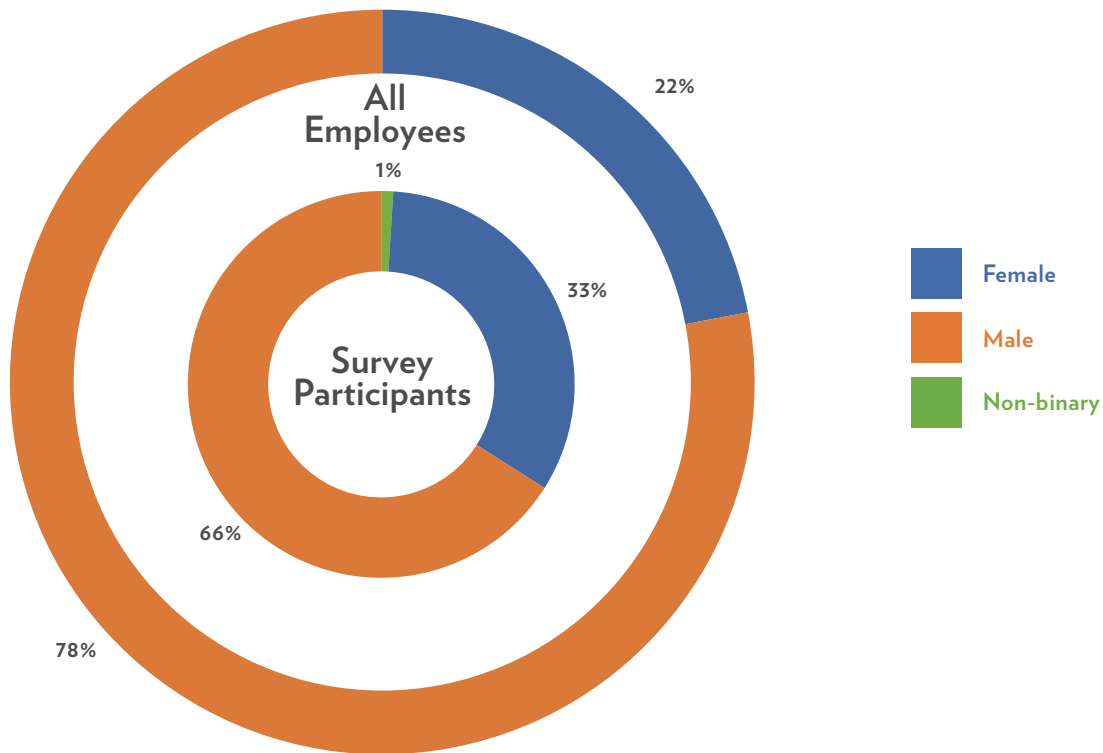
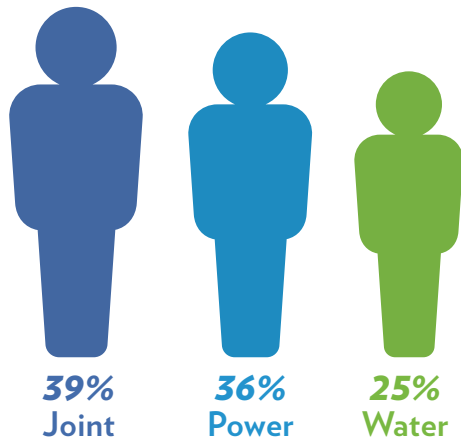


Figure 3 displays that males represent 78% of the department workforce, but represented 66% of the survey participants. While females represent only 22% of the department workforce, they represent 33% of the survey participants total. Eighty-one (81%) percent of Whites that responded were males, while 52% of the African Americans that responded were females.

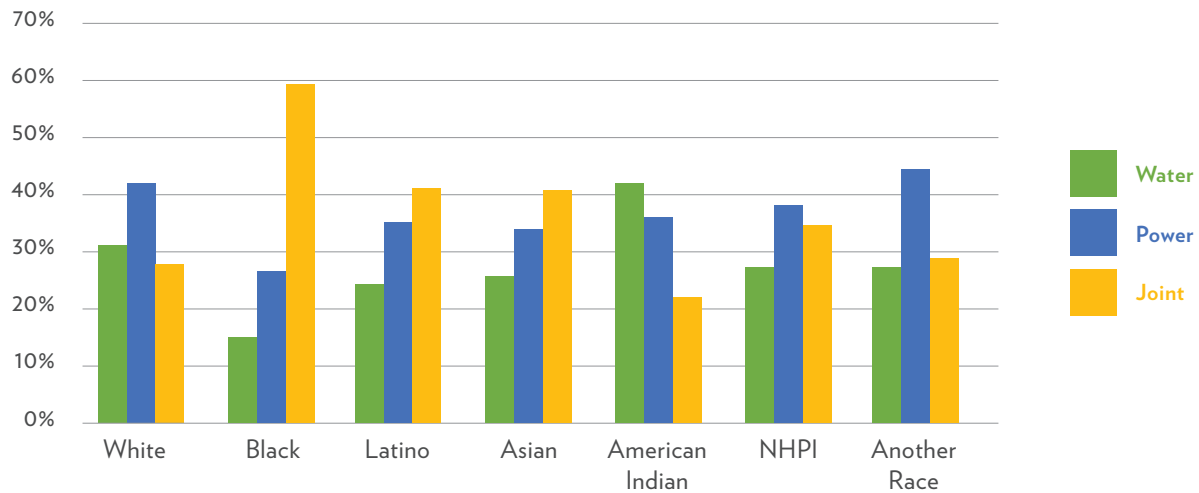
System

Figure 4. System – Survey Participants



Each System in LADWP was proportionately represented. Figure 4 displays that Joint was the system with the highest response rate at 39%. While male respondents dominated in all the systems, Joint had the most female respondents at 49%. As represented in Figure 5, a large percentage of minorities that responded worked in Joint: 59% African American; 41% Latino; and 40% Asian. While the largest percentage of White respondents (42%) worked in Power.

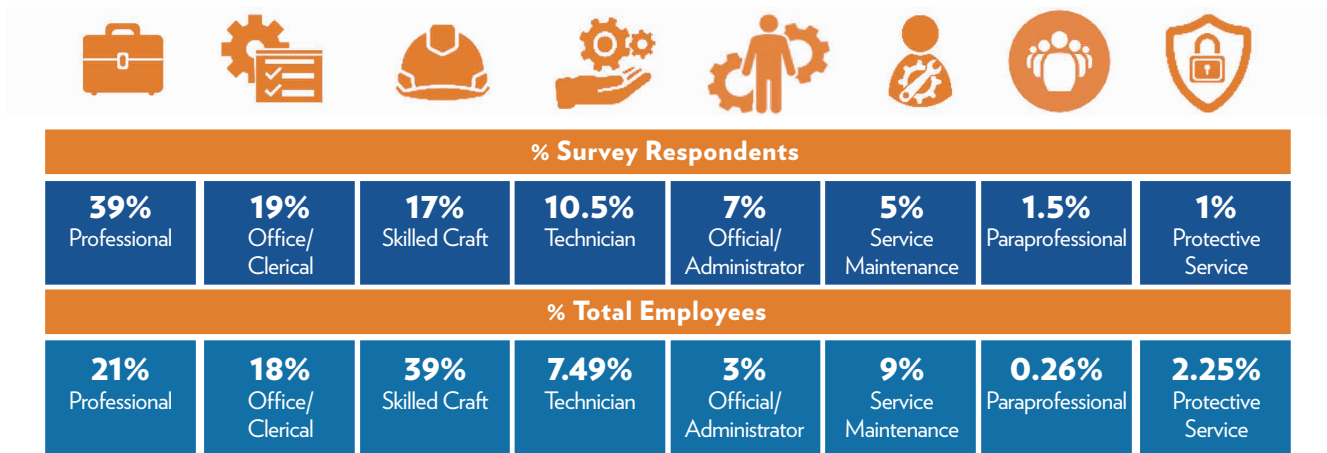
Figure 5. System by Ethnic Group



Staffing Level

Figure 6 displays the majority of respondents were represented by the Professional (39%), Office/ Clerical (19%), and Skilled Craft (17%) staffing levels. Professionals were overrepresented in the survey, given they only constitute 21% of the department workforce. Whereas Skilled Craft was underrepresented in the survey, given they represent almost 40% of the department workforce.

