



*Presentation to*

## **American Council of Engineering Companies of Massachusetts (ACEC)**

### **MWRA's Workforce Diversity Efforts**

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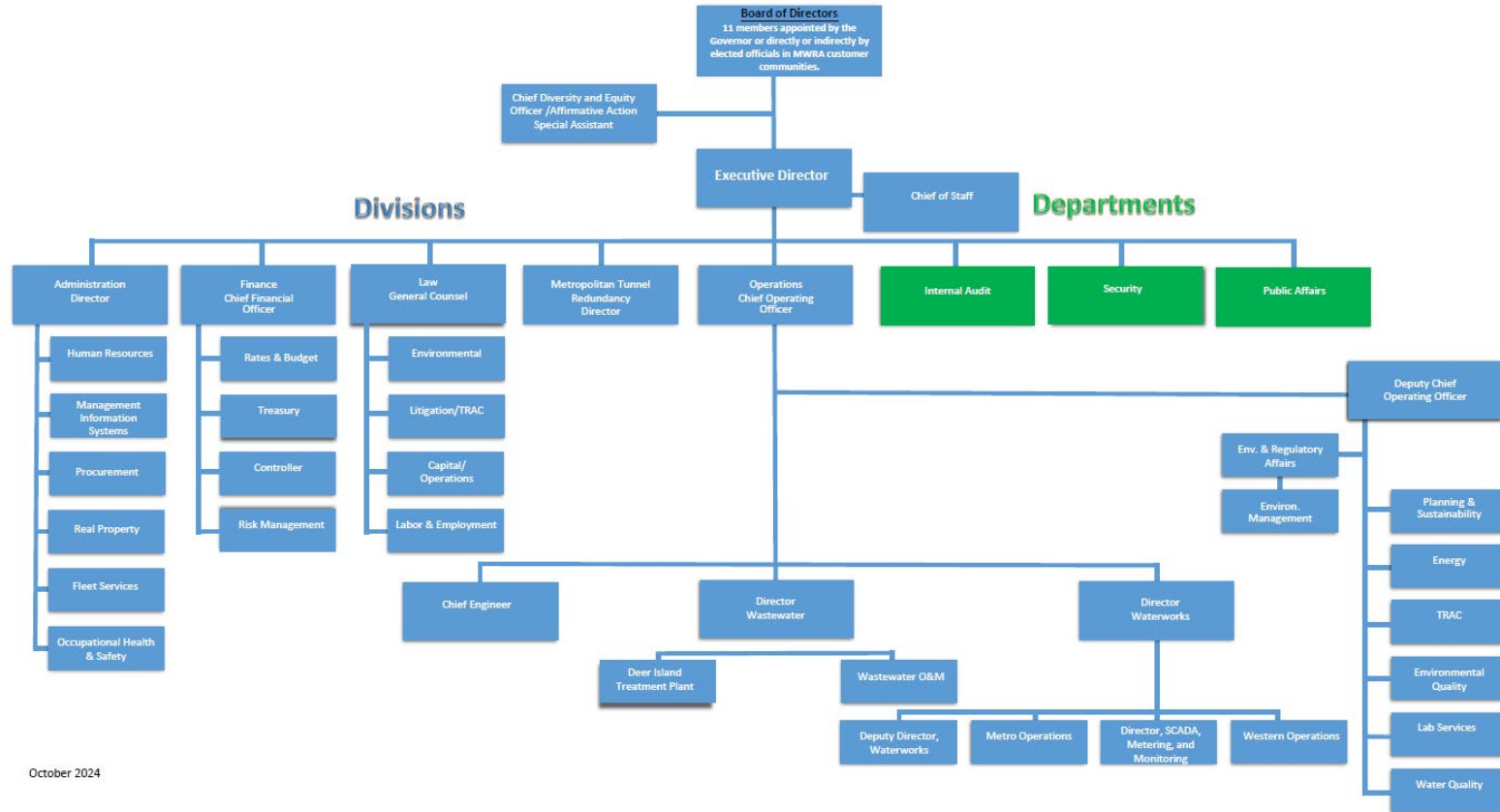


# Topics

- MWRA Overview
- MWRA Recruiting, Retention and Workforce Development
- Organizational Sustainability of a Workforce
  - For the Authority and our member communities
- Workforce Diversity Expectations for Engineering Firms



# MWRA Overview



October 2024



# MWRA Overview

- Budgeted FTE's = 1,168 (as of January 2025)
- Actual FTE's = 1,066 (as of January 2025)
- Approximately 65 Non-Union Managers
- Approximately 1000 Employees in 5 unions
- Approximately 538 unique job titles





## MWRA Values

- Massachusetts Water Resources Authority (MWRA) is committed to the value of an inclusive workplace, where our staff is engaged, and empowered. MWRA staff are stronger as a team when diverse perspectives, backgrounds, experiences and approaches are included. MWRA strives to advance equity and environmental justice into all of our work when planning and implementing programs and policies in furtherance of our mission. This fosters continuous improvement and high performance as an Authority.



