

GENDER EQUITY IN PAY AT THE CITY OF SEATTLE

*PREPARED BY THE
GENDER EQUITY IN
PAY TASKFORCE*

TABLE OF CONTENTS

Acknowledgements	1
Executive Summary	2
Overview.....	4
Seattle’s pay gap and the City’s response	5
Deconstructing the pay gap.....	6
Personnel’s preliminary REVIEW	6
The Task Force process	7
Gender Equity Employee Survey	7
The intersection of gender and race	8
Job segregation	10
Creating gender parity at the City of Seattle	12
Recommended Actions.....	13
1. Conduct analyses of City jobs, make appropriate pay adjustments and increase the integration of jobs	13
2. Expand employee benefits and create a culture that supports families	17
3. Support leadership development opportunities for women	21
4. Develop City-wide training, skill development and tools to create an equitable and safe work environment	22
5. Develop and implement policy changes that will eliminate gender-based inequities.....	23
6. Provide infrastructure support for implementation of recommendations and launching of targeted gender equity efforts.....	26
7. Address gender equity beyond City government.....	27
8. Reinforce the City’s commitment to upholding human rights and achieving racial equity.	35
Appendix A: Departmental composition by gender, job category and average pay	37
Appendix B: Budget and timeline for implementation of recommendations	66
Appendix C: Gender Equity Employee Survey	69

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EXECUTIVE SUMMARY

The progress of women's rights in this country is significant. In recent history, women have entered the work force in unprecedented numbers and a wide range of careers, achieved majority status among students and graduates of institutions of higher learning, and have attained positions of leadership in the public, private and non-profit sectors.

Yet, despite the fact that women in the United States appear to be institutionally and socially integrated, they earn less than men across almost all occupations. Women's experiences in the workplace differ from those of men, and can be characterized by fewer opportunities for advancement, policies that limit employees' ability to raise a family, sexist workplace culture and unequal pay, among other factors. The equity gaps are highlighted further when you take into account race and those who are gender non-conforming.

Recent studies show that across the nation, women earn just 77 cents for every dollar earned by men. In the Seattle metro area that number drops to 73 cents for every dollar – the worst pay gap in the nation.¹ At the City of Seattle, the pay gap among City employees is significantly smaller, with women earning 90.5 cents for every dollar a man earns.

This tells us that the City as an employer is on the right track. But we can do better. A deeper examination of the City's pay gap reveals that the wage gap is complex and may be generated by institutional norms and practices that prevent women from achieving parity with men. The gap widens when race is taken into account, with women of color earning much less than their white male counterparts. Nationally, Latina women earn 55 cents for every dollar earned by men and African American women earn 64 cents for every dollar.² At the City of Seattle, while white women earn an average of 92 cents for every dollar a white man earns, Asian and Pacific Islander women earn 85 cents, Latina women earn 83 cents, African American women earn 79 cents and Native American women earn 74 cents. Examining race, sexual orientation and gender identity is critical if we are to have a full understanding of inequity.

We envision a work force and a city where gender disparity is eliminated and equity is achieved. The City should lead by example, creating policy changes internally and learning from these efforts as it looks to expand these efforts with the community.

In 2013, then-Mayor McGinn's office convened the City of Seattle's Gender Equity in Pay Task Force to examine disparities in pay at the City of Seattle and take a deeper look at the causes and manifestations of gender disparity across departments. With the understanding that the elimination of inequity within our work force is not limited to pay, the Task Force generated a comprehensive set of recommendations to the City of Seattle that aims to address the City's gender pay gap *and* the root causes of gender inequity.

The Task Force recommends the City of Seattle:

1. Conduct analyses of City jobs and employment practices, make appropriate pay adjustments and increase the integration of jobs;
2. Expand employee benefits and create a culture that supports families;
3. Support leadership development opportunities for females;
4. Develop Citywide training, skill development and tools to create an equitable and safe work environment;
5. Develop and implement policy changes that will address gender-based inequities;
6. Provide infrastructure support for the implementation of recommendations and the launching of future gender equity efforts;
7. Address gender equity issues beyond City government;
8. Reinforce the City's commitment to upholding human rights and achieving racial equity.

This list of recommendations is not meant to serve as an absolute prescription for ending gender-based inequities in the City's work force. However, these recommendations are well-substantiated by research on policies, best practices and the City's experience with advancing equity through the Race and Social Justice Initiative. Experience with the Race and Social Justice Initiative at the City tells us that Citywide training on institutional inequity *can* create cultural change, and that it can begin to unravel the structural adhesion of inequity.³ Evidence from other government jurisdictions shows that comprehensive job analyses and subsequent pay adjustments, coupled with intentional integration of jobs, *can* narrow pay disparity and continue to do so with periodic analyses and proper implementation.⁴ Municipalities and businesses with family friendly policies such as flexible work arrangements and paid parental leave report happier, more productive employees, stability in the workplace and lower employee turnover.⁵ Evidence also shows that organizations that bolster their female employees, train women to be leaders and hire women into executive roles, often are more productive and profitable than those that do not.⁶

The City of Seattle has a tremendous opportunity to create a culture shift within its work force and generate a model of equity for the city and the region. The implementation of fair and equitable practices within the City's work force will serve as a momentous first step toward reaching gender equity throughout our city.

It should be noted that much has changed since the Gender Equity in Pay Task Force was convened. The City currently has set aside \$1.4 million for the purpose of addressing gender equity. Some of these funds have been designated for hiring new personnel in the Office for Civil Rights and the Personnel Department. Additionally, the City Council has signed a Statement of Legislative Intent directing all City departments to conduct internal analyses of wages and employment policies. These analyses will be formalized as a single report prepared by the Personnel Department and completed in 2014. City Council has also approved a paid parental leave study, to examine the possibility of implementing a paid parental leave program for City employees. This study is currently underway in collaboration with the Personnel Department.

OVERVIEW

In the last 50 years, women have played a transformative role in the workplace and higher education; in turn, women have made a major impact on our economy and society. Women have become integrated in the modern-day work force. They own businesses and hold positions of leadership in government and the non-profit and private sectors. They currently earn more bachelor's and master's degrees than men, having surpassed men in the number of bachelor's degrees in 1996.⁷

Yet, for all these advances, women in the United States still earn less than their male counterparts on average in nearly every occupation. Despite significant gains over the last fifty years since President John F. Kennedy signed the Equal Pay Act into law, wage equity based on gender still eludes us.

A [recent national analysis of census data](#) by the National Partnership for Women and Families (NPWF) revealed that on average, women in the United States earn 77 cents for every dollar paid to men.⁸ This inequity becomes ever more glaring when the data is analyzed by race. African American women earn 70 cents for every dollar earned by men and only 64 cents for every dollar earned by white men. Latina women make 60 cents for every dollar earned by men, and 55 cents for every dollar earned by white men. The pay gap also affects transgender women across the country. A recent joint report by Rice University and New York University revealed that transgender women generally experience a loss of earnings following the transition from male to female. The male-to-female transgender members of their study experienced an average loss of \$3.16 in hourly earnings.⁹

Gender pay inequity is even more pronounced in the Seattle area. The NPWF report ranked Seattle, Pittsburgh, PA and Buffalo, NY as having the widest gender wage gap among the nation's 50 largest metropolitan areas. According to the report, "In the Seattle metro area, on average, a woman who holds a full-time job is paid \$44,535 per year while a man who holds a full-time job is paid \$60,881 per year. This means that women in the Seattle area are paid 73 cents for every dollar paid to men in the area, amounting to a yearly gap of \$16,346 between men and women who work full time."¹⁰

This pay gap has deep implications. NPWF calculated that the national pay gap leads to an annual loss of \$11,084. Over the span of a 30-year career, a woman can expect to earn \$332,520 less than her male counterparts. This lowers women's overall spending power, their ability to invest, pay off education loans and save for retirement. Women who are the primary breadwinners in their families (a growing percentage of women nationwide) can face profound challenges to support their families and ensure access to healthcare, nutrition and education. If women earned equal pay with men, it would help women provide for themselves and their families, help lift many women out of poverty and create positive growth in our economy.¹¹

SEATTLE'S PAY GAP AND THE CITY'S RESPONSE

The gender pay gap hits Seattle area families hard. Within Seattle's total population of 634,535, race/ethnic and gender demographics for Seattle are 50% female, 66.4% white, 7.9% African American, 0.4% Native American, 6.6% Latino and 13.8% Asian.¹²

The NPWF calculates that "as a group, women who are employed full time in the Seattle area lose approximately \$7,894,987,232 each year due to the wage gap." If the wage gap were eliminated, a working woman in the Seattle metro area would have enough money for approximately:

- 118 more weeks of food (2.3 years' worth).
- Eight more months of mortgage and utilities payments.
- 16 more months of rent.
- 4,360 additional gallons of gas.

The NPWF report also points out that, "141,949 households in the Seattle metro area are headed by women. About 23% of those households, or 32,080 households, have incomes that fall below the poverty level." As women in Seattle take on increased responsibility as heads of households, closing the gender wage gap becomes ever more essential.

In response to the NPWF report, then-Mayor McGinn's office directed the City's Personnel Department to conduct an analysis of the City's salary structure to determine if these disparities are present among City of Seattle employees as well. The Personnel Department's report found that the City of Seattle does have gender disparities in pay, and that men employed by the City of Seattle make approximately 9.5% more than women on average¹³.

On July 16, 2013, the Mayor's Office convened a Gender Equity in Pay Task Force (GEPTF), composed of a diverse group of community experts and City employees. The Task Force's mandate was to develop short and long term recommendations to end gender-based inequities in City of Seattle employment. To that end, the Task Force conducted statistical analyses of City payroll data; examining differences in pay and job title by gender and race. It also conducted a survey of City employees to develop a better picture of departmental work culture, perceptions around flexible work arrangements, impact of family responsibilities and limits to upward mobility.

This report by the Task Force details the results of these analyses and provides a comprehensive list of recommendations for the City to work toward achieving gender parity. Since the available data only includes information on "men" and "women," both the Taskforce and this report focus on pay inequities between men and women. The standard binary male-female system of data collection makes it impossible to collect accurate data on transgender and gender nonconforming people, and points to the urgent need for the City of Seattle to revamp its gender and data collection methods to understand the reality of transgender people's pay. A few key areas in this report lay a foundation for broader gender justice efforts that include other people impacted by gender oppression, namely lesbian, gay, bisexual, transgender and queer communities. Section 5e highlights a proposal for more inclusive data collection; section 7a suggests efforts beyond pay equity.

DECONSTRUCTING THE PAY GAP

The NPWF study declares “women in Seattle earn 73 cents for every dollar that men earn”; the City of Seattle’s Personnel Department reports that women in the Seattle City government earn 90.5 cents for every dollar that men earn. What do these numbers signify? Do they indicate widespread pay discrimination – i.e. unequal wages for equal work? Or do these facts point to deeper structural issues within City employment practices?

PERSONNEL’S PRELIMINARY REVIEW

The Personnel Department conducted a preliminary review in May 2013 of gender pay inequity for employees who work for the City of Seattle. Aside from demonstrating the range of pay inequities across City employment, the report revealed the complex nature of gender disparities at the City. Included in the study were 871 job classes representing all City positions in the Executive, Legislative and Judicial Branches, except the Library and positions identified as temporary.¹⁴ Seattle employs 9,885 regular employees with a gender breakdown of 3,600 women (36.4%) and 6,285 men (63.6%).

Personnel’s report examined wages paid to men and women in the same job classes characteristically performing the same work, as well as across job classes. The City’s employee population was divided into groups by age, department, Federal Equal Employment Opportunity Reporting Categories, discretionary pay titles, bargaining unit, comparison to median wage, and job class.

The review revealed a 9.5% pay gap between female and male employees, significantly less than the 23% pay gap highlighted by the NPWF report. However, data from the Personnel report demonstrate a number of variations across departments that point to deeper challenges for the City.

For instance, the gender-based pay gap is 21% in the Seattle Police Department; 22% in the Municipal Court; and 11% for both the Department of Planning and Development and Seattle City Light. In some departments disparity exists among the Officials and Administrator job category. For instance, according to the review, men in this category earn more than women in the Seattle Fire Department, the Seattle Police Department, the Personnel Department and the Office of Intergovernmental Relations.

In a few cases, the pay gap favors female employees. In six out of 26 departments, women earn from 0.9% to 10% higher pay than male employees, and the average size of this pay gap is significantly smaller than the pay gap between men and women in other departments. In addition, wages overall in these departments tend to be lower. The review also demonstrates that across a few job categories, women earn more than men, though this disparity is typically small.

The Personnel Department’s conclusion was that the City should work with internal and external experts to explore the preliminary findings and Personnel data, identify the causes of gender disparity and propose recommendations for action.

THE TASK FORCE PROCESS

What is driving the pay gap at the City of Seattle? How does it vary across departments and job classes? Is the pay gap more pronounced for women of color? What barriers exist that prevent women from moving into higher paying positions? Why are there so few women in positions of leadership at certain departments? How are female employees segregated in positions predominately held by women? And why are these positions often valued less than positions held primarily by men?

To address these questions, the Gender Equity in Pay Task Force analyzed the City's salary and pay by gender and race to identify key disparities and related issues. The Task Force used data derived from the Personnel review and raw employee data from the Personnel department for these analyses. The Task Force also examined individual departments and provided recommendations to address disparities and create a gender-inclusive environment within City government. The Task Force created special workgroups to focus on specific topic areas in order to draft recommended actions for implementing future gender equity efforts. Those work groups formulated eight action areas, which are discussed in detail in the Recommended Actions section of this report. The City of Seattle plans to introduce concerted gender equity efforts to begin to implement some of the Task Force's recommendations.

GENDER EQUITY EMPLOYEE SURVEY

The Task Force conducted a survey of City employees across all departments in October and November 2013 to develop a better understanding of the factors contributing to gender inequity, identify opportunity areas and measure employee will to gain more knowledge about gender equity and sexism. The survey was meant to provide a comprehensive view of employee perceptions of career advancement opportunities, family friendly policies and gender equity in the workplace. With approximately 3,300 respondents (34% of all City employees), the sample provides us with the perspectives of 1 in 3 City employees – a valuable source of anecdotal evidence. However, the small sample size may not be considered statistically valid, and indicates that future efforts should be placed on ensuring greater survey participation.

Participation in the survey varied greatly by department. Department size and primary job location appear to be a factor: departments with 328 employees or fewer, and a primary worksite in downtown Seattle, had a response rate of 70% or higher. In most cases, the larger the department, the lower the participation rate. The three departments with the smallest participation rates were Seattle City Light, Seattle Fire Department and Seattle Police Department. These departments had participation rates of 22%, 12% and 9% respectively. The Seattle Public Library and the Seattle Parks and Recreation Department also had fairly low participation, with .7% and 23%, respectively. Since the Seattle Public Library was excluded from the City's initial payroll analysis, this report will not focus on the Library at this time. Detailed survey findings can be found in Appendix C.

THE INTERSECTION OF GENDER AND RACE

A successful work force initiative must address the complex intersection of race and gender. Gender-based statistics that fail to include race will not convey the extent of the problem, nor will they provide clear recommendations for solutions.

To better understand the dynamics between gender and race, Task Force member Barbara Reskin and PhD candidate Chandra Childers from the University of Washington conducted a study of sex, race and ethnic disparities in the composition of City of Seattle employees. Their study delineates the race and sex composition of City employees and provides a breakdown of average wages and pay disparities by race and sex.

At the City, 9,740 of 9,751 permanent employees claim a racial or ethnic designation. Analysis shows that white men outnumber all other employees at the City. White men make up more than 40% of all permanent City employees, and nearly 70% of all male employees. Furthermore, there are 14% more white men employed by the City than all women combined, with 4,124 white men and 3,551 women.¹⁵

This trend is further exemplified in specific departments. For example, in the Seattle Police Department (SPD), of 1,832 permanent employees, 72% are men and almost three-quarters are white. Just over half of the employees at SPD are white men.

Among women, white female employees also outnumber their non-white counterparts, comprising 61% of the female work force. Asian and African American women make up the next highest groups of female employees, with Native American women representing the smallest contingent. Figure 1 further demonstrates the sex and race-based differences among employees at the City.

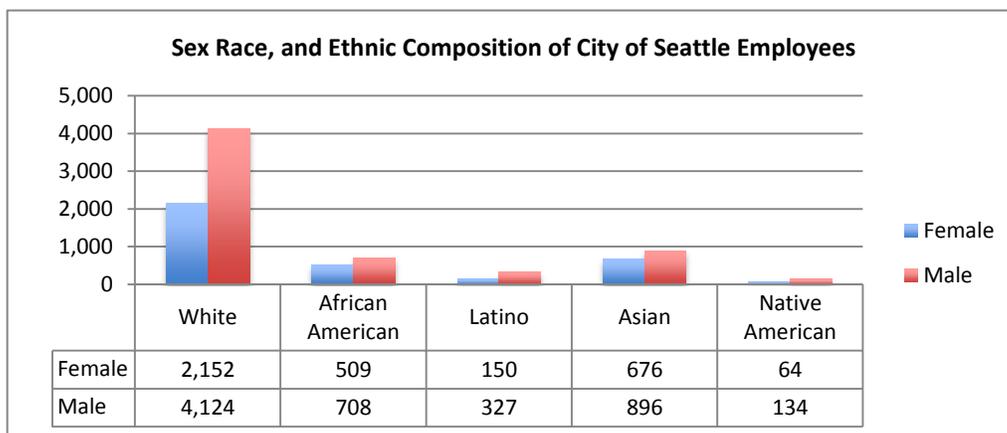


Figure 1 Resource: Chandra Childers. "Sex, Race and Ethnic Composition of City of Seattle Employees." 2013.

These percentages are nearly consistent with Seattle demographics. In Seattle, people of color make up roughly one-third of the total population. The population is composed of 66% white residents, 8% African American and African American, 1% Native American, 14% Asian, and 7% Latino.¹⁶ Women make up 50% of the city's population. The percentage of African American, Native American and Asian employees at the City of Seattle is higher than their representation in Seattle's population. Conversely, women only comprise 36% of the City of Seattle's employees – a 14% difference from their representation across the city.

Figure 2 demonstrates differences in earnings by sex and race/ethnicity across occupations and departments, ranging from a low of \$14.74 to a high of \$117.31. White men out earn all other employees at the City, with an

average hourly wage of \$40.36.

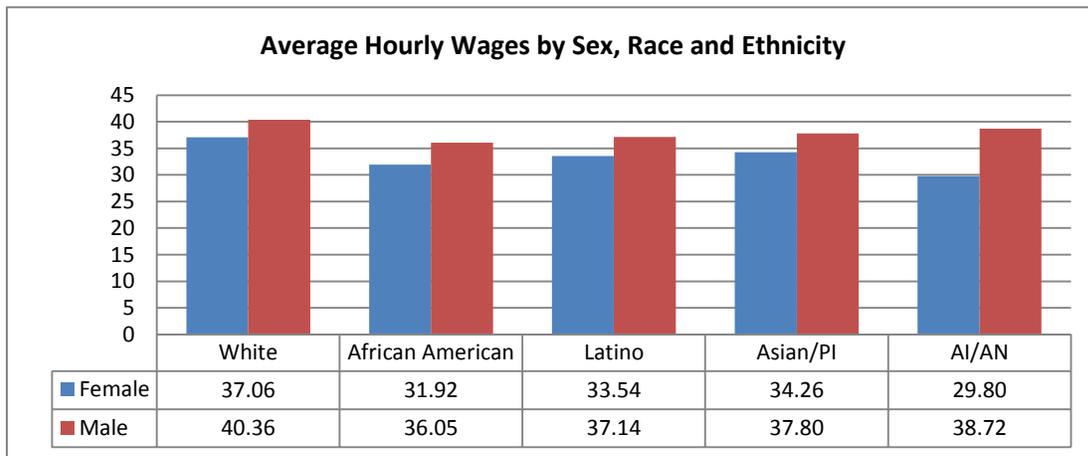


Figure 2 Resource: Chandra Childers. “Sex, Race and Ethnic Composition of City of Seattle Employees.” 2013.

Among women, white women have the highest hourly earnings, and African American and Native American women have the lowest. White women out-earn African American women by \$5.14 per hour on average, and Native American women by \$7.27 per hour. While the gap is somewhat smaller for Latino and Asian women, the annual differences are substantial: over \$7,000 for Latino women and almost \$6,000 for Asian women.

Racial and ethnic differences in part-time employment may also play a factor in this inequity. Part-time employees comprise 6% of all permanent City employees. Unlike full-time employees at the City, part-time employees are predominately female and people of color. White men make up just 14% of part-time employees – a stark contrast to the near 70% majority they possess in the full-time cohort. Men of color, especially African American and Latino men are over-represented among men who work part-time.

The picture differs for women who work part-time. White women represent the majority of part-time employees, as well as the highest paid. African American, Latino and Native American women have the lowest representation among part-time employees and are also the lowest paid on average. The average hourly wage for Native American women in this category is \$12.87 less than that of white women. African American women earn \$9.39 less than their white counterparts.

Interestingly, part-time women are generally paid higher wages than their male counterparts, earning an average of \$5.85 more per hour. This is true across all ethnic groups except Native American men and women.

A compelling scenario emerges. Across City government, the highest paid and most represented demographic is white men. White women out-earn and out-represent women of color, and, in some cases, men of color. Thus, it appears race plays a critical factor in the spread of gender inequities found in our municipal work force. Race and gender, however, are not the sole drivers underlying the gender pay gap. The fact that women generally earn more than men in part-time positions indicates that the issue of pay inequity stems from the segregation of women and people of color into jobs that typically pay less than jobs that employ large groups of white men. Women of color are at a particular disadvantage in this regard.

JOB SEGREGATION

Job segregation can facilitate unequal treatment of certain groups; it can make unequal pay appear justified. In the City's case, predominantly female jobs and/or jobs held predominantly by people of color are compensated at lower rates than predominantly male or predominantly white jobs.¹⁷

Occupational segregation at the City occurs both at the department level and across job titles. The University of Washington's Barbara Reskin estimates that "for women and men working for the City to be integrated across jobs and departments, 60% of employees would have to change to a job in which the other sex is currently in the majority."¹⁸ Reskin bases this calculation on a concept known as "index of segregation," which demonstrates the similarities and differences in distribution of groups and shows how many members from one group would have to move into a different job for both groups to reach identical distribution.

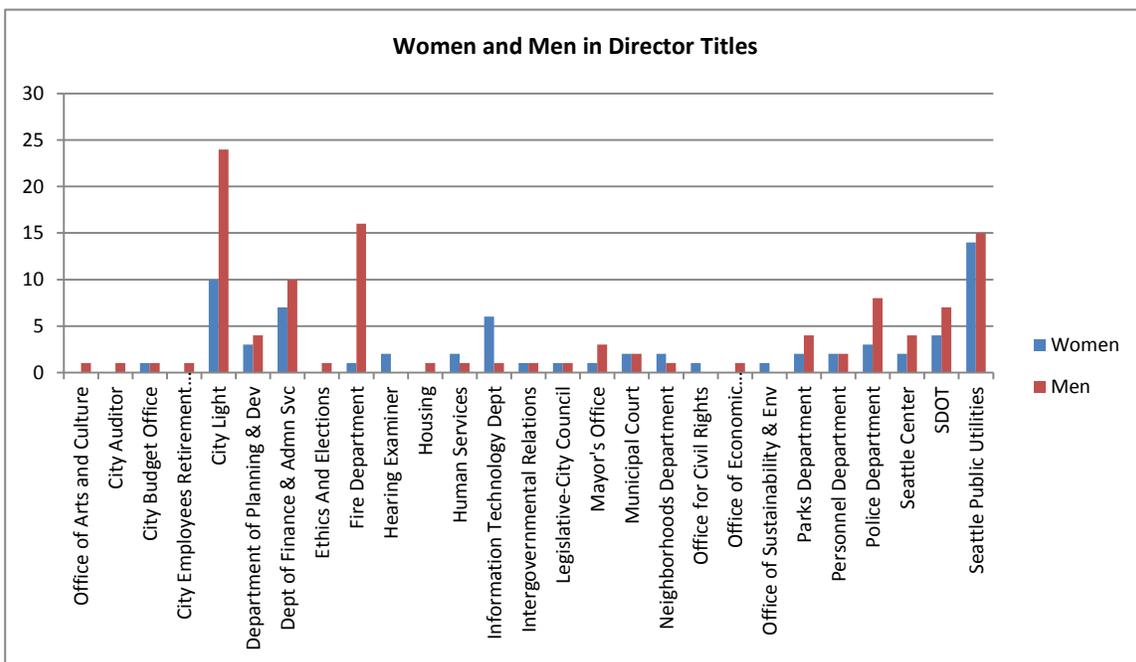


Figure 3 Source: Barbara Reskin 2013 Women in Leadership Positions at the City of Seattle

Out of 760 job titles with more than one employee, only 28% employ both men and women. The pay levels of these job titles seem to be generally defined by the majority gender in the job category. Women and men working in predominantly male jobs earn more than both women and men working in predominantly female jobs. In other words, the more women in a job category, the lower the earnings are for all workers within that job title. In most job titles, men earn more than women, with the exception of job titles that are 80% or more female. These statistics demonstrate multiple inequities.

First, they suggest that jobs predominantly performed by women at the City are undervalued. Second, they indicate systemic issues within City employment that keep women and people of color in lower paying positions. They also point to a lack of upward mobility for women. Figure 3 illustrates the differences in the number of women and men in director titles in the City. There are 111 men and 68 women who hold Director titles across departments. A few larger departments with a higher percentage of male employees have a larger gap between women and men with Director titles.

One example of this scenario is found in the Seattle Fire Department. While the Fire Department’s 6% gender pay gap is lower than the City average, the department employs 937 men and 135 women (14% of the Fire Department’s work force). Within the Fire Department, most women are segregated in lower paying positions, holding a mere 19 of the 84 job classes offered. Only four of the 20 employees classed as Officials and Administrators are women. The average pay for men in this category is \$75.95, while the average pay for women is \$57.35 – a pay gap of 24%, or a difference of \$18.60 per hour.

This gender disparity in leadership indicates that institutional barriers to career advancement exist for women working at the City. These barriers may take the form of biased hiring or promotion, lack of leadership training for women or narrow recruitment strategies.

The City’s leadership composition is disproportionately male. Since women in leadership roles tend to supervise more women, a disparity with regard to women holding Director titles likely contributes to the underrepresentation of women in the work force.