Figure 6. Staffing Levels – Survey Participants vs. All Employees



As displayed in Figure 7, amongst every ethnic group, except African Americans and American Indians, the Professional classification ranked highest. Fifty-five percent (55%) of Asians that responded were Professionals. Office/Clerical ranked highest amongst African Americans respondents (36%) and Skilled Craft (53%) was the highest for American Indians.

Figure 7. Top 3 Staffing Levels by Ethnicity

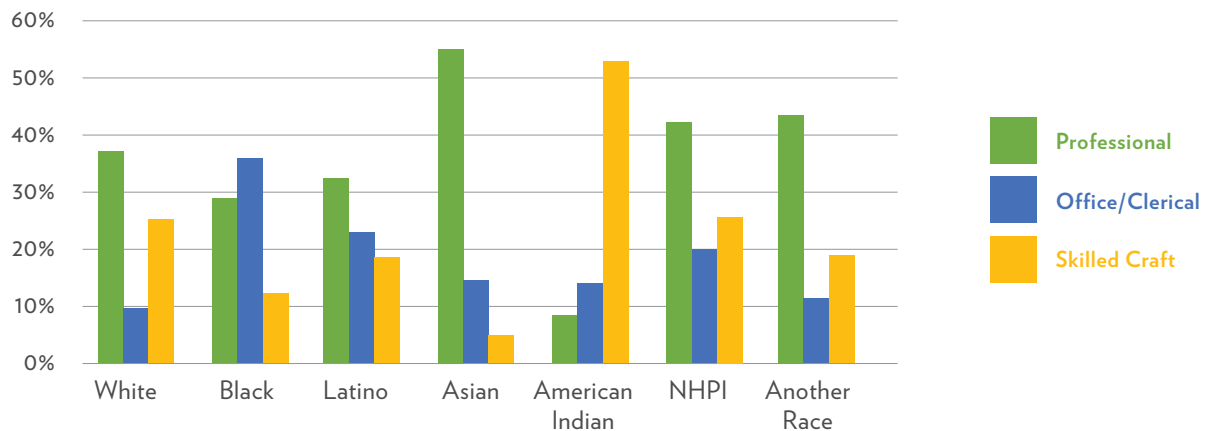
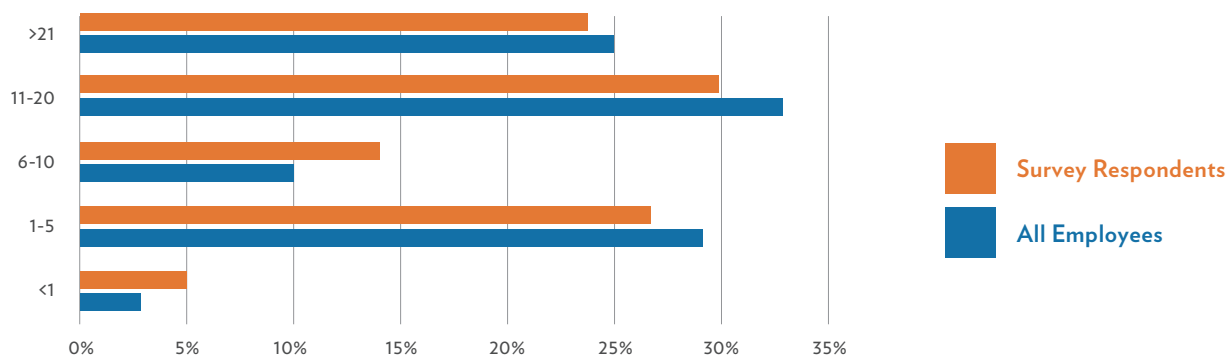


Figure 8 displays that most of the workforce and survey respondents have been with LADWP for over 11 years. At 30%, the majority of survey respondents had 11-20 years of service at LADWP, but employees with 1-5 years of service followed closely behind at 27%. Within their respective ethnic groups, Latinos, Asians, and American Indians were highly represented in the 1-5 years of service group. Whites, Native Hawaiians, and Another Race were well represented in the 10-20 years of service respondent category. While employees with over 21 years of service was the highest ranked category among African American respondents.

Figure 8. Years of Service – Survey Participants vs. All Employees



What did the survey respondents say?

Survey respondents, including interviewees and focus group participants expressed similar concerns. Participants provided feedback on the Culture of the Department, Hiring and Promotional Practices, and Training/Mentoring. Status Quo and Merit were new themes that emerged in Survey responses. These respondents were not looking for change and were satisfied with the current status of diversity, equity, and inclusion in the department. Some also indicated that race and ethnicity should not be a factor in recruitment, hiring, or promotions.



Culture

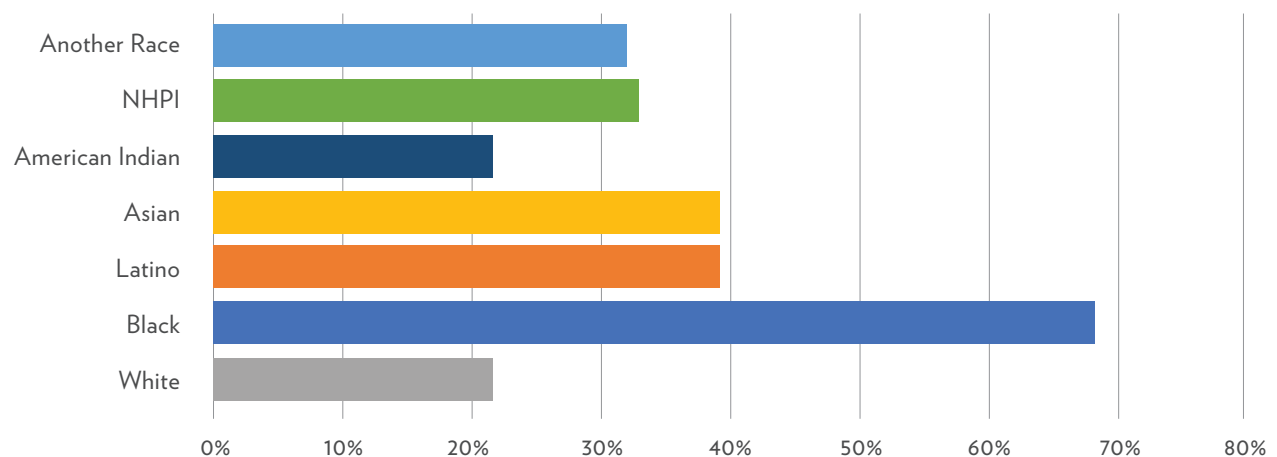
“Don’t just make this something you are doing to follow what’s trending in society. Really commit to moving towards a diverse and racially equitable workforce at all levels. This should become LADWP’s culture, a way of life, not just for a season but always.”

The quote above represents a prevalent sentiment from survey respondents that a culture shift at the department is needed. Over 70% of respondents strongly agreed/agreed that the General Manager’s Bulletin was timely and relevant. Blacks, Latinos, and Asians strongly agreed/agreed with this sentiment at even a higher rate of 75%. Six percent (6%) of all respondents disagreed/strongly disagreed with the General Manager’s bulletin being timely and relevant, while 21% were neutral, neither agreeing nor disagreeing.

When asked if LADWP should prioritize diversity and inclusion, 38% of respondents strongly agreed that it should be prioritized, and 32% agreed. This means 70% of total respondents clearly believe that diversity and inclusion must be made a priority in the department.

