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CUSTOMERS FIRST

# Racial Equity Action Plan

## March 5, 2022

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# Overview

- What does Diversity, Equity and Inclusion look like?
- REAP Process and Findings
- DEI Implementation and Approach
- Culture & DEI Mandate
- Next Steps

# What is DEI?

## ***DIVERSITY***

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

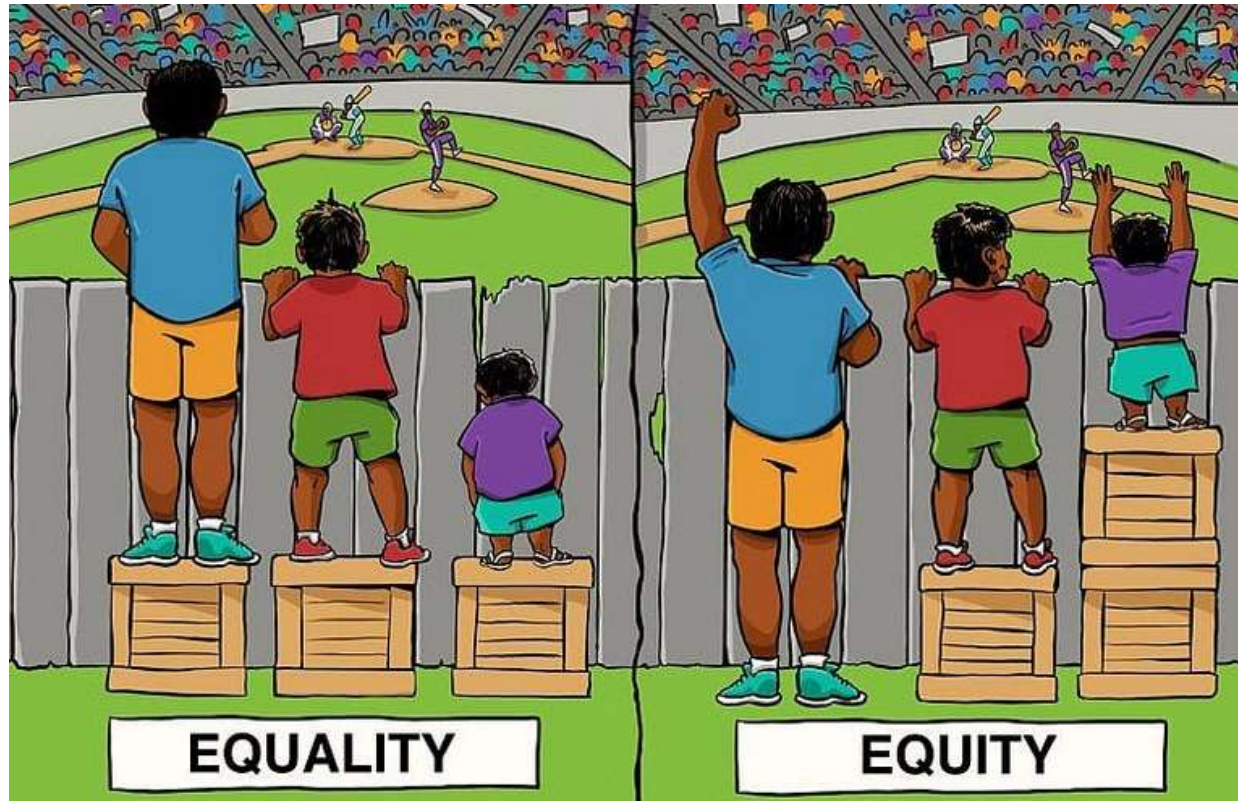
## ***EQUITY***

- 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.