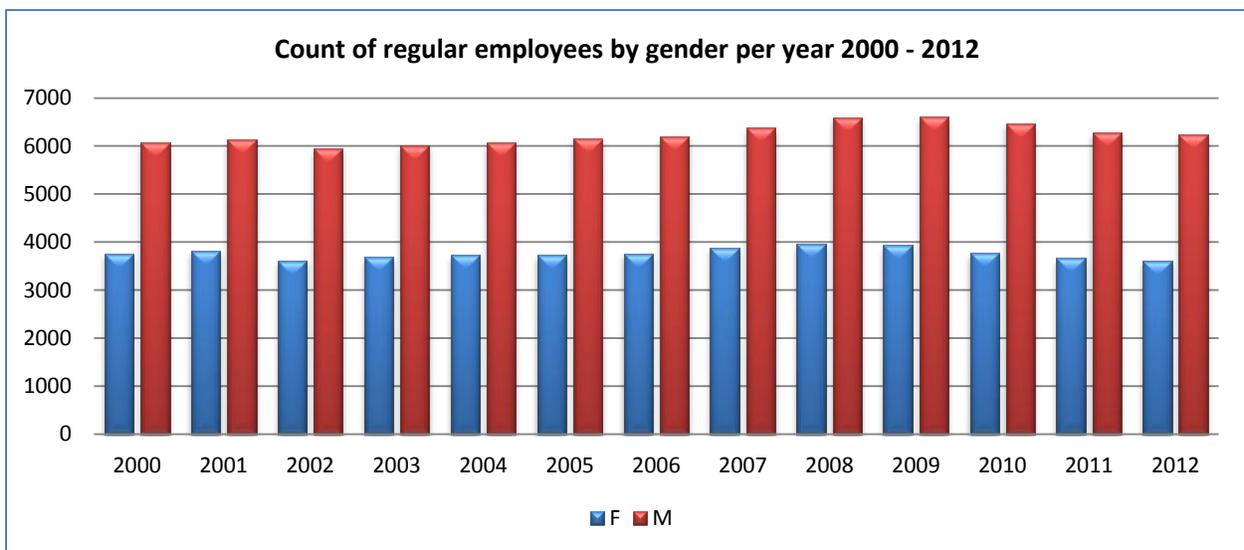


Figure 4 Source: Barbara Reskin. 2013. “Trends in the Share of City Jobs for Race-and-Sex Groups

Between 2000 and 2013 the size of the City’s permanent work force fluctuated considerably, from a low of about 9,500 jobs in 2002 to a high of about 10,500 jobs in 2008 and 2009. Currently the City employs approximately 10,000 permanent workers, 500 more than it employed 13 years ago. Job growth is important because it creates opportunities for employers to increase the number of jobs held by members of underrepresented groups. However, the numbers of African American, Native American, Hispanic, and white women employed by the City all declined during the first decade of the 21st century. Given the race and sex segregation across City jobs, most of this disparity could have stemmed entirely from a disproportionate cut of jobs that were performed primarily by women.¹⁹

The City of Seattle is at a crossroads. Preliminary data supports that women and men do not share equal experiences within the City's work force. We believe we can rectify this, and that women, people of color and LGBT employees can achieve parity. Much of the data tells us that the wage gap is not caused by identifiable discrimination, but rather by institutional norms and practices that keep our departments and job categories largely segregated by gender and/or race. This is a significant obstacle, difficult to overcome, but one that the City of Seattle can eliminate. This report outlines the first steps that the City can take toward achieving gender parity.

First, the City must take race into account as it works to improve gender equity at the City. Variations in pay, job segregation and survey responses for people of color within the City indicate that systemic bias based on gender alone does not create inequities. Institutional racism continues to play a factor in structural inequities. Future gender equity work should align with the Race and Social Justice Initiative to coordinate best practices in evaluation, training and advocacy. This work should extend into the community, ensuring that the intersection between gender and race is addressed beyond the City.

Second, the City must conduct appropriate analyses of pay structure and employment policies across all departments. If the City undervalues primarily women-held jobs, adjustments to achieve equity should be made.

Third, the City must develop and implement family friendly policies, including ways to communicate information to employees about parental leave and flexible work arrangements. The City should research and create an official paid parental leave program for its employees.

Fourth, women must be given the same opportunities for advancement as their male counterparts. Career advancement opportunities may not come as readily to women as they do to men. With nearly twice as many men holding director titles as women, and so many women employed in primarily women-held jobs, the City must develop strategies to achieve gender equity in recruitment, retention and career advancement.

Fifth, we must work to strengthen a culture of equity across departments, and work to foster gender equity through targeted training and other programs. Inequitable work environments and institutional gender disparity are unacceptable elements in our work force, but they are not inevitable.

Sixth, in order to launch and implement targeted gender equity efforts; the City should provide infrastructure support by hiring new personnel.

Finally, the City of Seattle must serve as a model and leader for our region and state. Establishing fair and equitable practices within our own municipal work force is a necessary place to start. The City has already begun to address gender disparity by funding gender equity efforts, hiring new personnel, conducting studies on parental leave and gender equity in pay, and appointing female leaders. But the scope of this effort must extend beyond our own house. The report that created the impetus for this Task Force revealed that in our city, women earn 27% less than men do. This does not reflect our City's values, nor does it reflect our direction as a region. The City of Seattle's ultimate goal must be to create a sea change for women, and to help other economic sectors close the employment and earnings gap across gender and race, and eliminate inequity across the region.

RECOMMENDED ACTIONS

The Task Force has developed a comprehensive set of recommendations, including actions in the following seven areas:

1. Conduct analyses of City jobs, make appropriate pay adjustments and increase the integration of jobs.
2. Expand employee benefits and create a culture that supports families.
3. Support leadership development opportunities for females.
4. Develop Citywide training, skill development and tools to create an equitable and safe work environment.
5. Develop and implement policy changes that will address gender-based inequities.
6. Provide infrastructure support for implementation of recommendations and launching of targeted gender equity efforts.
7. Address gender equity issues beyond City government.
8. Reinforce the City's commitment to upholding human rights and achieving racial equity.

1. CONDUCT ANALYSES OF CITY JOBS, MAKE APPROPRIATE PAY ADJUSTMENTS AND INCREASE THE INTEGRATION OF JOBS

Action 1a: Contract with a consultant to conduct a job analysis of City of Seattle jobs.

Issue: The pay disparity between female and male City employees stems primarily from a systemic gender inequity: the City pays more, on average, for predominantly-male jobs than predominantly-female jobs. Both women and men who work in predominantly-female jobs earn less, on average, than both women and men who work in jobs that primarily employ men. This pattern disproportionately harms women because they are so much more likely than men to work in jobs that traditionally have been and remain predominantly female, while the majority of men work in jobs that have traditionally been and remain predominantly male. The high level of sex segregation across jobs, combined with the higher pay for disproportionately-male jobs, means that the City pays women, on average, just over 90 cents for each dollar it pays men. The result is that female employees who work full-time earn an average of \$7, 678 less each year than men.

The pay disparity is even greater for women of color because they are less likely than white women to work in the same jobs as white men,²⁰ and the jobs in which women of color are concentrated pay even less than those in which white men or women predominate. As a result women of color average just 82 percent of white men's hourly wage.²¹

In order to reduce the sex and sex-plus-color biases from workers' pay the City should conduct a job analysis that scores jobs on their skill, effort and responsibility. According to a mid-1990s survey of fourteen states, several (including Washington) closed the male-female pay gap by at least 25 percent based on job analyses.²² Both men and women employed in predominantly female jobs benefited from these pay-equity adjustments.

Description of action: Contract with a consultant to conduct a job analysis of City jobs.

A job analysis will assess the skill, difficulty and responsibility of “benchmark” jobs that are predominantly male or female, thus allowing the City to determine whether and to what extent predominantly-female jobs are underpaid compared to predominantly-male jobs that require similar levels of skill, effort, and responsibility.

A job analysis is essential to determine the fairness of the City’s pay schedule. To the extent that the gender composition of jobs affects their pay, the results of a job analysis will indicate which jobs need pay adjustments to ensure that the City pays all workers fairly.

The State of Minnesota has legislation mandating such an analysis on a biennial basis, as well as making needed adjustments. Seattle should use Minnesota’s lessons learned to inform the consultant’s contract.

Budget: A robust pay analysis is estimated to cost \$400,000 to \$500,000.

Action 1b: Adjust pay rates to remove bias from the pay schedule, if warranted by job analysis.

Issue: Since the City’s work force is highly segregated along gender lines, should a job analysis reveal the undervaluation of predominantly-female jobs, the City should develop and begin to implement strategies to bring the pay of jobs in line with their value.

Description of action: Develop and implement strategies to bring equity in pay, without regard to the gender of the incumbent, to align pay for jobs with equivalent skill requirements, difficulty and responsibility in 2015. The specific methods to implement this recommendation will depend in part on the findings of the job analysis.

Budget: The cost of addressing any documented devaluation of predominantly-female jobs will depend on the results of the consultant study. This action would be implemented in 2015.

Action 1c: Conduct more in-depth departmental analyses of job segregation and wage gaps, and develop departmental and Citywide strategies for improvement.

Issue: Since the City’s work force is highly segregated by gender (and also segregated by race, according to more recent analysis), should a job analysis show little or no devaluation of predominantly-female jobs (i.e. the skill,

effort and responsibility of predominantly-male jobs warrant higher average pay), it follows that the primary path to closing the pay gap will be to integrate the City's work force. The more similar the distributions of male and female workers across jobs, the smaller the pay gap will be.

Regardless of the outcome of the job analyses, the City should take steps to ensure that all jobs are open to all qualified workers, regardless of gender or race. This is of particular importance due to the significant variation of gender and racial representation across departments and positions.

Description of action: The Mayor should hold department directors accountable for closing wage gaps (gender and race) and reducing job segregation over the next four years of his administration. This should include developing and implementing recruitment and retention strategies, Citywide for job classifications with a high degree of segregation, with a key focus on male-dominated, highly paid positions.

The City should implement policies, practices, and behaviors by:

- Instituting Citywide data requirements for tracking information related to the gender wage gap.
- Instituting standards for reporting and disseminating data related to the wage gap to raise awareness and promote accountability for improvement.
- Rewarding and recognizing actions that promote or demonstrate specific wage gap improvements.

The City of Seattle can overcome structural barriers within its direct control by instituting recruiting practices that target populations currently underrepresented in specific departments and roles in City government.

The Personnel Department and Seattle Office for Civil Rights (SOCR), in conjunction with the existing Workforce Equity Planning and Advisory Committee (WEPAC), should issue guidance and recommendations to departments for undertaking the review to ensure uniformity in analytic methods and procedures across departments. Where gaps are identified, either in pay or representation, departments should develop strategies to close the gaps. WEPAC should work to ensure consistency and cross-pollination of strategies across departments. Personnel and SOCR should consolidate department findings into a single written report (combined with the Workforce Equity report already to be provided to City Council by June 30, 2014). The report should include the results of the analysis as well as department-specific recommendations to address gender and racial equity issues in recruitment, hiring, retention and compensation within and between various job titles and leadership positions, along with a timeframe for implementation.

Recruitment strategies must go beyond current employees' personal networks. Often, the primary way in which employers recruit new workers is through the personal networks of current workers. Because most workers recommend others with the same demographic characteristics, network recruitment tends to maintain the existing gender / race composition of the work force, making it critically important to expand recruitment strategies. In addition, when working to integrate the work force, it also is

important to note that hiring multiple people from the group that has been excluded will help to increase retention.

The Personnel Director also should:

- Identify areas for additional research and analysis, and include recommendations regarding common issues and trends across departments that may best be addressed by changes in Citywide policies.
- Recommend an annual review process and reporting scheme to assess overall City progress on this issue as well as progress within particular departments.

Budget: This action will use existing City resources including the policy analyst position added to the Personnel Department in the 2014 Adopted Budget as a labor statistician and WEPAC (co-chaired by the directors at the Personnel Department and SOCR). Additionally, this Action supports the addition of one full-time policy analyst at SOCR during 2014 to lead the data analysis effort, assist departments in their review and development of appropriate recruitment strategies, as well as supporting other actions recommended by the Task Force. The total costs for a full-time policy analyst is \$120,000.

Action 1d: Establish a cross-departmental recruitment and hiring team inclusive of staff from those departments lacking gender diversity, either across the department or in specific positions.

Issue: A smaller number of departments exhibit greater segregation within certain job titles, e.g., fire fighters, police officers, line workers, etc. Although some departments are implementing strategies to increase representation, these efforts are decentralized and uncoordinated. Rather than leave individual recruiters to focus on individual classifications, an interdepartmental team could leverage results.

Description of action: Create a formal gender and culturally responsive recruitment team that includes representatives of departments with the largest gaps.

Budget: This action supports the addition of one full-time policy analyst at the Personnel Department during 2014 who would also support other actions recommended by the Task Force. The total costs for a full-time policy analyst is \$120,000. Additionally, this action uses existing resources from departmental HR staff and WEPAC.

2. EXPAND EMPLOYEE BENEFITS AND CREATE A CULTURE THAT SUPPORTS FAMILIES

Issue: Increasing the recruitment and retention of women in the City’s work force, especially for higher-paying, predominately male jobs, will require a concerted effort that addresses the barriers women face in employment as well as their priorities. For the many employees who are involved in family care, balancing and family demands is challenging. A “culture of flexibility” can be as important as simply having flexibility options.²³ Workers should be able to align work and personal / family life and be confident that tapping into family friendly policies will neither damage their careers nor add an extra burden to their coworkers.²⁴ Further, family-friendly policies must be well advertised, supported by management and incorporated into daily operations.

Creating a culture that supports families is not simply a woman’s problem. When this is viewed as something to which all workers are entitled, male workers will be more supportive of female workers who use it.

Action 2a: Establish, fund and implement a City Paid Parental Leave Policy.

Issue: The City has no paid parental leave policy. Birth mothers can use unpaid 6-12 weeks pregnancy disability leave and 12 weeks FMLA leave, but pay depends on accrued sick leave, vacation and donated leave. (Donated sick leave can only be used for sickness or disability, not bonding leave.²⁵) Health insurance may not extend beyond FMLA, unless an employee pays for COBRA.

Access to paid leave is a major indicator of how much time off new parents take. Assuring all City workers have access to paid parental leave²⁶ will:

- **Increase retention and earnings of women employees.** Women who take paid maternity leave are more likely to return to work and earn higher wages than those who take unpaid leave.²⁷
- **Bolster City efforts to recruit women.** Particularly in departments where the City competes for employees with private sector firms paying higher salaries, the ability to balance work and family can attract higher quality employees.
- **Promote maternal health.** Women who take longer maternity leaves heal better and suffer less from depression and anxiety.
- **Promote fathers’ bonding.** New fathers are more likely to take time off with paid leave. Early bonding results in more involved fathers for the long run, which improves children’s emotional health and economic security.
- **Improve infant health.** Parents who receive paid leave take longer leaves, which foster bonding, breast-feeding, well-child doctor visits and immunizations and a healthy start for all kids. Lack of paid parental leave results in higher rates of infant death, more frequent illnesses, limited access to medical services and lower levels of social, intellectual, and physical health.²⁸
- **Improve family economic security.** Paid leave boosts family income in the short run and allows families to maintain assets to cushion against financial shocks.

- **Promote race and social justice.** Access to paid leave is closely correlated nationally with income and education. Children whose parents earn lower wages are mostly likely to suffer ill effects because their parents get the least paid leave.²⁹ Because women of color earn less than white women, the lack of paid leave will tend to be disproportionately more harmful for children of color than white children.
- **Reduce health care costs.** Healthier mothers and babies mean lower health care costs for employees and the City.
- **Provide the right example.** The United States is an outlier among nations in not establishing universal programs and standards for paid parental leave. Out of the 185 countries around the world with information available, the only three that do not provide paid parenting leave are Lesotho, Papua New Guinea, and the United States.³⁰

The average age of City of Seattle employees is relatively high at 47 years of age. Given the demographic characteristics of the existing work force, implementing paid parental leave would be less costly than it would be with a younger, more gender-balanced work force. Only 1,227 female employees are under 45. Based on King County's fertility rates and the current age distribution of women employed by the City, one would expect about 70 births to female employees per year. (Fathers would also be eligible for paid parenting leave, but there are no data on the proportion of men who become fathers each year.)

Description of action:

- a. Hire a consultant to develop alternatives and cost estimates (in consultation with union representatives, other staff representatives, Personnel and SOCR staff, and other appropriate parties.)
- b. Develop a City paid parental leave policy of at least 12 weeks duration in addition to other paid leave benefits. Provide health insurance coverage during parental leaves.
- c. Adopt new policy during 2014.

Budget: The 2014 Adopted Budget includes \$100,000 for a consultant to develop plan and cost alternatives. The cost of providing a City-paid parental leave benefit will be determined by the consultant's study.

Action 2b: Require a process for consideration of flexible work accommodations for City employees

Issue: The City has no official policy requiring departments to accommodate employee requests for flexible work arrangements, like telecommuting, compressed work weeks and flextime. The United Kingdom, Australia, New Zealand and Northern Ireland have adopted flexible work policies for working parents, while Belgium, France and the Netherlands have similar policies that benefit all workers regardless of family status. In all cases, the results have been largely positive. The State of Vermont and the City of San Francisco are the first governments in the United States to enact these policies.

Research indicates that providing employees with access to flexible work arrangements often improves employee morale and enhances general job perceptions. These arrangements also have been linked to enhanced mental and physical health, as it allows employees to manage their lives without the stress of having to choose between work and family responsibilities. These benefits do not only apply to women. A Catalyst study revealed that among male and female employees at an organization, the request made most often was for more flexibility at work. Indeed, as men increasingly take on more family-related responsibilities, the availability of flexible work options will also enhance men's lives.

A recent Gender Equity survey of City of Seattle employees, confirms the desire for flexible work arrangements. Fifty percent of survey respondents answered that available telecommuting and/or flexible work options do not meet their needs. Nearly 70% of respondents have sought information regarding flexible work options, and 82% of respondents said that they would be very or somewhat likely to request flexible work arrangements if the City were to require supervisors to make such accommodations.

Description of action: Personnel should develop and implement a policy that requires supervisors to consider employee requests for flexible work arrangements to achieve better work-life success. This policy should be widely advertised and incorporated as an organizational culture, so as to avoid stigmatization of workplace flexibility. Survey results indicate that many employees feel limited in their ability to adopt flexible work options due to a lack of departmental or supervisor support. Therefore, the establishment of a culture of flexibility is critical.

The policy should:

- Guarantee employees' right to request flexible work arrangements.
- Prohibit employer interference or retaliation against employees for requesting flexible work arrangements.
- Establish a visible program to ensure the policy is well advertised to all employees within departments (see action 3d).
- Provide SOCR the authority and responsibility for investigating and resolving complaints.
- Act as the basis for a citywide Family Friendly Workplace ordinance to expand gender equity efforts to the entire Seattle work force (see action 8d).

The policy should be enacted for City employees with existing resources during the first half of 2014, and legislation passed by mid-year for Citywide implementation in 2015.

Budget: This action will be supported by the addition of one full-time policy analyst at the Personnel Department during 2014 who would also support other actions recommended by the Task Force.

Action 2c: Hire employee advocate / gender justice advocate to help employees navigate City policies and procedures regarding flexible work-time, paid and unpaid leave, and discrimination

Issue: The City of Seattle currently has a number of policies and programs in place to provide a family-friendly workplace and to address racial and gender discrimination. However, active promotion of these policies varies by department. When faced with an unsympathetic supervisor, many employees do not have a place to turn to

help them resolve conflicts and navigate City procedures. City employees would benefit from an advocate, focused on gender and racial inequity, who would help employees navigate City policies and procedures regarding flexible work-time, paid and unpaid leave, and discrimination. In particular, women in departments with higher concentrations of male employees may be more likely to experience discriminatory practices and isolation. An employee / gender justice advocate could help mediate and improve retention of female employees in those departments.

Description of action: The employee / gender justice advocate would be housed at SOCR and would work directly with individual employees and moderate disputes with supervisors. The advocate would be expected to understand policies and maintain relationships with employee labor unions, Personnel, and Human Resource units within departments. The advocates would work closely with the Race and Social Justice Initiative.

The employee / gender justice advocate would focus on the following areas:

- Access to existing medical, safe and family leave.
- Access to flexible work-time and other family-friendly policies.
- Access to internal job opportunities and promotions.
- Consultation with employees and supervisors to provide mediated solutions to disputes.
- Advice to employees on where to turn when faced with discriminatory practices, including advising employees through official reporting procedures.
- Moderating the interactive forum on the proposed family-friendly benefits portal (see action 3d).

Budget: This action supports the addition of one full-time advocate at SOCR to serve as an employee and gender justice advocate. The total costs for a full-time position is \$103,000.

Action 2d: Develop a consistent foundation of family-friend workplace policies across all departments and a web portal to improve access to information

Issue: While the City offers a solid benefits package (healthcare, generous sick leave, and vacation), some benefits should be expanded (see action 3a on providing paid parenting leave). When it comes to flexible work policies, such as alternative schedules and telecommuting, knowledge, use and support for these policies vary across departments. The City lacks a centralized approach to creating a family friendly workplace, and therefore, lacks appropriate information on what is available. As a result, employees may be missing out on these valuable benefits, and the City is missing an opportunity to brand itself as a family friendly employer.

Parental leave is a key example of a topic that needs better promotion. Navigating the local, state and federal laws as well as multiple personnel rules regarding parental leave is a complex and daunting process. Since there

is no central place to locate this information, employees must consult with Human Resources, Personnel or management and read the Personnel rules. Even among these “experts,” knowledge of the full range of options may be inconsistent, and navigating Personnel rules is not an intuitive process. For example, few women know that they have a legal right to 18 to 24 weeks of parental leave; most women think that their only option is 12 weeks of FMLA.³¹ This kind of information is hard to find and not readily offered³²; it is available to employees who know to look for it by searching multiple government Web sites.

Description of action: The Personnel Department should develop a consistent foundation of family-friendly policies across all departments. In addition to developing a policy / rule to require employers to consider flexible work arrangements (action 3b), the policy / rule should set forth operational procedures for actively promoting family-friendly workplaces.

The creation of a Family-Friendly Portal is one step in publicizing the City’s efforts toward creating a workplace that addresses the needs of women in the workplace. The portal would provide applicants and employees with a centralized source of information about the range of family friendly policies available at the City of Seattle. Online links would provide detailed, user-friendly and consistent information on parental leave, telecommuting, flexible schedules, FMLA, etc. The portal would constitute just one aspect of a larger campaign to promote the City’s family-friendly policies. The broader goal would be to use the portal, along with other efforts such as employee advocates, management training and ongoing review of use of these policies, to strengthen the family friendly “culture” across all City departments. The desired outcome is to recruit and retain more women in the City’s work force by improving the balance between work and personal life.

Budget: This action will be supported by the addition of one full-time strategic advisor at the Personnel Department during 2014 who would also support other actions recommended by the Task Force.

3. SUPPORT LEADERSHIP DEVELOPMENT OPPORTUNITIES FOR WOMEN

Action 3a: Launch a targeted leadership development program.

Issue: There is significant gender variation in leadership across departments. While many departments have strong female leadership, a few show major challenges. For example, 16 out of 17 directors in the Seattle Fire Department are male, 24 out of 34 directors at Seattle City Light are male, and 8 out of 11 directors at the Seattle Police Department are male. These are the same departments that are disproportionately male. Women in leadership positions are critical for creating more gender-integrated jobs and departments and in addressing workplace culture changes.

Description of action: Create a pipeline leadership development program to ensure the advancement of women and more specifically women of color in leadership positions in Police, Fire and City Light.

Budget: This action will be done by a consultant to develop a leadership development program in 2014 for implementation in 2015. The cost for a consultant is \$50,000.

4. DEVELOP CITY-WIDE TRAINING, SKILL DEVELOPMENT AND TOOLS TO CREATE AN EQUITABLE AND SAFE WORK ENVIRONMENT

Action 4a: **Develop City-wide training, skill development and tools to create an equitable and safe work environment where harassment is not tolerated, diversity is welcomed and institutional sexism and racism are eliminated.**

Issue: The City currently provides Race and Social Justice Initiative (RSJI) training for all employees and supplemental trainings for managers. This training has proved indispensable for departments to develop strategies to build racial equity into programs, policies, initiatives and budget decisions. The 2012 RSJI Employee Survey showed that City employees overwhelmingly support the Initiative (86% of employees said there is value to examine and discuss the impacts of race). The survey also demonstrated that awareness of use of the Racial Equity Toolkit increased from 31% in 2010 to 42% in 2012, or an increase of 11%. Expanding training to also address gender issues is critical for creating work force equity for women.

Development of gender equity training and tools will increase employees' understanding of the impact of institutional sexism as well as their skills to implement strategies and tools to achieve gender equity in the workplace.

Description of action: SOCR should develop training curricula that focus on how gender privilege plays out in the workplace, with a focus on institutional and structural sexism (as opposed to individual acts of bias and discrimination). Biennial gender equity surveys should be conducted among City employees to track progress on the impact of trainings and the implementation of strategies to create equitable working environments. The City should track results of employee training to demonstrate clear linkage to positive changes in working conditions for women, specifically women of color.

Developing and delivering high quality gender equity training, data analysis, surveys, curriculum development, in addition to the other action items, is more than a .5 FTE responsibility. The RSJI currently has 2.5 FTE designated to work on racial equity. For the City to meaningfully launch gender equity efforts, a minimum of 2 FTEs should be added.

Budget: This action will be supported by the addition of one full-time policy analyst at SOCR in 2014 who would also support other actions recommended by the Task Force. It costs \$120,000 for an additional full-time policy analyst. The policy analyst at SOCR will develop and deliver gender equity training, conduct a biennial Gender Equity survey, and develop and implement gender equity policies.

5. DEVELOP AND IMPLEMENT POLICY CHANGES THAT WILL ELIMINATE GENDER-BASED INEQUITIES

Action 5a: Analyze the City's layoff policy to ensure that layoff policy does not have a disparate impact on women.

Issue: Women make up almost half of the U.S. work force, but represent only a third of the City of Seattle work force.³³ This results partly from recession-era layoffs and subsequent hiring that disproportionately disadvantages women and people of color. Personnel data showing total males and females employed by the City of Seattle between 2000 and 2012 demonstrate that while males and females were both affected by layoffs, females were disproportionately impacted. Disparities in the number of males and females employed by the City have grown over this period of time. Over this 12-year period, women lost 145 jobs while men have gained 168. In other words, while males have regained and exceeded their pre-recession share of City jobs, the number of jobs held by females has in fact regressed to pre-recession levels. One result of this trend is that men take home an increasingly greater share of the City's payroll. In 2012, males were paid \$500 million compared to \$240 million for women.

Description of action: The City should explore its layoff policy to determine why more women are laid off and not rehired. Layoff Guidelines are bargained with multiple unions. Personnel Labor Relations should work with the unions to address this issue.

In the event layoffs become necessary, a Citywide review across all departments should consider General Fund allocation to mitigate gender equity disparity in layoffs.

Budget: This action will be supported by the addition of one full-time policy analyst at the Personnel Department during 2014 who would also support other actions recommended by the Task Force.

Action 5b: Establish a consistent performance management system across City departments.

Issue: The City must develop and implement a more rigorous and consistent performance management system. The City's performance management system is intended to improve communications with employees, help identify and recognize outstanding employee performance, and help identify and correct inadequate employee performance. Management often cites use of leave (sick leave, vacation time, FLMA) as criteria for evaluating performance. In performance evaluations, employees who use more than desirable amounts of leave are given lower performance scores. This may disproportionately affect white women, women of color, and those with alternative family care arrangements, who are more likely than men to use leave to care for family members.

Description of action: The City should develop a consistent performance management system that considers disproportionate effects on women and people of color, across all departments. A more comprehensive policy could prevent disproportionate effects of current performance evaluations on women. The City should eliminate use of leave as an indicator of ability or skill, and limit the scope of disciplinary action to coaching or counseling for using excess leave.

Budget: This action will be supported by the addition of one full-time policy analyst at the Personnel Department during 2014 who would also support other actions recommended by the Task Force.

Action 5c: Amend Public Safety Civil Service Commission (PSCSC) rules to establish new “preference points” for Seattle Police Department hiring

Issue: The Seattle Police Department (SPD) exhibits the largest wage differential between male and female employees, with men earning 21% more than women.^{vi} According to an analysis of sex and race-ethnic disparities in pay at SPD, women make up just 28% of the work force and 74% of those women are white.

Women (especially women of color) are underrepresented in positions with high wage earning potential that are predominantly held by white men. Job titles tend to be segregated by gender, race or ethnicity, or a combination of those factors, with predominantly male jobs yielding higher pay than jobs more commonly held by woman and people of color.