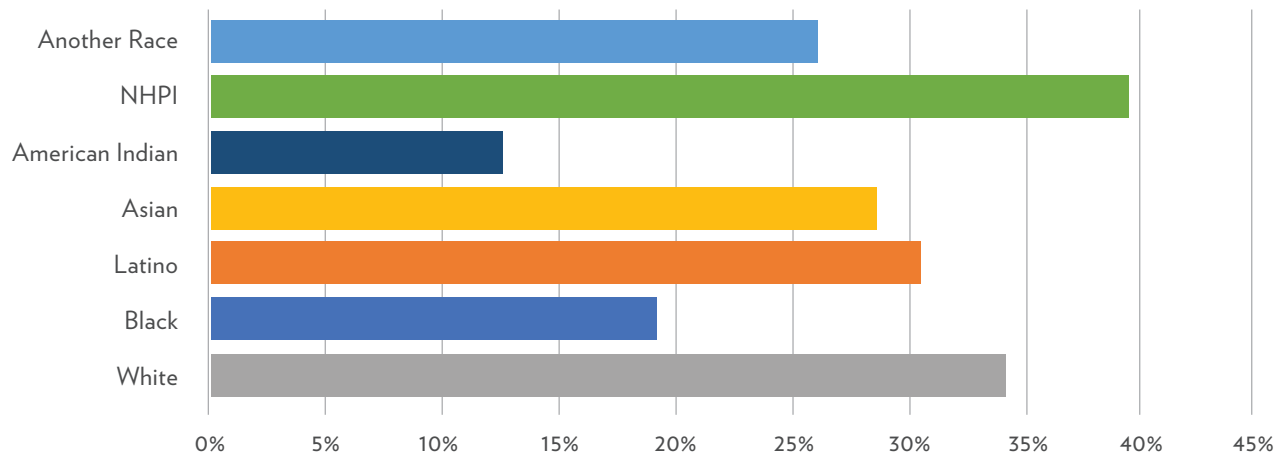
Only 8% of total respondents strongly disagreed/disagreed with prioritizing diversity and inclusion. Figure 9 displays that African Americans strongly agreed at an even higher rate (68%) than other ethnic groups.

Figure 9. LADWP Should Prioritize Diversity – Respondents that Strongly Agree



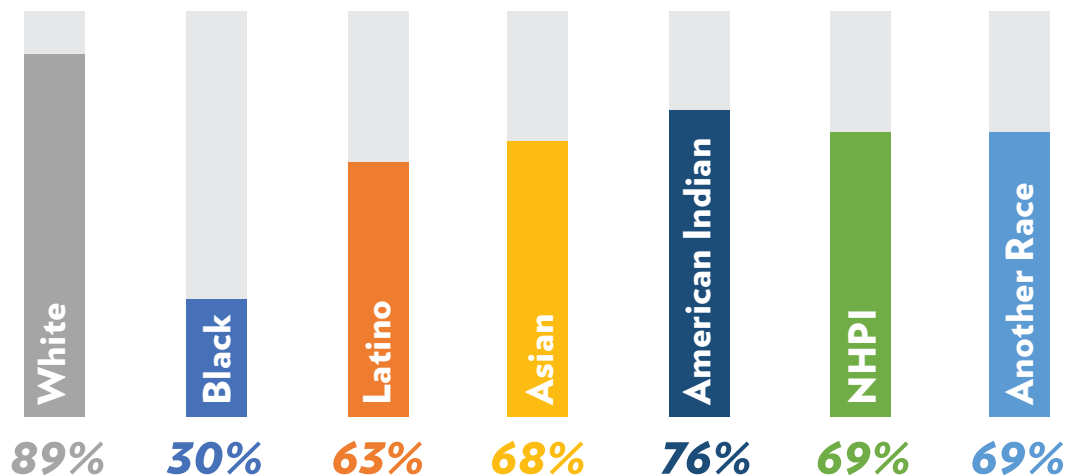
The inverse statement was also posed to respondents, “Diversity and inclusion are a priority for LADWP and my supervisor.” Twenty-nine percent (29%) of respondents strongly agreed that diversity and inclusion are a priority, while 33% agreed. Thus almost 60% of respondents indicated that diversity and inclusion are a priority at the department. Only 8% of total respondents strongly disagreed/disagreed with the statement. Figure 10 displays responses from each ethnic group. American Indians and African Americans strongly agreed with the statement at a lower rate than other ethnic groups.

Figure 10. Diversity is a Priority at LADWP – Respondents that Strongly Agree



Respondents were also asked if they thought employees of different races were valued equally at LADWP. The majority of total survey participants (66%) responded they felt different races were valued at the department. Figure 11 displays that African American respondents felt valued to a lesser extent than other races, given only 30% of African American survey respondents indicated they felt valued, while other races responded they felt valued at a higher rate.

Figure 11. Yes, employees of different races are valued equally at LADWP



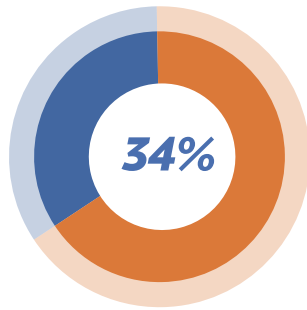


Figure 12.
Total Participants
different races are
valued

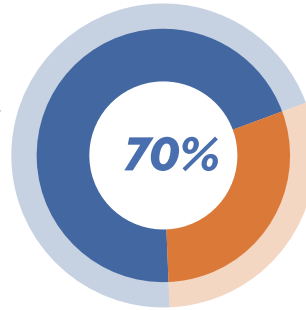


Figure 13.
Blacks Participants
different races are
valued



Survey participants were asked if they had personally witnessed discrimination at LADWP. Figure 14 displays responses from each ethnic group. Figures 15 and 16 display that African Americans witnessed discrimination at a higher rate than total respondents. Race was the foremost type of discrimination specified, others indicated discrimination regarding gender, age, sexual orientation, and disability. Some respondents attributed the department's challenge with discrimination was due to the lack of accountability, nepotism, favoritism, implicit bias, and communication issues.

Figure 14. Response to Question "Have you personally witnessed discrimination at LADWP?"

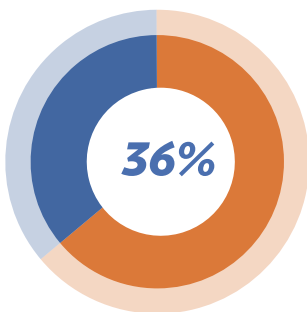
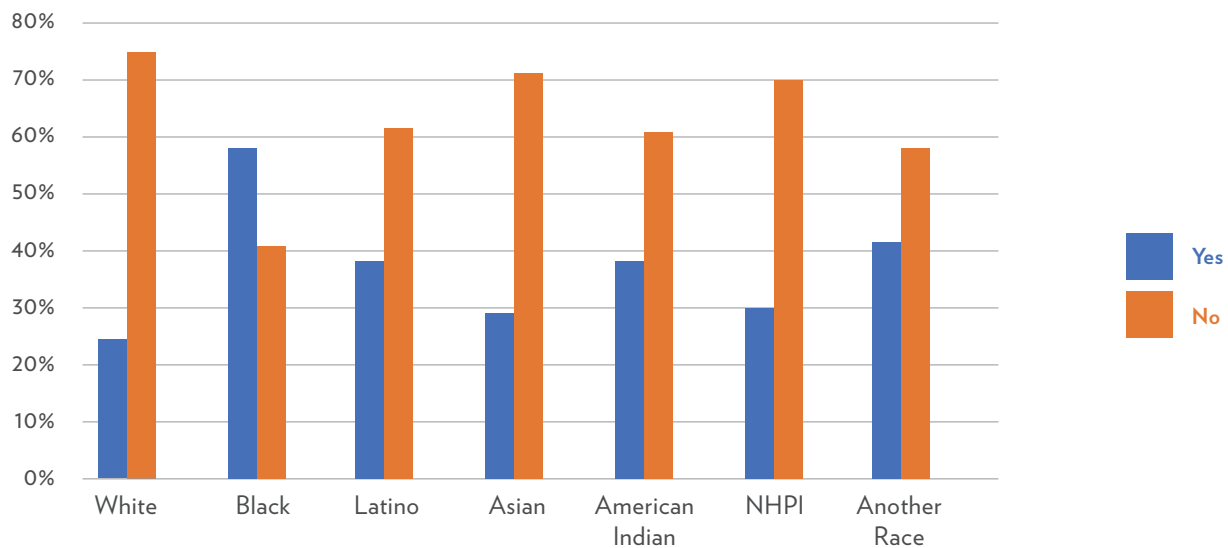


Figure 15.
Total Participants
that have witnessed
discrimination

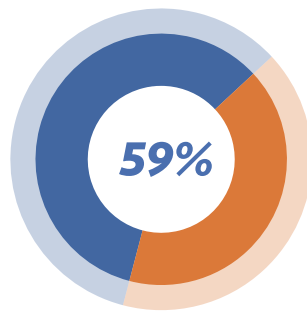


Figure 16.
Black Participants
that have witnessed
discrimination



Survey respondents also indicated the need for change in the area of reporting discrimination. One employee stated, “...LADWP needs buy-in from employees. People need to believe it is safe to report problems of any kind. The cultural norm is that you are causing problems if you report anything. And there are certain people you never challenge, if you do, then expect retaliation. And then your coworkers see you as an employee with too many politics.” This is the same dilemma that many focus group participants indicated. Survey respondents said there was a need for the department to enforce the zero-tolerance policy against discrimination and hold managers and supervisors accountable for enforcement.