# Is Equality the Same as Equity?





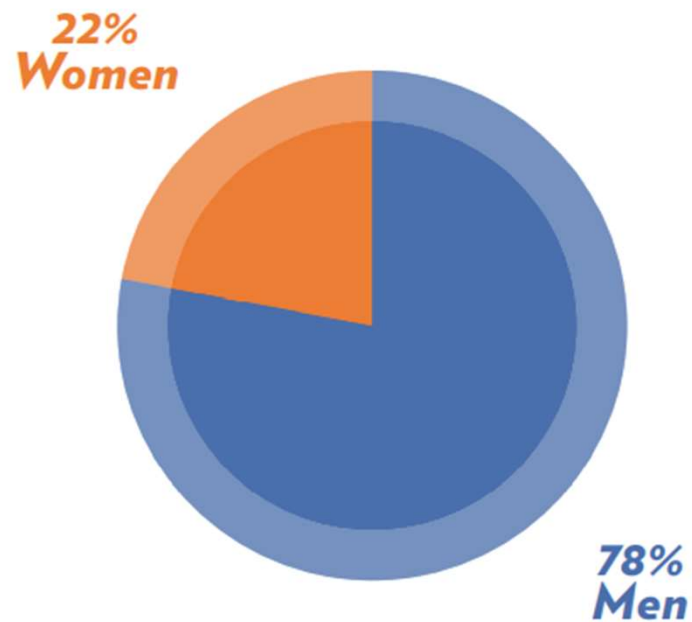
"We must marshal every tool at our disposal to ensure that all in our community are given the opportunity to thrive and reach for their full potential. And while we cannot dislodge structural racism overnight, it is our responsibility to acknowledge hard truths and advance the cause of reform."

- Mayor Eric Garcetti (Executive Directive 27)

# Process Map



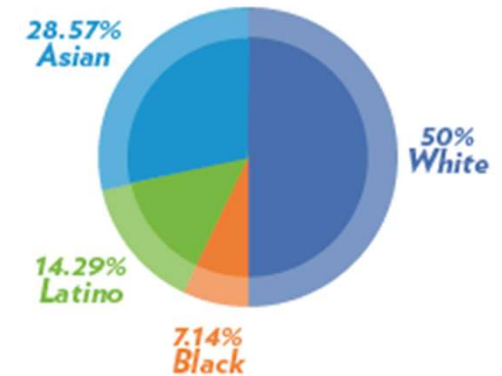
## Gender Distribution for the entire LADWP Workforce



*\*These figures are consistent with data released in July 2020.*

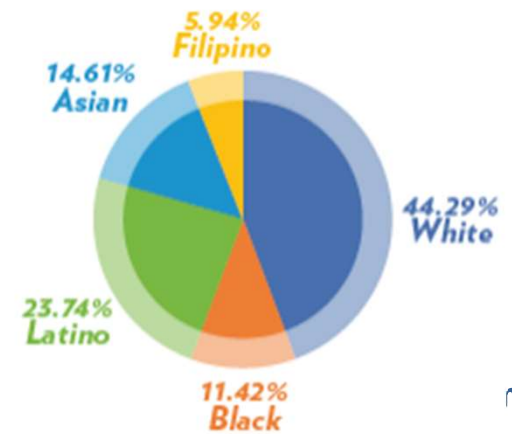
## Executive Management

Distribution by Ethnicity



## Senior Management

Distribution by Ethnicity

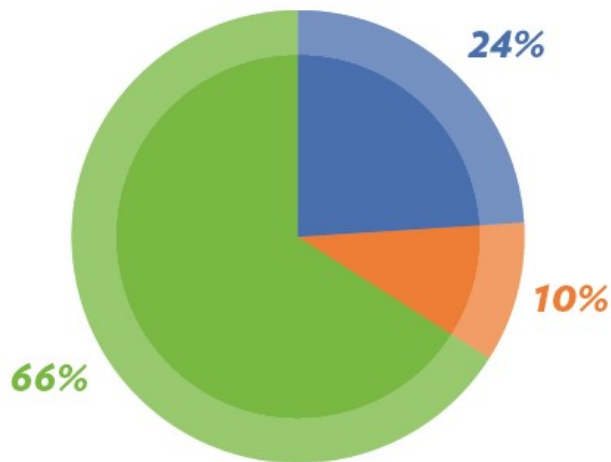


## Job Classification Breakdown by Ethnicity



Figure 4.5

### All Ethnic Groups Job Classification



**Table 4.8 Gender Employment Distribution**

Classification	Overall		Men		Women	
Executives	14	0.1%	8	0.1%	6	0.2%
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%	755	9.0%	95	4%
Protective Service	258	2.3%	215	2.0%	43	2%
Paraprofessionals	30	0.3%	16	0.2%	14	1%
Office/Clerical	2035	17.9%	732	8.0%	1303	52%
Skilled Craft	4429	39.0%	4349	49.0%	80	3%
Service Maintenance	1027	9.1%	936	11.0%	91	4%
Employee % City of LA %	11345		8841		2504	
			78%		22%	
			49.5%		50.5%	