Diversification of the employee base, with attention to the recruitment of women and people of color, will be necessary for SPD to achieve parity in employment. This may be attainable through the adoption of new rules that incentivize and promote the participation of applicants with desired skills and experience.

Description of action: The Task Force has already expressed support for an amendment to the Public Safety Civil Service Commission rules for the Seattle Police Department to provide preference points in hiring and promotion for multi-lingual and community service or work experience.

The proposed rules would add a 10% credit to applicants’ examination scores for initial hiring or promotion for:

- Fluency in a language in addition to English; or
- Completed service in the Peace Corps, AmeriCorps or other verified equivalent work experience or community service of two years or more.

This proposed rule would be of great value in helping to diversify the Seattle Police Department’s recruitment strategies and expand the applicant pool. It would recognize potential officers’ diverse skills and experience, and provide pathways to Seattle Police Department employment for women and other community members outside SPD’s traditional applicant pool.

Budget: This action does not require additional costs.

Action 5d: Calculate step-increases for part-time employees based on years of service.

Issue: Nearly 6% of the City's employees work part time. Females are more likely than males to work part time: 10% of the City's female workers are employed part time compared to just 3% of men. As a result, women are overrepresented among part-time employees: 65% are female.

Although female City employees earn almost 10% less than male employees, among part time employees, females out-earn males by \$5.84/hour, with male part-timers averaging just 82% of female part-timers' hourly pay. The fact that part-time females out-earn part-time males means that women's greater concentration in part-time employment does not contribute to men's higher hourly pay across all City employees.

The likelihood of part-time employment also varies by employees' race/ethnicity. Latinas and white females are most likely to work part time, with African American and Asian females underrepresented among part-time employees. Among males, African Americans and Latinos are more likely to work part time, with white and Asian males the least likely to work part time. With the exception of white women, the groups with higher earnings are no more likely to work part time than those with lower earnings.

Economic need, family demands, and the presence of opportunities for full-time employment all figure into these differences. Although many people assume that women work part time in order to devote more time to childrearing, 43% of the females who work part-time are at least 50 years old when the demands of childrearing have often declined. Two-thirds of male part-timers are 50 years old or older. According to the Gender Equity Employee Survey, the most common reason for working part-time was that the job is only funded on a part-time basis.

Although part-time status is not contributing to the pay disparity, the Task Force considered policy issues relating to pay for part-time employees. Step-increases in pay are currently determined by hours-of-work, not years-of-service.³⁴ This policy puts people who work part-time at a disadvantage. An employee who works 20 hours a week would need to work two years to receive a step-increase that her coworker who works 40 hours a week would receive in one year. In theory, the idea of tying pay increases to hours-of-work is based on the idea that employees should be compensated on skills developed and experience gained. However, skills do not necessarily increase uniformly with each additional hour of work.

Calculating pay increases by years of service could eliminate this part-time disadvantage in step increases. In adopting this policy, the City would join a number of other private and public employers who use the year-of-service model for step increases.

Description of action: Calculate step-increases based on years of service. This would replace the current model of calculating step-increases based on hours worked.

Budget: An employee data analysis conducted by existing staff at the Personnel Department and the City Budget Office will determine the budgetary impact of this action.

Action 5e: Collection of gender information on City employees

Issue: The City of Seattle currently collects and is required to report to the Equal Employment Opportunity Commission the “sex” of its employees according to the “male” and “female.” This does not capture the reality of people’s lived experiences or identities across the spectrum of sex and gender.

Federal regulations constrain what categories we use. Both sex and gender are often considered in dichotomous terms, i.e. you must be or identify either as “male/man” or “female/woman,” and these classifications do not change over the course of people’s life. The practical reality, however, is that neither is dichotomous – there are people who are born with atypical genitalia (that does not allow them to be neatly assigned “male” or “female” at birth); people whose gender identities shift over time; people who were assigned “male” at birth, but present and identify as female (and vice versa); people who do not identify as either “male/man” or “female/woman” but somewhere on the spectrum of sex and gender; and people who go through medical procedures to transition from one sex to the other. The topic is complex, and clearly there are limitations to the City’s current collection of data on employees. Importantly, employees are already free to self-report their sex/gender, and they are free to change the sex/gender they report if their sex/gender changes.

The City’s employee data collection is important because it demonstrates the inclusivity (or exclusivity) of the City’s workplace, determines the City’s ability to describe the range of City employees’ experiences, and creates capacity to more accurately analyze potential gender inequities.

Description of action: The City should add a “transgender and/or gender non-conforming” category to its employee data collection forms, according to best practices outlined by major LGBTQ organizations, and allow employees to check the box that best describes their own gender identity or expression. For example, a transgender employee who identifies as a man would be able to check both “male” and “transgender”.

Budget: Existing staff at the City will change the data collection form.

6. PROVIDE INFRASTRUCTURE SUPPORT FOR IMPLEMENTATION OF RECOMMENDATIONS AND LAUNCHING OF TARGETED GENDER EQUITY EFFORTS

Action 6a: Hire staff to lead gender equity efforts and to perform ongoing required statistical and analytical work.

Issue: Developing, establishing, and implementing any set of policies or programs to move the City of Seattle closer to gender equity in pay will require additional staff in SOCR and Personnel.

SOCR will need additional staff to support implementation of recommendations and develop, implement and lead gender justice efforts and to address gender equity beyond gender equity in pay within City government.

Staff is also necessary to provide support for continued convening of the community members of the Gender Equity in Pay Task Force, as well as pursuing the work of the group.

Description of action: A .5 FTE in SOCR for implementation of recommendations and gender equity efforts was added in 2014. For the City to meaningfully implement the actions recommended and launch targeted gender justice work, an FTE should be funded in SOCR.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

7. ADDRESS GENDER EQUITY BEYOND CITY GOVERNMENT

Action 7a: Convene employers beyond City government to address gender equity in pay.

Issue: While the Task Force has focused on ending gender equity pay gaps for City employees, the pay gaps in the private sector are even greater. In the Seattle metro area, a woman who holds a full-time job is paid \$44,535 per year on average, while a man who holds a full-time job is paid \$60,881 per year. This means that women in the Seattle area are paid 73 cents for every dollar paid to men, amounting to a yearly gap of \$16,346 between men and women who work fulltime. Women employed by the City of Seattle make approximately 90.5 cents for every dollar earned by men. While the City should be commended for working to close its own pay gaps, Seattle City government also has an opportunity to use its bully pulpit to address gender equity in pay gaps across the city.

Outgoing Boston Mayor Menino has stated the goal of making Boston the first city to eliminate the wage gap between men and women. We believe that Seattle should take this on as a challenge and work to become the first city to achieve wage equity based on gender, as well as wage equity based on both sex and race.

Description of action: The Mayor should convene a Roundtable of major employers in Seattle who are committed to ending gender and racial inequities in pay.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

Action 7b: Require a process for consideration of flexible work accommodations for private employers

Issue: Action 3b recommended a new policy requiring a process for the City to accommodate employee requests for flexible work arrangements, like telecommuting, compressed work weeks and flextime. Given that gender pay gaps are even larger in the private sector, it is important that the City work together with the business community to address the problem.

San Francisco's recently passed Family Friendly Workplace Ordinance (FFWO) provides a useful model. This new citywide law gives employees the right to request a flexible work arrangement and gives the employer the right to refuse for legitimate business reasons.

The FFWO requires that employers allow any employee who is employed in San Francisco, has been employed for six months or more by the current employer and works at least eight hours per week on a regular basis to request a flexible or predictable working arrangement to assist with caregiving responsibilities. The employee may request the flexible or predictable working arrangement to assist with care for:

- a child or children under the age of eighteen;
- a person or persons with a serious health condition in a family relationship with the employee; or
- a parent (age 65 or older) of the employee.

Within 21 days of an employee's request for a flexible or predictable working arrangement described above, an employer must meet with the employee regarding the request. The employer must respond to an employee's request within 21 days of that meeting. An employer who denies a request must explain the denial in a written response that sets out a bona fide business reason for the denial and provides the employee with notice of the right to request reconsideration.

Description of action: SOCR should work with Task Force members, community members and businesses to develop and propose legislation for the Mayor and City Council's consideration. Assuming the City implements action 3b immediately, the City's experience with implementation will be informative for the private sector.

The policy should be enacted for City employees with existing resources during the first half of 2014, and legislation passed by mid-year for citywide implementation in 2015. A strong engagement process with the business sector will help to develop an ordinance and rules that will ensure that the ordinance is beneficial to both employers and employees. Once legislation is passed, it will be important for SOCR to conduct an outreach campaign to make sure that both employers and employees are informed of and operationalize the policy.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force. Once legislation for flexible work arrangement is passed, the addition of one full-time civil rights policy analyst at SOCR in 2015 will support the outreach campaign to inform employers and employees of the new rules. The cost of adding a full-time civil rights policy analyst is \$95,000.

Action 7c: Include additional areas beyond pay in future gender equity efforts.

Issue: The Task Force has focused on gender equity in pay for City employees by looking almost exclusively at differences between “men” and “women.” Gender oppression also impacts lesbian, gay, bisexual, transgender, gender non-conforming and queer communities.

As referenced in Section 7, the Task Force believes that the City can be a role model for other employers when it comes to pay. In addition, there are many additional areas impacting people across gender lines in Seattle, such as:

- Discrimination in employment, housing and public accommodations.
- Increasing access to health care, including reproductive rights.
- Physical safety, including prevention of hate crimes, sexual assault and domestic violence.
- Increasing access to affordable, quality childcare.
- Ensuring high quality education that prepares young women and other people impacted by gender oppression for success in college and career.
- Preventing human trafficking.

We believe the City should exert greater leadership in all of these areas.

Description of action: Future gender equity efforts should promote a broad and inclusive agenda in order to achieve a city where all residents across gender lines thrive economically and are safe and healthy.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

Action 7d: Pass Fair Pay Legislation – “Equal Pay for Equal and Equivalent Work”

Issue: Local legislation does not provide sufficient protection against pay disparities based on gender, race and national origin. While the Seattle Fair Employment Practices ordinance (SMC 14.04) prohibits pay discrimination for “similarly-situated work,” it does not require “equal pay for equal work,” nor does it address the more trenchant problems of predominately male jobs being paid more than predominately female “equivalent” jobs and pay disparities based on race or national origin. Employees also do not have the right to access comparative pay information from their employer without retaliation. This last piece is critical because many employees may not be aware of pay discrimination. Lilly Ledbetter, the inspiration for broadening Title VII’s statute of limitations for pay discrimination claims, worked at Goodyear Tire for 19 years before learning from an anonymous note that she was making thousands less per year than men in her position.³⁵

Description of action: Pass Fair Pay legislation that requires “equal pay for equal and equivalent work” for Seattle employees regardless of gender, race or national origin.

Fair Pay legislation would strengthen Seattle’s Fair Employment Practices ordinance (SMC 14.04) by incorporating provisions of pending federal laws, Fair Pay Act³⁶ and the Paycheck Fairness Act³⁷, and building upon existing federal law, Equal Pay Act of 1963³⁸. The major provisions of Fair Pay legislation address pay disparities due to bias and job segregation:

- Equal pay for work that is substantially the same.
- Equal pay for women working in female-dominated jobs that are equivalent in skill, effort, responsibility and working conditions to higher paying male-dominated jobs.
- Exceptions for: (1) seniority, (2) merit system, (3) system which measures earnings on quality or quantity of production; or (4) bona fide factor other than gender, race or national origin that is job-related and consistent with business necessity.
- Greater opportunity for wage comparison by prohibiting retaliation against employees who request comparative salary information, share salary information or report discrimination.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force. Once legislation for a fair pay is passed, the addition of one full-time civil rights policy analyst at SOCR in 2015 will support the outreach campaign to inform employers and employees of the new rules. The cost of adding a full-time civil rights policy analyst is \$95,000.

Action 7e: State legislative strategy – support State Family and Medical Leave Insurance in Legislative Agenda.

Issue: Workers have limited access to paid leave, especially those who work part time, earn lower wages or work in the private sector (all of whom are disproportionately women). Seattle’s Paid Sick and Safe Time ordinance assures that most workers in the city have access to a few days leave for illness or routine health needs. Federal law only provides unpaid time off for people who work in companies with at least 50 employees and meet other qualifying conditions. Several states have established Family and Medical Leave Insurance (FMLI) systems that provide some income support when workers need longer periods of leave – e.g. for a serious health condition or to care for a newborn or newly adopted child. Similar legislation has been proposed for Washington. The WA State Legislature has shown some support, adopting part of the policy in 2007, but failing to approve payroll premiums or other alternates to fund the program. The City of Seattle supported FMLI in 2007.

FMLI would improve outcomes for City employees and Seattle residents. It would:

- **Promote maternal health and work force attachment.** Women who take longer maternity leave heal better and suffer less from depression and anxiety. Women who have paid maternity leave are more likely to be working and earning higher wages one year post-birth.

- **Improve infant health.** Paid parental leave fosters bonding by both parents, breast-feeding, well-child doctor visits, immunizations, and a healthy start for all kids. Lack of paid parental leave results in higher rates of infant death, more frequent illnesses, limited access to medical services, and lower levels of social, intellectual, and physical health.³⁹
- **Promote school readiness and success for all children.** Paid parental leave promotes strong brain development and healthy socialization for infants. For children of all ages who are hospitalized or have a serious health condition, having a parent present speeds recovery.
- **Promote independent living and well-being for seniors.** As our population ages, more people must balance caring for an elderly parent with work and other family demands. Elders receive better and less costly care, with higher quality of life, when family members have the time to receive instructions from doctors and set up appropriate systems for long term care.
- **Improve family economic security.** Paid leave boosts income and allows families to maintain assets to cushion against future financial shocks. New fathers are more likely to take time off with paid leave. Early bonding results in more involved fathers for the long run, which improves children’s emotional health and economic security.
- **Promote gender, racial and social equity.** Access to paid leave is closely correlated with income and education. Children of color or whose parents earn lower wages are most likely to suffer ill effects because their parents get the least paid leave.⁴⁰
- **Reduce reliance on public services.** In states with established programs, new mothers took longer paid leaves and relied less on public assistance and SNAP (food stamps) than in other states.⁴¹
- **Support City initiatives and priorities.** FMLI furthers the goals of gender equity, the Race and Social Justice Initiative, universal preschool, and the Seattle City Council Resolution in Support of Caring across Generations ([31388](#)).
- **Provide the right example.** The U.S. is an outlier among nations in not having universal programs and standards for paid parental leave and other forms of paid leave in place.⁴²

Proven models work. California, New York, New Jersey, Rhode Island, and Hawaii have had universal disability insurance programs in place for decades, funded largely through payroll premiums paid by workers and/or employers. Since the 1970s, all these programs have covered pregnancy and childbirth related disability. California, New Jersey and Rhode Island have added additional family leave for bonding and for caring for seriously ill family members.

Description of action: Include support of Family and Medical Leave Insurance in the City’s state legislative agenda.

HB 1457/SB 5292 introduced in 2013 provides for:

- Up to 12 weeks to care for a new child or sick family member, and 12 weeks for the worker’s own serious health condition;

- Benefits of 2/3 weekly pay;
- Worker premiums of 0.2% of pay, matched by employers.

Budget: As an employer, the City would pay its share of premiums (0.2% of total payroll). These costs could be offset in full or part by:

- Reduced use of City paid parental leave policy (if adopted).
- Lower health care costs for City employees and increased retention.
- Reduced demand for social services and long term care by Seattle residents.
- Increased sales tax receipts as work force productivity rises and families have more income and economic security.

This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

Action 7f: State legislative strategy – support Statewide Paid Sick and Safe Time

Issue: Seattle’s Paid Sick and Safe Time law assures that most workers in the city have access to a few days leave for illness or routine health needs. However, people employed outside the city limits – including Seattle residents and parents of some Seattle school children – have no guaranteed right to paid sick leave. Forty percent of workers nationwide have no paid sick leave, including 1 million in Washington even with PSST in effect in Seattle. People who earn lower wages and/or work part time have significantly less access to paid sick time than high wage and full-time employees.⁴³ As a result, women and people of color are especially likely to lack access to paid time off.

In 2013, competing bills were introduced in the Washington Legislature to extend Seattle’s PSST standards statewide; to pre-empt (repeal and prohibit) local PSST ordinances; and to exempt all workers employed by firms based outside Seattle from Seattle’s ordinance. None passed the full legislature in 2013, but will be back on the agenda in 2014.

Statewide Paid Sick and Safe Time would:

- **Promote health and school success for all children.** Two-thirds of school-age children and 58% of preschoolers in Washington have all parents in the family in the work force.⁴⁴ Studies show children recover more quickly from illness with a parent present.⁴⁵ But without paid sick time, many working parents cannot leave work to pick up a sick child at school and struggle to find appropriate care for an ill child. A national study of employed parents found that just 36% of children in families with incomes below 200% of the federal poverty level had a parent with access to paid sick time, compared to 81% of higher income kids.⁴⁶ When parents are not able to take time off from work, older children are sometimes kept home from school to care for younger siblings. Many factors contribute to the high dropout rate among low-income youth, but

researchers are increasingly identifying links between a child’s disaffection from school and the parent’s lack of flexibility and access to paid leave on the job.⁴⁷

- **Promote independent living and well-being for seniors.** As our population ages, more people must balance caring for an elderly parent with work and other family demands. Elders receive better and less costly care, with higher quality of life, when family members have the time to receive instructions from doctors and set up appropriate systems for long term care.
- **Promote public health during public health emergencies and the safety for victims and survivors of domestic violence, sexual assault, and stalking.** Safe leave allows use of accrued paid leave during these situations, protecting individuals and their coworkers.
- **Improve family economic security.** Paid leave boosts income and allows families to maintain assets to cushion against future financial shocks.
- **Promote gender, racial and social equity.** Access to paid leave closely correlates with income and education. Children of color or whose parents earn lower wages are most likely to suffer ill effects because their parents get the least paid leave.⁴⁸
- **Support City initiatives and priorities.** Statewide PSST is consistent with and furthers the goals of gender equity, the Race and Social Justice Initiative, universal preschool, and Resolution in Support of Caring across Generations (31388).
- **Provide the right example.** The U.S. is an outlier among developed nations in not having universal standards for paid sick leave in place.⁴⁹ Paid sick days standards have been adopted in San Francisco, Washington, DC, Seattle, Portland, OR, New York City, Jersey City, and Connecticut.

Description of action:

Include support in the City’s state legislative agenda for statewide Paid Sick and Safe Time, and opposition to pre-emption or limitation of local PSST ordinances.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

Action 7g: State legislative strategy – support broadening access to health coverage by implementing the basic health option

Issue: Despite the Affordable Care Act bringing affordable health care coverage to millions of Americans, for the 160,000 Washingtonians who earn just above Medicaid eligibility (between 138% and 200% of the federal

poverty level), affordable health care coverage remains out of reach, even with tax subsidies. The low-income working families who fall into this gap are disproportionately nonwhite and immigrant. The federal Basic Health Option builds on the success of our state's current Basic Health Plan and uses federal funds to provide affordable health coverage for low-income adults.

The Basic Health Option will:

- Use federal funds to provide affordable health coverage for low-income adults with incomes below 200% of the federal poverty level.
- Cover 14,000 lawfully present immigrants and refugees who are otherwise ineligible for Medicaid
- Create an opportunity to narrow the gap in access to quality, affordable health coverage.

Description of action:

Include support of the Basic Health Option in the City's state legislative agenda.

Budget: This action supports increasing the policy analyst added to SOCR in the 2014 Adopted Budget from a half-time to a full-time position. The cost is \$60,000 and the policy analyst would support other actions recommended by the Task Force.

Action 7h: State legislative strategy – guarantee access to reproductive health care by supporting the reproductive parity act

Issue: Due to disparities in health coverage and economic opportunity, women of color and immigrant women often have fewer options when seeking medical care. Guaranteeing access to the full range of health care services ensures that all women have control over their pregnancy decisions, regardless of their socio-economic status. Currently, every carrier and nearly every plan in Washington already covers abortion. The Reproductive Parity Act will require that health insurance plans in Washington State include abortion coverage as part of coverage for maternity care.

The Reproductive Parity Act will:

- Require insurance plans in Washington to cover abortion care if they cover maternity care.
- Reproductive parity would ensure that all Washington women who have insurance would have the coverage they need to make the right choices for themselves and their families.

Description of action: Include support of the Reproductive Parity Act in the City's state legislative agenda.

Budget: Incorporate into the City's legislative agenda at no additional cost.

8. REINFORCE THE CITY'S COMMITMENT TO UPHOLDING HUMAN RIGHTS AND ACHIEVING RACIAL EQUITY.

Action 8a: Implement international human rights treaties and principles at the local level, toward the achievement of gender and race equity.

Issue: The implementation of international human rights treaties through local ordinances has been demonstrated as an effective tool for furthering gender equity. San Francisco achieved many effective measures for gender equity through the implementation of the San Francisco Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Ordinance's human rights framework.⁵⁰ In 2012, the Seattle City Council and then-Mayor McGinn declared Seattle to be a "Human Rights City," thereby committing the City to use international human rights instruments "... to strengthen and improve the impact of laws and policies on local communities and work on their commitment to protecting, respecting and fulfilling the full range of universal human rights, including civil, political, social, economic, and cultural rights."

The United States has signed and ratified the International Covenant on Civil and Political Rights (ICCPR) and the International Convention on the Elimination of All Forms of Racial Discrimination (CERD). These treaties, along with CEDAW, provide a framework to target gender and race inequities already found within the city, study them further and solve them in the future. The City of Seattle could link the above mentioned treaties with gender equity efforts and the Race and Social Justice Initiative. A number of cities and counties in California such as Los Angeles, Santa Cruz, Berkeley, Santa Clara and Alameda County have tried to follow San Francisco's path. Versions of local CEDAW implementation are also being pushed in New York City and the State of Massachusetts. Eugene, Oregon is exploring ways to integrate human rights values into city operations. Such interest in the efforts to bring human rights "home" demonstrates the value of framing social justice issues in the United States as human rights concerns.

The City of Seattle can learn from the work done in San Francisco and other cities, and work in collaboration with community-based organizations with an interest in human rights and discrimination against women. The City also should collaborate with the City of Seattle's 5 Commissions to implement the holistic perspective and help design long lasting changes and city involvement.

Description of actions: Implement the concepts of racial and gender equity established by international human rights treaties to ensure that government policies, practices, programming, employment, budget and services do not inadvertently reinforce historic patterns of inequality based on gender, race, ethnicity and other forms of identity.

Budget: N/A

Action 8b: Align future gender equity work with the goals of the City of Seattle's Race and Social Justice Initiative (RSJI) to address the intersection of race and gender in Seattle and the region.

Issue: National and regional data tell us that there is a distinct correlation between race, gender and the earnings gap. Across the country and within our region, women of color earn less than white women and men. Nationally, Latina women earn 55 cents for every dollar earned by men and African American women earn 64 cents for every dollar earned by men.⁵¹ At the City of Seattle, while white women earn an average of 92 cents for every dollar a white man earns, Asian and Pacific Islander women earn 85 cents, Latina women earn 83 cents, African American women earn 79 cents and Native American women earn 74 cents. Women of color (and men of color) are disproportionately clustered into jobs that pay less than jobs predominately held by white men. Thus, paramount to a full understanding of inequity is the examination of race, sexual orientation and gender identity. This is true not only for our municipal work force, but also for our city and region.

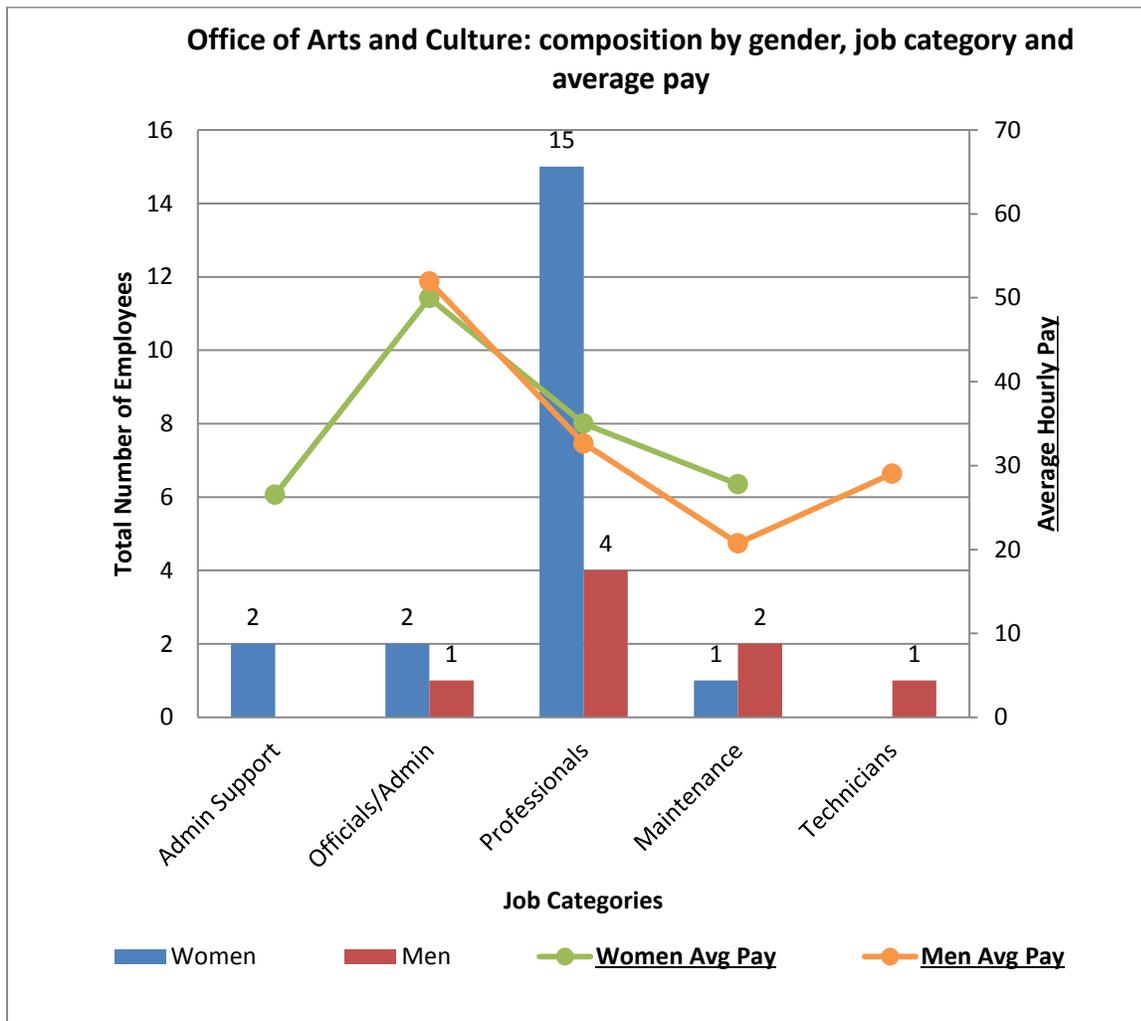
RSJI is a respected presence in the Seattle community, providing workshops and trainings for organizations, businesses and agencies, collecting data on race and community perceptions, and promoting equity for all in the city. Using RSJI as a model, future gender equity work at the City should focus its lens outward into the community, with the understanding that strategies that target the most marginalized populations, will do the most good for all populations.

Description of actions: Implement the concepts established by RSJI in future gender equity work, with a focus on addressing gender and race disparities in the city of Seattle.

