

Gender Parity in the City of Sacramento: A Report Card

A Report to the City Council on the City of Sacramento Workforce by Gender, Salary and Ethnicity

Prepared by the Office of Councilmember Angelique Ashby

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Women are still underrepresented at every level in the corporate pipeline. Many people assume this is because women are leaving companies at higher rates than men or due to difficulties balancing work and family. However, our analysis tells a more complex story: women face greater barriers to advancement and a steeper path to leadership.

Female leadership is an imperative for organizations that want to perform at the highest levels. Yet based on the slow rate of progress over the last three years, it will take twenty-five years to reach gender parity at the senior-VP level and more than one hundred years in the C-suite.

- McKinsey & Company; Women in the Workplace 2015

Background:

On May 10, 2016, the City Council directed the City Auditor, with assistance from the Independent Budget Analyst, to conduct an assessment of the diversity of City of Sacramento employees and compare the results to the demographics of the City of Sacramento residents. This assessment was to be completed in approximately 60 days. The assessment was to include the City's employee demographics related to age, ethnicity, and gender, as well as a breakout of the demographics as they relate to different employee classifications.

Upon conclusion of the August 4, 2016 City Auditor's presentation to the City Council on the Ethnic and Gender Diversity audit, Councilmember Ashby committed to returning to the City Council with a more detailed assessment as it relates to gender equity in the City of Sacramento's Workforce. While we seek to provide additional perspective on gender in the city's workforce, we are making specific recommendations, and hoping to start a long-term conversation about how to improve equal employment opportunities for women in the City of Sacramento. Our assessment of the City of Sacramento workforce by gender looked at the composition by department, the number of females in management level positions and a review of where women rank in salary ranges as well as what impact ethnicity has in the prevalence of female employees, particularly managers in the City of Sacramento.

To conduct this assessment, we primarily analyzed employee personnel information through eCAPS. The eCAPS data includes information such as employee identification numbers, names, base salary, job codes, and gender. We also received input from key members of senior female management.

The Office of Councilmember Angelique Ashby would like to thank the City Auditor's Office, Office of the Independent Budget Analyst, the City of Sacramento's Women's Leadership Group and a special thank you to our Summer Intern from Columbia University, Dante Mazza who was instrumental in compiling and interpreting the data.

Executive Summary:

A city is only as strong as its workforce. Gender equity initiatives are about more than gender breakdown in a city's workforce; it includes creating a culture in the city whereby each employee feels valued, appreciated for their contribution and encouraged to grow professionally as well as personally.

The population of the City of Sacramento is comprised of a fairly even split between female and male residents (**50.4% women/49.6% men**). The City's total workforce is comprised of 5,063 employees of which **64% are male (3233) and 36% are female (1832)**.

On the management side, Sacramento numbers are slightly better. With 608 Management Employees (as defined in the "Audit of the City's Gender and Ethnic Diversity, Report # 2016-03 | July, 2016) **52% of management employees are male while 47.5% are female** (.5 percent includes the unspecified gender) although a closer look reveals that the female "managers" are predominately and disproportionally in the lower income brackets.

The McKinsey Global Institute is a trusted source, which produces an annual report on Gender Parityⁱ. Some key factors that allow for the analysis of how well a jurisdiction is doing on gender equity include labor force participation rates, the number of females in management level/leadership positions, and the ratio of time spent on unpaid care work (taking care of family members) between male and females.

McKinsey & Company and LEAN IN's Women in the Workplaceⁱⁱ study conducted by McKinsey & Company found that **women held 45% of entry level jobs but just 17% of C-Suite positions** ("Corporate Pipeline" pg. 7). Our data from the City of Sacramento shows that **women make up approximately 55% of the (\$0-30k) income bracket, but just 25% of the highest income (\$180k+) bracket**.

