



**Chief Diversity,  
Equity, and  
Inclusion Officer**

## The Community

The City of Los Angeles is a world-class city with a vibrant diverse economy and an unparalleled quality of life. Los Angeles is the second-largest city in the United States and has a multi-ethnic population of approximately 3.9 million. Los Angeles is one of the largest business, financial, tourist, and trade centers in the world. It is a trend-setting global metropolis with a fascinating history and a rich cultural heritage. Known for being the entertainment capital of the world, Los Angeles also offers Michelin-starred restaurants, major sporting venues and events, world renown research colleges and universities, diverse multicultural and eclectic neighborhoods, 75 miles of coastline, and hundreds of miles of cycling and hiking trails. Cultural attractions for residents and visitors alike include the Space Shuttle Endeavour, Walt Disney Concert Hall, the Getty Center, art galleries, and urban art. A combination of cultural offerings and moderate climate have established Los Angeles as not just a tourist destination but a welcoming place for new residents and a home for lifelong Angelenos.

## The City Organization

The City of Los Angeles is a charter city, governed by the Mayor and the City Council. Mayor Eric Garcetti was re-elected to a second four-year term in 2017. The City Council serves full time and has fifteen members who are elected by district. The other two elective offices in the City are the Controller and City Attorney. The City's elected officials serve four-year terms. Volunteer Commissions consisting of prominent business and community leaders appointed by the Mayor and confirmed by the City Council oversee several City departments and bureaus. The City has 36 departments, bureaus, and offices for which funds are budgeted annually by the Mayor and City Council. In addition, the City has three proprietary (enterprise) Departments (the Departments of Water and Power, Harbor, and Airports), governed by Commissions, that are financed solely by revenue generated from their operations.

## The Department

The Los Angeles Department of Water and Power (LADWP), a highly visible proprietary department of the City of Los Angeles, and the largest city-owned water and electric utility in the nation, was established more than 100 years ago. LADWP exists to serve all customers with safe, reliable and cost-effective water and power and currently provides 689,000 water customers and 1.54 million residential electric customers with quality service at competitive prices. In FY 2018-19, LADWP supplied 146 billion gallons of water and had 733,900 active water service connections. As a revenue-producing proprietary department, the LADWP transfers a portion of its annual estimated electric revenues to the City of Los Angeles' general fund. LADWP's operations are financed solely by water and electric services. Capital funds are raised through the sale of bonds, and no tax

support is received. A five-member (all-female) Board of Water and Power Commissioners governs and establishes policy for the LADWP. Leadership of the Department is provided by a General Manager, who is supported by an executive team. LADWP employs more than 11,000 employees who reflect the spirit of an agency that has had its share of pioneers, visionaries, civic leaders, and heroes in its first century, which will serve as its foundation for a successful tomorrow. The Department is committed to the residents of Los Angeles; in addition to enhancing communications with certified neighborhood councils, the LADWP also hosts an annual Science Bowl competition for LAUSD students, provides speakers and community exhibits for large events, and hosts an annual Lineman's Rodeo.

### Mission Statement

*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.*

### Five-Year Vision Statement

*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.*

## Chief Diversity, Equity And Inclusion Officer (DEI)

The Chief Diversity, Equity and Inclusion Officer (DEI) is appointed by and reports directly to the General Manager and serves as the senior racial equity advisor to the General Manager, Board of Water and Power Commissioners, and LADWP leadership. The Chief Diversity, Equity and Inclusion Officer leads the Office, is a member of LADWP's executive leadership team, and serves as a catalyst to leverage best practices and resources across LADWP to promote and create a thriving culture of equity and inclusion across the entire utility enterprise.

The Chief will oversee the employee services, supplier diversity, economic and community engagement, groups and the equity metrics data initiative. The Office will be resourced with an Assistant Chief and will oversee a total team of 75-100 FTE. The Chief is responsible for developing, implementing, and providing overall management and direction for LADWP's DEI functions, programs, and initiatives to ensure that diversity, equity and social justice practices within all divisions, offices, and units within LADWP are operationalized. The position is the expert technical advisor on department-wide matters

of diversity, equity, inclusion, and disparities. The Chief will collaborate with other senior department leaders and employees to facilitate an organizational culture that institutionalizes the use of a diversity and equity lens to address systemic disparities existing in LADWP's workforce, contracting, economic development operations, and the delivery of the department services. The Chief will also lead LADWP's approach to effectively engage communities and direct community engagement programs.

### Top Priorities:

- Establish the internal infrastructure of the Office including hiring key staff, and developing a shared vision, mission, purpose and goals.
- Begin the work of normalizing conversations around DEI.
- Develop, recommend, and implement training to help employees in all departments understand, embrace and facilitate the mission, goals, strategies and expected outcomes of the DEI Office and the intentional implementation of the "fair and just" principle.
- Establish the DEI taskforce for ongoing employee and community input relative to diversity, equity, inclusion policy, initiatives and programs.
- Develop immediate strategies to operationalize the racial equity action plan that includes the development of an equity toolkit and a strategic blueprint of systems, structures and programs where substantial impact is realized and measured.
- Inform budget decisions and propose policy that prioritize the use of an equity lens that advances diversity, equity, and inclusion enterprise-wide and focuses on workforce development, contracting, economic development and community engagement.

