Diversity, Equity, and Inclusion at EBMUD

Cultural Audit Key Findings
Presentation of Results
April 2021

THE **WINTERS GROUP** INC.

Assessment Components

A justice-focused, mixed method approach
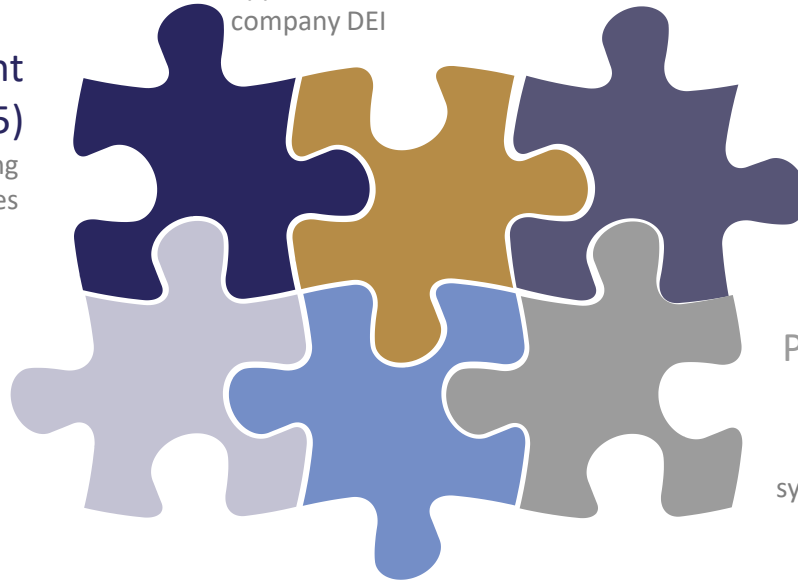
Key Stakeholder Interviews (n=33)

Understanding, awareness, challenges, opportunities, and recommendations for company DEI

Intercultural Development Inventory® (n=115)

Cultural Competence, engaging across differences

Employee Focus Groups (n=129)

Understanding and awareness, and recommendations for company DEI

Review of Existing HR Data

Predictions and forecasting of promotions, terminations, hires, and performance ratings by subgroup

Policies, Practices, Procedures Analysis (7 Policies)

Systematic analysis of inclusive language, systemic barriers, and gaps in existing policy documents

Inclusion Insights Survey (n=1104)

Attitudes, opinions, perceptions of practices and policies around DEI

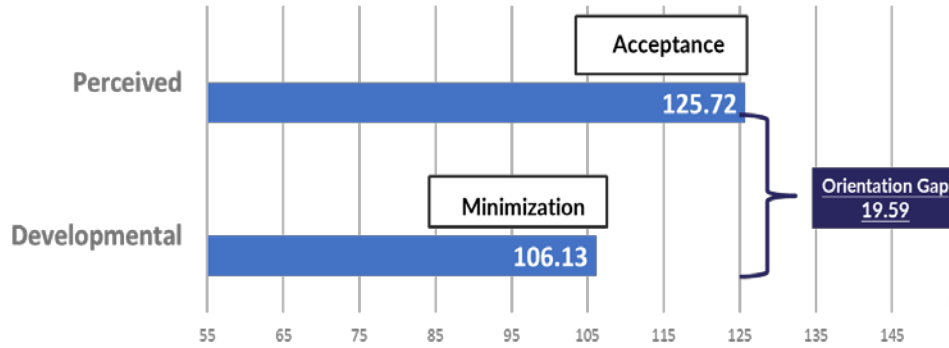©The Winters Group, Inc

Intercultural Development Inventory®

Methodology

Theory-based psychometric instrument
measures intercultural competence

Based on Developmental Model Intercultural Sensitivity (Bennett, 1986).

Constructivist thinking
"fish out of water"

Accurate, Unbiased
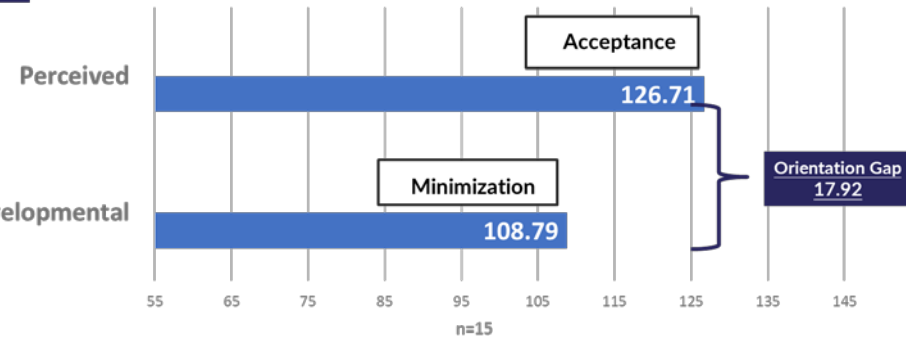Reliability and validity tested with over 10,000 subjects in a variety of different cultures

idi ®

INTERCULTURAL DEVELOPMENT INVENTORY
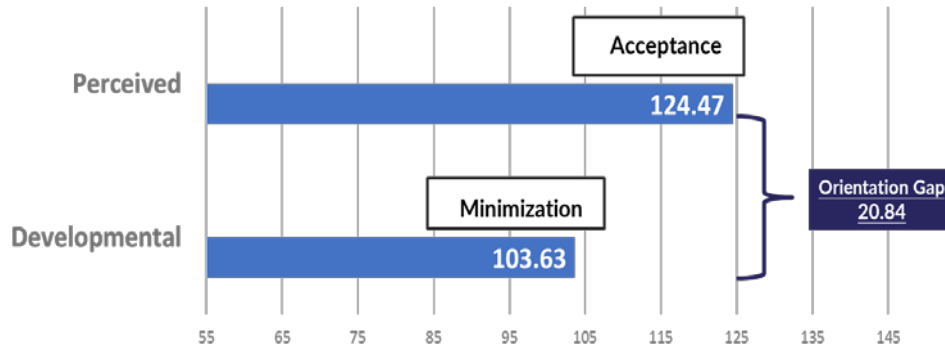
IDI Group Profile: Perceived vs. Developmental