A comparison of the two data points indicates that gender parity among employees of the City of Sacramento is roughly in line with overall gender parity in corporate America. The McKinsey Study found that Black, Hispanic, and Asian women show more interest in being promoted than White coworkers of either gender ("Employee Attitudes" pg. 12). McKinsey also found that networking and mentorship are important for employees seeking to advance. Without mentors and examples of Black, Hispanic, and Asian women in executive positions, ambitious women of these ethnicities may find it difficult to build a network that would allow them to advance ("Employee Attitudes" pg. 18)

Highlights of the City of Sacramento Gender Equity Assessment:

- In the lowest income bracket (\$0-\$30k) women outnumber men in every ethnicity.
- In the (\$30k-\$60k) income bracket, some ethnic groups have higher numbers of women. White and Hawaiian Pacific Islander have equal numbers in this income bracket.
- Men outnumber women in all ethnic groups in the (\$60k-\$90K) income bracket.
- Men outnumber women in all ethnic groups in the (\$90k-\$120k) income bracket.
- African Americans have the lowest gender disparity in the (\$90K-\$120K) income bracket, as there are 23 African American men and 22 African American women.
- The gender disparities in the (\$90k-\$120k) income bracket are among the most pronounced. American Indian men outnumber American Indian women 11-0. Filipino men outnumber Filipino women at a ratio of 7.5:1 Hispanic men outnumber Hispanic women at a ratio of 4.6:1. Asian men outnumber Asian women at a ratio of 3.7:1. White men outnumber white women at a ratio of 4.5:1.
- The gender disparities also highlight racial disparities in the (\$90k-\$120k) income bracket. There are 627 (70.5%) white employees in this category but only 262 (29.5%) are nonwhite employees. By contrast, there are 20 white women and 71 white men in the (\$120k-\$150K) income bracket.
- In the second highest (\$150k-\$180k) income bracket, the total number of women drops to just 8. Of these, five are white and one American Indian, one Filipino, and one Asian. By contrast, there are six Hispanic, six Black, three Asian, and 29 white men in the (\$150k-\$180k) income bracket.
- In the highest (\$180k+) income bracket, there are a total of six women. One is Not Specified, one is Hispanic, one is Black, and three are white. There is one Hispanic man and three Asian men in this income bracket.
- In the highest (\$180k+) income bracket there are 13 white men. This means that white men outnumber white women and Asian men at a ratio of 4.33 to 1, while outnumbering Hispanic men, Hispanic women, and Black women, 13 to 1.

Recommendations:

Councilmember Ashby and staff had the opportunity to sit down with over 30 female management employees across numerous city departments. The following are a list of recommendations that were developed as a result of reviewing data, meeting with management employees and reviewing applicable studies and reports.

Culture/Networking:

- Promote Mentorship/Networking opportunities for city staff at all levels.
- Formalize (and fund) the Women's Leadership Group and expand the scope of activities in which they engage:
 - Organizing workshops, developing speaker series focused on women and gender issues, executive leadership training, professional and organizational development and networking/mentoring opportunities.

Office of Organizational Development:

- Bring back the Office of Organizational Development (OOD) housed in HR.
- The OOD focused on promoting professional development opportunities, oversaw and implemented the City Management Institute, and other leadership development institutes. The OOD focused on succession planning, building leaders, and developing managers from within the ranks of city government.

Diversity and Equity Manager:

- Any specialized position focusing on the diversity of city staff must include a gender component. The Diversity Manager recommended by city staff should instead be the "Diversity and Equity Manager"

Conclusion:

Similar to steps being addressed to enhance diversity, equal attention must be paid to gender equity issues. We applaud the City Manager for committing to hire a Diversity Manager who will look at deficiencies in employment gaps for women and minorities across city departments. While Sacramento is making progress hiring female managers, pay gaps and overall workforce composition still demands the attention of city leadership.

“While CEO commitment to gender diversity is high, organizations need to make significant and sustained investment to change company practices and culture so women can achieve their full potential”

Figures/Tables:

- Figure 1:** City of Sacramento Employee by Gender, Ethnicity and Salary
- Figure 2:** Management Employees by Ethnicity and Salary
- Figure 3:** All City of Sacramento Employees by Gender and Salary
- Figure 4:** Management Employees by Gender and Salary
- Figure 13:** (Slide 21 from the Gender and Diversity Audit, July 2016) This slide provides the number of management employees based on gender and salary range.
- Table 1:** Gender Composition by City Department
- Table 2:** Gender by Salary Bin

Review of Peer Jurisdictions: An initial focus of this assessment was to be able to compare Sacramento to peer jurisdictions in California. Surprisingly, gender and diversity employment data for local governments are not widely available. Compatible data is not available.

ⁱ McKinsey Global Institute. THE Power of Parity: How Advancing Women’s Equality Can Add \$12 Trillion to Global Growth, September 2015.

ⁱⁱ Women in the Workplace 2015. McKinsey & Company and LEAN IN (www.leanin.org), 2015.