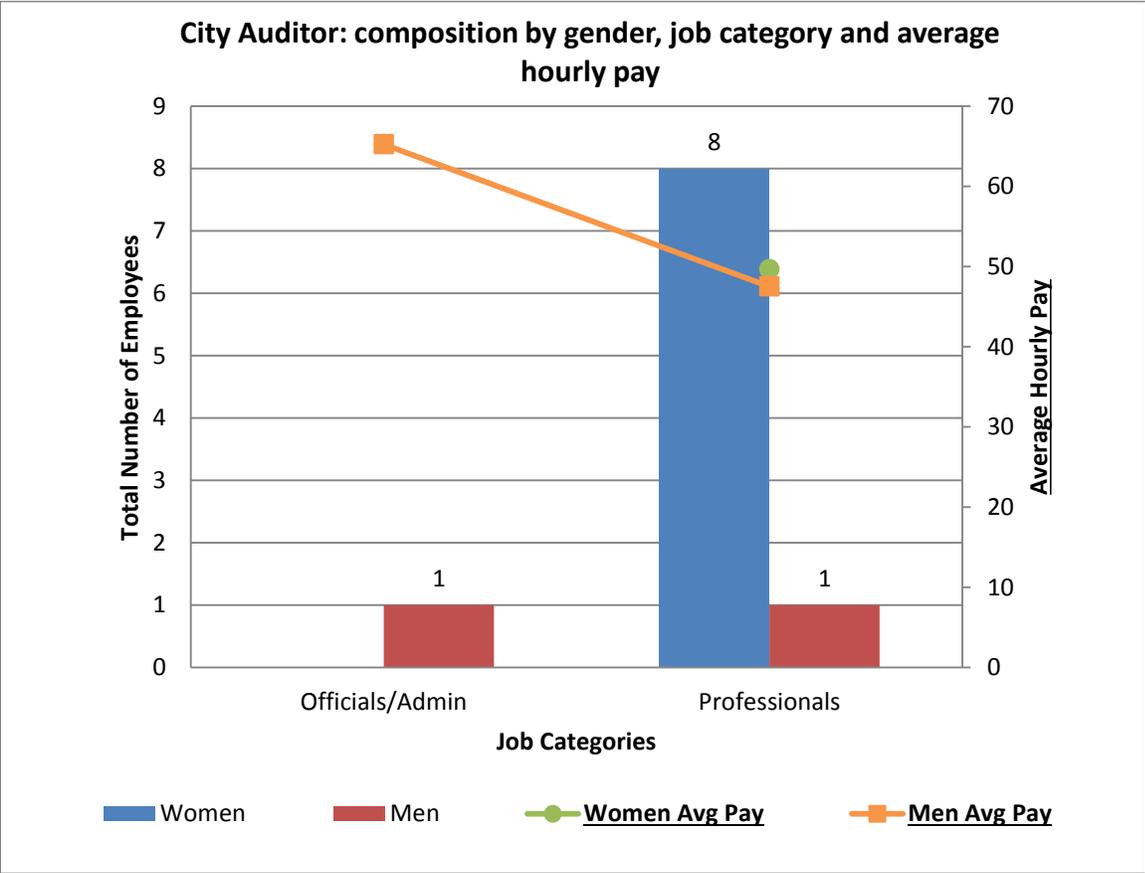
Budget: N/A

APPENDIX A: DEPARTMENTAL COMPOSITION BY GENDER, JOB CATEGORY AND AVERAGE PAY

The data used in this analysis were taken from the Personnel report titled 'Review of Gender Pay Disparities at the City of Seattle,' and completed May 2013.⁵² As many personnel transitions have occurred since the GEPTF and this report were conceived, this analysis does not provide the most up-to-date data regarding City employment. All job titles listed in the subsequent tables are taken directly from the appendices in the Personnel report.

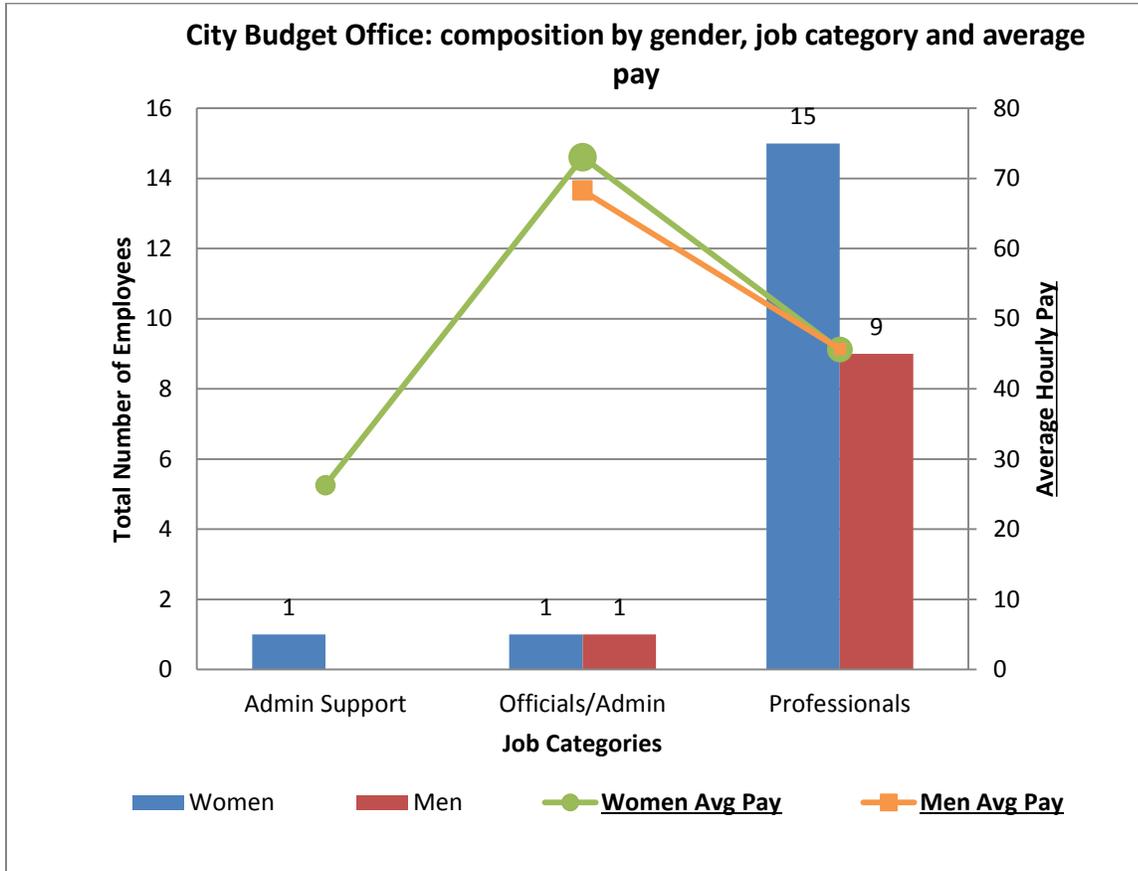


The Office of Arts and Culture has 28 employees, including 20 women and 8 men. The 10% pay gap favors women, who earn an average of \$35.29, while men earn \$31.62 an hour. Of the 19 positions offered at Arts and Cultural Affairs, 57% are held exclusively by women, and 10% of all positions are held by both women and men.



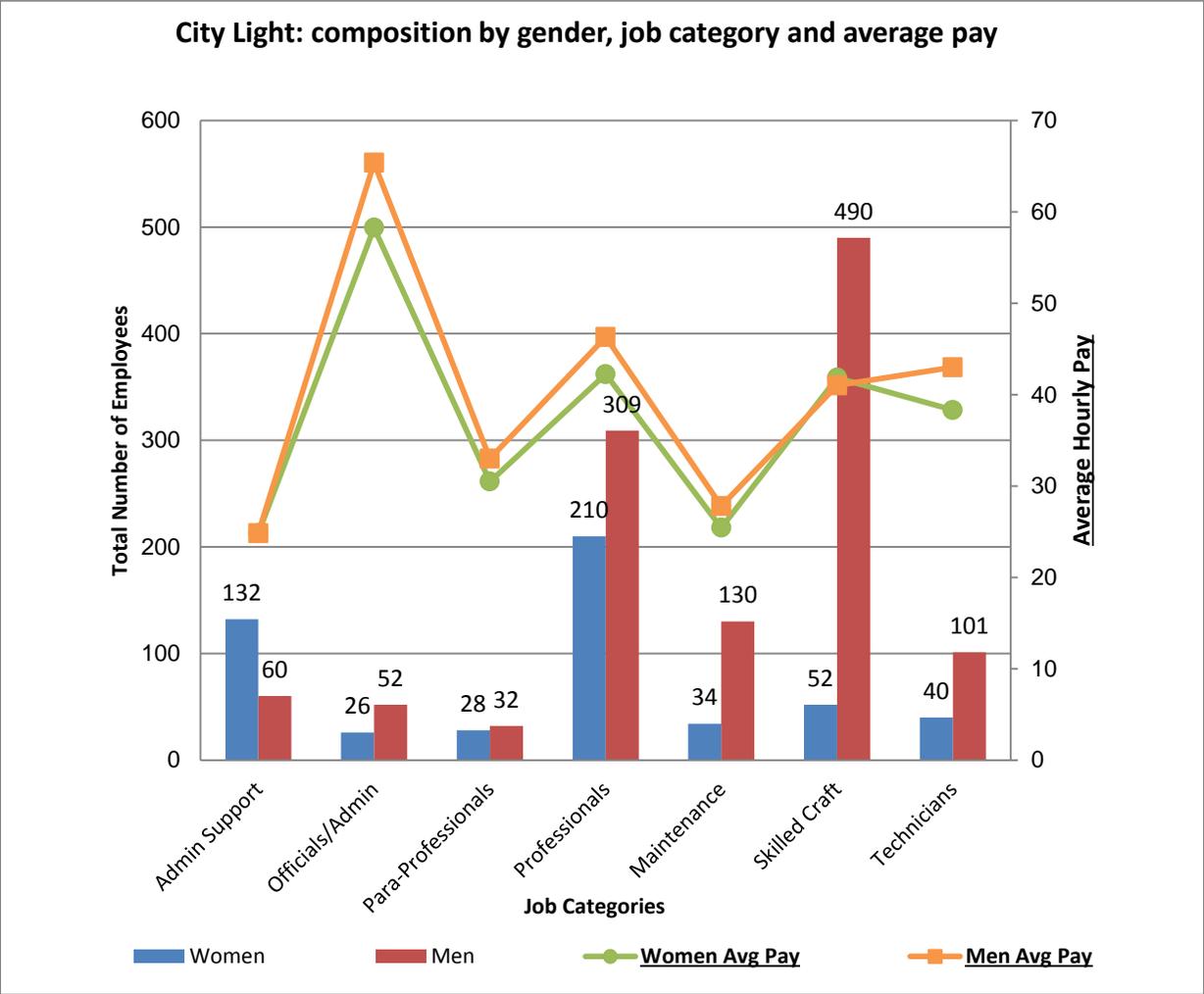
The City Auditor’s office has a total of 10 employees, including 8 women and two men. The 12% pay gap favors men. As the table indicates below, the primary driver of the pay gap in this department is the executive manager, which is the highest paid position.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Admin Staff Asst	30.55	1	0	0
Exec Manager-City Auditor	0	0	65.26	1
StratAdvsr-Audit	52.40	7	47.52	1

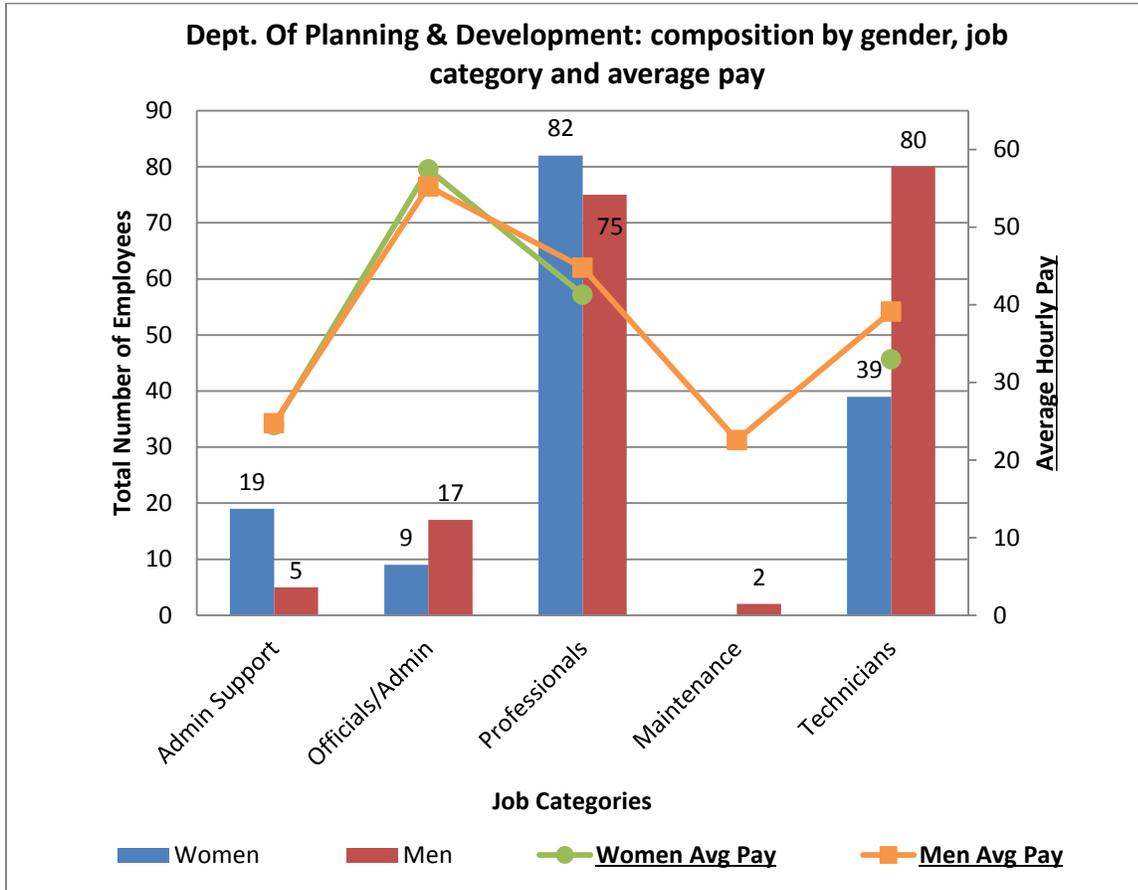


The Budget Office is small, with a minimal pay gap of 0.6%. There are a total of 27 employees, including 17 women and 10 men. With a difference in pay of 27 cents between employees, this is one of few departments with fairly equitable pay. The table below shows the job titles and pay of all employees in this department.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Admin Spec II	\$26.26	1	0	0
Executive 2	0	0	\$68.27	1
Executive 4	\$73.03	1		
StratAdvsr1, Exempt	\$37.19	1	\$0	0
StratAdvsr2, Exempt	\$44.89	9	\$43.36	7
StratAdvsr3, Exempt	\$52.77	4	\$53.88	2

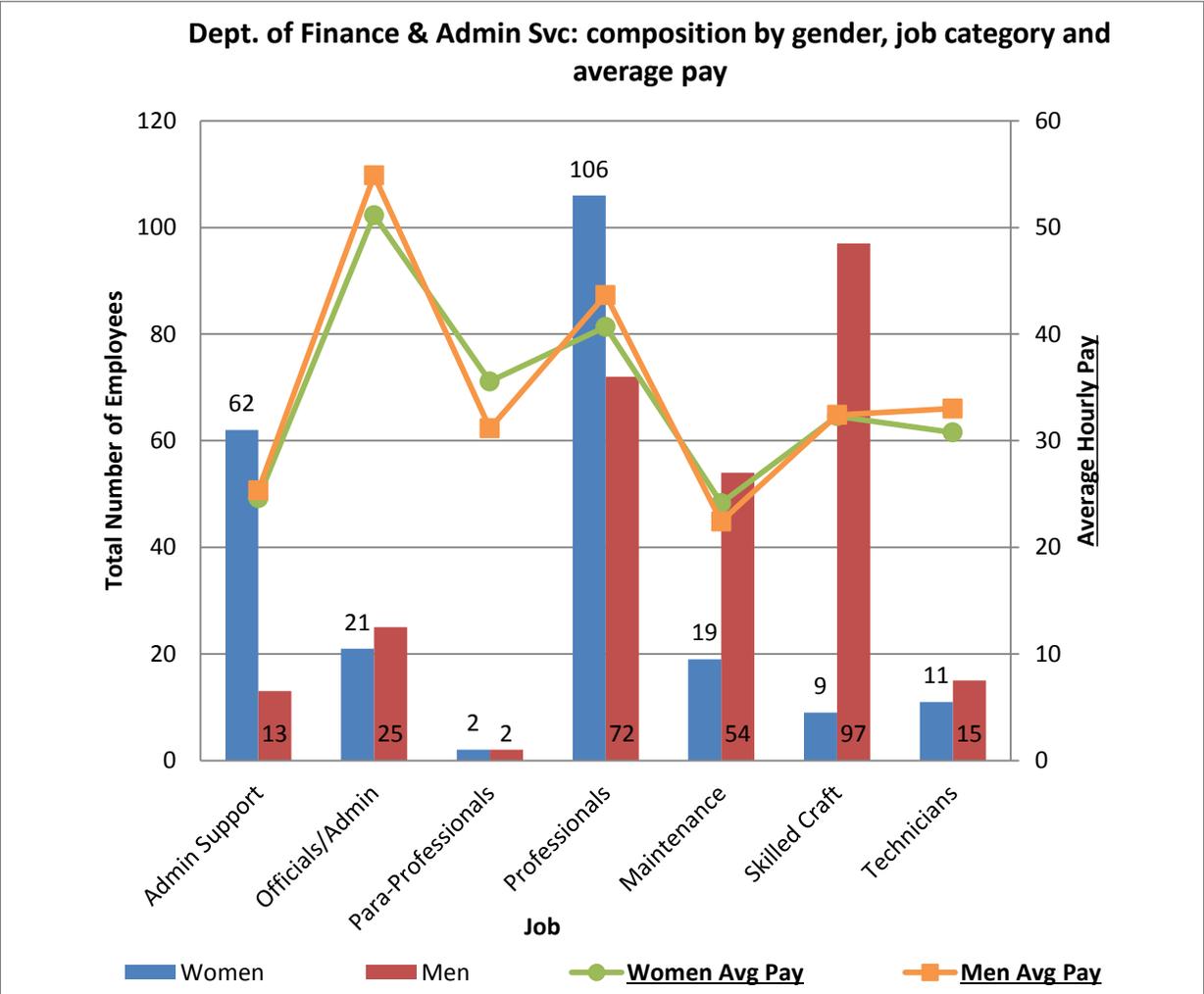


Seattle City Light has a total of 1,696 employees, including 522 women and 1,174 men across a total of 264 job titles. Thirty-six percent of these job titles are held exclusively by men, while 21% are held exclusively by women. Men earn more than women in nearly every job category, with the exception of administrative support and skilled craft.

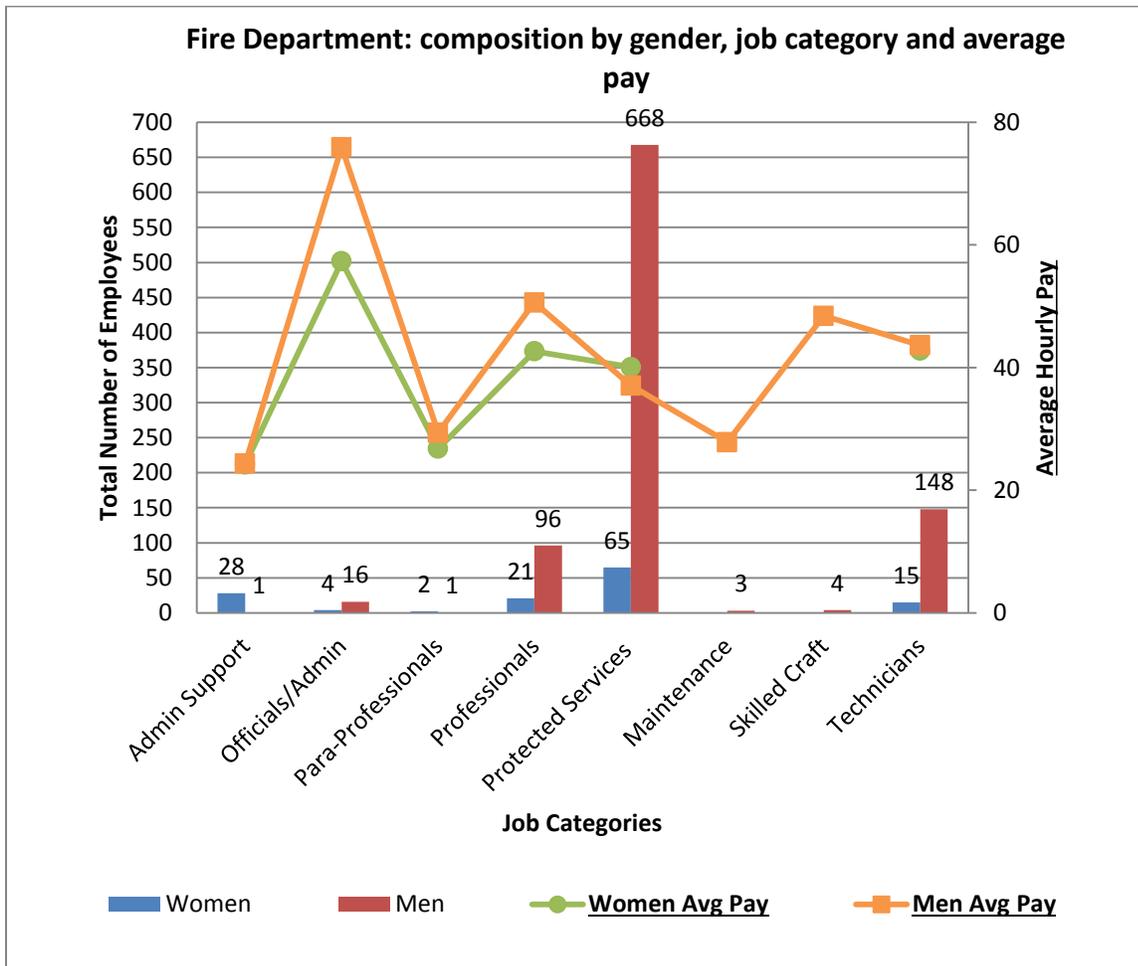


The Department of Planning and Development has a relatively equal number of female and male employees. There are a total of 328 employees, including 149 females and 179 male employees. There is an 11% pay gap with women earning \$37.96 an hour, on average, and men earning \$42.44 an hour. There is clear job segregation in this department where more men are concentrated in several higher paying positions than women. The table below highlights some of the positions creating this disparity. For example, there are more men than women in manager job titles, though some of the female employees earn more than their male coworkers within the same job title. Within these management positions, on average, women earn \$44.48/hour and men earn \$52.04/hour.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Manager2, Engrng& Plans Rev	\$51.90	1	\$49.82	7
Manager2, Exempt	\$50.55	1	0	0
Manager2, General Govt	0	0	\$45.98	1
Manager3, Engrng & Plans Rev	\$52.84	3	\$55.35	4
Manager3, Fin, Bud, & Actg	0	0	\$60.51	1
Manager3, Info Technol	\$57.84	1	0	0



The Department of Finance & Administrative Services has 507 employees, including 230 women and 277 men. There is a gender pay gap of 0.05%, with women earning on average \$35.09/hour and men earning \$35.11/hour. Though the pay gap is very low, gender segregation is prevalent in the Administrative Support, Maintenance and Skilled Craft job categories.



The Fire Department has a total of 1,072 employees, including 135 women and 937 men in 84 different job titles. There is a 6% pay gap. On average, women earn \$37.81/hour and men earn \$40.17/hour. Of the 84 job titles offered within the Fire Department, over half of them are held exclusively by men. Only 19 job titles are held by both women and men. The table below illustrates all of the job titles shared by women and men in the Fire Department. In 57% percent of these job titles women earn more than men, ranging from 0.17 to \$1.45/hour. In 26% of these positions, men earn more than women, ranging from 0.04 cents to \$12.77/hour. In the remaining 16% of job classes, women and men earn the same.