EBMUD Core Team (n=33)

Perceived — Acceptance 125.72
Developmental — Minimization 106.13
Orientation Gap 19.59

EBMUD SMT (n=15)

Perceived — Acceptance 126.71
Developmental — Minimization 108.79
Orientation Gap 17.92
n=15

EBMUD Non-Core Team (n=67)

Perceived — Acceptance 124.47
Developmental — Minimization 103.63
Orientation Gap 20.84

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IDI: Range of Developmental Orientations

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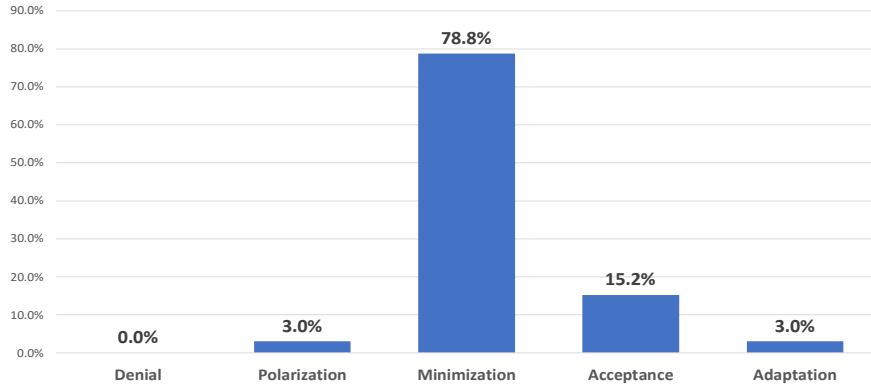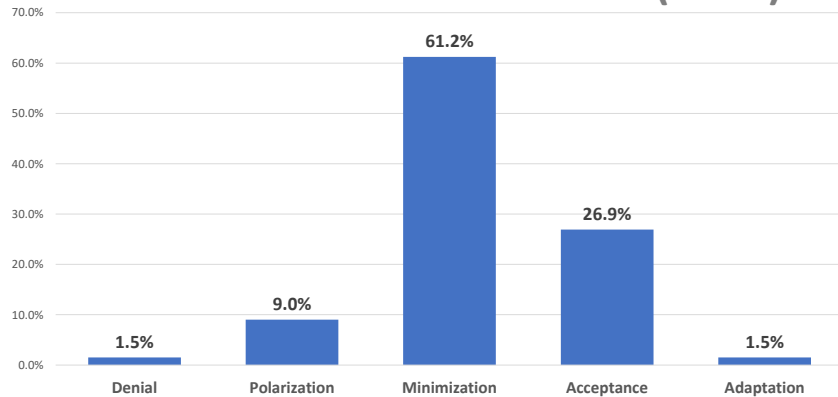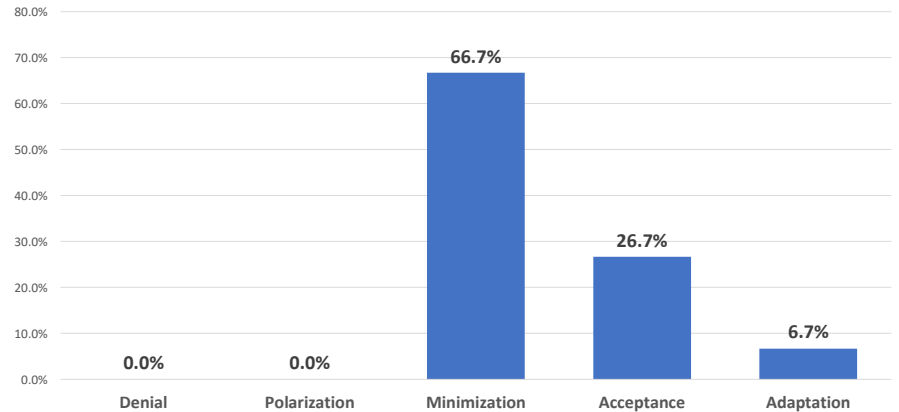
Denial

Monocultural mindset

What racial problem?
I don't get it! This has nothing to do with me.

Polarization

Reversal: I am so ashamed by my culture.
Defense: They are a threat to our way of life!!

Minimization

All lives matter.
I don't see color.

Acceptance

I want to better understand how racism impacts people and our work?

Adaptation

I can see how all systems are exquisitely designed to get the results they are getting.
I want to work to dismantle racism.

Intercultural mindset

Understanding Minimization Leading to Acceptance

| Strengths	Opportunities
• Successful intercultural communication around commonalities • Values tolerance of cultural differences	• Bridging across differences at a deeper level • Increased self-understanding and awareness of social identities and cultural patterns

Review of Existing HR Data

Key Findings: Race/Ethnicity

Five-Year Forecasting Analysis of Promotions by Race/Ethnicity for 2022-2026
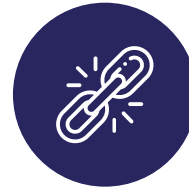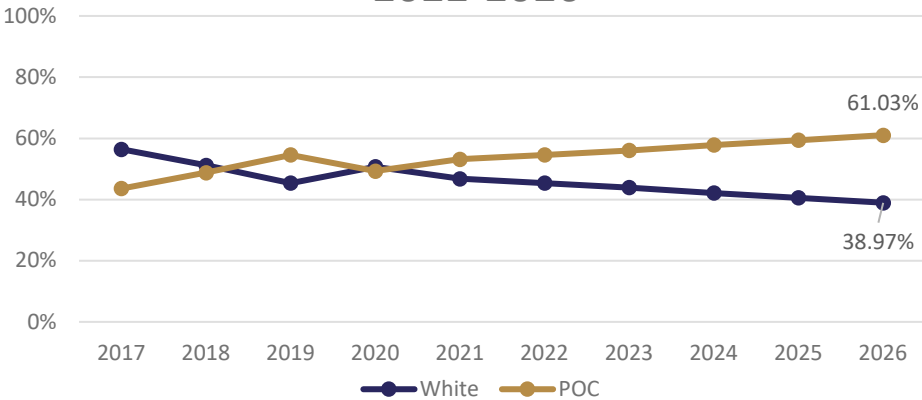
POC are being hired at rates significantly higher (55.0%) than their current representation in the EBMUD workforce (48.8%).