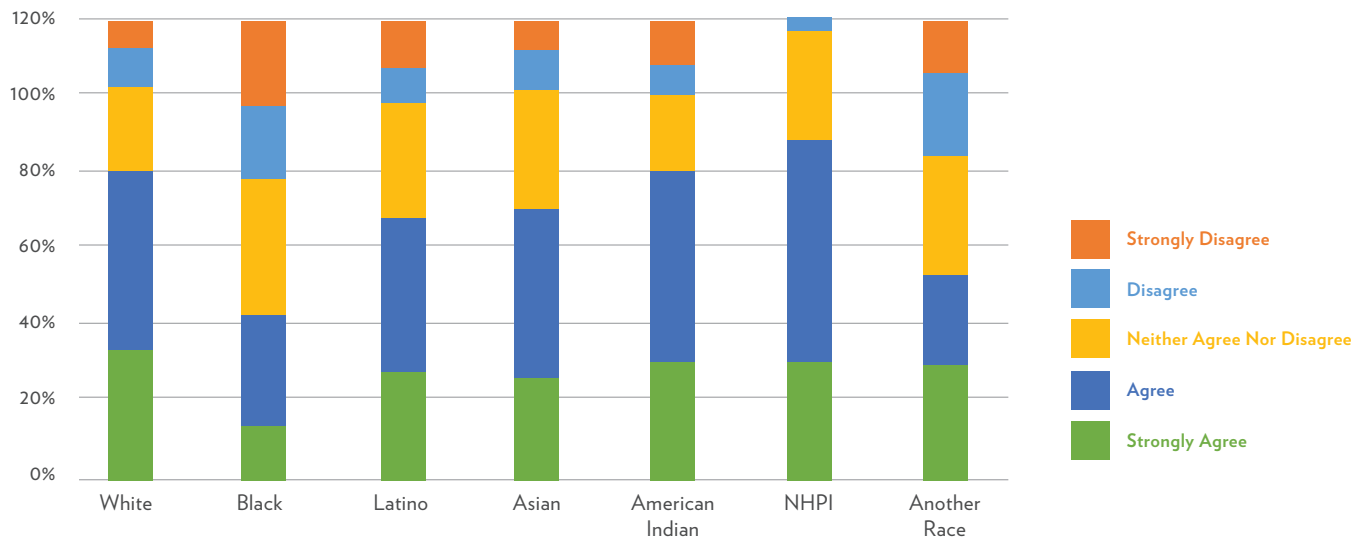
Figure 17 displays the most prevalent themes regarding retaliation that were reported by survey participants. Respondents indicated that issues brought to EEO’s attention need to be addressed appropriately and immediately. Some noted that despite following the proper chain of command, supervisors/managers failed to meet EEO policy and sometimes violated policy, without repercussion. There were various recommendations to hold supervisors/managers that repeatedly failed to meet EEO guidelines accountable, including termination, demotion, suspension, or removal from positions. Some indicated that stronger consequences and enforcement are needed to discourage EEO policy violations and hold accountable those who support and protect those that perpetuate discriminatory policies. In fact, some indicated that violators were promoted while victims were continually victimized by the associates/friends of the violator. Some advocated that instances of discrimination should be placed in personnel files to prevent promotion of EEO violators. Additionally, third party or external investigation teams were recommended to deter discriminatory and retaliatory practices.

Figure 17. Recommendations to prevent retaliation for reporting discrimination.



Fifty-seven percent (57%) of total respondents strongly agreed/agreed that they can use the chain of command at LADWP to report concerns about discrimination without retaliation. Twenty-four percent (24%) neither agreed nor disagreed, while 20% strongly disagreed/disagreed that they can use the chain of command. Figure 18 displays ethnic response to whether or not they felt comfortable using the chain of command. African American respondents fell below all other ethnic respondents in their level of comfortability in reporting discriminatory concerns to supervisors/managers.

Figure 18. Response to Statement “I can use the chain of command at LADWP to report concerns about discrimination without retaliation.”



Some survey respondents indicated receiving the “we will look into it” response from management or their union representative when reporting discrimination or retaliation, but there was no follow through. As such, some people of color respondents were apathetic about reporting because of negative experiences with the chain of command. Some of these responses are indicated below:

- “I have no idea, because every avenue available doesn’t work, especially when discrimination comes from Supervisory and Management Levels. Not even IBEW union assists the employee.”

- “Whatever is in place now regarding “0” tolerance is not working. Upper levels do not address concerns due to threats of legal action and do not want to take issues to the next level. Extremely swift action should be taken. Currently, it’s dragged out; therefore leaks get out and people take sides, not even knowing facts, which creates more retaliation.”
- “The entire EEO section needs to be revamped. Also the section EEO coordinators are some of the biggest violators. There is so much unethical activity taking place and they are never held accountable.”

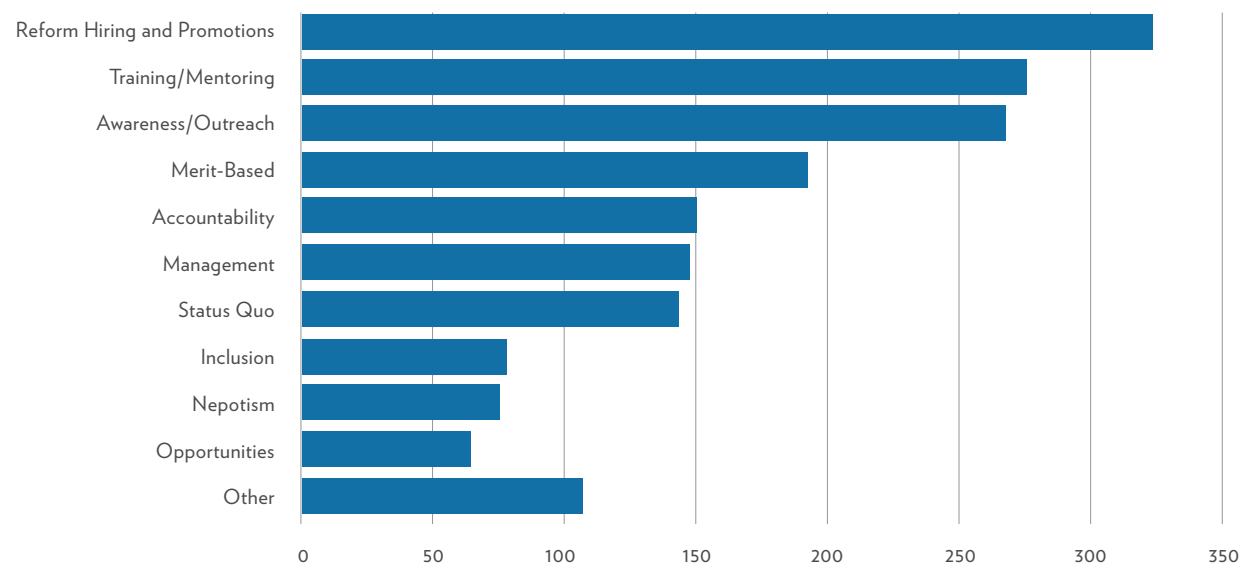
Table 1 displays the most prevalent suggestions to the open-ended question: *What measures would you recommend LADWP put in place to prevent retaliation?*