# MWRA Overview

- Workplace free from harassment, hostility, discrimination, unprofessional behaviors
- An inclusive work environment
- A culture of safety first
- Employee surveys
- Lots of communication to staff on programs, policies etc.
- Employee recognitions
- Featured Events
  - “Lunch and Learn” events featuring MWRA staff, projects and programs
  - External Speaker Series
  - Heritage Month Celebrations
  - Volunteer Opportunities
    - VISTE, community cleanup events, various events in our surrounding communities that feature our water buggy
  - Employee Resource Groups
  - Internship Program





# Staffing Challenges Within the Authority

- Workforce Challenges
  - Difficult to fill positions
    - OMC Laborers, Auto Technicians, Engineers, Heavy Equipment Operators, Electricians, Plumbers, Attorneys, SCADA technicians, Safety Manager (Director, Occupational Health and Safety), a variety of IT positions, HVAC Specialist, and Instrumentation Specialist





- MWRA's Multi-Pronged Approach to Address Workforce Challenges
  - External Efforts
    - Enhanced use of social media
    - Updated MWRA website career jobs page
    - Targeted Publications/Job Boards
    - Job Fairs



# MWRA Recruiting and Retention

## – Internal efforts

- Pilot Program – Recruitment & Retention Rates/Shift Differentials
- Pilot Program - Employee Referral Program
- Pilot Program - Sign On Bonuses
- Reduced the Minimum Entrance Requirements (MERS)
- Creation of entry level positions





# MWRA Recruiting and Retention

- Internal efforts (continued)
  - Review and modification of position requirements
  - Job Shadowing
  - Employment Partnerships
  - Hybrid work model for certain positions
  - **Training and Career Development**
  - **Career Path Development**





# MWRA Workforce Development

- Training and Career Development
  - MWRA Mentor Program
  - NACWA Emerging Leaders
  - Supervisory Training
  - Public Speaking
  - Job Interviewing and Resume Review
  - Commercial Driver's License (CDL)
  - Maintenance & Operations (M&O) Specialist and Operator Shadow Program
  - International Maintenance Institute (IMI) for M&O Specialists
  - LinkedIn Learning
  - UNC Executive Development (Water/Wastewater Leadership Center)
  - Bentley University Effective Leadership Program





# MWRA Workforce Development

- Career Paths Development
  - Provide long-term staffing, operational flexibility, staff skill and competency development
  - Creation of entry level positions with demonstrated career path opportunities
  - Fleet Services Auto Technician Training
  - Operator in Training
  - OMC in Training
  - Building & Grounds Workers
    - Career path for Operator and M&O Specialist Shadow Program
  - OMC Laborer in Training → Full time OMC Laborer → WSS Foreman



# Organizational Sustainability of a Workforce

- School Education Program

The mission of the MWRA School Education Program is to educate teachers and students about the public health significance of water supply and wastewater treatment, including source protection, treatment and distribution of drinking water and the environmental benefits of a state of the art wastewater treatment facility.

**MWRA at 40!**

The Massachusetts Water Resources Authority (MWRA) was established in 1985 to provide wholesale water and sewer services to 3.1 million people and more than 5,500 large industrial users in 61 metropolitan Boston Communities.

Over the past 40 years, MWRA has been involved with many groundbreaking projects, including the cleanup of Boston Harbor as well as stewarding some of the nation's cleanest and best tasting drinking water.

Students are being asked to use their creative skills to create a poster highlighting one or more of the projects that MWRA has been involved with since its creation in 1985.

Posters will be judged in 4 categories: Gr. K-2, Gr. 3-5, Gr. 6-8, and Gr. 9-12. Posters should be no smaller than 8.5" x 11" and no bigger than 16" x 24" (posters received that are smaller or larger than these dimensions will not be judged).

Students are being asked to write an essay, story, or poem about one or more of the projects that MWRA has been involved with since its creation in 1985.