White employees are 1.7x more likely to leave EBMUD voluntarily compared to POC.

POC are being promoted at rates (53.2% in 2021) consistent with current representation (55.0%) and is **expected to increase over the next five years**
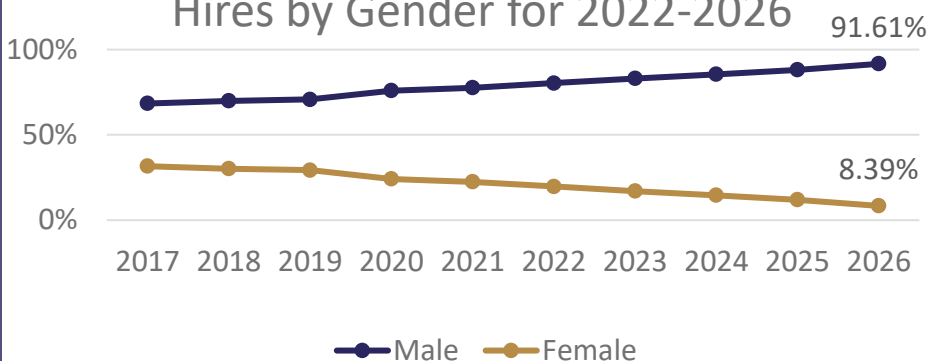
Key Findings: Race x Gender

EBMUD HR Actions by Race/Ethnicity (White)
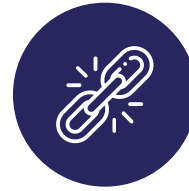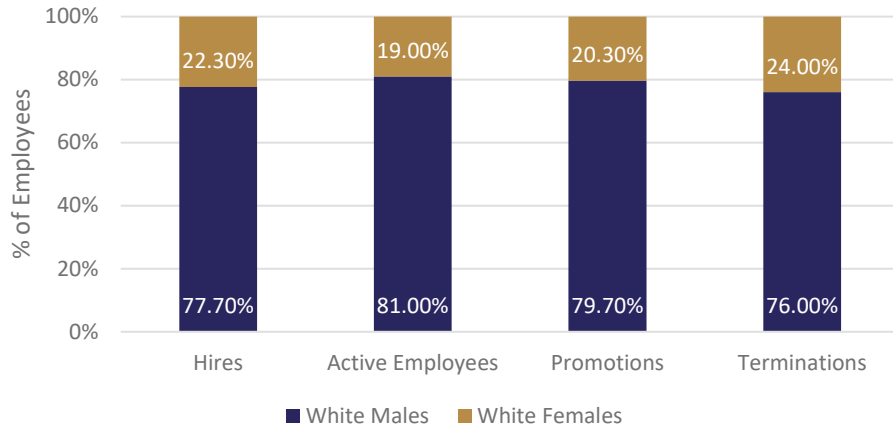
EBMUD **terminates white men at a lower rate** than their current representation in the workforce (76% vs 81%). White females are terminated at rates higher than their current representation (24% vs 19%)
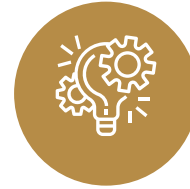
EBMUD **terminates POC women at lower rates** than their current representation in the workforce (55.8% vs 63.4%) and **hires POC men at higher rates** than their current representation.

Forecasting suggests the overall **representation of POC** in the EBMUD workforce **will increase**.

Key Findings: Disability Status

Reason for Involuntary Termination (2017-2021)	Has a Disability %	No Disability %
Discharge	35.7%	4.7%
Release	64.3%	90.6%
End of Temporary Assignment	0.0%	4.7%
Total	100%	100%

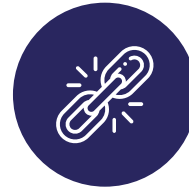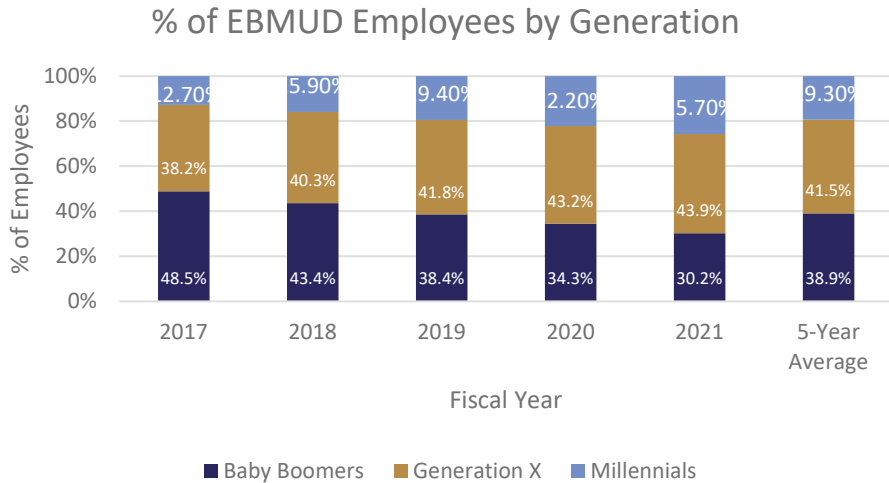Individuals with disabilities represent a small (5.1%) but consistent portion of the EBMUD workforce.
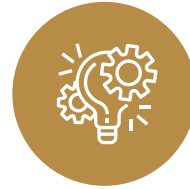
Reasons for terminations differ greatly between individuals with disabilities and those without. **Employees with disabilities are much more likely to be discharged** (35.7% vs 4.7%).