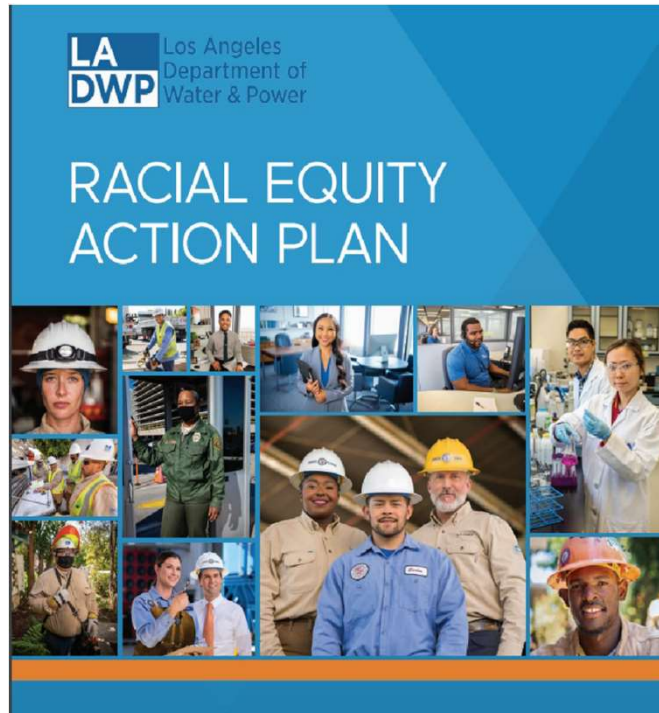
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# Focus Group Findings



- Diversity, Equity and Inclusion Must Be Prioritized
- Formalized Accountability & Oversight Necessary
- Improved Communication Needed Across the Corporate Enterprise
- Fair and Inclusive Hiring, Promotions and Recruitment Strategy Needed
- Retaliation Must Be Eliminated
- Training and Resources Need to be Accessible to All Employees

# Racial Equity Action Plan (REAP)



## Areas of Focus

Education

Workforce Development

Supplier Diversity

Community Engagement

Equity Metrics, Monitoring, and Improvement



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## Vision Statement

The diversity, equity and inclusion vision for LADWP includes:

- creating and maintaining a diverse organization that reflects the rich, cultural and ethnic diversity of the City of Los Angeles
- developing a culture at LADWP that allows every employee the opportunity to feel they are a welcomed and valued team member with equitable and fair prospects for advancement
- positively contributing to the environmental, economic, social wellbeing, and resiliency of the communities we serve



## DEI Approach



Education



DEI Council



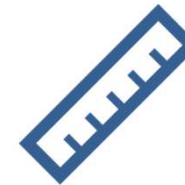
Mentorship



Community  
Sphere of Influence



Feedback From  
Employees



Equity Metrics and  
Accountability

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# Education and Workforce Development

Area	Goal
WF31	LADWP to work with Personnel Department to increase civil service flexibility and create new job classifications
WF 22	Develop a DEI Training Institute for executives, managers, supervisors and employees
WF4	Expansion of Career Ladders and Career Path Workshops

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## Women In the Workforce

Identify:

- positions where women are not represented in the job class and develop programs to improve entrance rates
- positions where women are in low representation in the job class and identify what is barrier to growth rates and barrier to promotion in the department
  - Culture
  - Policies & Practices