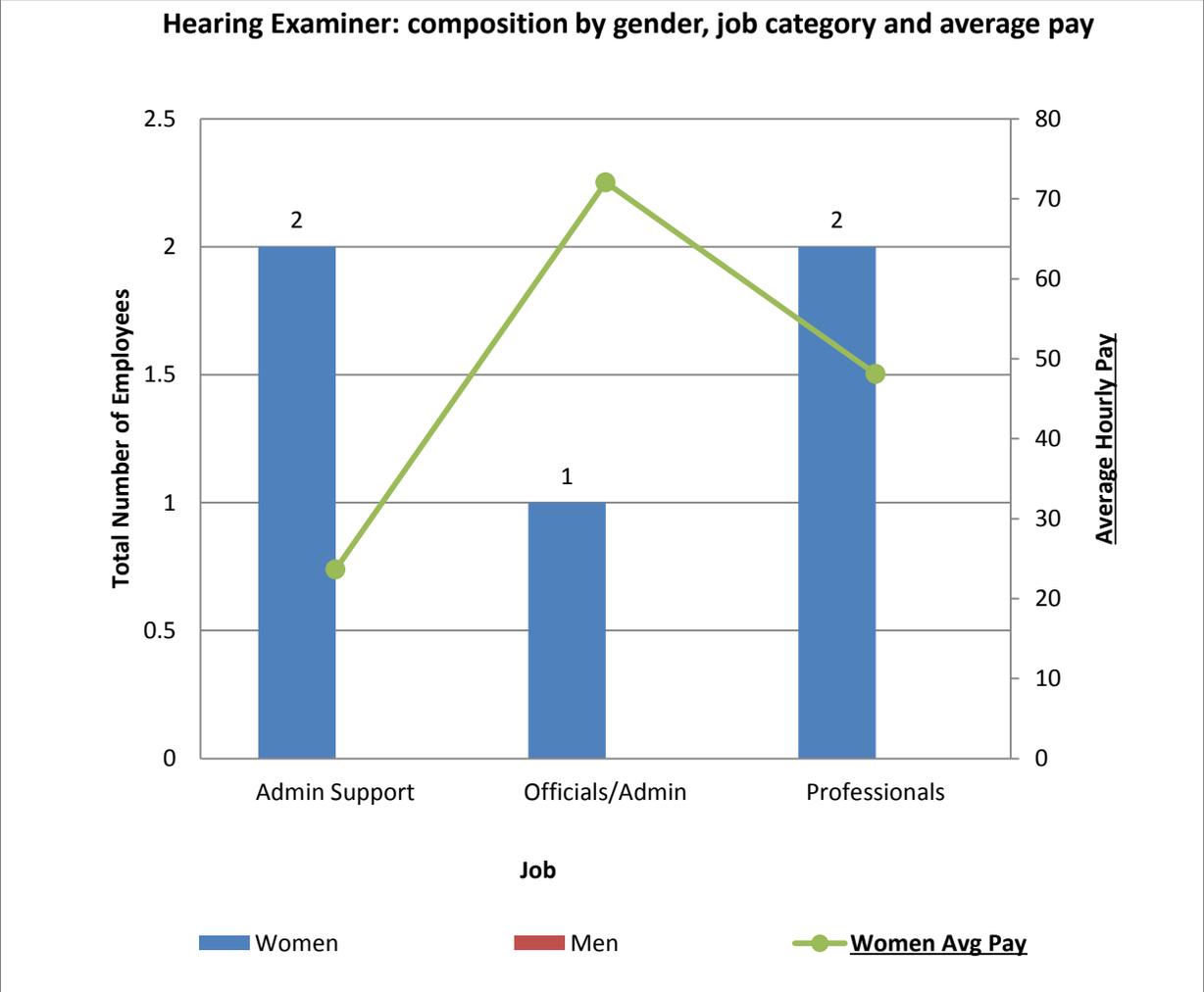
Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Admin Spec II-BU	24.07	7	24.35	1
Fire Battalion Chief-91.4 Hrs	59.25	1	57.80	22
Fire Capt-91.40 Hrs	48.12	4	47.77	32
Fire Capt-Admin-80 Hrs	57.39	1	57.39	2
Fire Equip Tech	27.25	1	27.25	2
Fire Lieut-91.40 Hrs	42.42	11	41.87	93
Fire Lieut-HM-91.40 Hrs	43.81	1	43.85	8
Fire Lieut-Prev Inspector I	52.09	2	51.40	7
Firefrtr-91.40 Hrs	35.68	17	34.36	307
Firefrtr-AP Drvr-91.40 Hrs	38.11	10	38.41	158
Firefrtr-Dispatcher-84 Hrs	43.58	14	43.16	9

Fireftr-HM-91.40 Hrs	37.46	4	36.85	41
Fireftr Paramed Tech-91.40 Hrs	40.71	2	40.26	15
Fireftr Paramed TechSr-91.40	42.69	14	42.48	35
Fireftr-Prev Insp I	45.89	3	46.06	10
Fireftr-TRT Ap Drvr-91.40 Hrs	41.21	1	40.77	3
Info Technol Prof B-BU	50.17	1	48.98	8
Public Ed Prgm Spec	31.16	1	31.16	1
StratAdvsr2 General Govt	38.60	1	51.37	1

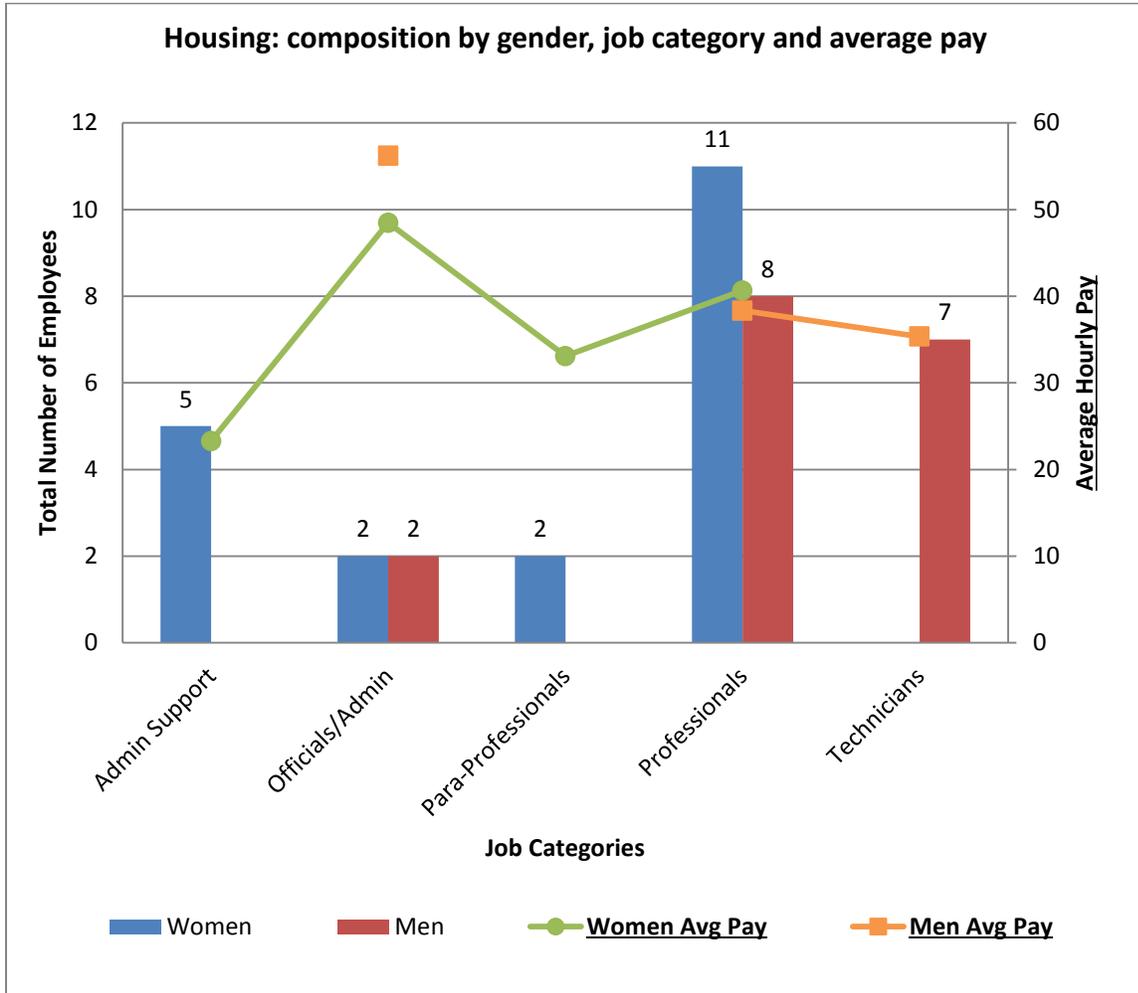
The yellow highlight indicates women out-earning men in a particular job title.

The teal highlight indicates men out-earning women in a particular job title.

*BU refers to bargaining unit.



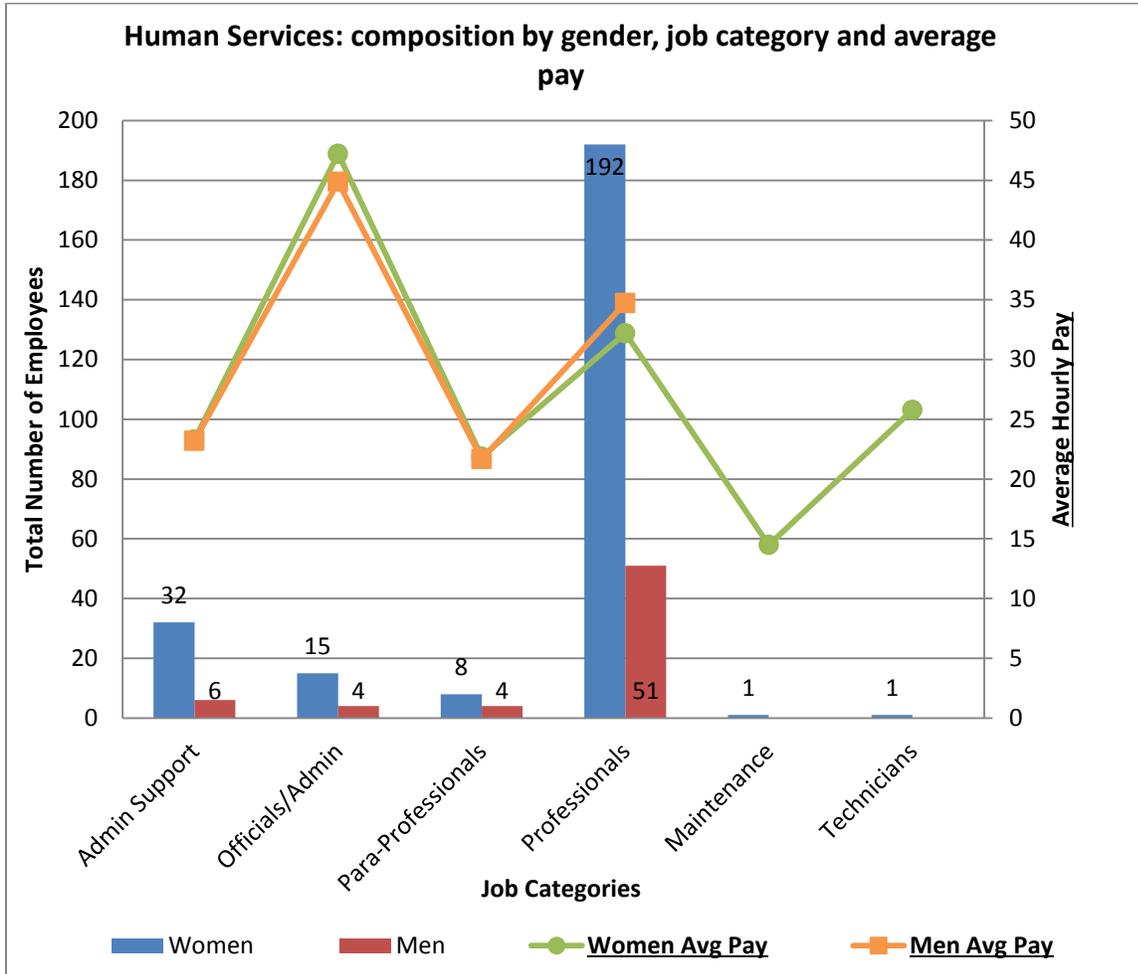
This small department has 5 full time employees who are all women.



The Office of Housing has a total of 37 employees, including 20 women and 17 men. There is a 7% pay gap. On average, women earn \$36.33/hour and men earn \$39.21/hour. The primary drivers of the pay gap are positions in upper management and para-professional and technician titles held exclusively by men.

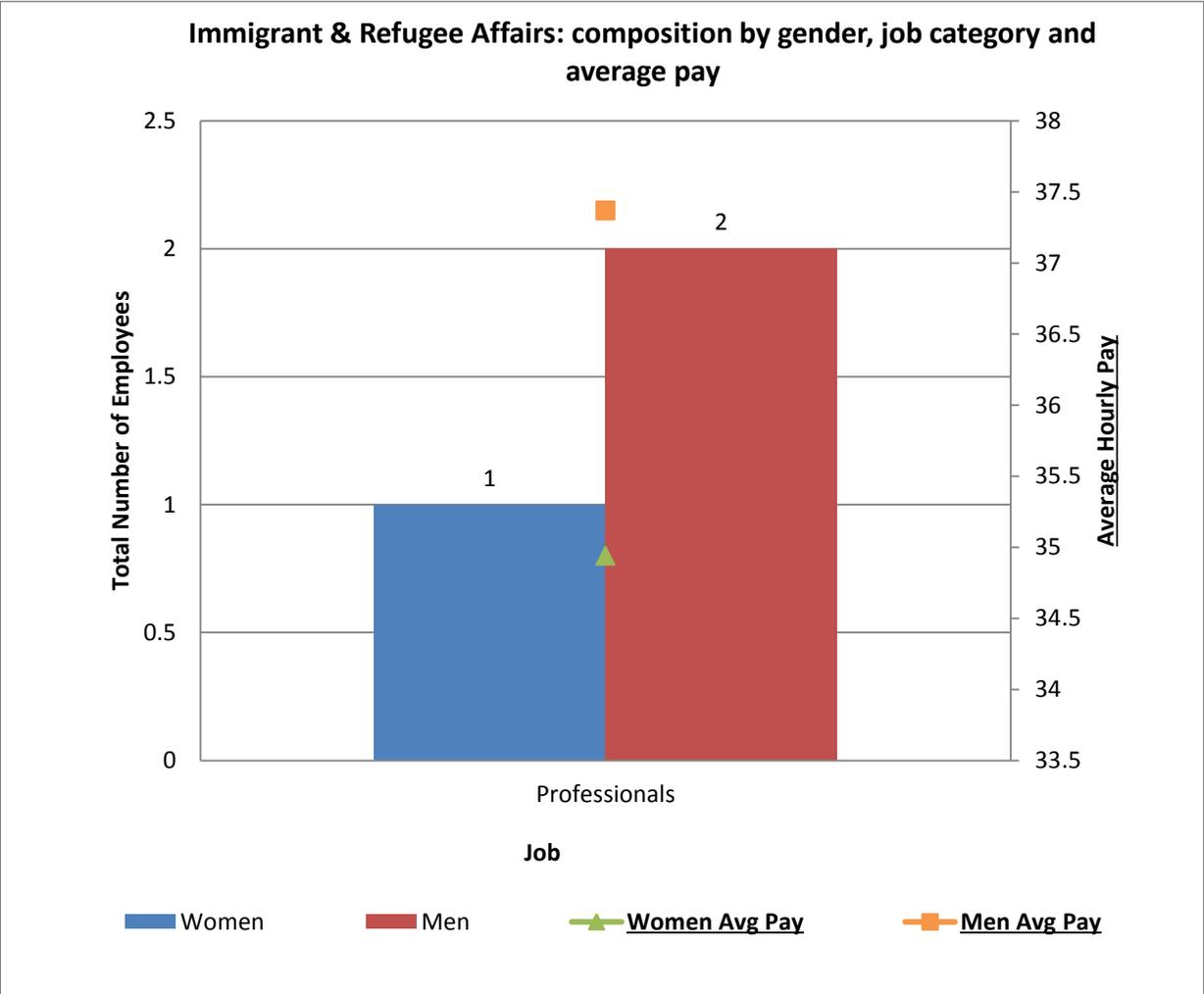
Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Executive3	0	0	\$64.97	1
Info Technol Prof C-BU	0	0	\$39.63	1
Info Technol Sys Analyst	0	0	\$33.09	1
Property Rehab Spec	0	0	\$35.34	7

*BU refers to bargaining unit.



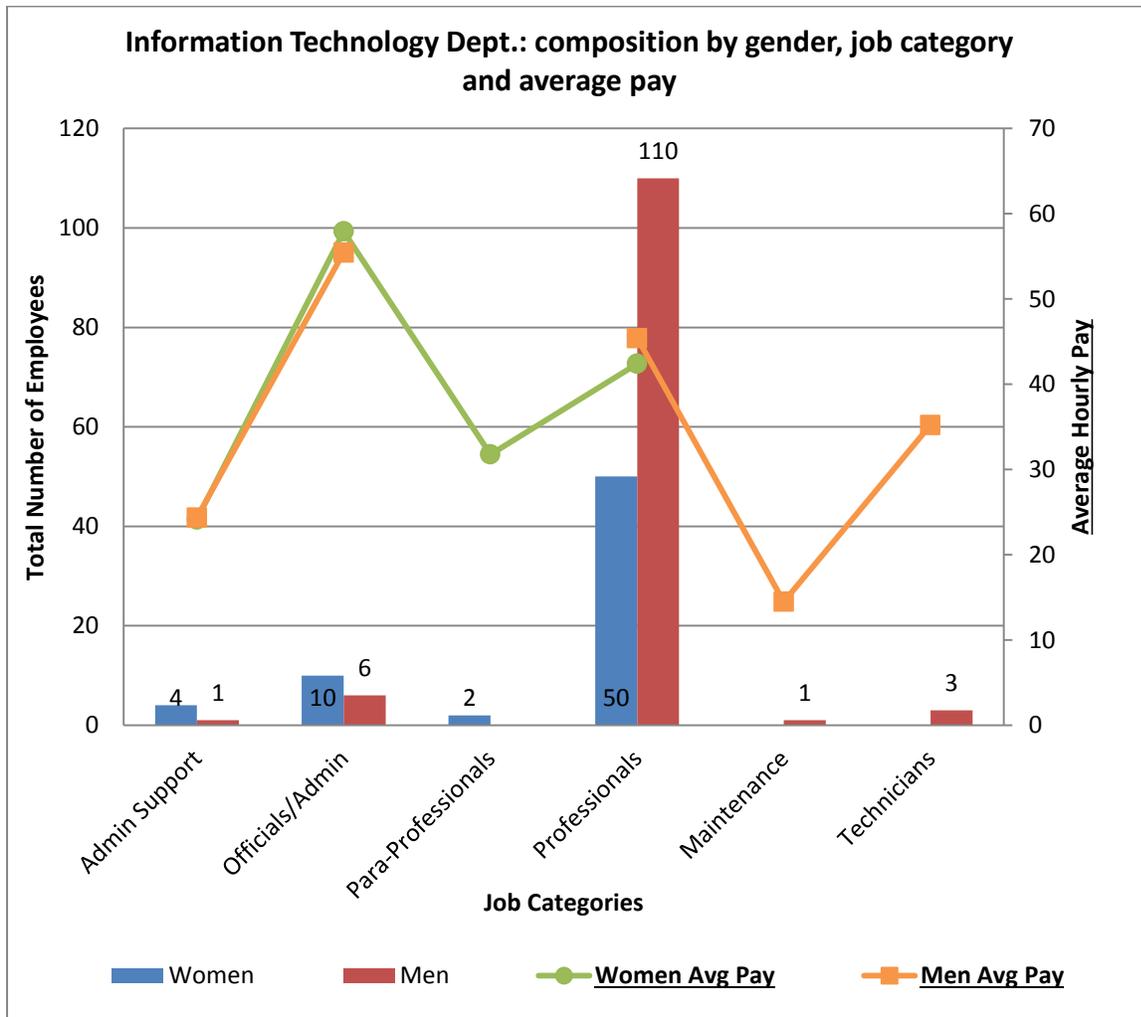
The Human Services Department is a large department where women comprise 79% of the employees. There is a 6% pay gap in favor of men, with women earning, on average, \$31.53/hour and men earning \$33.48/hour. Men in this department are paid more than women in the same job title. The table below highlights some of the job titles where this is the case.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Counselor	\$29.37	78	\$30.38	13
Early Education Specialist	\$33.89	6	\$34.32	1
Management Systems Analyst	\$32.43	2	\$36.30	1



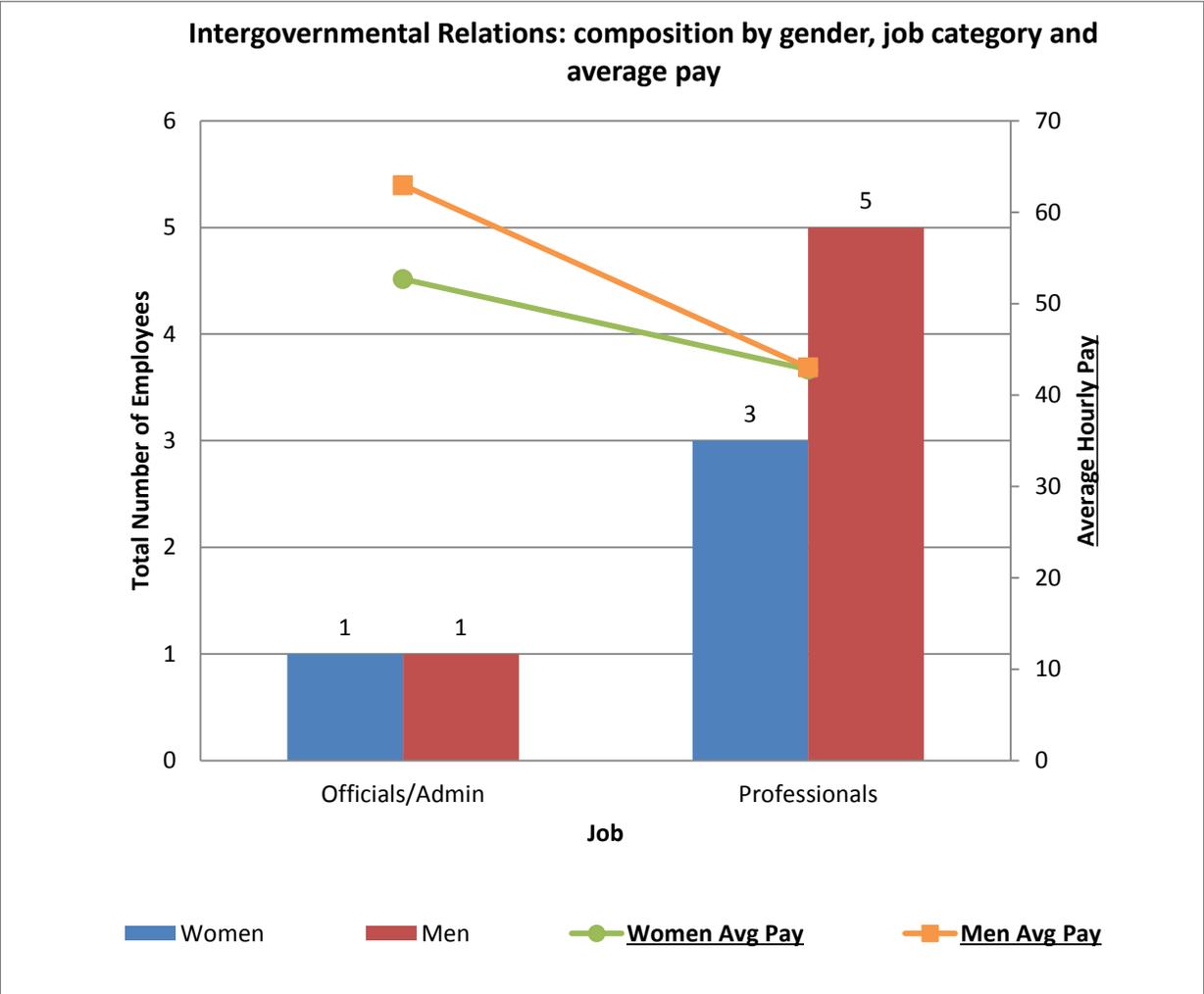
The Office for Immigrant and Refugee Affairs is a small department with only three employees. Below is a breakdown of all the positions and hourly pay for the employees in this department.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Admin Staff Asst	0	0	\$27.25	1
StratAdvsr1, Exempt	\$34.94	1	0	0
StratAdvsr2, Exempt	0	0	\$37.49	1



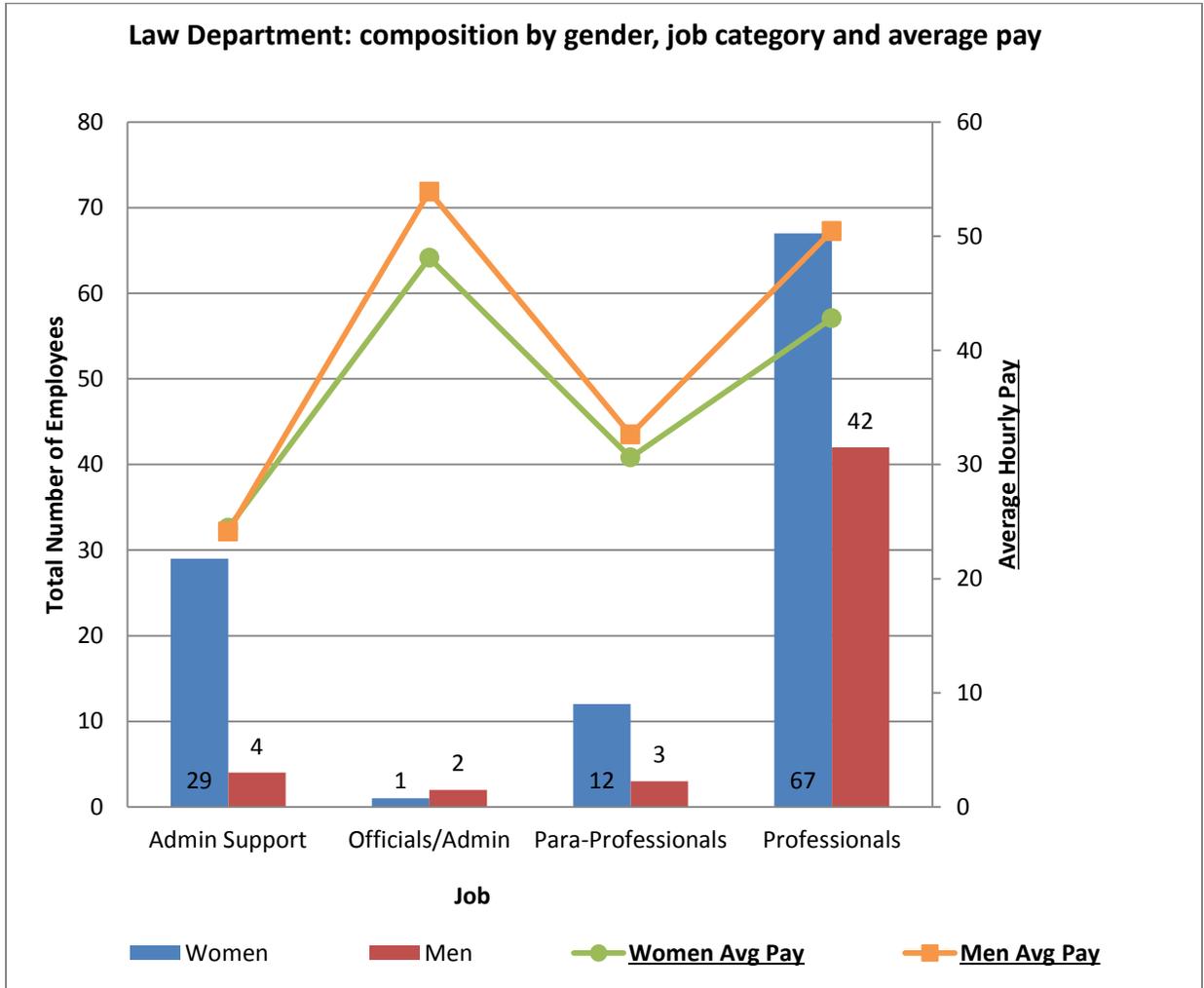
The Department of Information Technology is a mid-size department with a total of 187 employees. With only 66 female employees, men make up 65% of the department's staff. There is a 4% pay gap where women earn, on average, \$43.32/hour and men earn \$45.22/hour. The table below highlights some of the positions driving the pay gap.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Info Technol Prof A, Exempt	\$53.82	3	\$55.98	18
Info Technol Prof B	\$49.26	10	\$47.65	39
Info Technol Prof C	\$41.95	4	\$40.36	22
Info Technol Sys Anlyst	\$36.82	5	\$38.09	15
Telecom Syst Installer	0	0	\$32.52	1
Telecom Syst Installer, Sr	0	0	\$36.57	2



The Office for Intergovernmental Relations is a small department with 10 employees, including four women and six men. The pay gap is 2%. Women, on average, earn \$45.26/hour and men earn \$46.33/hour. The pay gap is primarily driven by the executive director position, held by one male earning \$62.95/hour.