Promotions and Hiring has been in line with this level of representation but **hiring of those who disclose a disability is predicted to decrease slightly** over the next 5 years.

Key Findings: Veteran Status

Reasons for Involuntary Termination (2017-2021)	Not a Veteran %	Veteran %
Discharge	5.8%	25.0%
Release	89.6%	75.0%
End of Temporary Assignment	4.6%	0.0%
Total	100%	100%
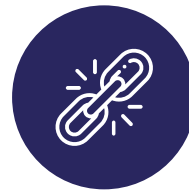
Veterans represent a large portion of the EBMUD workforce (34.2%) but **size of group has been decreasing** over time
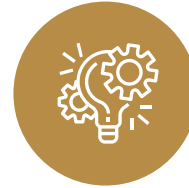
Veterans are being **hired as a significantly lower rate** (2.6% in 2020) than their current representation (31.9%). The **proportion of promotions has also been decreasing** (47.1% in 2017 – 30.5% in 2021).

Veterans are much more likely to be discharged (25.0% vs 5.8%). For voluntary terminations, non-Veterans are more likely to retire (76.5% vs 53.6%) while Veterans are more likely to resign (42.9% vs 23.1%)

Inclusion Insights Survey

Job Satisfaction: All Employees

Knowledge and Awareness of DEI **strongly predicted** job satisfaction.

83%
Reported High levels of Overall Job Satisfaction
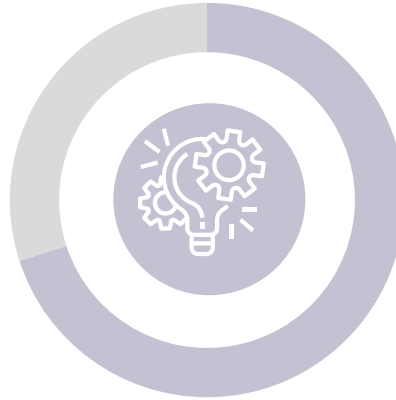
70%
Perceived Strong Knowledge and Awareness of D&I at EBMUD

67%
Perceived Policies, Procedures, and Practices at EBMUD as Inclusive

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Key Findings by Race/Ethnicity

Black Employees had many **significantly less favorable ratings across all questions** related to perceptions **of Knowledge/Awareness of DEI** and **Inclusive Practices, Policies, and Procedures.**

I think District leadership promotes inclusive practices.

59%
Hispanic/Latino

70%
Asian

37%
Black

76%
White

80%
Native Hawaiian/Pacific Islander

61%
Two or More Races

50%
American Indian/Alaska Native

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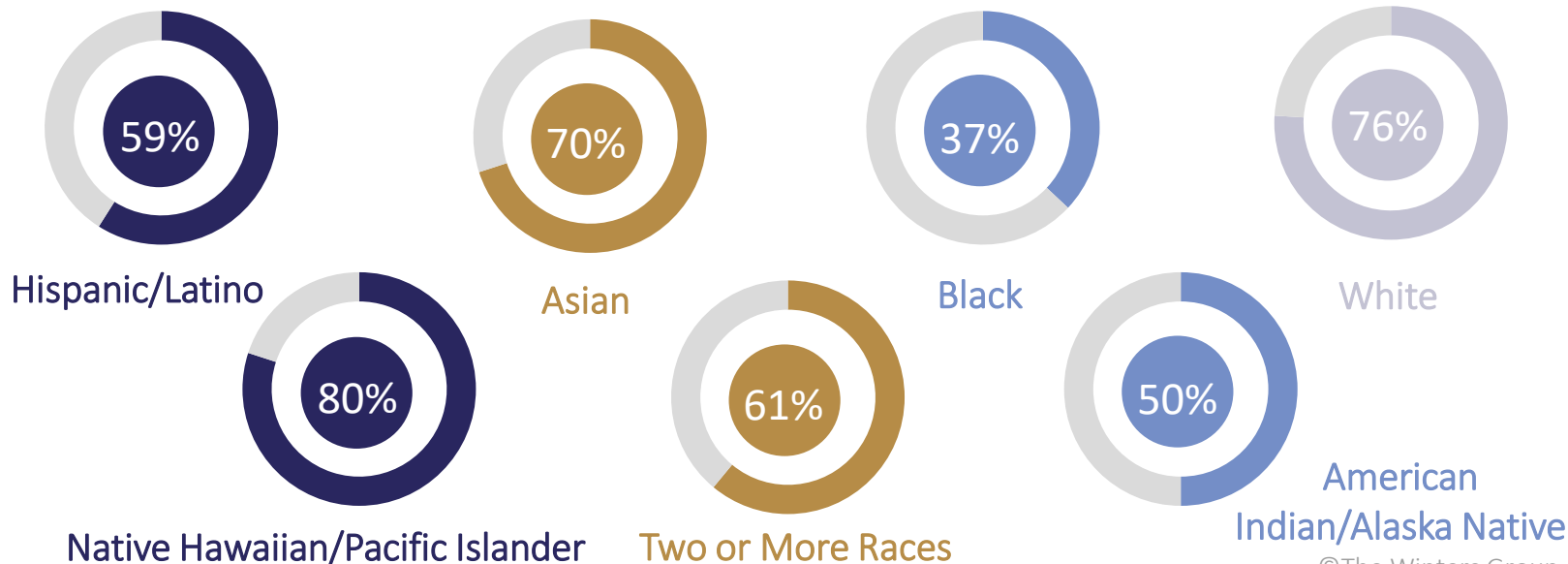
Key Findings by Race/Ethnicity

I think that employees feel valued and respected for their unique contributions to the District.