# Supplier Diversity

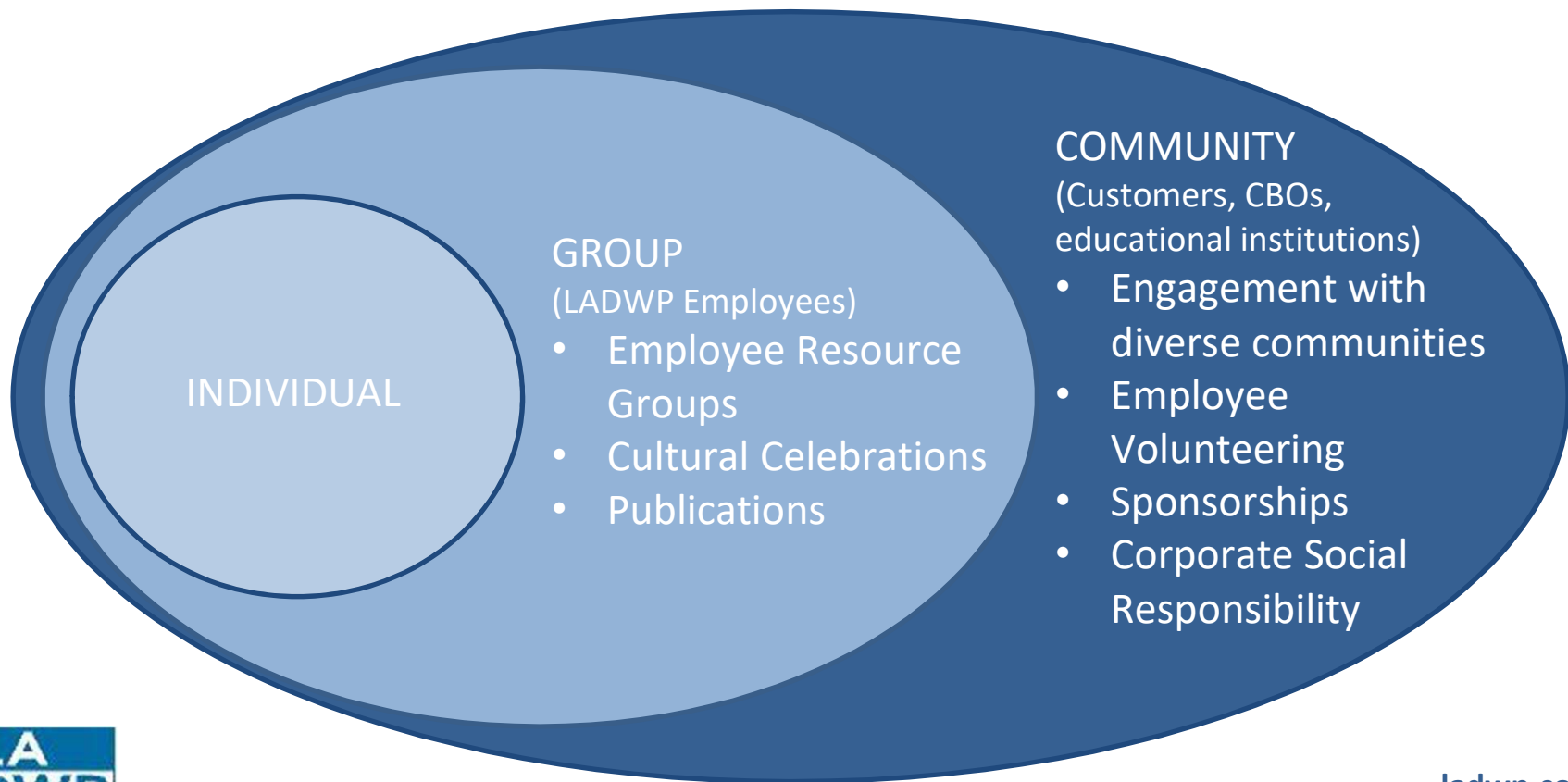
## Supplier Diversity Contract Participation Commitments\*

CALENDAR YEAR	Contracts Awarded with SBE/DVBE Requirements	SBE \$	SBE %	MBE \$	MBE%	WBE \$	WBE %	DVBE \$	DVBE %
2017	\$ 570,184,675	\$ 96,235,820	16.9%	\$ 13,496,986	2.4%	\$ 22,666,390	4.0%	\$ 31,800,468	5.6%
2018	\$ 191,155,227	\$ 55,412,322	29.0%	\$ 11,708,761	6.1%	\$ 8,785,695	4.6%	\$ 7,020,876	3.7%
2019	\$ 716,882,361	\$ 150,691,643	21.0%	\$ 13,170,151	1.8%	\$ 14,405,861	2.0%	\$ 7,908,158	1.1%
2020	\$ 824,234,007	\$ 410,370,926	49.8%	\$ 21,034,341	2.6%	\$ 14,151,066	1.7%	\$ 823,494	0.1%
2021 YTD thru OCT	\$ 245,209,273	\$ 66,511,267	27.1%	\$ 612,500	0.2%	\$ 49,075,399	20.0%	\$ -	0.0%



\*Only includes contracts with mandatory SBE/DVBE participation requirements

# Community Engagement



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## Community Engagement

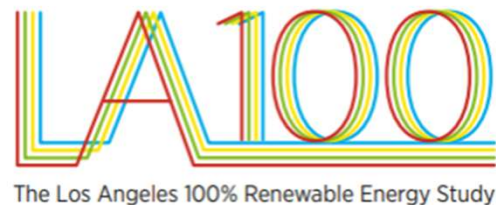
- Continue to leverage successful partnerships with CBOs
- Identify CBOs serving communities (geographic and demographic) where we need to increase engagement
- Continue to coordinate with LADWP business units
  - LA100 Equity Strategies
  - Debt Relief
  - Neighborhood Councils
  - Strategic Long Term Resource Plan (SLTRP)