Table 1. Employee Recommendations to Prevent Retaliation

Third Party Involvement	Accountability	Discipline/ Penalties	EEO Enforcement	Training
Survey Participants Recommendations to Prevent Retaliation				
Hire outside agency to handle discrimination claims	Hold all accountable for discrimination & retaliation	Enforce disciplinary measures on managers that violate policy	Keep investigation information and complaints confidential	Obtain employee feedback as part of supervisor training
Independent Oversight and Reporting Agency	Discipline managers that abuse their positions	Ensure proven discriminatory offenders are penalized & are not promoted	Implement a more effective approach for submitting complaints to prevent retaliation	Recurrent EEO training for supervisors and managers
Internal or external audit team to assess retaliation claims	Record meetings and allow staff to take anonymous surveys	Enforce zero tolerance policy & disciplinary procedures, so those that report are not retaliated against	Ensure managers are not empowered to violate EEO policies by enforcing consequences for their actions	Diversity training or workshops on changing the culture of LADWP

Additionally, survey respondents were asked to provide recommendations to help LADWP move towards a diverse and racially equitable workforce at all levels. Figure 19 displays that hiring and promotional practice reform was of greatest concern to respondents. Survey respondents also provided recommendations regarding improving training, mentoring, and outreach. They shared that hiring based on merit was important, as well as holding supervisors/management accountable for violating discriminatory policies. Issues with nepotism, favoritism, and cliques were also prevalent responses in every open-ended question.

Figure 19. Response to the Question “How to Move Towards a Diverse & Equitable Workforce?”



The quotes below represent employee responses on how to help LADWP move towards a diverse and racially equitable workforce.

Employee Thoughts on Hiring and Promotional Practices

- “Try and keep a diverse interview panel. Sometimes people don’t even recognize inherent bias, and naturally have a predisposition toward their own race.”
- “DWP must ACTIVELY recruit people of color not just put in practices after the fact. Post jobs at Colleges/Black student unions. Implement electric/water programs in the inner city at the elementary level through high school.”
- “Stop the biased unfair hiring practices. Right now job postings can be elusive and only people with insider information get the jump. Those same people get rewarded with having targeted study material and sometimes outright cheating/answers.”

Employee Thoughts on Training/Mentoring

- “Mentoring is something the department needs to improve on. For most field personnel there is no guided mentoring opportunities, just whatever is picked up in the field.”
- “More diversity training. More opportunities for other races to sit in on different panels and meetings within the company to hear and apply input as to how/what’s being discussed impacts them.”

Employee Thoughts on Awareness/Outreach

- “Continue the discussion with all employees, like how you are doing with this survey.”
- “Have discussions with employees and managers to identify unconscious biases in interview process and demonstrate how these can influence even a well-intended interviewer.”
- “Email communication to all regarding BIDS & promotions. Make sure all employees get the memo. Snail mail is inconsistent.”
- “Ensure the diverse communities in LADWP service territory receive information about employment opportunities and the assistance to prepare for these opportunities. This information shouldn’t only be available to relatives of current and former employees. The information should be provided to people with different disabilities, gender, and ages.”

Employee Thoughts on Merit-Based

- “Keep the system merit based as much as possible. If you want it, you’ll work harder than the next person to get there.”
- “Hire qualified people regardless of race, religion, sexual orientation etc. mentor and train them.”
- “Put more emphasis on the qualifications and not so much on diversity.”

Employee Thoughts on Accountability

- “Hold managers and employees accountable for the discrimination towards their coworkers and create a safe environment for people to report. Make changes that are beyond politically trendy moves only for the optics.”
- “As in many organizations, there is sometimes a tendency to hire, choose or grant opportunities to “people like us” who know how we do things...there should be monitoring at a high level to make management aware when a group or unit has or develops an ethnic balance significantly different from the general employee base.”
- “Ensure all departments and employees are held accountable for their actions when they commit discrimination acts, ensure these actions are handled correctly instead of being covered up by management or pressuring the victim...Yearly mandated training for all employees.”
- “...if there is no formal performance evaluation where feedback to affirm or improve work performance can be communicated, it will be difficult for employees to know how they are really doing.”

Employee Thoughts on Management

- “The survey is a great step. It’s refreshing to see someone taking action. As we all know, action speaks louder than words. Hiring starts at the upper levels; and until we start seeing a change in employment selection, it’s status quo.”
- “Training for higher level managers on equity and fairness.”
- “Select true leaders that understand the responsibility of diversity and watching out for discrimination; and that understand how important it is to have a workforce that tries to mirror the community we serve.”

Employee Thoughts on Status Quo

- “I think that this organization is doing a very good job in making it fair and giving all employees a chance to promote if desired to.”

- “We are already there. Starting this all over is racist and divisive.”
- “I don’t feel that I can honestly answer this question without also stating that I am opposed to diversity and equity, as those values require one to make a correlation between skin color and what values people of different color bring to the table (in other words, it’s racist). Anyone who supports diversity and equity is not fundamentally opposed to racism.”

The thoughts presented above indicate that most survey respondents desired to move towards a more diverse and racially equitable workplace. While some expressed the need for accountability, others thought the department was already operating effectively and even felt the word “race” should be removed and LADWP should stop “pandering” to minorities. These thoughts indicate there is a need for a culture shift that includes education and training about DEI at the department. As the following survey participant stated, “Don’t give us lip service about something or pages with graphics that tell us not a whole lot. Give us tools, give us clear directions to take and move forward and upward.”



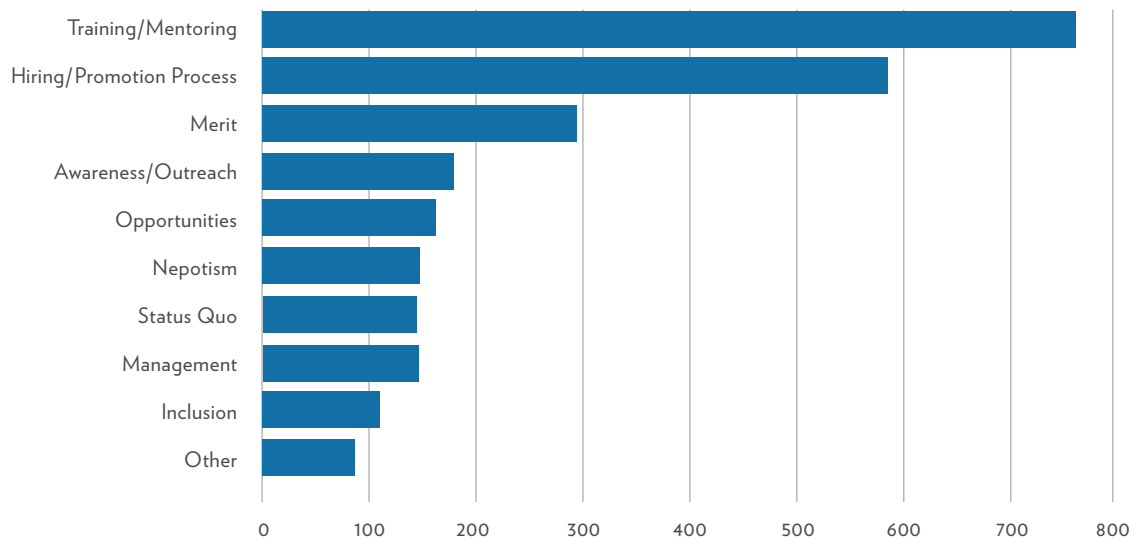
Hiring, Recruitment, and Promotions

“Ensure more opportunities are developed to move into upper management and senior executive positions. There have been experiences where only certain people are allowed to receive the experience/opportunity.”

The following survey question generated a multitude of responses, which are categorized in Figure 20:

A review of LADWP’s workforce displays that African Americans and Latinos make up less than 20% of upper management and senior executive positions. What improvements can be made to achieve upward mobility and racial equity for African Americans and Latinos at LADWP?