50% Hispanic/Latino

61% Asian

27% Black

65% White

60% Native Hawaiian/Pacific Islander

55% Two or More Races

75% American Indian/Alaska Native

Key Findings by Gender

I plan on continuing my affiliation with the District indefinitely.

85%

Men

77%

Women

I think that employees feel valued and respected for their unique contributions to the District.

65%

Men

46%

Women

I think District leadership promotes inclusive practices.

74%

Men

57%
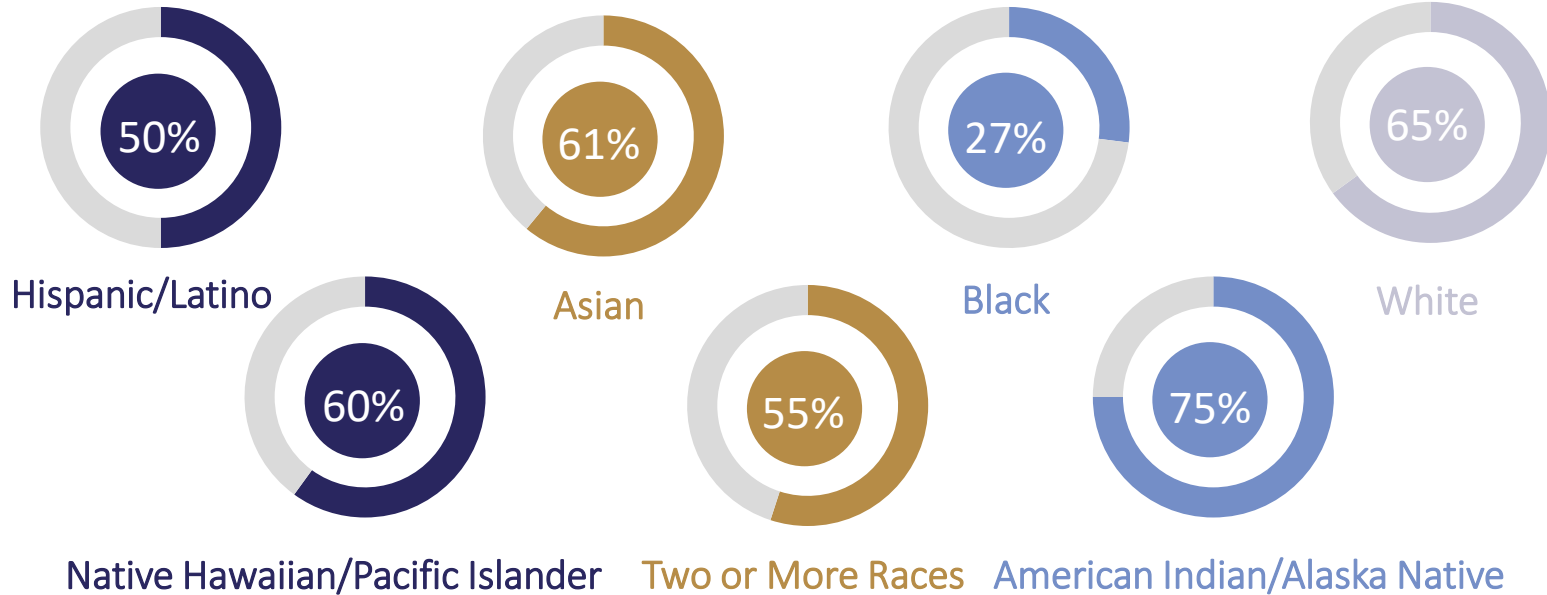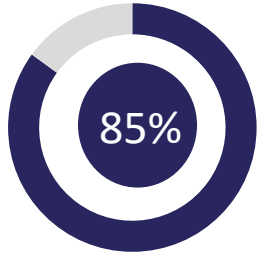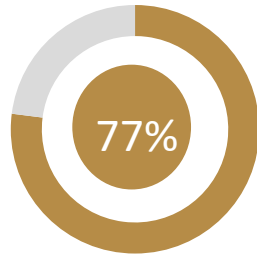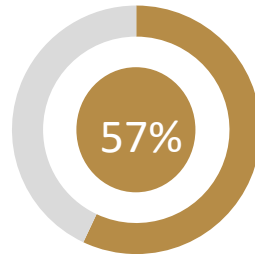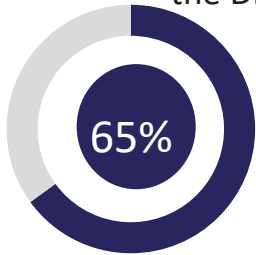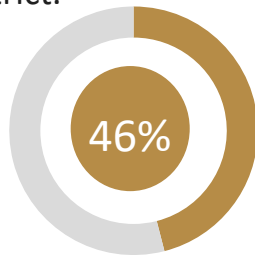
Women

Women employees reported many significantly less favorable ratings in two categories:

- Perceived knowledge and awareness of DEI
- Perceived policies, procedures, and practices as inclusive

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Key Findings by Sexual Orientation

I would recommend the District as a good place to work to family and friends.
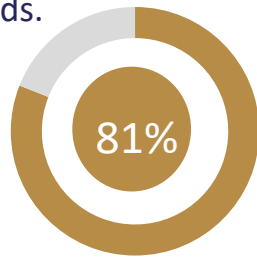
93% Heterosexual

81% LGB

I think District leadership promotes inclusive practices.
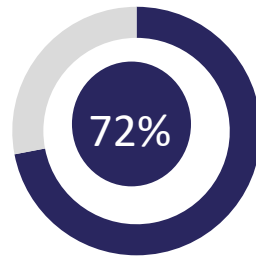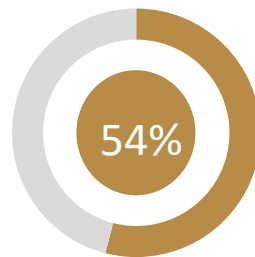
72% Heterosexual