Writing entries will be judged in 2 categories: Gr. 3-5 and Gr. 6-8. Entries must be no more than 2 single-sided pages (double-sided entries will not be judged).

**Poster Contest**

Students are being asked to use their creative skills to create a poster highlighting one or more of the projects that MWRA has been involved with since its creation in 1985.

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**Writing Contest**

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Writing entries will be judged in 2 categories: Gr. 3-5 and Gr. 6-8. Entries must be no more than 2 single-sided pages (double-sided entries will not be judged).

Participation in MWRA's Annual Poster Contest and Writing Contest is open to students who live in and/or go to school in the MWRA Service Area.

All entries must be postmarked by March 12, 2025. Early entries are encouraged!

Entries should be mailed to: MWRA School Program, 2 Griffin Way, Chelsea, MA 02150.

To see if you are eligible to participate, to obtain official rules, and to download forms and student labels, visit us online at [www.mwra.com](http://www.mwra.com) and follow the link to the School Program page.



# Organizational Sustainability of a Workforce

- Deer Island Tours for Schools featuring potential career paths in the water/wastewater industry





# Organizational Sustainability of a Workforce

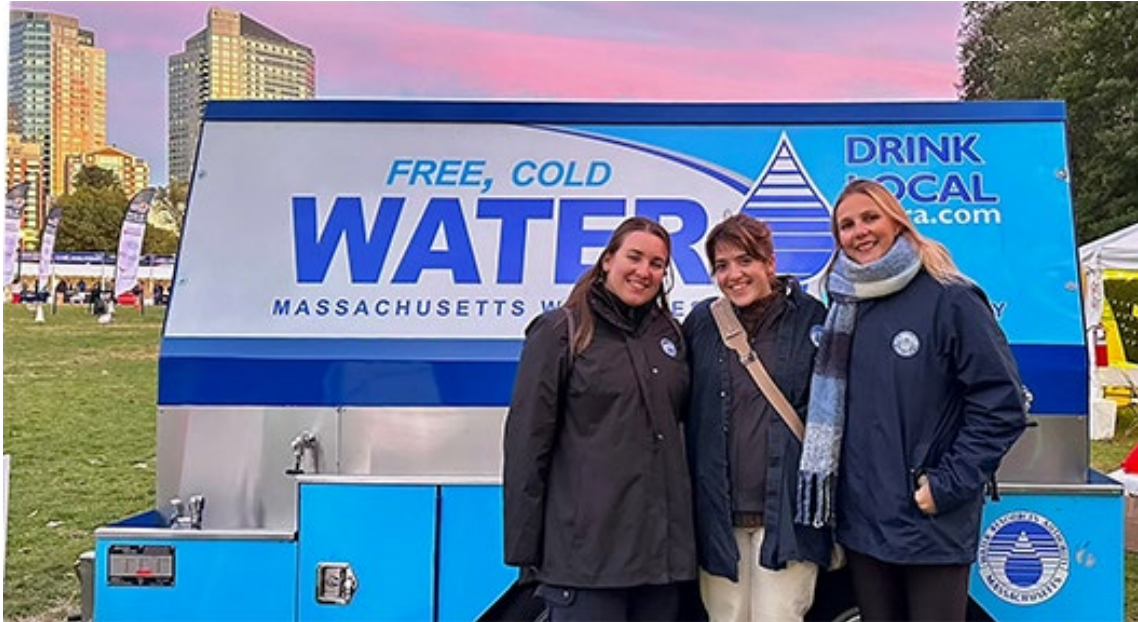
- Annual STEM Fair for High School Students





# Organizational Sustainability of a Workforce

- MWRA Portable Water Fountain (“Quench Buggy”)





# Organizational Sustainability of a Workforce

- Green Jobs Initiative
  - Partnership with the City of Boston's "Coastal Resilience Jobs Alliance"
  - Committed to hiring 50 trained workers over a 4 year period that require training in climate resiliency.





# Workforce Diversity Expectations for Engineering Firms

## Policy

Consultants shall not discriminate on the basis of race, color, religion, creed, national origin, age, sex, gender identity, sexual orientation, genetic information, pregnancy or a condition related to pregnancy (e.g. lactation), ancestry, disability, or veteran's status. Consultant shall comply with all applicable laws and regulations pertaining to nondiscrimination and equal opportunity.



# Deer Island Treatment Plant and Wachusett Reservoir

Thank you!