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## Equity Metrics, Monitoring and Improvement

- Build upon the department's existing equity metrics program
- Similar to LA 100, establish community centered metrics to create environmental justice policies and track community benefits
- Consistent review and publishing of key performance indicators to track progress



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## General Manager and Senior Leadership Focus

- Improve manager accountability through annual performance goals tied to DEI activities and in two way communication meetings
- Hold all LADWP manager accountable for enforcing the Zero Tolerance Policy against discrimination
- Update Strategic Plan and incorporate DEI into Core Values; communicate to employees and the public
- Hold managers and supervisors responsible for creating and sustaining a culture of accountability, upward mobility for all employees and consistent discipline for discriminatory behavior
- Build a culture that encourages cross functional engagement between management and staff



## ORGANIZATIONAL IMPROVEMENTS



Create the Office of Diversity, Equity, & Inclusion.

2

Include Career Ladders on the LADWP website for increased visibility for employees and external interests. Work with Personnel to update pathways for LADWP classifications.

3

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.



Allow any full-time employee to receive tuition reimbursement if the educational course taken is related to any position and/or classification within LADWP.

5

Establish a Racial and Gender Equity Task Force that reports to the DEIO. The Task Force will create mechanisms to obtain the voice of the employee on an ongoing basis.

RECRUITMENT STRATEGY	
✓	Establish a comprehensive budget for all Systems to sufficiently fund annual departmental recruiting efforts targeting Historically Black Colleges & Universities (HBCUs), as well as Community Colleges in the Los Angeles region.
7	Develop an online library of centralized study materials to provide all employees equal access to exam study materials.
DIVERSITY TRAINING	
8	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.
CULTURE	
9	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.

### SUPPLIER DIVERSITY

- 10 | Increase M/WBE, DVBE, and Small Business Contracting.

### ECONOMIC DEVELOPMENT & COMMUNITY ENGAGEMENT

- 11 | Partner in Citywide efforts to retain and attract businesses by leveraging LADWP core functions.

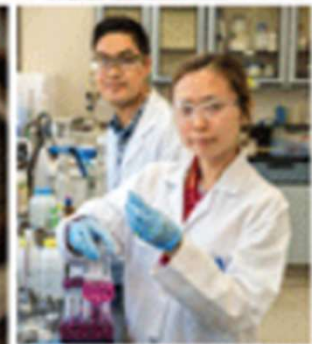
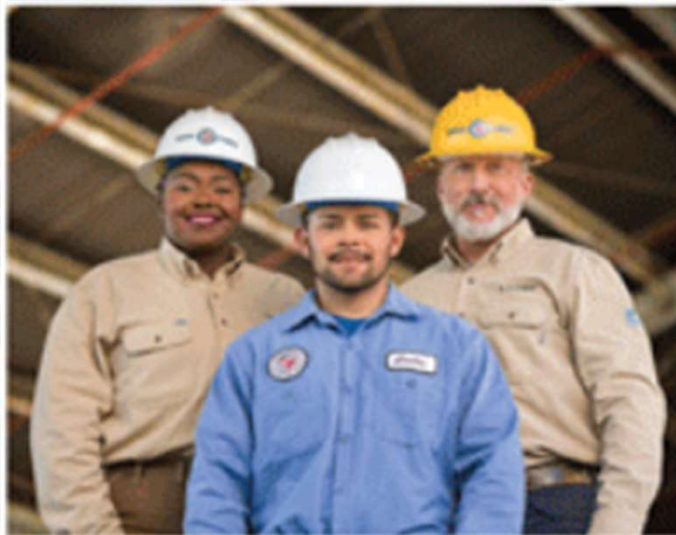
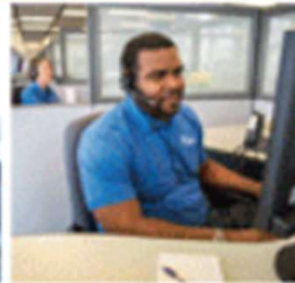
### EQUAL EMPLOYMENT OPPORTUNITY

- 12 | Employ a zero-tolerance policy and hold management accountable for discriminatory actions. Ensure timely follow up on EEO violations and grievances.



## Next Steps

Area	Goal	Timeline
WF10	Establish a DEI Steering Committee (part of DEI Council) that reports to DEIO	March 2022
WF13	Mentoring programs	April 2022
WF22	Establish DEI Training Institute	March 2022



Thank You!

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