54% LGB

The District's culture values and respects cultural differences.
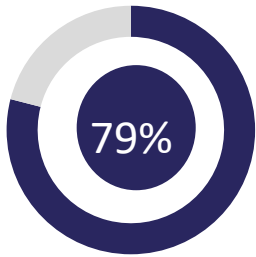
79% Heterosexual
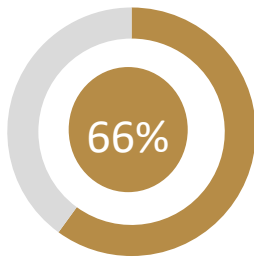
66% LGB

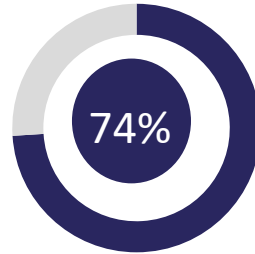**Lesbian, gay, and bisexual employees** had some **significantly less favorable ratings across all categories, and a pattern of less favorable ratings** across all measures assessed.

Key Findings by Age Generation

Millennials reported more favorable perceptions across all categories, with a few significant differences.

I think the District leadership exhibits inclusive behaviors.
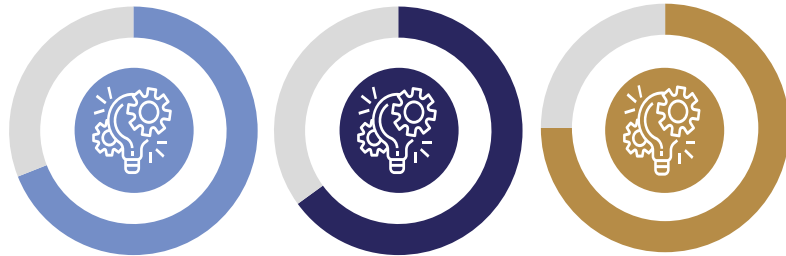
I think the District's programs, events, and services are perceived by diverse communities to be accessible and inclusive.

| 69% | 65% | 75% | 70% | 69% | 80% |
| Baby Boomers | Gen X | Millennials | Baby Boomers | Gen X | Millennials |

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Key Findings by Disability Status

There were few consistent patterns across disability status, with a few significant differences.

I think the District hires diverse employees.
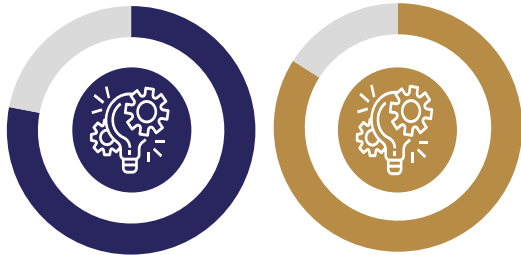
78%
Disability

84%
No Disability

Based on the definition of diversity given, I think the District is diverse at all levels.

66%
Disability

75%
No Disability

Key Findings by Gender

I plan on continuing my affiliation with the District indefinitely.

85% Men

77% Women

I think that employees feel valued and respected for their unique contributions to the District.

65% Men

46% Women

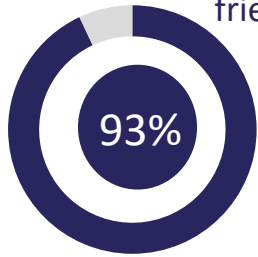I think District leadership promotes inclusive practices.

74% Men
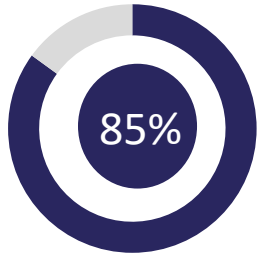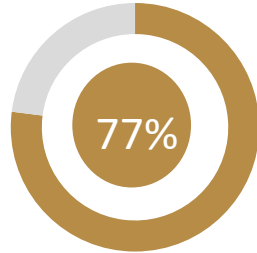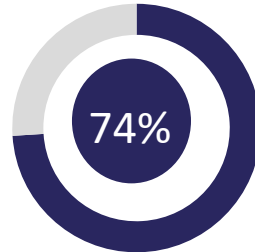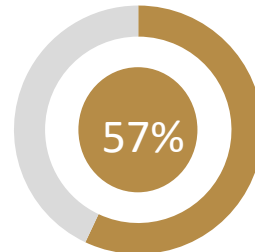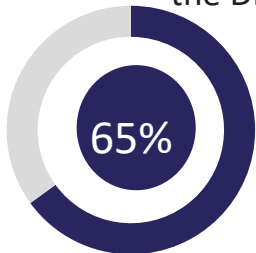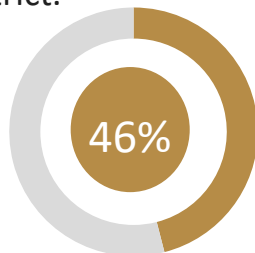
57% Women

Female employees reported many significantly less favorable ratings in two categories:

- Perceived knowledge and awareness of DEI
- Perceived policies, procedures, and practices as inclusive

Key Findings by Tenure and Level

Employees with the shortest tenures and between 5-10 years had more positive ratings than those working in the district longer.

Organizational Tenure

Staff and Lead/Foreman levels have less favorable ratings across all three categories, with multiple significant differences.

Job Level
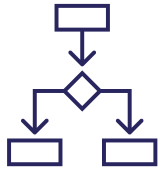
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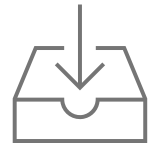
Employee Focus Groups

Methodology

● **Deductive Thematic Analysis by Question**
Identifying implicit and explicit themes and conclusions

● **Self-Reported Predictive Factors**
Focus groups were separated combination of race, gender, and generation.

Sampling note: We conducted a larger number of Black employee focus groups to ensure that every employee who had participated in "listening sessions" after the murder of George Floyd had an opportunity to participate if they so desired.