### Specific responsibilities include:

#### Strategic Leadership

- Provide leadership, guidance, and support in the internal development and implementation of policies, practices and programs that advance a climate of diversity equity and inclusion in support of the department's mission, vision, values, and goals.
- Direct policy development to mitigate bias, increase equitable outcomes, and foster respect and inclusion across all job classification and organizational levels of the LADWP workforce.
- Direct the development and implementation of goals, objectives, policies, procedures and work standards for assigned divisions, programs and activities.

- Collaborate with senior leaders to integrate diversity, equity and inclusion policies, and best practices, into budget decisions, institutional contracting, employment, and workplace practices, including business practices and programs.
- Collect, analyze, monitor and disseminate organizational data to benchmark, measure and ensure accountability for diversity, equity and inclusion efforts.
- Oversee data collection, analysis and organizational assessment for identification of enablers and potential inhibitors of a diverse, inclusive and equitable work environment and contracting operation.
- Partner with user division leaders and human resources leaders to diagnose diversity, equity and inclusion related issues, and recommend potential solutions and appropriate interventions for various user divisions.
- Develop and recommend performance indicators and progress benchmarks to ensure accountability related to the delivery of LADWP services to achieve fair and equitable outcomes.
- Establishes enterprise-wide performance expectations, metrics and goals aligned with DEI strategies, plans, and objectives that are incorporated into employee performance evaluations.
- Manages employee performance for both direct and/or matrixed reports. Manages, trains and develops staff by providing direction, timely feedback, coaching and support.

#### Recruitment, Retention, Advancement & Communications

- In collaboration with LADWP senior assistant general managers support the design and implementation of talent pipeline development programs to recruit, develop, retain, and advance diverse talent.
- Research emerging issues, trends, legislation, court decisions, professional literature, political and grass-roots movements related to diversity, equity, and inclusion, including communication protocols and best practices for transparency.
- Propose and/or develop institutional programming related to DEI, including employee developmental programs in areas such as cultural competencies, and cultivating and retaining future leaders from diverse backgrounds. Deploy and measure initiatives aimed at the promotion of diversity and cultural competence in the workplace.

- Establish effective modes of communication about ongoing DEI progress at LADWP. Create and implement communications strategies and content management for training, web resources, social media and print materials to support diversity, inclusion and related initiatives.
- Form and cultivate strategic partnerships with individuals and organizations outside the department to help further the department's diversity agenda.
- Create feedback systems that encourage employees, vendors, and contractors to express their opinions regarding DEI success and make recommendations for program improvement.
- Demonstrated success in partnering with leadership efforts that advance diversity, inclusion, and social justice.
- Exceptional oral and written communication skills with experience in multiple communication modes, including social media, with the ability to articulate the importance of inclusion and diversity.
- Knowledge of laws, regulations and guidelines related to diversity, inclusion and nondiscrimination in an organization.
- Experience working with or in a public or governmental organization serving large complex urban environments.

## The Ideal Candidate

The ideal candidate for the Chief Diversity Equity and Inclusion Officer will be an innovative, visionary leader with outstanding people and management skills. The successful candidate will be a, strategic and results-oriented Chief with an explicit commitment to, and broad vision for, the role of diversity, equity, and inclusion in achieving organizational excellence. S/he must be adept at facilitating difficult discussions, shepherding cultural change, creating, and strengthening partnerships with the community, peer departments, and staff, and aligning an array of inclusive efforts across the department. In addition, the successful candidate must possess the following attributes:

- Demonstrated success as a collaborator and relationship builder, with strong interpersonal skills and ability to build collaborative working relationships with a broad range of diverse individuals and groups, including senior executives, to achieve results.
- Strong track record in managing change with an understanding of the contexts, cultures and politics within institutions that impact the implementation of effective equity change efforts.
- Demonstrated cultural awareness and agility and ability to build trust, credibility and navigate a complex landscape.
- Demonstrated success in identifying and implementing best practices of diversity, equity and inclusion and an excellent command of modern DEI concepts and issues in large complex organization.
- Demonstrated success in working collaboratively to develop and implement recruitment and retention strategies focused on building a diverse workforce.

- Experience with public policy development and implementation.
- Proven analytical skills and ability to provide oversight for assessments related to organizational climate, diversity, and inclusion.

## Experience & Education

Qualified applicants must have a bachelor's degree in a relevant field from an accredited institution, advanced degree preferred, and at least 7-10 years of management experience.

## Compensation & Benefits

The salary for this position is \$240,704.64 - \$299,043.36. The position is exempt and non-represented. Benefits include participation in the LADWP's retirement system, Health and Dental Plans, Employee Assistance Program (EAP) counseling, paid sick leave, paid vacation, paid holidays, etc.

## Application Process

To be considered, please submit your resume and cover letter outlining the background and experience that makes you the ideal candidate electronically to [chiefdei.ladwp@thehawkinscompany.com](mailto:chiefdei.ladwp@thehawkinscompany.com) by **February 18, 2021**. Resumes received by **February 18, 2021** will receive first consideration. The position is open until filled.

For additional information or questions, please contact Ms. Brett Byers at 323-403-8279, [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) or Ms. Yonnine Hawkins Garr at 323-252-1655, [yonnine@thehawkinscompany.com](mailto:yonnine@thehawkinscompany.com).



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