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Admin Staff Asst	0	0	\$27.25	1
StratAdvsr2, Exempt	\$42.79	3	\$39.93	2
StratAdvsr, Exempt	0	0	\$52.30	2

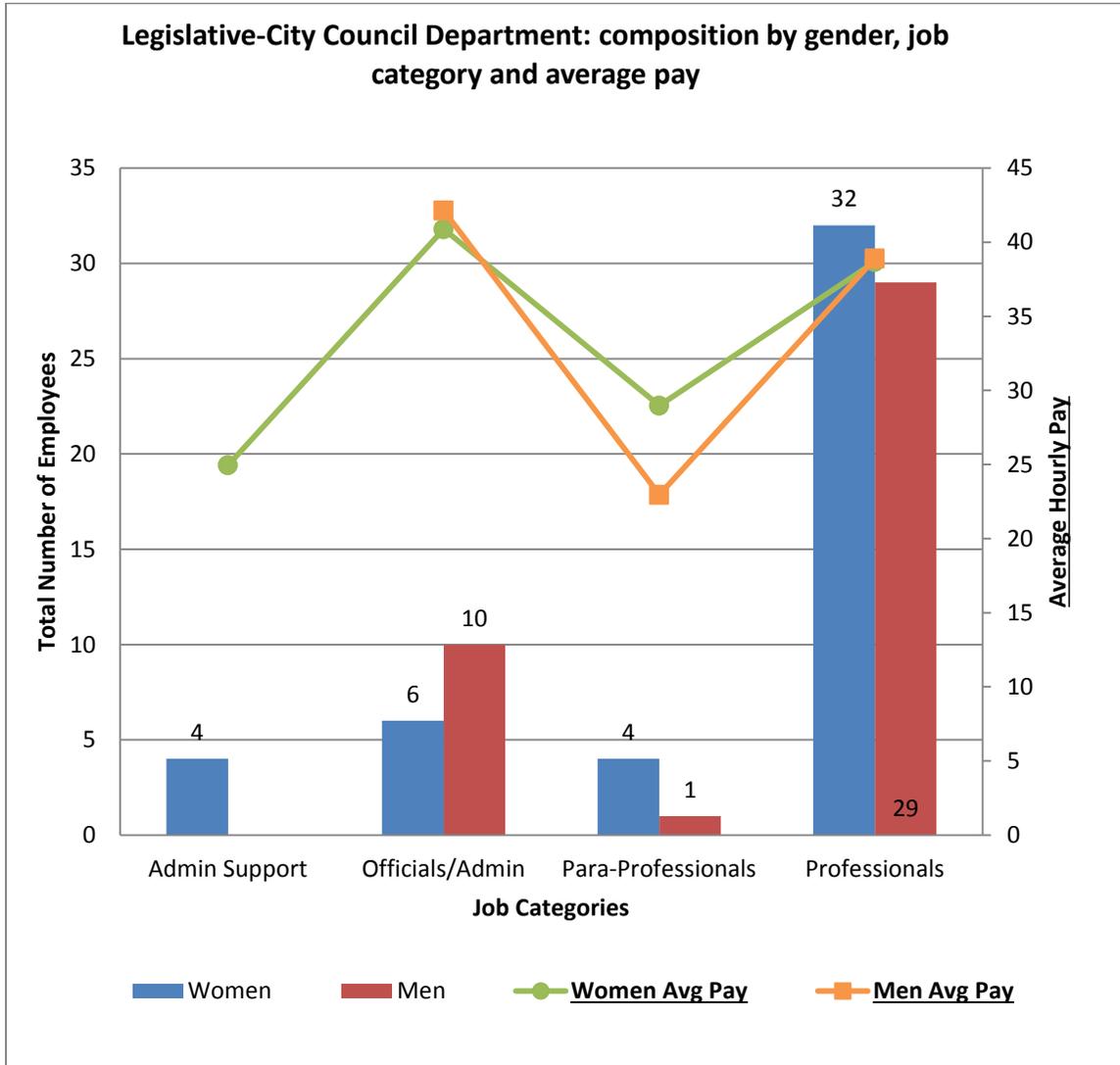


The Law Department has a total of 160 employees, including 109 women and 51 men. There is a 23% pay gap where, on average, women earn \$36.63/hour and men earn \$47.37/hour. The table below highlights specific positions that are driving the gender pay gap in this department.

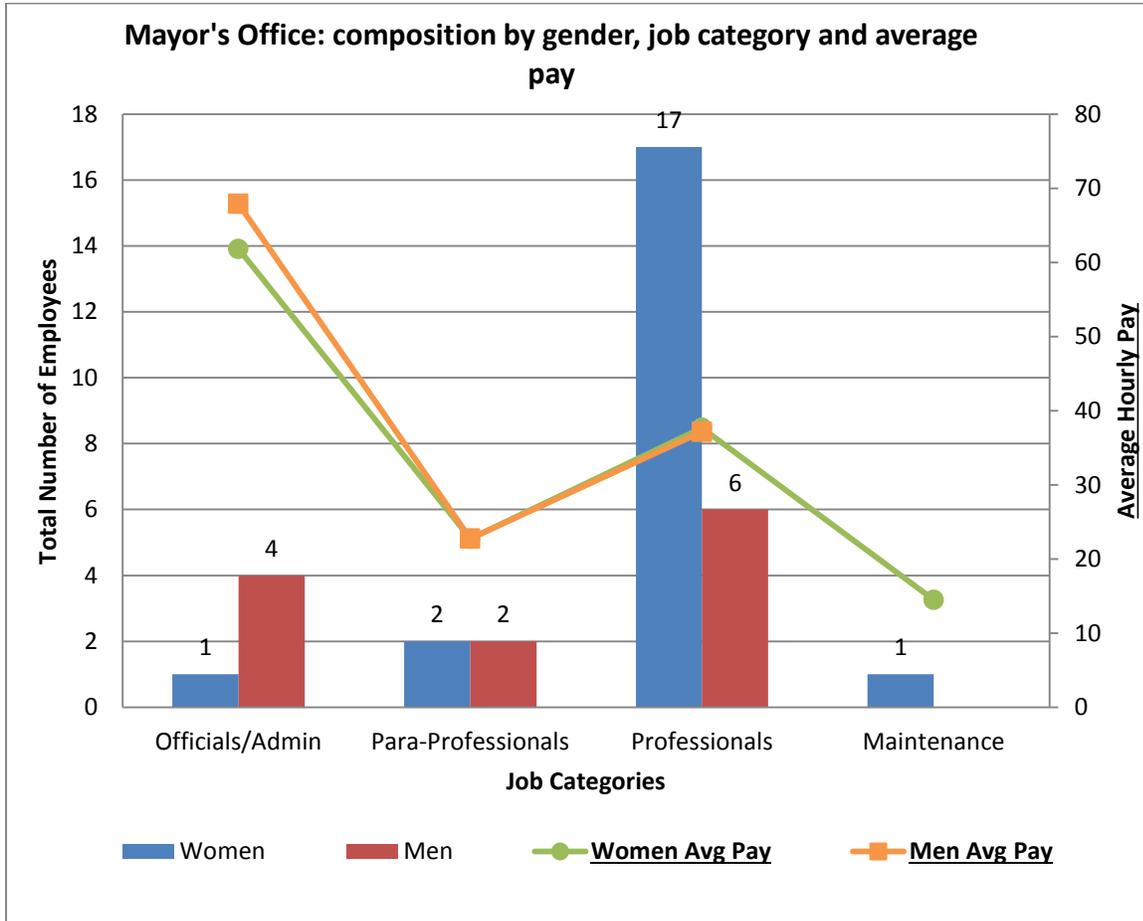
Job Segregation: Positions driving the gender pay gap

Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
City Attorney Asst	49.20	36	55.11	28
City Attorney Asst-BU	36.72	17	41.80	10

*BU refers to bargaining unit.

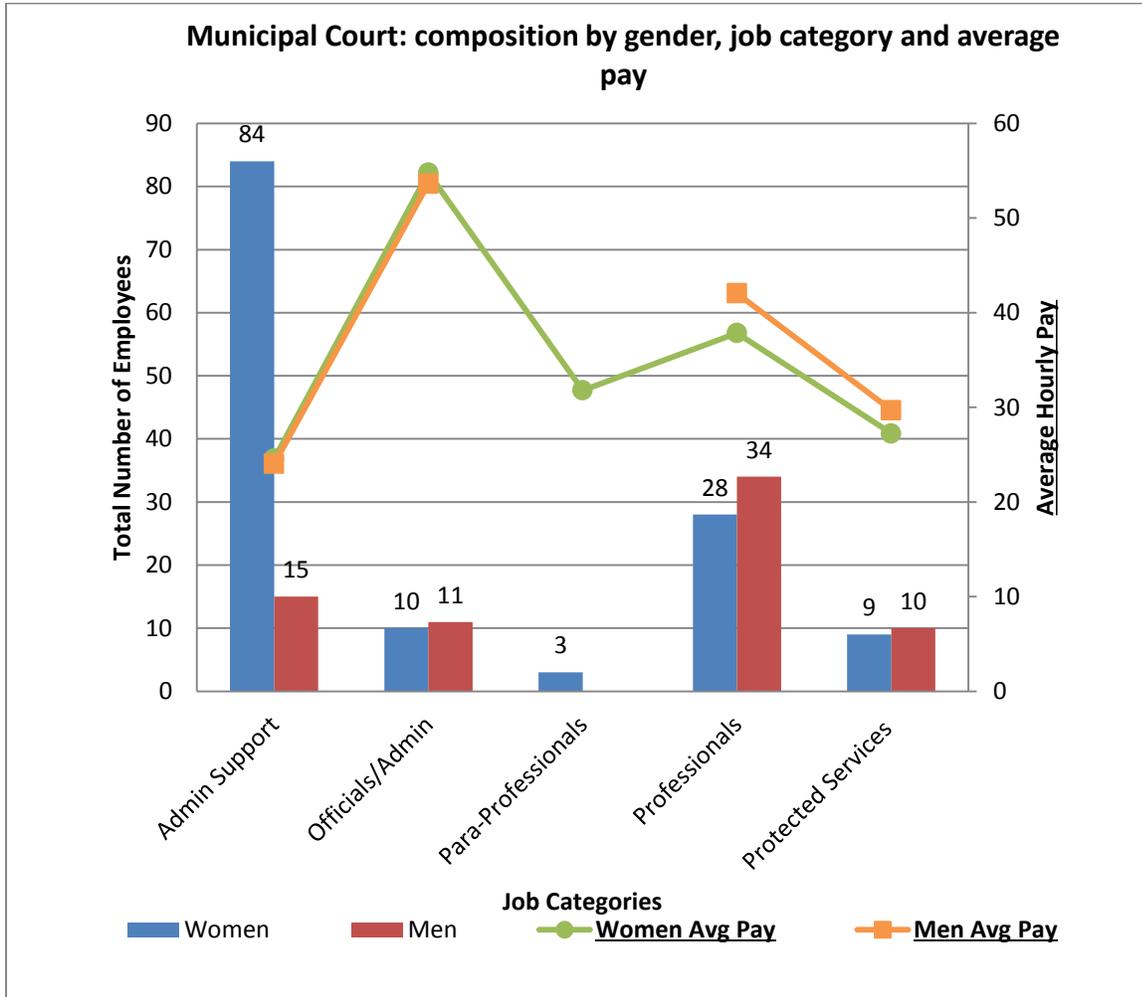


The Legislative Department has 86 employees, including 46 women and 40 men. The pay gap is 8%. Women earn, on average \$36.93/hour and men earn \$40.03/hour. While this department seems to have a fairly equitable number of women and men employees, 9% of the women employees and no men employees are in administration support position. There are more men spread across higher paid positions than women as indicated in the table above, driving the pay gap.

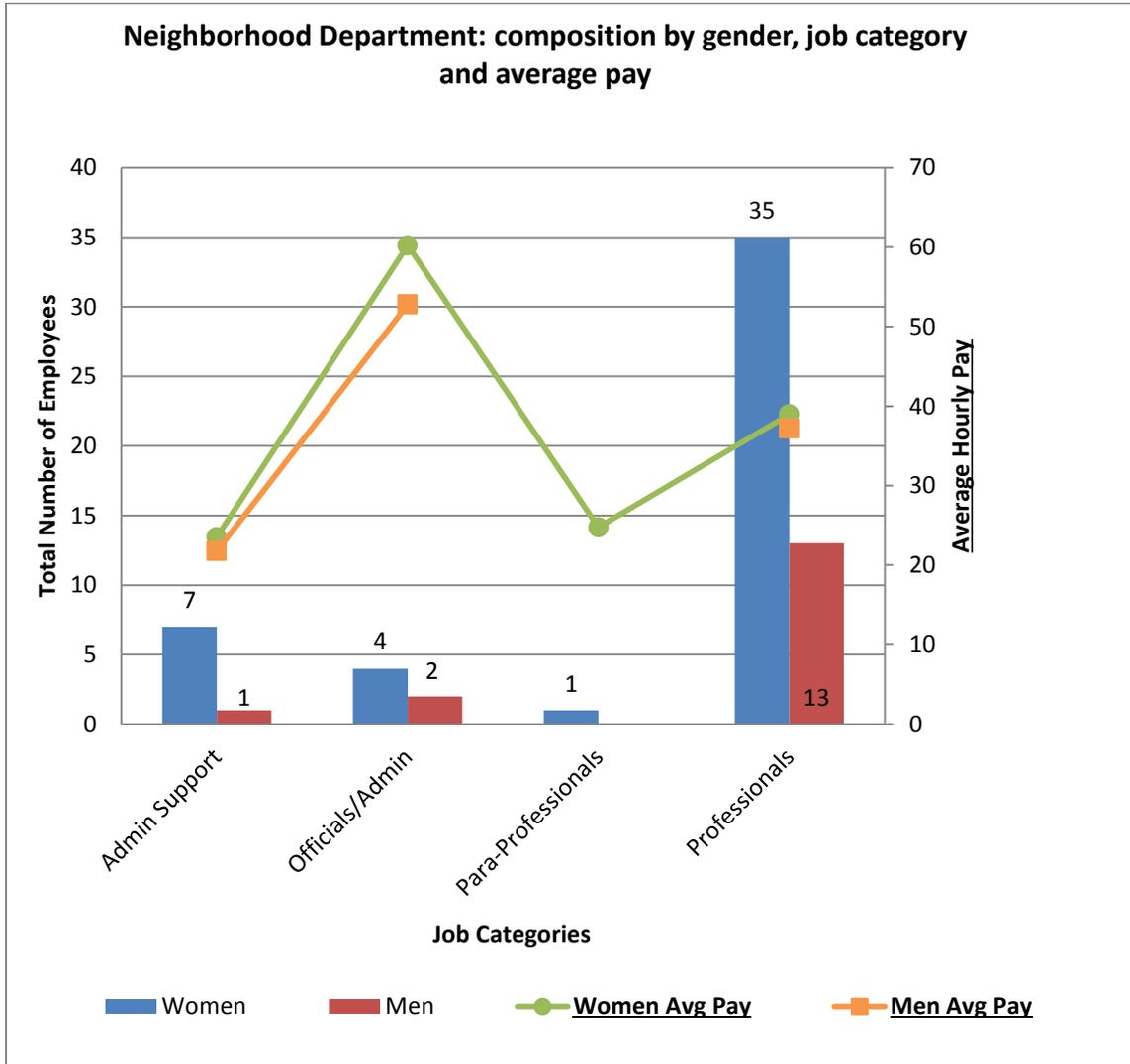


The Mayor's Office has 30 employees: 21 women and 12 men. There is pay gap of 19% with women, on average earning, \$36.30/hour and men earning \$45/hour. table below highlights the positions within this department that create this gap.

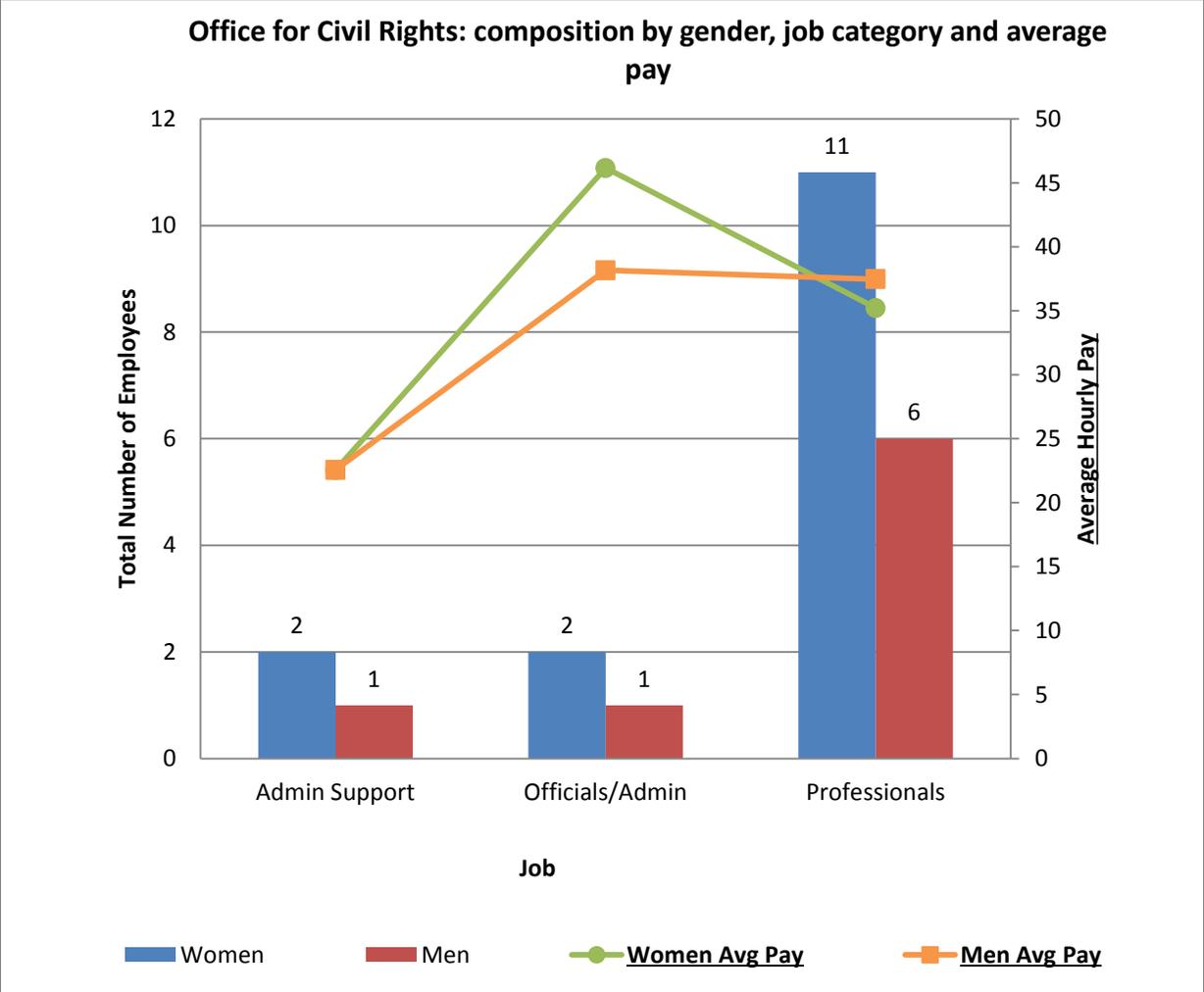
Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Executive 2	0	0	\$61.84	1
Executive 3	\$61.84	1	\$61.84	2



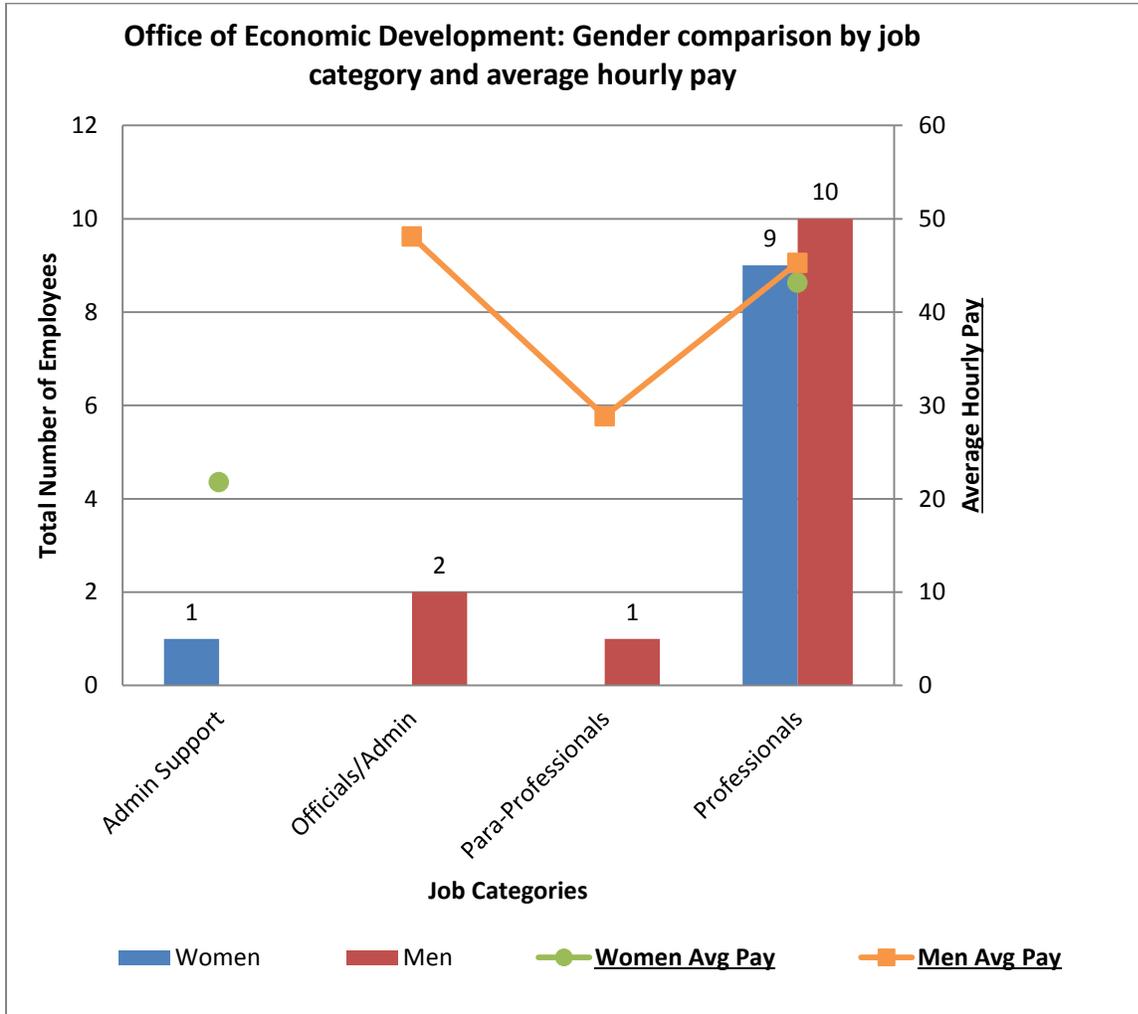
The Municipal Court is a mid-size department with 204 employees. Female employees make up 66% of the department’s staff; 63% of those women hold administrative support positions. There is a 22% pay gap. Women earn, on average, \$29.92/hour and men earn \$38.56/hour. Job segregation drives the large pay gap in this department – a large number of women hold low paying job positions while a small number of men have higher paying jobs. Male employees occupy more than half of every job category apart from administration support and para-professional – that typically are lower paying than others.



The Department of Neighborhoods has a total of 63 employees, including 47 women and 16 men. The pay gap is just 0.05%. With only a two-cent difference in hourly pay between female and male employees, this is one of the very few departments where the pay among employees is fairly equitable.

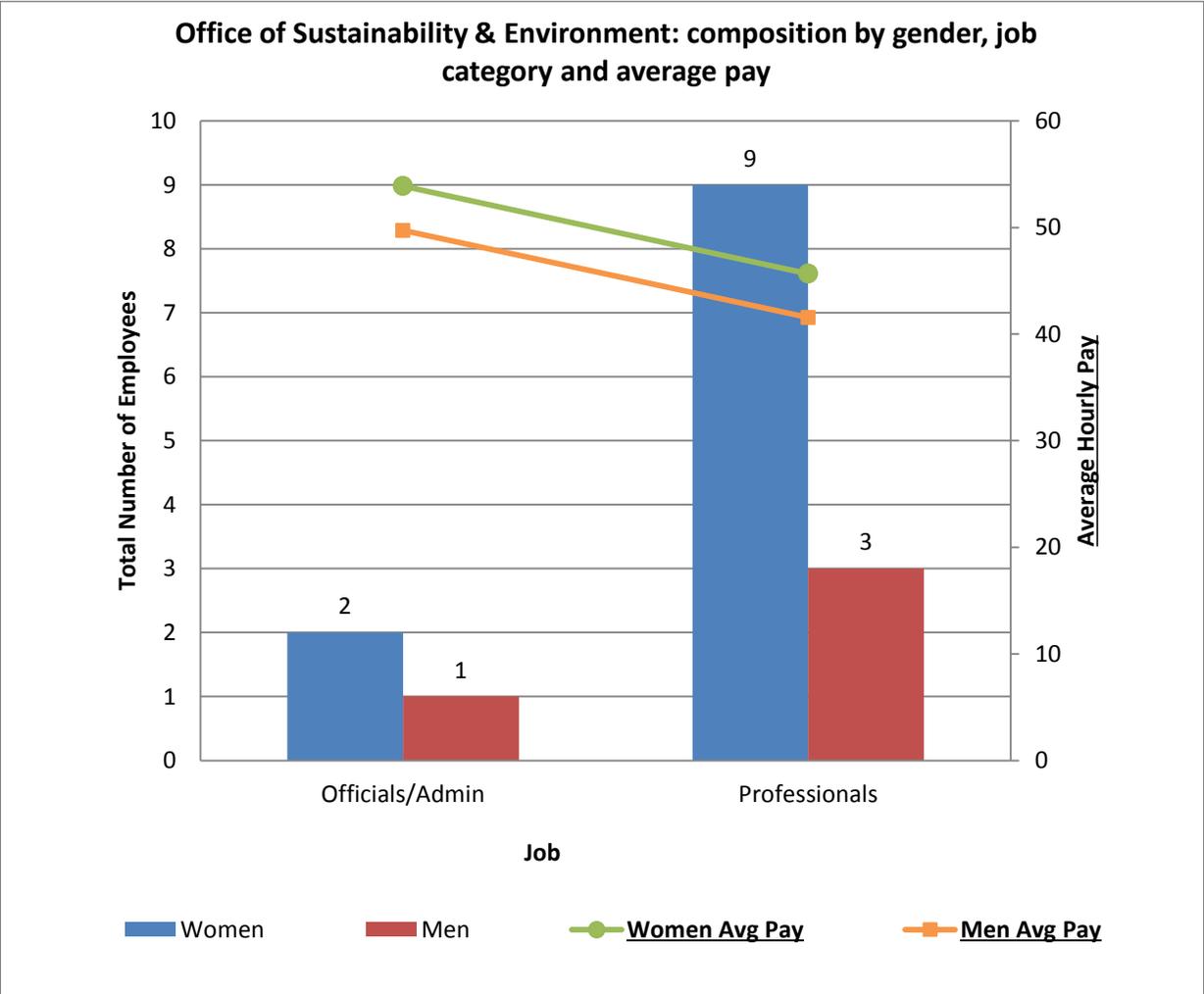


The Office for Civil Rights has a total of 23 employees, including 15 women and 8 men. The pay gap is 2%, with women, on average, earning \$34.99/hour and men earning \$35.71/hour. Four of five Civil Rights Analysts are female, but a pay gap exists mainly because the one male earns a higher hourly wage than the four females.