Demographic Groups with # of Participants

Employee segment	# of groups	Participation	% of groups represented	Approximate population at EBMUD
Black / African American Mixed Gender *	6	47	27.2%	173
Asian Women	2	14	8.9%	158
Asian Men **	0	0	0%	226
Hispanic / Latinx Men	2	10	4.8%	210
Hispanic / Latinx Women	2	9	20.5%	44
White Women	2	11	6.2%	178
White Men	2	9	1.2%	784
Millennial Mixed Gender	1	5	0.9%	562
Generation X Mixed Gender	2	13	1.5%	858
Baby Boomer Mixed Gender	2	11	2.1%	514

Working at EBMUD
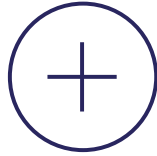
Positives

- Meaningful Work
- Collaborative, friendly culture
- Strong sense of community/familial environment
- Workplace flexibility
- Learning and development opportunities
- Affinity Groups
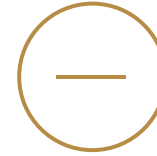
Negatives

- Ingroup/Outgroup dynamics
- POC: pressure to conform and code switch
- Women, Millennials, and POC: sense a culture of retaliation against speaking up about DEI issues

Perceptions of DEI Leadership

Positive perceptions of Executive leadership and board support of DEI

Many mentions of the GMs involvement with affinity groups and BLM statements

Mixed perceptions, awareness, and importance of DEI work across lower levels of leadership

Supportive management across higher ranks, less awareness in lower levels of leadership. Main notions of hostility from white men, Gen X, and Baby Boomers

Wariness and Exhaustion from Black and Latinx employees

Skepticism about whether their feedback would be integrated or that plans will be implemented

Perceptions of DEI Challenges and Opportunities

Black employees feel a lack of psychological safety on a daily basis, skeptical of and wary of change

Continue to engage consultants and external resources

White men and/or Baby Boomer employees have mixed interest in DEI, often expressing that EBMUD feels like a "family"

Bolster presence and power of affinity groups

Women and/or Black employees feel a generally low morale as well as a need to prove their skills and experience

Continue GM public involvement in DEI initiatives

Latinx/Hispanic employees feel dehumanized and ostracized and feel DEI efforts are reactionary

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Being _____ at EBMUD is...

Most ← **Experience of Microaggressions, Stereotypes, Tokenization** → **Least**

Not Great

OK

Good

Great

Black Employees

Latinx Employees, Asian Women

White Women

Gen X Millennials

Baby Boomers

White Men Employees
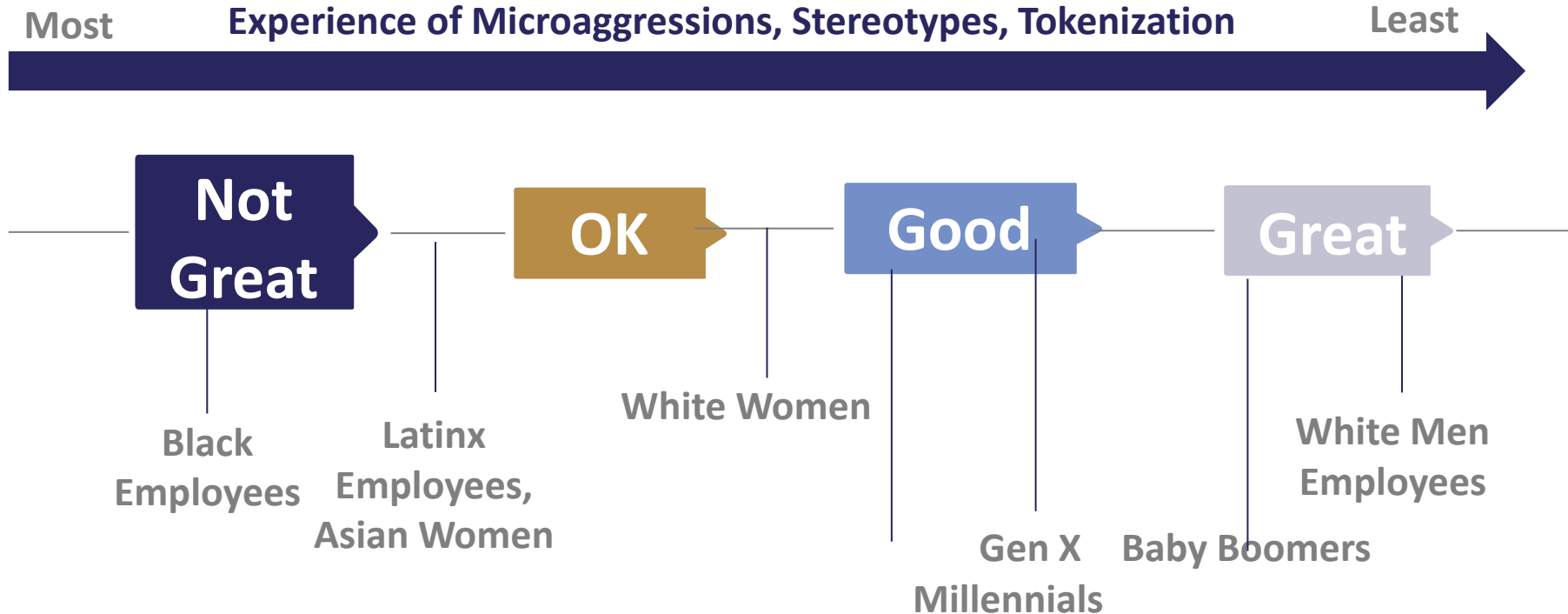
Key Stakeholder Interviews

Methodology

Deductive Analysis by Question

Identifying implicit and explicit themes and conclusions from key stakeholders

Sentiment Analysis

interpretation of comments, statements, and descriptions that reveal attitudes and practices regarding racial justice in the workplace.