Figure 20. Response to the Question “What improvements can be made to achieve upward mobility and racial equity for African Americans and Latinos at LADWP?”



The top two responses to the question regarding achieving upward mobility and racial equity for African Americans and Latinos were Training/Mentoring and the Hiring/Promotions process. Respondents recommended Diversity Training to educate employees about implicit bias, cultural awareness, anti-racism, and discrimination. They also encouraged the department to provide a formal mentoring program and coaching opportunities to develop all employees, especially African American and Latino, into management. Provided below are a sampling of recommendations for the Top 3 responses to the upward mobility question.

Thoughts on Training/Mentoring

- “Solid and substantial training about implicit bias is a huge key to making sure anyone sitting across the table during an interview is fairly rated and scored.”
- “...requiring diversity awareness and sensitivity classes regularly for upper management would probably help. A culture change like this needs continual support.”
- “Provide true development courses, create individual employee plans on the first day at the department, establish mentors, and give candidates a true opportunity to compete. Stop the pre-selection of candidates. It took a civil unrest to recognize the disparity between POC and Caucasians in high level positions. Well, it was always known, but now it is a priority. How sad.”

- “Create mentorship programs with emphasis on workforce inclusion, diversity, and equity! Programs like this shall be on all levels from entry level to seasoned employee. If we mentor our staff at start, this increases their chances for promotion. In addition, if we don’t have more than 20% overall staff in these two categories, then we cannot have them in management and senior positions. To fix this issue there shall be emphasis on improved hiring of African Americans and Latinos. Create relations with relevant affiliate groups.”
- “Implement a mentorship program that pairs a higher level employee with a lower level employee. For new hires, pair a new hire with an experienced coworker to get acclimated to the workplace.”

Participants indicated varying challenges with the hiring and promotions process at the department. Similar to focus group respondents, they expressed problems with nepotism, favoritism, biased interview panels, pre-selected candidates, career pathing, lack of communication, and lack of materials. Some participants recommended LADWP work to improve these impediments for all employees and not just minorities. The following represent survey participant recommendations on hiring and promotions.

Thoughts on Hiring / Promotions

- “Eliminate the old boys network; hire based entirely on merit not favoritism, not according to “who’s turn it is”.”
- “One cannot pinpoint or prove racially motivated decisions made for promotions. The only proof is that we have a disproportionate amount of Caucasians in upper management. It is not because we are superior supervisors, it is because of implicit bias and the nature of our culture. The fact that some senior positions have never been filled by minorities is embarrassing. Real change starts with every one of us being able to see and recognize this bias that we have gotten so comfortable with that we find it to be normal.”
- “Ensure that interviews and selection for upper management and senior executive positions are reviewed and/or audited by outside auditors.”
- “Greater diversity on interview panels; unconscious bias training for all employees; continue to recruit and hire these groups into our workforce so that a substantial pipeline of candidates exists for all levels.”

- “I do not believe in handouts. But the scarcity of diversity displayed in the upper ranks may be due to the fact of lack of experience or exposure to temporary promotional assignments. I’d like to see Article 33 happening more when there is a clear vacancy to give people a chance to see the chain of command from a different perspective. That should generate experienced motivated individuals who wish to promote.”
- “Ensure all employees are made aware of promotional opportunities and provide information that can help them pass the civil exams.”
- “Bring the library back so we can check out test material. Help existing employees enter new career ladders through the use of training programs that qualify you with the experience you need to perform a new job in a different career ladder.”
- “Promote more African Americans and Latinos. People shouldn’t be judged on their race but on their work ethic, character, and integrity to name a few. They need to be given the opportunity.”
- “Increase outreach to hiring in Black and Latino communities and provide a pathway to leadership roles that includes appropriate training and education opportunities along the way. Help fund schools, counseling, and mentorship programs in Black and Latino communities.”

Merit-based promotions was also a prevalent response to the question regarding upward mobility. The quotes below represent respondents’ thoughts on merit.

Thoughts on Merit-Based Promotions

- “The best most qualified candidate should be chosen for a job regardless of ethnicity.”
- “My belief is that all business decisions including promotions should follow the EEO policies and be based solely on merit, knowledge, skills, and abilities.”
- “I don’t feel race should be a factor for upper management positions. it should be strictly qualification and experience.”
- “Make everyone compete on an equal basis. Do NOT go down the road of the failed “affirmative action” yet again...”

- “Need to hire based on merit, ie qualifications, knowledge, skills, abilities, and education. LADWP practices all the isms, nepotism, favoritism, and who they like rather than qualifications. Unfortunately, African Americans have been left behind from DWP’s inception to up to now. The DWP would rather higher an unqualified white, Asian, etc rather than a highly qualified African American.”

As indicated in Figure 21, nearly 40% of African American and 29% of Another Race participants felt they had been discriminated against for career opportunities. All other ethnic groups responded below 20%. Only 21% of total participants responded “yes” to the question.

Figure 21. Response to the Question “Do you feel that you’ve been discriminated against for career advancement opportunities at LADWP?”

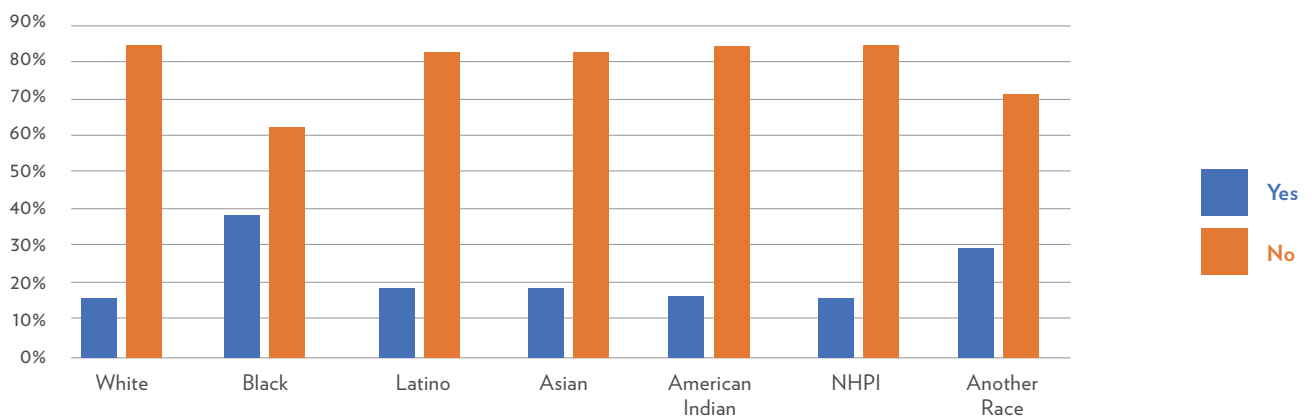


Figure 22. Total Participants
discrimination against for career advancement

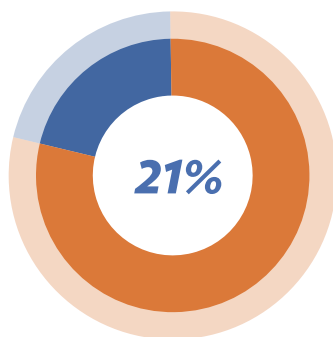


Figure 23. Black Participants
discrimination against for career advancement

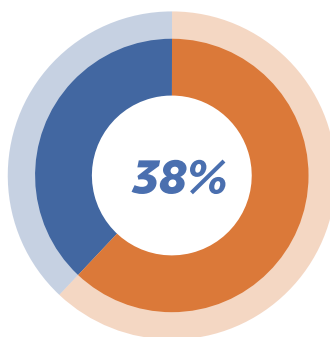


Figure 24. Another Race Participants
discrimination against for career advancement