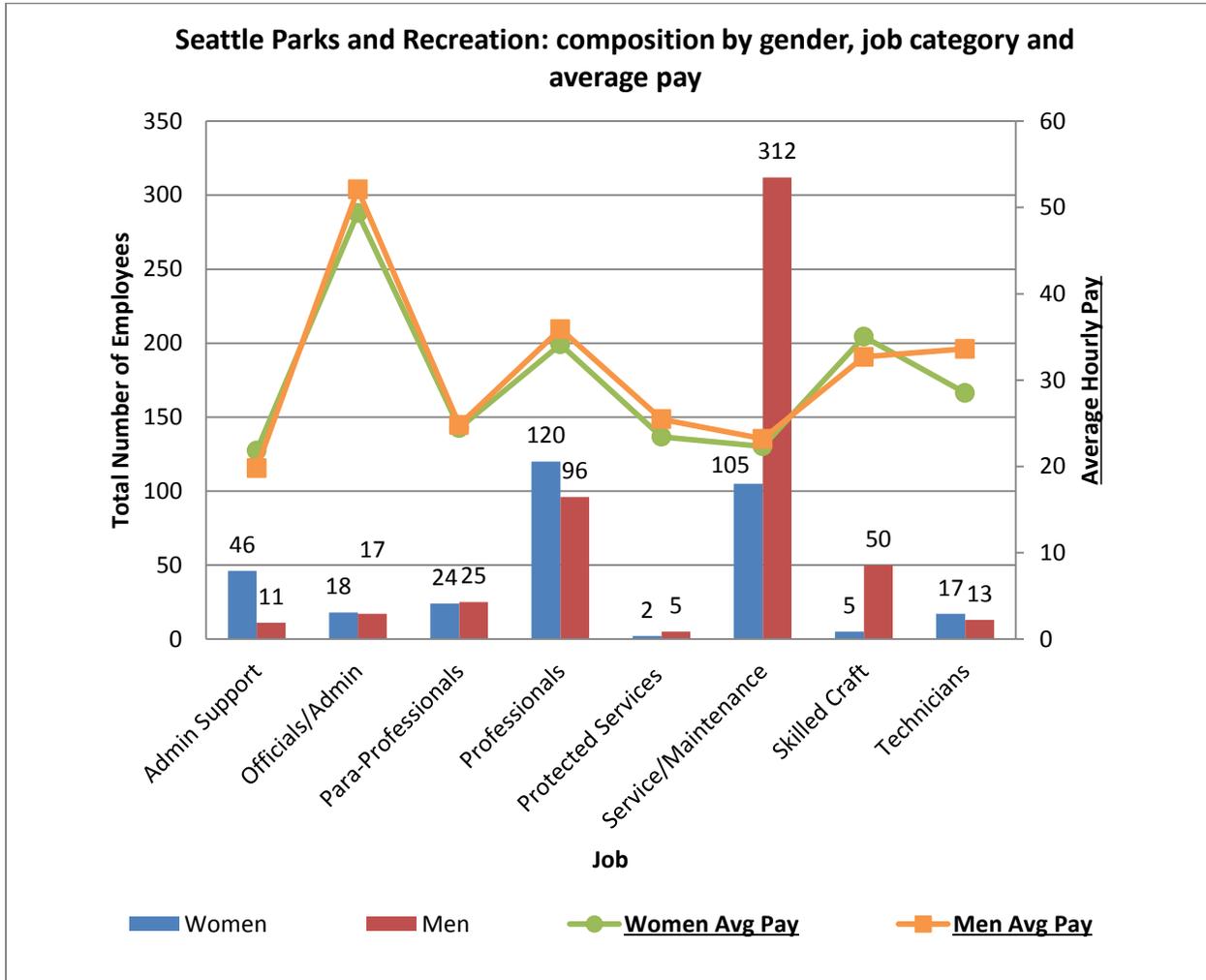


The Office of Economic Development has 23 employees, including 10 women and 13 men. There is a pay gap of 8% with women, on average, earning \$41.01/hour and men earning \$44.45/hour. The table below highlights positions within this department that are creating this gap.

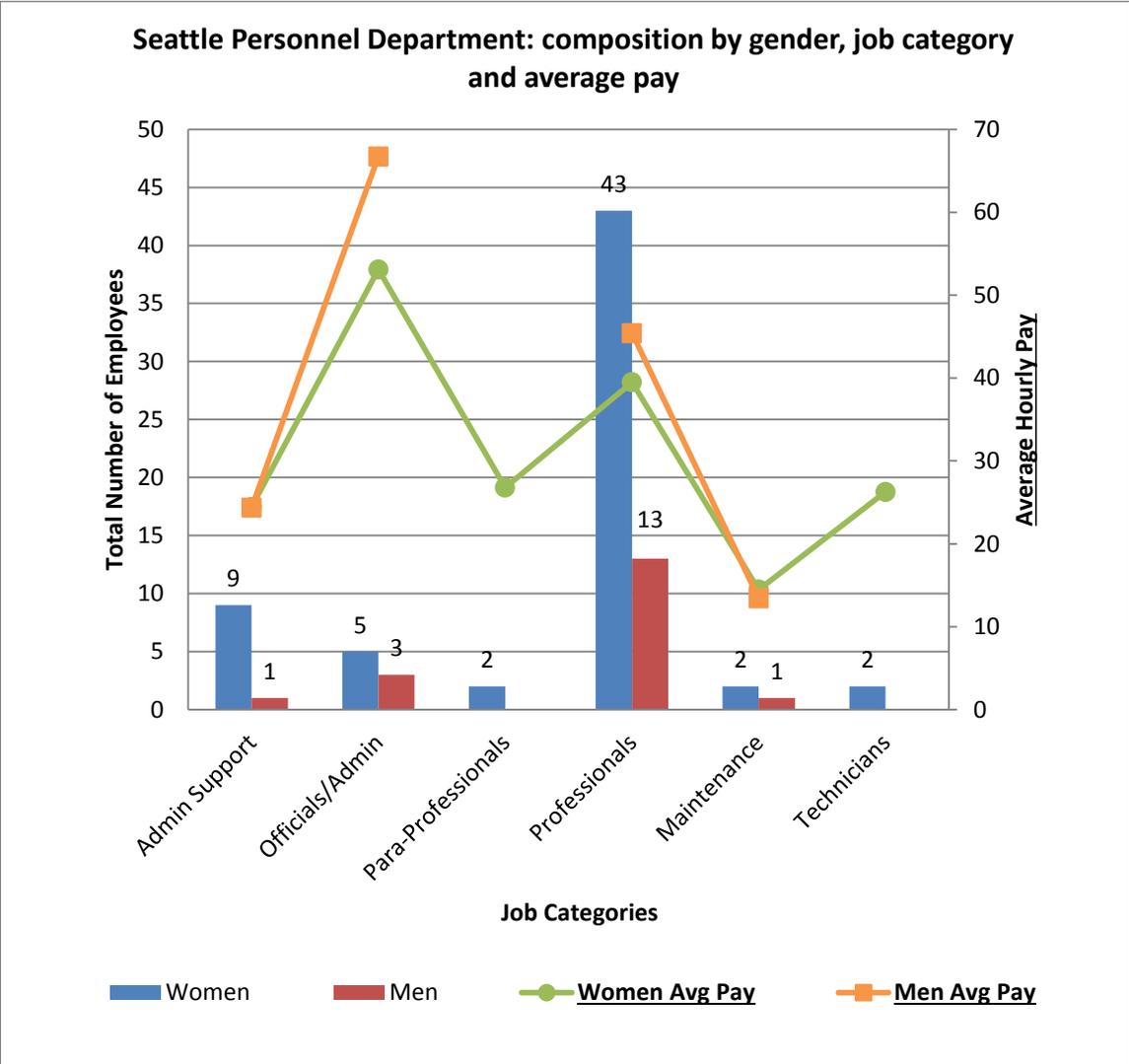
Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
StratAdvsr1, Exempt	0	0	\$40.71	1
StratAdvsr1, General Govt	0	0	\$44.17	1
StratAdvsr2, Exempt	\$49	1	0	0
StratAdvsr2, Fin, Bud, &Actg	\$47.06	1	0	0
StratAdvsr2, General Govt	\$50.10	1	\$48.41	4
StratAdvsr3, Exempt	\$54.65	1	\$49.78	1
StratAdvsr3, General Govt	0	0	\$54.16	1



The Office of Sustainability and Environment has a total of 15 employees, including 11 women and 4 men. An 8% pay gap favors women.



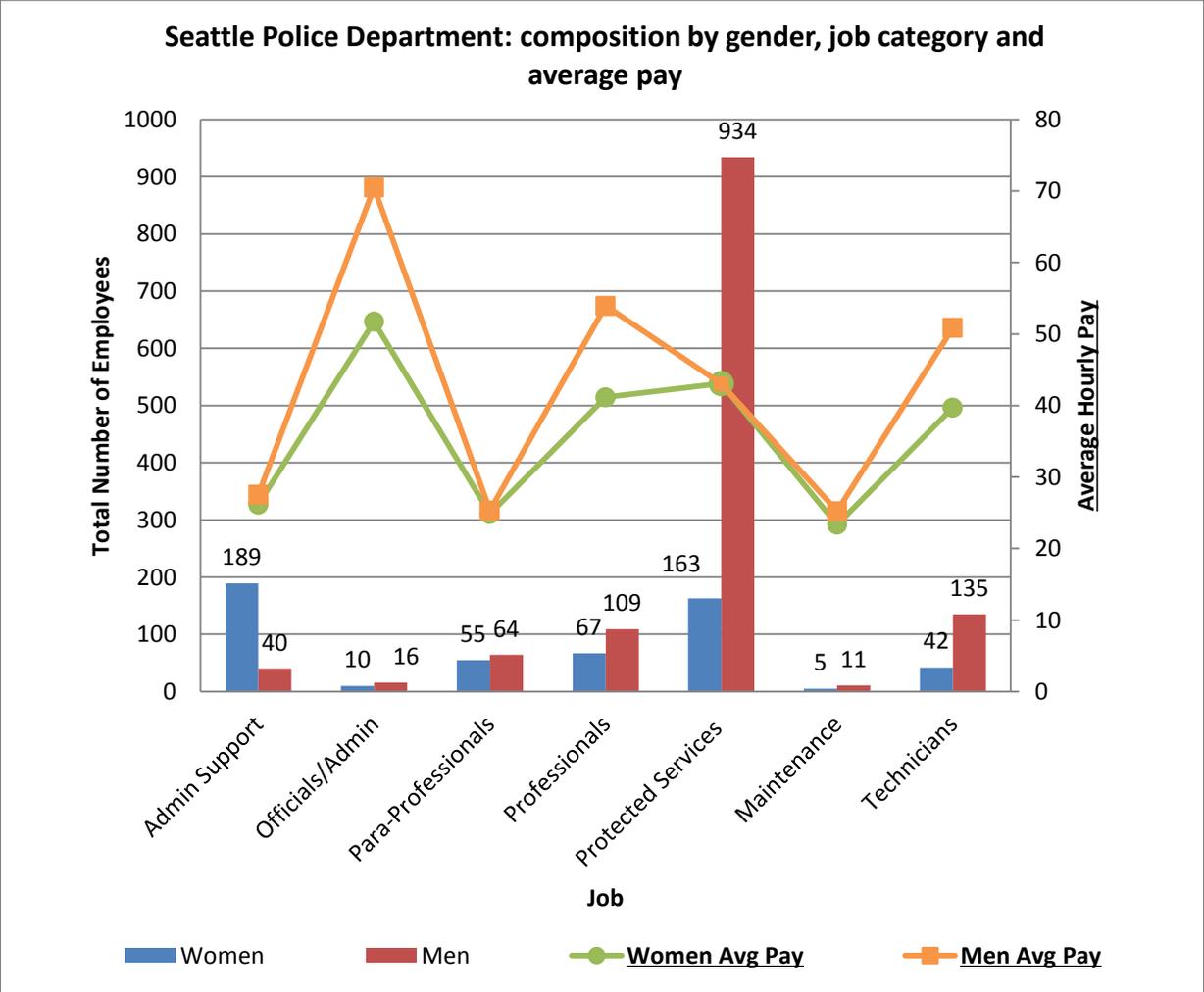
Seattle Parks and Recreation has a total of 866 employees, including 337 women and 529 men. A 3% pay gap favors women. Women earn, on average, \$28.56/hour and men earn \$27.62/hour. The graph above shows that men earn more than women in every job category, with the exception of administrative support and skilled craft. There are 57 employees with administrative support position but women make up 81% of this group and earn, on average, \$21.82/hour compared to their male co-workers who earn \$19.81/hour. On the other hand, women make up just 9% of the 55 employees with skilled craft positions. These two job titles (where women earn more than men) drive the pay gap.



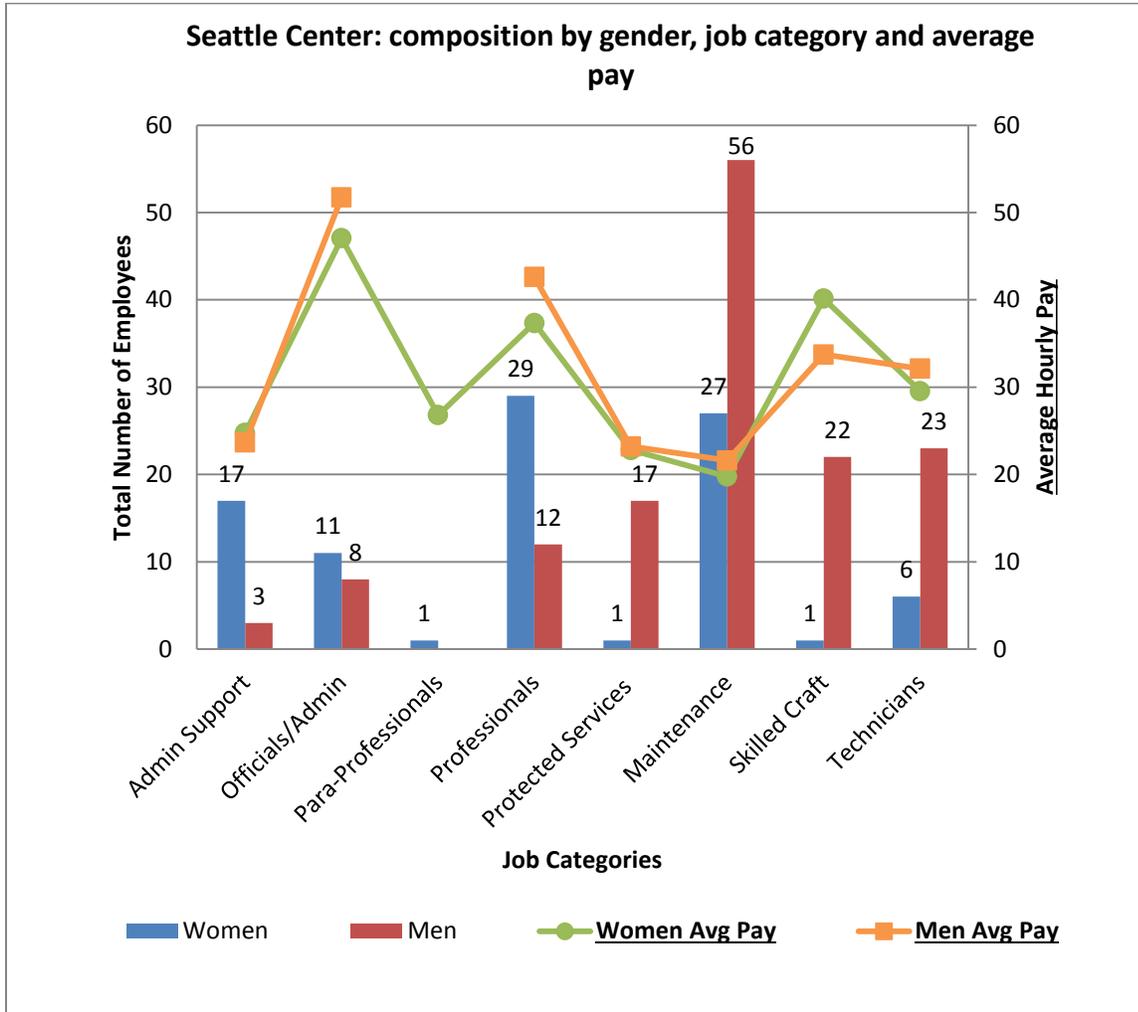
The Personnel Department has a total of 82 employees, including 64 women and 18 men. Fourteen out of 18 male employees earn more than \$40/hour, compared with 21 out of 64 female employees.

Job Segregation: Positions driving the gender pay gap

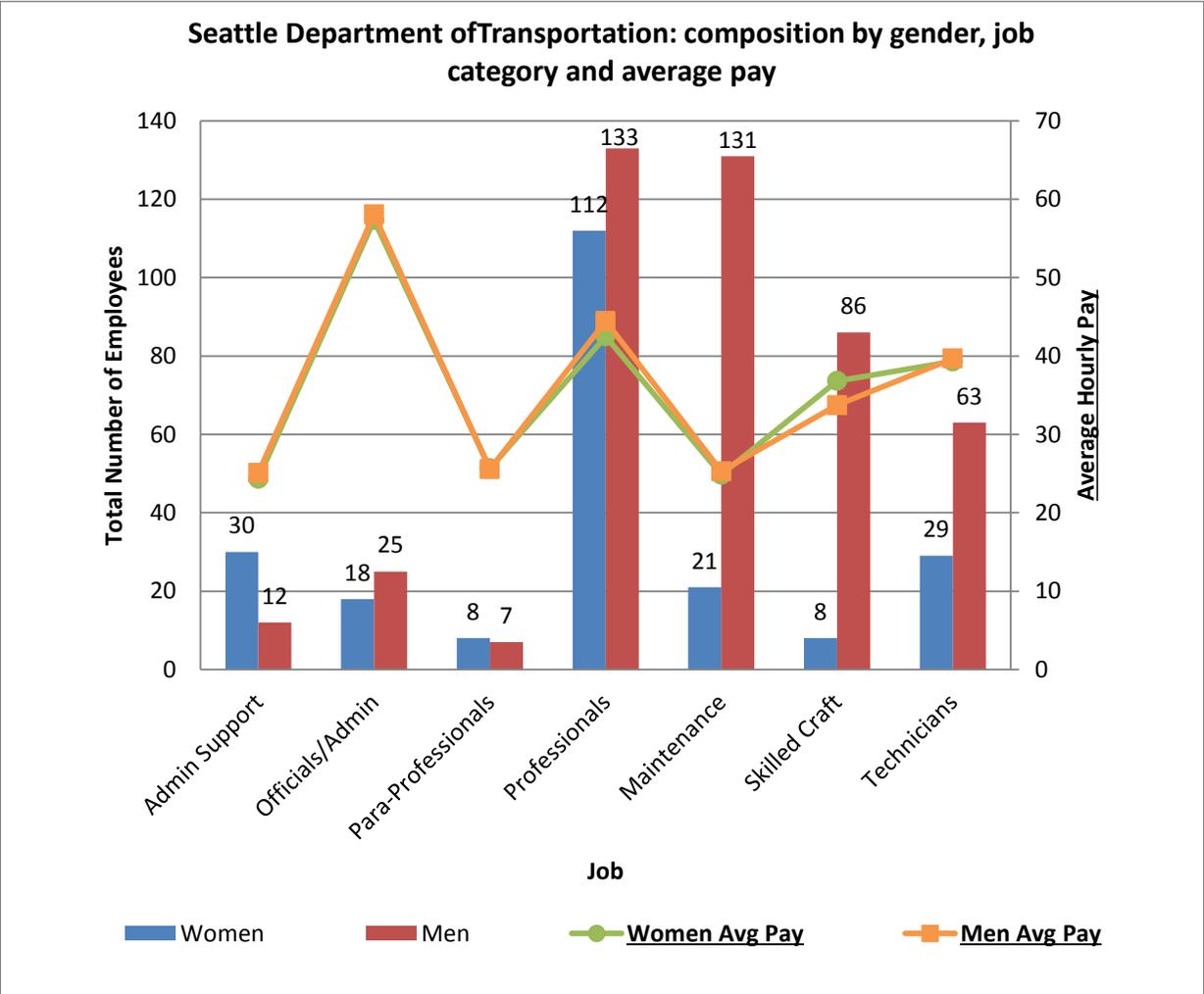
Job Title	Female		Male	
	Avg Hrly Rate	No. EEs	Avg Hrly Rate	No. EEs
Executive2	\$55.69	2	\$67.99	1
Executive3	0	0	\$66.08	1
Indus Hygienist, Cert.	0	0	\$44.74	1
Personnel Anlyst, Sr Comp	\$39.97	2	\$42.25	2
StratAdvsr1 Fin, Bud, & Actg	0	0	\$42.21	1
StratAdvsr1, General Govt	0	0	\$46.47	4
StratAdvsr3, General Govt	\$52.83	5	\$54.63	3



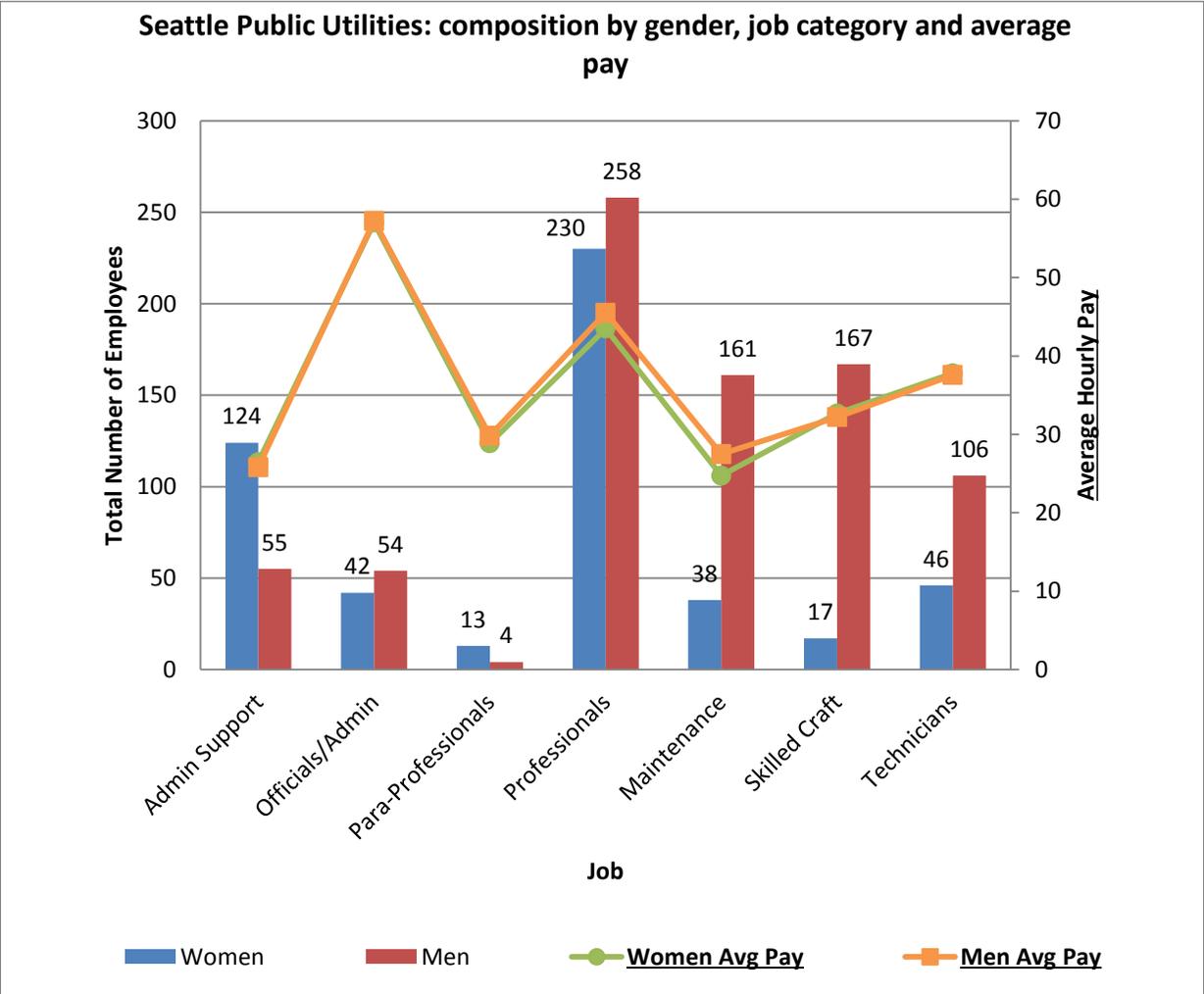
The Seattle Police Department (SPD) has a total of 1,840 total employees, including 531 women and 1,309 men. Women are severely underrepresented in SPD. SPD has one of the largest pay gaps in the City, with women earning, on average, \$34.65/hour compared to men’s average pay of \$43.60/hour. Women and men also are concentrated in different job categories. Fifty-five percent of all positions in the police department are held exclusively by men or women. Predominately male jobs pay higher wages. Sixty-eight percent of all male employees earn over \$40 an hour compared to 37% of all female employees. The majority of workers in the Police Department (70%) are “sworn officers.” Among these police officers, women earn 97% of what men earn. Just 15% of sworn officers, however, are women.