Priority Analysis

interpretation of comments to indicate that something, an initiative, solution, product, etc. is critical and should be implemented immediately, or as soon as possible..

Interview Questions

- ❑ What are your top 3 organizational challenges right now? What would you say are your top three organizational opportunities?
- ❑ In your own words how do you define diversity? Inclusion? Do you see a difference? What is the difference?
- ❑ In your own words how would you define equity? Is there a difference between equity and equality?
- ❑ How does/can diversity enhance the organizational challenges and opportunities that you identified?
- ❑ Based on your experiences with diversity, what aspects have you found the most challenging to navigate?
- ❑ What changes in behavior do you expect from leaders and employees as a result of the diversity, equity and inclusion initiative?
- ❑ How should the organization's leaders be held accountable for diversity, equity and inclusion?
- ❑ What recommendations do you have for the organization to enhance diversity, equity and inclusion?

Priority Analysis

- Sustain education on cultural competence and systemic inequities
- Establish long-term and well integrated DEI strategy that is held to high organizational priority
- Create measures of accountability to address institutional biases

Sentiment Analysis

- High levels of awareness of DEI, with varied levels of hopefulness for change
- Low levels of awareness of DEI, with a desire and eagerness to learn and improve
- Low levels awareness of DEI, with a resistance to DEI work

Key Themes
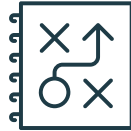
Organizational Challenges

- Racial inequities
- Lack of DEI implementation
- Hiring and promotion practices
- Change-resistant workplace culture
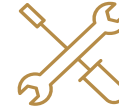
Opportunities

- Continue affinity group programs
- Expand internship program
- Increase leadership commitment
- Shift from conversation to implementation

Defining DEI
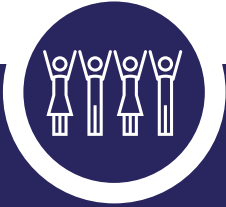
Diversity
- Diversity of thoughts/ perspectives
- Differences in demographics and cultural background
- Some confusion

Equity
- Moderate to minimal understanding
- Confusion between Equity and Equality
- Providing equal opportunities
- Reference to "three boxes" graphic

Inclusion
- Fairness
- Feeling of belonging
- Acting upon diversity
- Confusion and uncertainties around difference between diversity and inclusion

DEI Challenges and Opportunities

Change-resistant Culture

"Old boys club" culture, differences between field and office culture

Experiences of Harassment and Racism

Unfair promotions, hiring, and microaggressions primarily experienced by Women and BIPOC

Lack of public support for DEI from Leadership

Lack of awareness and some instances of denial of the importance of DEI initiatives

Discomfort talking about DEI topics

From white employees who expressed worries about offending colleagues from other cultures

Innovative Problem Solving

Promoting DEI would bring more perspectives and boost creativity

Build a better connection and reputation with customers and greater community

This would help improve EBMUD's services

Improve hiring and recruitment systems

Diverse leadership would signal growth paths for diverse employees

Behavior Change Expectations

Individual
- Increase in respect across differences
- Awareness of employees' workplace experiences

Interpersonal
- Reduced biases in day-to-day interactions
- Increased learning opportunities and education around the importance of DEI issues

Systemic
- Improved communication around DEI
- Leadership accountability and support of DEI initiatives

Leadership Accountability

Link DEI goals to leadership performance evaluations

Establish transparent company-wide feedback mechanisms reporting of DEI measures

Increase leadership responsibility for implementing DEI discussions to sustainable actions

Stakeholder Recommendations

Move Beyond Talk to Implementation
▼
Identify clear roles, responsibilities, and accountability measures
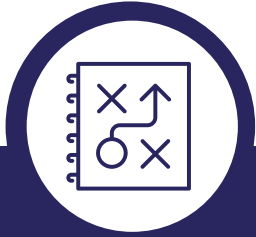
Increase support from leadership
▼
Have leaders engage in and support employees through anonymous feedback mechanisms, affinity groups support, and initiatives beyond the HR function

Increase external DEI initiatives
▼
Increase involvement with the greater East Bay community

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The Winters Group Strategic Recommendations

Create a 5-year DEI Strategy

- Build progress metrics
- share regular updates
- Acknowledge and act upon especially by marginalized groups
- Clarify roles and responsibilities for DEI

Build on Leadership Support of DEI

- Increase vocal support by GM, Board, and other leadership
- Show commitment by dedicating resources to DEI

Invest in DEI Education

- Increase organization-wide understanding of diversity, equity, inclusion.
- Build knowledge around racial equity, gender equity, multicultural inclusion, and other topics.
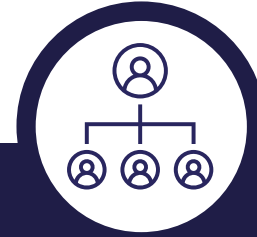
Build Management Competency Around DEI

- Train management on methods to integrate DEI
- Build management accountability systems, to ensure consistency around DEI
- Tie DEI to performance metrics

# The Winters Group Strategic Recommendations

Design and implement accountability systems

- Integrate DEI into day-to-day work
- Increase safety of reporting systems to prevent retaliation
- Implement accountability with real consequences for DEI violations

Refresh Promotion Processes

- Take steps to intentionally reduce bias
- Improve equitable access to internal training opportunities
- Build internal promotion pipelines for marginalized communities
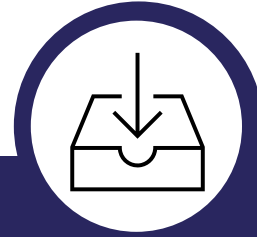
Analyze and Improve Hiring Processes

- Reduce unnecessary education and testing requirements
- Increase long-term outreach to diverse communities
- Increase access through more paid internship and apprenticeship programs
- Provide support and flexibility for those navigating the hiring process

Increase Support for Affinity Groups

- Increase funding and paid work hours to organize groups and events
- Build a transparent process to start new affinity groups and encourage participation

Questions?

Thank you!