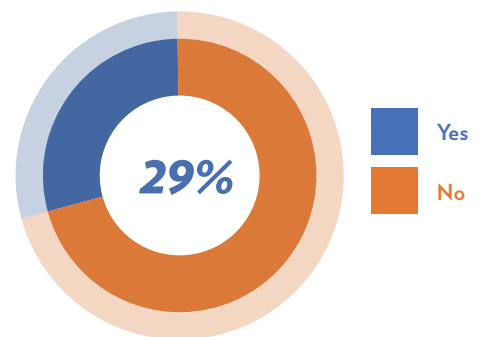
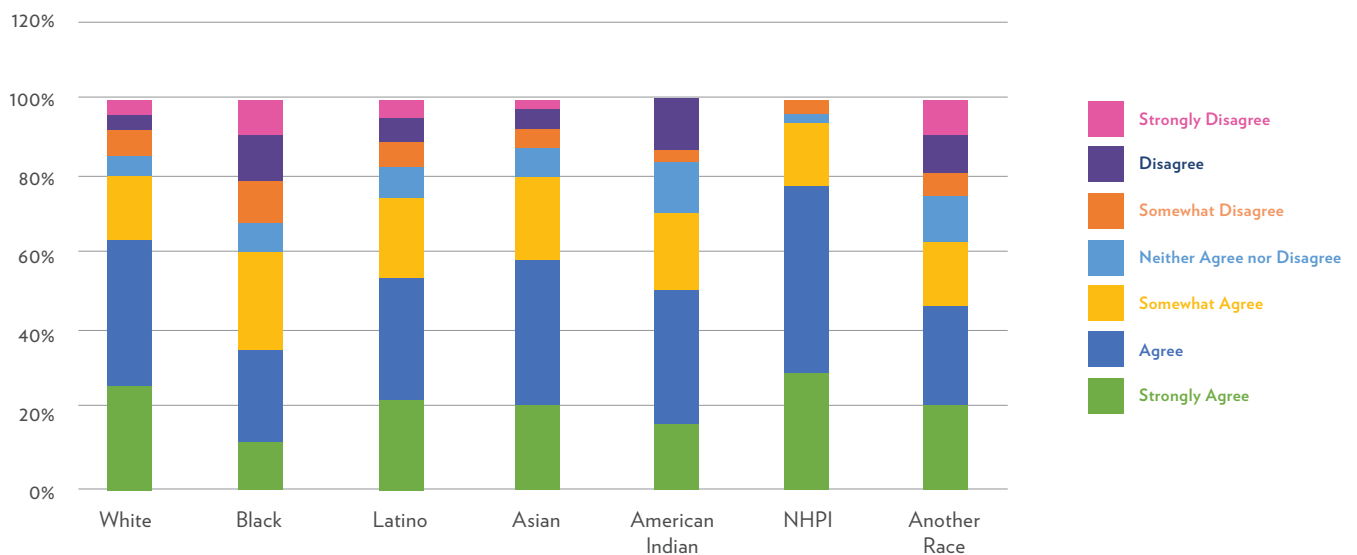


Figure 25 indicates the majority of survey participants receive sufficient support to develop their skills and progress on their career paths at LADWP. While disagreement with this statement was minimal, African American and Another Race participants responses denotes some ambivalence in regards to support received. They were both at or close to 30% in disagreement with the statement.

Figure 25. Response to the Statement “At LADWP, I receive sufficient support to develop my skills and progress on my career path.”



Additional recommendations from survey participants to combat the issues described above were:

- Ensure diverse (ethnic and gender) interview panels
- Invite a third party or have an oversight committee that monitors interviews
- Do not allow employees that have violated EEO policy to participate in panels or be promoted
- Ensure all employees have access to a repository of interview study materials
- Continue to obtain the Voice of the Employee via surveys and forums
- Implement merit and performance evaluations for staff, supervisors, and management
- Assess divisions/sections that do not demonstrate any diversity
- Demonstrate that diversity and inclusion are core values at LADWP
- Develop a strategic and actionable plan for diversity and inclusion
- Increase opportunities for African Americans and Latinos to promote and contribute to LADWP



Training/Mentoring

“Grow your talent within the company and have career development paths so that people who may not have had the same advantages of resources get a chance to succeed.”

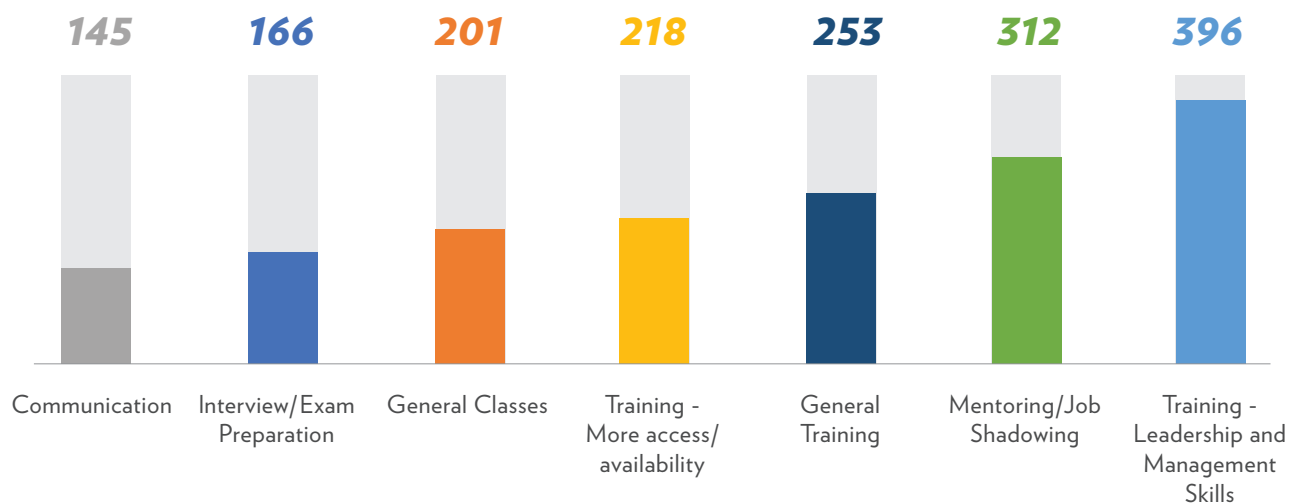
The Word Cloud below (Figure 26) represents a summary of some of the most common words mentioned in open-ended responses. The word “Training” was the most used word, outside of “Employees”, as it was used over 1,500 times by participants. There were a multitude of trainings that employees recommended the department offer, including cross training, career counseling, implicit bias training, computer classes, and virtual training classes. Mentoring was also important, as participants indicated job shadowing and more formalized use of Article 33 would better prepare them for promotional opportunities.

Figure 26. Word Cloud representing most commonly used words in response to open-ended questions



Some participants shared that LADWP has offered more virtual training opportunities during the COVID pandemic, which was well received by respondents. Figure 27 displays the types of trainings, resources and general recommendations that participants suggested would help employees interested in promoting move up to mid and senior management positions. Leadership and Management Skills trainings ranked #1 at 396 respondents noting the importance of this type of training. Some participants shared the sentiment that “[h]aving internal training for leadership development within DWP has to be imbedded in the culture of the organization.” They further indicated the need to invest in and prepare future leaders for their roles as supervisors and managers in the department.

Figure 27. Top recommendations to help employees promote at LADWP



Other areas of training that were highly recommended were general training courses and classes that assist employees in honing and garnering new skills. Some participants shared LADWP already offers sufficient training and they are satisfied with the offerings. Others said the process to obtain approval for training can be intimidating and receiving approval from supervisors is sometimes a barrier because it is at the supervisor’s discretion. The accessibility of training was also noted given employees need time off to access training or resources. They also shared training classes that are only offered to upper management should be accessible to employees interested in promoting. Training offered equitably was a prevalent response from many of the participants.

A significant number of participants also noted the need for interview/exam preparation and career pathing. One participant stated, “Training in departmental interview techniques, one-on-one mock interviews, and career counseling. There are many positions, within other departments, that employees are not aware of how to obtain. We need to be aware of what education we will need and what positions we will need to pursue to reach the position we would like to spend our career in. A system that can walk employees through this is highly desirable.” There were many respondents that had the desire to promote but indicated they did not understand the career pathways to upward mobility at LADWP.