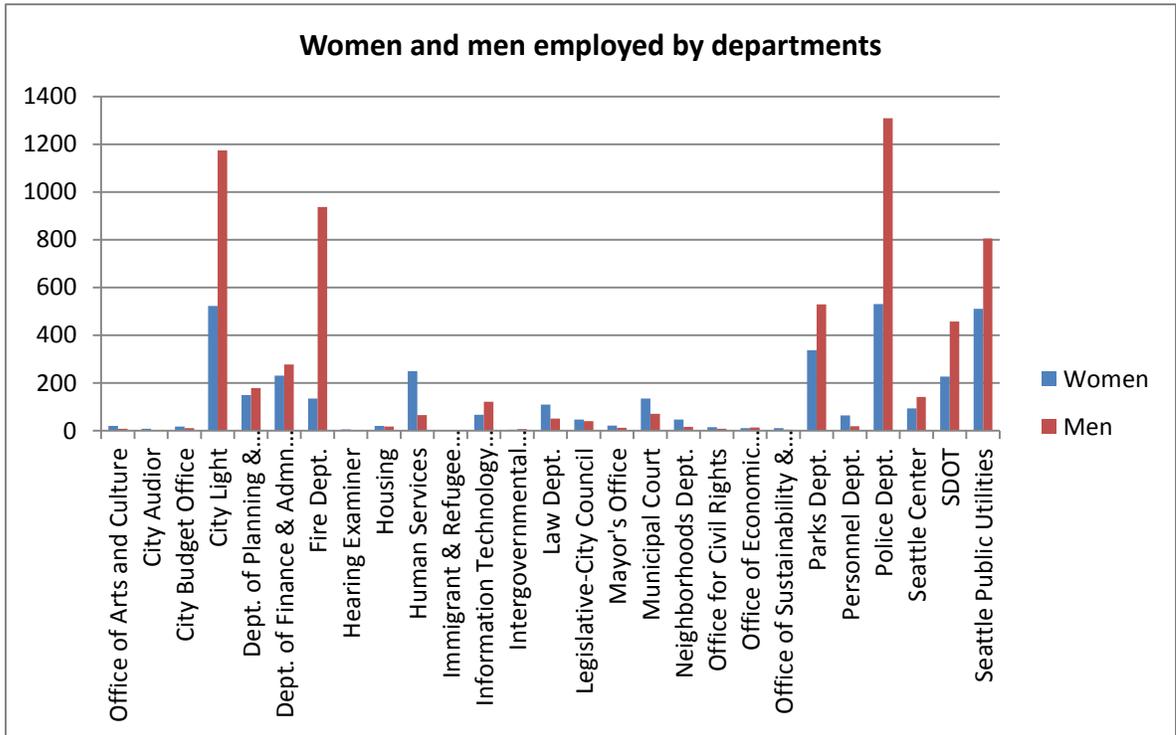
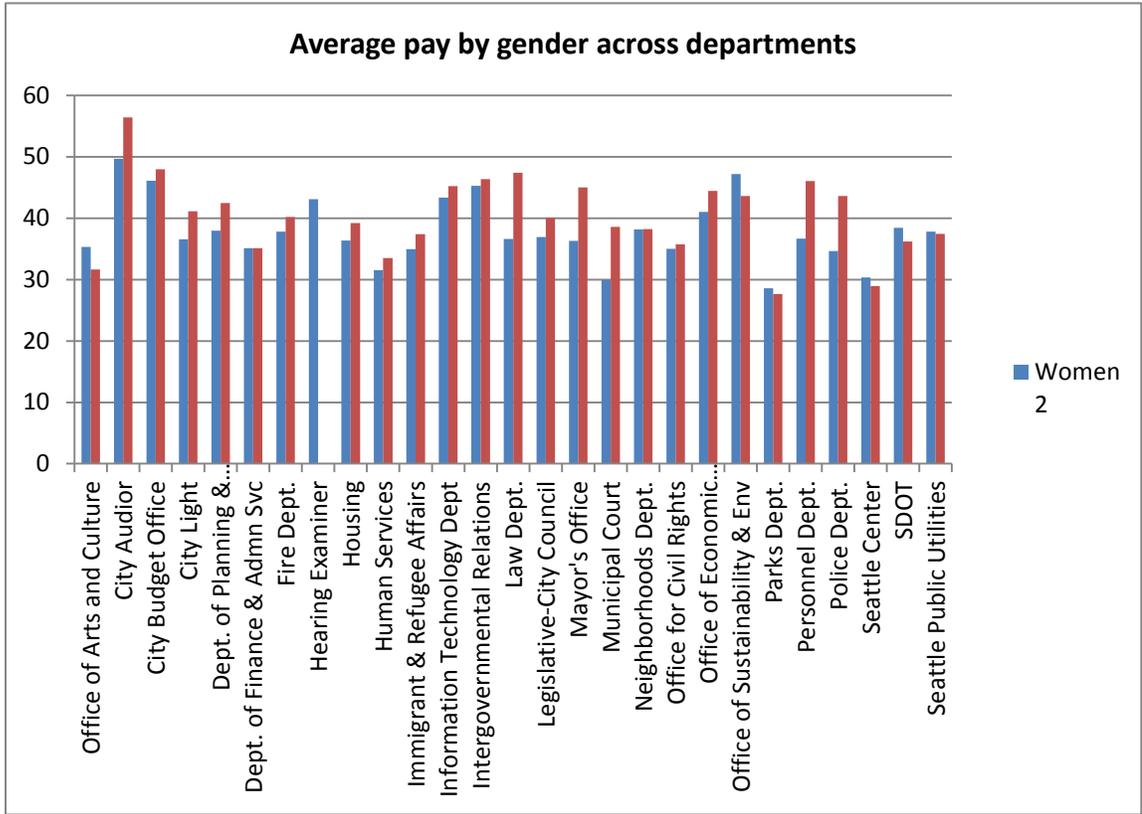
The Seattle Center has a total of 234 employees: 93 women and 141 men. Though there is a larger male employee presence in this department, there a 5% pay gap favors women. Women earn, on average, \$30.34/hour and men earn \$28.94/hour. The above chart shows that men earn more than women in every job category except administrative support, para-professionals and skilled craft. There are 20 employees in administrative support positions. Women make up 85% of this group and earn \$24.76/hour on average compared to their male co-workers who earn \$23.67/hour. On the other hand, women make up 4% of the 23 employees with skilled craft positions. On average, the 22 men in this job category earn \$33.73/hour; the lone woman earns \$40.13/hour. Within the para-professional job class, a woman holds only one title.



The Seattle Department of Transportation has a total of 683 employees, including 226 women and 457 men. The 6% pay gap favors women. Women earn, on average, \$38.43/hour and men earn \$36.20/hour. The above chart shows that men earn more than women in every job category except para-professionals, service/maintenance, and skilled craft. The biggest pay gap in this department is within the skilled craft category where women earn, on average, \$36.81/hour and men earn \$33.53/hour. The primary jobs held in this category are coordinator positions.



Seattle Public Utilities is a large department with a total of 1,315 employees, including 510 women and 805 men. A small pay gap of 0.9% favors women. On average women earn \$37.82/hour and men earn \$37.60/hour. SPU is another of few departments where pay among employees is fairly equitable.



APPENDIX B: BUDGET AND TIMELINE FOR IMPLEMENTATION OF RECOMMENDATIONS

2014

Item	Action	2014 1.4M fund	2014 base budget
Consultant contract	<ul style="list-style-type: none"> ▪ Action 1a: Contract with a consultant to conduct a job analysis of City of Seattle jobs. 	\$400,000 to \$500,000	
Existing full-time Policy Analyst (Labor Economist) at the Personnel Department	<p>Position will:</p> <ul style="list-style-type: none"> ▪ Action 1c: Conduct in-depth departmental analyses of job segregation and wage gaps, and develop departmental and Citywide strategies for improvement. ▪ Action 6a: Hire staff to lead the future gender equity efforts and to perform ongoing required statistical and analytical work. 		<p>Existing Position approved in 2014 Budget at 1.0 FTE and \$143,500</p>
Add full-time Policy Analyst at the Personnel Department during 2014	<p>Position will:</p> <ul style="list-style-type: none"> ▪ Action 1d: Establish a cross-departmental recruitment and hiring team inclusive of staff from those departments lacking gender diversity, either across the department or in specific positions. ▪ Action 2b: Require a process for consideration of flexible work accommodations for City employment. ▪ Action 2d: Develop a consistent foundation of family-friendly workplace policies across all departments and a web portal to improve access to information. ▪ Actions 5a & 5b: Establish a consistent performance management system across City departments and examine layoff policy. ▪ Action 5d: Calculate step-increases for part-time employees based on years of service. 	\$120,000	<p>Within departments and using the Workforce Equity Planning and Advisory Committee</p>

Item	Action	2014 1.4M fund	2014 base budget
	<ul style="list-style-type: none"> ▪ Action 5e: Expand collection of gender information on City employees. 		
Add full-time Policy Analyst at the Seattle Office of Civil Rights (SOCR) during 2014	Position will: <ul style="list-style-type: none"> ▪ Action 1c: Conduct more in-depth departmental analysis of job segregation and wage gaps, and develop departmental and City-wide strategies for improvement. ▪ Action 4a: Develop City-wide training, skill development and tools to create an equitable and safe work environment where harassment is not tolerated, diversity is welcomed, and institutional sexism and racism are eliminated. ▪ Action 5c: Amend Public Safety Civil Service Commission (PSCSC) rules to establish new “preference points” for Seattle Police Department hiring. 	\$120,000	
Consultant study for paid parental leave	<ul style="list-style-type: none"> ▪ Action 2a: Establish, fund and implement a City Paid Parental Leave Policy. 		\$100,000 for consultant study Approved in 2014 Budget
Add full-time Gender Justice Advocate at SOCR during 2014	<ul style="list-style-type: none"> ▪ Action 2c: Hire employee advocate / gender justice advocate to help employees navigate City policies and procedures regarding flexible work-time, paid and unpaid leave, and discriminatory practices. 	\$103,000	
Consultant study for leadership development program	<ul style="list-style-type: none"> ▪ Action 3a: Launch a targeted leadership development program. 	\$50,000	
Increase existing part-time Strategic Advisor at SOCR to full-time (1.0 FTE) during 2014	Position will: <ul style="list-style-type: none"> ▪ Action 6a: Lead future gender equity efforts and perform ongoing required statistical and analytical work. ▪ Action 7a: Convene employers beyond City government to address gender equity in pay. ▪ Action 7b: Develop, pass and launch a process for consideration of flexible work accommodations for private employers. ▪ Action 7c: Include additional areas beyond 	\$60,000	Existing Position approved in 2014 Budget at 0.5 FTE with \$75,500

Item	Action	2014 1.4M fund	2014 base budget
	pay in future gender equity efforts. <ul style="list-style-type: none"> <li data-bbox="527 338 1112 447">▪ Action 7d: Develop, pass and launch Fair Pay Legislation – “Equal Pay for Equal and Equivalent Work.” <li data-bbox="527 457 1128 793">▪ Action 7e thru 7h: State legislative strategy – Support State Family and Medical Leave Insurance in Legislative Agenda, Statewide Paid Sick and Safe Time, broadening access to health coverage by implementing the basic health option, and guarantee access to reproductive health care by supporting the Reproductive Parity Act. 		
TOTAL		\$953,000	

2015

Pay adjustments	<ul style="list-style-type: none"> <li data-bbox="589 1043 1356 1115">▪ Action 1b: Adjust pay rates to remove bias from the pay schedule, if warranted by job analysis. 	Tbd
Parental leave	<ul style="list-style-type: none"> <li data-bbox="589 1121 1307 1192">▪ Action 2a: Establish, fund and implement a City Paid Parental Leave Policy. 	Tbd
Launch a leadership development program	<ul style="list-style-type: none"> <li data-bbox="589 1199 1323 1270">▪ Action 3a: Launch a targeted leadership development program. 	Tbd
Add full-time Civil Rights Analyst at SOCR during 2015	<ul style="list-style-type: none"> <li data-bbox="589 1276 1356 1386">▪ Action 7b: Implement legislation requiring a process for consideration of flexible work accommodations for private employers. <li data-bbox="589 1396 1339 1465">▪ Action 7d: Implement Fair Pay Legislation – “Equal Pay for Equal and Equivalent Work.” 	\$95,000
TOTAL		\$447,000

Key Findings

1. Survey participation rates and demographics

A total of 3,301 or 34% of all City employees participated in the survey. This was the first time City employees had participated in a survey on gender equity in the workplace, and it was released in the months leading up to the holiday season. Some departments experienced challenges with participation due to employees' lack of access to computers at their worksites. This is evidenced by the response rate of Skilled Craft and Service Workers, who made up just 8% and 4% of respondents, respectively. Sixty-one percent of respondents were professionals, while 12% of respondents were administrative support staff.

Participation by department is demonstrated below:

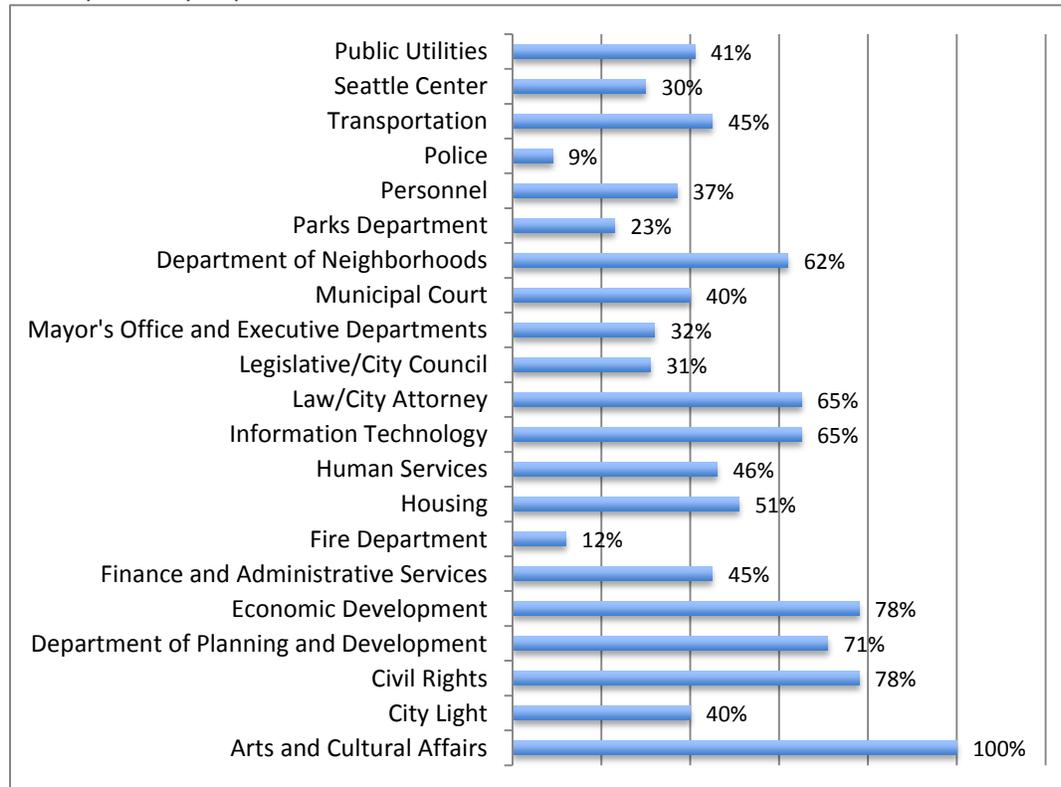


Figure 1 * Since the Library's payroll data did not factor into the preliminary pay analysis, their low participation in the survey will not be addressed in this report. Effort will be made to engage the Library in future analyses.

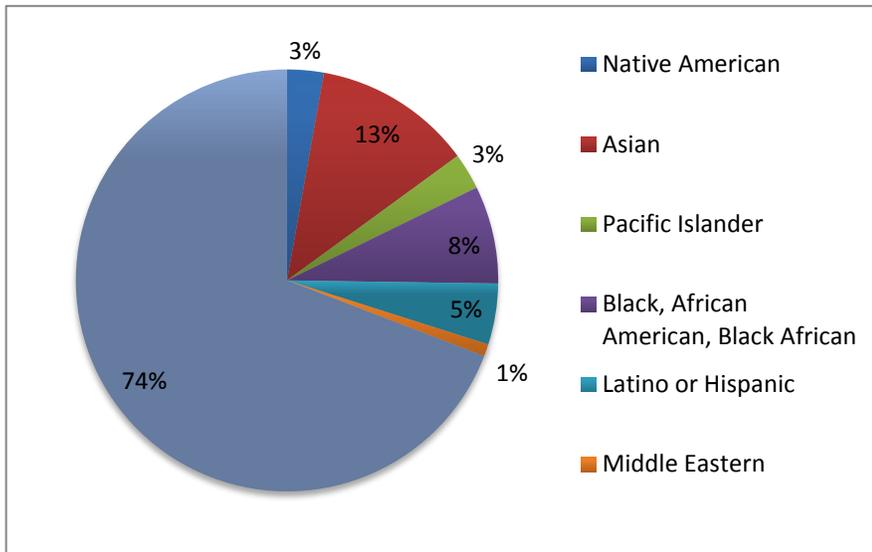


Figure 2 Racial/Ethnic composition of survey respondents.

The racial composition of survey respondents was mostly white. Asian and African American respondents came in second and third. This reflects to some extent the racial composition of City employees overall. We did not receive data on race from 20% of survey respondents. Despite being 36% of the overall work force, female respondents comprised 56% of survey takers and male respondents comprised 44%.

2. Creating institutional capacity for gender equity

One central aim of future gender equity efforts will be to broaden employees' understanding of institutional inequity and gender disparity. Improving the institution's perception of women as workers and professionals is critical to achieving gender parity in pay, and creating a more equitable workplace. The survey was intended to show existing perceptions surrounding gender equity in the workplace, including relationships among employees across genders, departmental and leadership support for gender equity, instances of and tolerance for sexism, conflict resolution, and support for education and advocacy on gender equity.

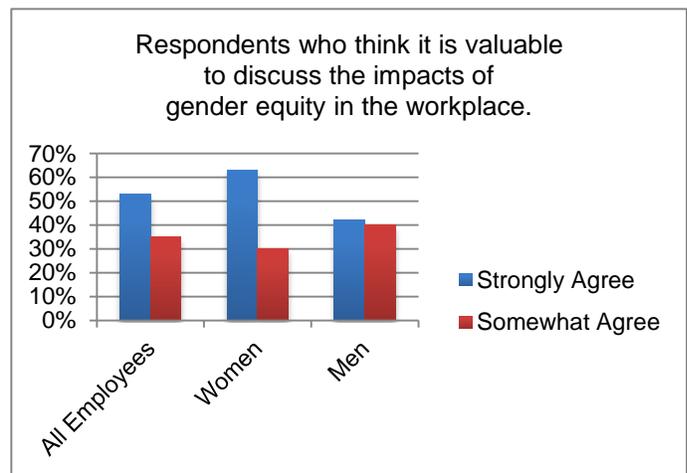
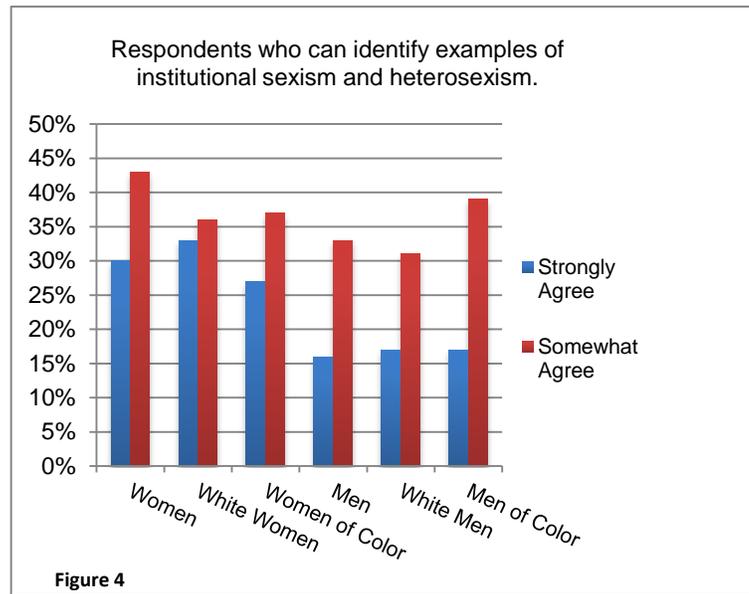


Figure 3 Respondents who support discussing impacts of gender in the workplace.

Data shows a clear basis for establishing a training program that focuses on gender equity in City employment. Across all departments and demographics, survey results shows support for increasing discussion of gender equity. Eighty-seven percent of all respondents agreed or somewhat agreed that it is valuable to evaluate and discuss the impacts of gender in the workplace. Seventy-seven percent responded that they feel comfortable talking about gender equity within their work environment, and 66% would like to be more involved in promoting gender equity.

Survey participants who can identify examples of institutional sexism varied across departments, race and gender. Seventy-three percent of all female respondents agreed or somewhat agreed that they can identify examples of institutional sexism. This number is significantly lower for male respondents, at 49%. This suggests that many respondents have trouble identifying heterosexism and behaviors with a negative effect on gender equity, and suggests that many are unsure about what comprises gender equity.

Sixty-four percent of all respondents agreed or strongly agreed that training would be valuable within their departments.



3. Addressing sexual harassment

A total of 417 female respondents and 52 male respondents reported experiencing sexual harassment in the workplace. This number constitutes roughly 14% of total survey respondents. The majority of these respondents were dissatisfied with the way their harassment cases were handled, with 53% saying they were not at all satisfied and 29% saying they were somewhat satisfied. Further study is necessary to see if a correlation exists between these reports of harassment and other markers of institutional sexism. While these numbers are consistent with national statistics for sexual harassment in the workplace, harassment of any kind is not a trivial matter and must be addressed.

4. Facilitating career advancement for women

Opinions regarding career advancement varied. Forty-six percent responded that they did not think they were very likely to advance beyond their current positions, while 33% considered themselves somewhat likely to advance. When controlling for gender, the results differed. Male respondents, at 58%, felt more likely to advance than female respondents. Eighteen percent of female respondents considered themselves very likely to advance, while 32% felt they were only somewhat likely. Career advancement within the City is important. (Only 20% of respondents said that advancing beyond their present job is not important to them.) Female respondents placed a higher value on advancing, with 50% stating it is very important to advance, and 32% stating it is somewhat important. For male respondents, those figures were 45% and 33%, respectively.

Increased responsibility was the number one cited reason for career advancement, with City-sponsored training and supervisor support coming in second and third. Thirty-five percent were not satisfied with their career growth opportunities and 31% did not feel supported by their supervisors in career growth.

5. Part-time workers

Only 7% of survey respondents work part-time. The number one reason cited for working a part-time position is that individual jobs are only funded at part-time. Family care needs and work/life balance come in at 20% and 25%, while having another job and workload take small percentages. Twelve percent of respondents claimed “other” reasons for working part-time. Of those respondents, 42% reported that they would be interested in increasing their hours if full-time work became available.

6. Accommodating flexible work arrangements

Survey respondents demonstrated a comprehensive desire for flexible work arrangements. Fifty percent of survey respondents answered that available telecommuting and/or flexible work arrangements either meet some of their needs, or do not meet their needs at all. Nearly 70% of respondents have sought information regarding flexible work arrangements, and 82% of respondents said that they would be very or somewhat likely to request flexible work accommodations if the City were to require supervisors to make such accommodations. Among men, 46% said they would be very likely and 30% somewhat likely. Female respondents outnumbered male respondents at 62% and 26%.

7. Creating a family friendly environment

A slight majority of the respondents do not have children at all or children at home. Seventy-one percent of all survey takers do not have children under the age of 14; 58% do not have children’s events to attend. Of respondents with children, 69% have shared responsibility for childcare, and 22% are the primary person responsible for childcare. Among female respondents, 59% have shared responsibility and 34% are primary caretakers. Among male respondents, 78% claim shared responsibility, while 13% are primary caretakers.

A small percentage of respondents found information regarding family friendly policies, such as parental leave, flexible work arrangements and childcare, difficult or impossible to find or understand. A Family Friendly Portal, as outlined in the Task Force Recommendations, could shift this experience for City employees, streamlining information into one comprehensive, easy-access location.

This survey served as a good starting point from which to gain a better understanding of employee perceptions of gender equity across City departments. While taking into account limited participation, it still provided a baseline to help inform the development of the GEPTF’s recommendations. The City should strengthen its survey collection moving forward to ensure a robust sample size to inform our efforts.

¹ National Partnership For Women And Families. 2013. “America’s Women and the Wage Gap.” <http://www.nationalpartnership.org/issues/fairness/wage-gap-map.html>

² National Partnership for Women and Families. 2013. “Washington Women and the Wage Gap.” <http://www.nationalpartnership.org/research-library/workplace-fairness/fair-pay/washington-women-and-the-wage-gap.pdf>

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- ³ Brenda Anibarro. Seattle Office for Civil Rights. 2012. "Race and Social Justice Initiative Employee Survey 2012."
- ⁴ Legislative Commission on the Economic Status of Women. 1994. "Pay Equity: The Minnesota Experience." <http://www.commissions.leg.state.mn.us/oesw/payequity/payequity.pdf>
- ⁵ Anna Beninger and Nancy M. Carter. 2013. "The Great Debate: Flexibility vs. Face Time: Busting the Myths Behind Flexible Work Arrangements. Catalyst. <http://www.catalyst.org/knowledge/great-debate-flexibility-vs-face-time-busting-myths-behind-flexible-work-arrangements>
- ⁶ Catalyst. 2011. "The Bottom Line: Corporate Performance and Women's Representation on Boards (2004-2008). <http://www.catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards-20042008>
- ⁷ United States Census Bureau. 2011. "More Working Women Than Men Have College Degrees. <http://www.census.gov/newsroom/releases/archives/education/cb11-72.html>
- ⁸ National Partnership For Women And Families. 2013. "America's Women and the Wage Gap." <http://www.nationalpartnership.org/issues/fairness/wage-gap-map.html>
- ⁹ Schilt, Kristen; & Wiswall, Matthew. 2006. "Before and After: Gender Transitions, Human Capital, and Workplace Experiences. http://www.econ.nyu.edu/user/wiswall/research/schilt_wiswall_transsexual.pdf.
- ¹⁰ National Partnership For Women And Families. 2013. "Seattle Women and the Wage Gap." National Partnership For Women And Families.
- ¹¹ Heidi Hartmann, Jeffrey Hayes, and Jennifer Clark. 2014. "How Equal Pay for Working Women would Reduce Poverty and Grow the American Economy." Institute for Women's Policy Research. Briefing Paper.
- ¹² United States Census Bureau. 2012. State and County Quick Facts. Seattle, Washington. <http://quickfacts.census.gov/qfd/states/53/5363000.html>
- ¹³ Stewart, Dave. 2013 "Review of Gender Pay Disparities at the City of Seattle." <http://www.seattle.gov/civilrights/gender.htm#report>
- ¹⁴ Library positions have been excluded because their salary administration is overseen by by the Library Board and not by City government.
- ¹⁵ Chandra Childers. 2013. "Sex, Race-Ethnic Disparities in the Composition of City of Seattle Employees. Appendix
- ¹⁶ United States Census Bureau. 2012. State and County Quick Facts for Seattle. <http://quickfacts.census.gov/qfd/states/53/5363000.html>
- ¹⁷ Barbara Reskin and Chandra Childers. 2013. "Sex and Race-Ethnic Disparities in Pay at the Seattle Police Department."
- ¹⁸ Barbara Reskin. 2013. "Job-level Analyses of City Pay Gap."

¹⁹ Barbara Reskin. 2013. "Trends in the Share of City Jobs for Race-and-Sex Groups"

²⁰ The job segregation index for all female and male City employees is .60, which means that 60% of women workers would have to move to a male-dominated job to achieve a sex-integrated work force. The value of the index for the extent to which women of color and white men are segregated into different jobs is .70. Researchers characterize values as high as .70 as "hypersegregated" (Douglas Massey and Nancy Denton, *American Apartheid* (1993)).

²¹ Men of color earn just 92 percent of white men's hourly pay, at least in part because of job segregation among men based on race.

²² Heidi Hartmann and Stephanie Aaronson, "Pay Equity and Women's Wage Increases: Success in the States, A Model for the Nation." (1994), *Duke Journal of Gender and Law*. Volume 1:69-87.

²³ Families and Work Institute, "Workplace Flexibility in the United States: A Status Report," http://familiesandwork.org/site/research/reports/www_us_workflex.pdf

²⁴ *Id.*

²⁵ City of Seattle Personnel Rule 7.7. 5(B). Qualifying conditions for the receiving employee.

²⁶ International Labour Organization, [Maternity Protection Convention, 2000 \(No. 183\) calls for 14 weeks paid leave at at least 2/3 pay.](http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/maternity-protection/lang--en/index.htm) <http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/maternity-protection/lang--en/index.htm>.

²⁷ Linda Houser and Thomas P. Vartanian, "Policy Matters: Public Policy, Paid Leave for New Parents, and Economic Security for U.S. Workers," April 2012, Center for Women and Work, Rutgers, www.cww.rutgers.edu; Maya Rossin-Slater, Christopher J. Ruhn, Jane Waldfogel, "The Effects of California's Paid Family Leave Program on Mothers' Leave-Taking and Subsequent Labor Market Outcomes," National Bureau of Economic Research Working Paper No. 17715, December 2011, <http://www.nber.org/papers/w17715>.

²⁸ Multiple studies are summarized in two reports: Berkeley Center on Health, Economic & Family Security, "Family Security Insurance: A New Foundation for Economic Security," December 2010, <http://www.familysecurityinsurance.org/>; Deanna S. Gomby and Dow-Jane Pei, "Newborn Family Leave: Effects on Children, Parents, and Business," 2009, The David and Lucile Packard Foundation, http://www.packard.org/wp-content/uploads/2011/06/NFLA_fullreport_final.pdf. See also American Academy of Pediatrics, "Policy Statement: Breastfeeding," <http://aappolicy.aappublications.org/cgi/content/full/pediatrics;115/2/496>.

²⁹ Lynda Laughlin, "Maternity leave and employment: Patterns of first-time mothers: 1961-2008," October 2011, U.S. Census Bureau, <http://www.census.gov/prod/2011pubs/p70-128.pdf>.

³⁰ "Maternity at Work: A Review of National Legislation," Geneva: International Labor Organization.

³¹ NPR, "Lesser Known Washington Law Double Maternity Leave to 24 weeks," (February 7, 2013), <http://kuow.org/post/lesser-known-washington-law-doubles-maternity-leave-24-weeks>

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