The removal of impediments to promotion was also highlighted significantly by participants. Participants shared that nepotism, discrimination, and implicit bias hinder very competent employees from moving up to mid and senior management positions; as evidenced by the following participant’s statement, “[t]here are plenty of qualified employees already at LADWP. Lack of training/resources isn’t what’s stopping them from promotion. Their inability to promote is due to nepotism, cronyism, and other forms of biased hiring.” Some employees noted that the interview process is discouraging because “a lot of the promotional positions are already pre-selected.” They also noted that “[i]f you are not one of the boys, someone’s friend or related...you have no chance.” Participants also shared that many interview panels lack diversity and are often biased because, “it seems like they will pick a person they like regardless of talent.”

Participants offered recommendations to assist in removing impediments to promotion. As represented in Figure 28, participants suggested ensuring oversight in the interview process. In particular, they urged interview panels follow EEO guidelines and increase diversity by adding people of color and women to the panels. Participants also recommend hiring third party consultants or Non-LADWP employees to conduct interviews or participate in interview panels. In relation to external involvement, a participant said, “[t]he people that handle complaints should be from an outside facility. Not from a building where everyone knows everyone, or are related, etc...” Finally, some participants proposed that Human Resources provide better review and oversight of interview questions beyond the civil service stage, as well as inspect outdated city hiring/promotional protocols.

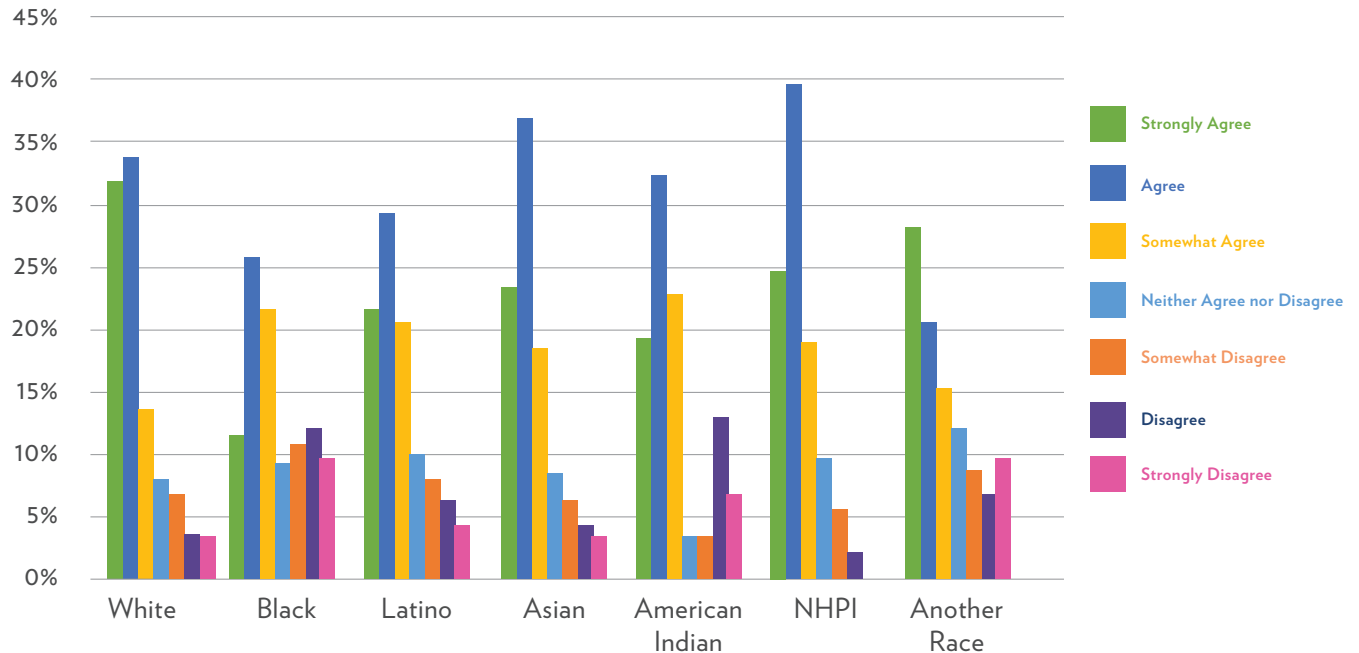
Figure 28. Recommendations for Oversight in Interview Process



While 54% of total respondents Strongly agreed/Agreed that information regarding promotions, training programs, and other career advancement opportunities is fairly distributed, there were other respondents that said supervisors and the department could do a better job of communicating with employees.

Figure 29 displays that African Americans and Latinos agreed that information was fairly distributed to a lesser extent. Some respondents stated that employees “in the field don’t always have easy access to computers.” As such, the department must work on a better method to communicate with those in the field. Although most respondents indicated they receive promotional, training, and career advancement opportunities via email, nearly 20% indicated other means, which was a combination of email, bulletin board or word of mouth. Only 10% indicated receiving this information from supervisors.

Figure 29. Response to the Statement “Information is fairly distributed to ALL employees regarding promotions, training programs, and other career advancement opportunities.”



The following represent survey participant thoughts on communication.

Thoughts on Communication

- “Promotional opportunities should be distributed by email to all employees by email; there are instances when promotional opportunities are known by employees by word of mouth i.e. through co-workers.”
- “Advertise availability of interview classes and career development.”
- “More transparency, and open, publicly available options. Relying on a system of supervisors or managers to be advocated for employees development only works if there is a vested interest from those supervisors or managers. LADWP has a Cultural problem.”
- “Continuing visibility of access to training and education resources for higher positions; identification of goals discussed with supervisor(s).”

- “Fix the LADWP web site so it is completely searchable and easy to navigate. If I need information I have to search under boulders for anything. Rocks would be easier but the mess of a site makes it nearly impossible to find any information on anything.”
- “I believe the department offers an acceptable range of classes to help employees promote. However, I also believe many employees are unaware of these classes. More than what additional resources can provided, we should focus on awareness and access to these classes to all work groups.”



Status Quo

“Let work ethic and character be the only factor. Don’t worry about racism. It’s not where I work, and people are tired of hearing about it.”

Status Quo emerged as a new theme, as it was not expressed during interviews or focus groups. Open-ended responses that indicated there was no need for diversity and inclusion or indicated that the department was already operating effectively were categorized as status quo. The quotes below demonstrate the sentiment of these responses.

Thoughts on Status Quo

- “Acting like certain races need special priority to succeed instead of their own hard work is offensive. Everyone already has an equal opportunity at our company. We all know hard work gets us promoted. By promoting based on skin color alone will remove all incentive to work hard and hurt the department all around.”
- “I feel LADWP takes care of ALL of its workers and their families very well. LADWP does exceptionally well in encouraging and supporting continuing education and the betterment of employees. I feel employees promote based on their knowledge and skill set, regardless of race.”
- “I feel like LADWP is doing well as it is. As white folks retire we’ll start to see more African American and Latinos in these positions. Sometimes I wonder if white folks will at some point be discriminated against at some point to ensure inclusion.”

- “...To answer the question: There is NO other place of employment where SO MUCH upward mobility exists for incompetent people just because they are a certain race. No improvements are needed to DWP- improvements are needed by the individuals taking some initiative, educating themselves and performing at higher than mediocre levels and expecting everything be handed to them for fear of “throwing the race card.””
- “I don’t think that it’s the Dept’s responsibility to improve upward mobility of any specific group or class of people...”
- “No improvements should be made. If any improvements are made, they should be available to all employees equally, as equal standing members of LADWP family. There is no need to “force” diversity. We are all free to achieve our own goals. All that is needed is a level playing field.”

Additionally, there were sentiments of reverse discrimination and apathy exhibited by survey participants. A participant shared that “Blacks and Hispanics already have an advantage in applying for college and jobs (reverse discrimination). It’s unfair to give them a leg up in all spots of their career.” Some participants exhibited a concern that African Americans and Latinos would receive preferential treatment if diversity and inclusion measures were implemented, as exemplified by this statement, “[i]t seems the Asians always get left out while African Americans and Latinos are always the focus!”