March 2019

# Women in the Greater New York Transportation Industry

## A Baseline Study for Future Benchmarking of Women in Leadership Roles

**WTS**
Advancing Women in Transportation
Greater New York Chapter

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## ACKNOWLEDGEMENTS

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# EXECUTIVE SUMMARY

Women's Transportation Seminar (WTS) is working to investigate, expose and mitigate the glass ceiling effect on women in transportation. The goal of WTS is to create opportunities for women to shatter the "glass ceiling" through educational and professional development programs, networking opportunities, and strong and effective mentorship programs. Given the challenges facing women in male-dominated disciplines, several WTS chapters, including Washington District of Columbia and San Francisco, have created Glass Ceiling task forces to ascertain whether the trends that have been noticeable internationally were mirrored in their local geographical areas. The mission of these task forces is to identify barriers to women's growth in the transportation field and offer recommendations for successfully turning the tide in favor of women.

In 2016, the WTS Greater New York (WTS-GNY) chapter, which includes New York and New Jersey, created a Glass Ceiling Committee (GCC) to review and quantify the challenges faced by women in their region. The WTS-GNY GCC is comprised of women from private sector companies and public entities. This report summarizes the results of a literature review and survey of relevant demographic profiles, policies, and programs and provides case studies and recommended practices.

In 2017, WTS-GNY sent a survey to public government entities, public corporations, private corporations, and non-profit organizations in the New York and New Jersey Metropolitan area.

## Key findings from the survey include:

- Out of the 162 employers that received the survey, 29 responded, representing a response rate of 18%. Two responses were excluded from result summary.
- On average, women comprised 20% of employees.
- 13 participating organizations had 30% or less of senior-level positions and twelve mid-level positions filled by women.
- Only six organizations had a 50-50 gender split at the senior level. Five of these same organizations had a 50% or better representation of women in mid-level positions.
- Only nine participating organizations had a mentoring program. An average of 40% of participants in those mentoring programs were women.
- While 17 of participating organizations have an affirmative action plan, only 14 conducted diversity training and 12 have dedicated staff overseeing their diversity efforts.
- Most (19) of participating organizations did not have a women's network group or committee. The eight that did were evenly split between public and private sector.
- The survey asked respondents how often seven issues were raised in their recruiting and/or exit interviews. The top three issues raised "often" were: (1) compensation; (2) flexible work schedules; and (3) work culture.

## WTS-GNY will aim to take the following actions going forward:

1.  Improve the survey instrument to gain insight into business profiles and practices of women-owned, disadvantaged and minority business enterprises.

2.  Track the progress of the companies surveyed and update the study findings every two (2) years to evaluate trends.

3.  Increase the survey response rate in the future by having members of the Executive Board and WTS leadership reach out directly to organizations to encourage their participation in the survey effort.

4.  Conduct interviews with women in solicited organizations to help explain the quantitative findings and gain insight into the major obstacles and potential solutions to shattering the glass ceiling.

# 1. INTRODUCTION

Glass ceiling is defined by the Merriam-Webster dictionary as an "intangible barrier" within a hierarchy that prevents women or minorities from obtaining upper-level positions. In 1978, at a Women's Expo in New York, a 31-year old manager named Marilyn Loden was cited as the person to coin the term. At the time, the misconception was that women were not able to get ahead because of their self-image. She described it "as an invisible barrier to advancement that people didn't recognize."

Society would have us believe that women have shattered the glass ceiling by focusing on a few select women that have "made it". However, research has demonstrated otherwise. Pew Research Center conducted a study of the four (4) highest paid executive levels beneath the Chief Executive Officer (CEO) at each company (as these positions are usually the pool from which the CEO are selected) and found that only 11.5% of those positions were held by women. A 2017 study by McKinsey & Company and LeanIn.org found companies are promoting men at rates up to 30% faster than women during their early career stages, diminishing the number of women in each successive level of management. This is further exacerbated by the fact that companies tend to hire fewer women when seeking external candidates to fill vacancies. These decisions result in a scarcity of women in senior management positions. Women comprise only 17% of the population of the executive suite.

Women's Transportation Seminar's (WTS) mission is to attract, sustain, connect, and advance women's careers to strengthen the transportation industry. The organization is based on the guiding principle that advancing women in transportation is key to building the transportation industry and that WTS can play a role in shaping future generations of transportation leaders. WTS Glass Ceiling task forces were set up within several chapters to investigate, expose and mitigate the glass ceiling effect on women in our field.

The goal of the WTS Greater New York (GNY) Chapter's Glass Ceiling Committee (GCC) is to identify issues and create awareness of trends that could be impeding the growth of women in transportation. The WTS-GNY GCC conducted research via surveys and a literature review. The GCC's efforts will serve as a reference point for assessing the current state of the growth and advancement of women in the Greater New York area.

WTS-GNY will use this and subsequent study findings to identify actions to advocate locally in support of the WTS mission.

> *Society would have us believe that women have shattered the glass ceiling by focusing on a few select women that have "made it".*

# 2. BACKGROUND

## 2.1 Gender Bias

Gender bias is a preference or prejudice toward one gender over the other. Bias can be conscious or unconscious, and may manifest in many ways, both subtle and obvious.[i] Gender bias can be subtle or overt and may result in small or large consequences. For example, the biased assumption that girls' school sports are less important than boys' school sports has led to an inequality in funding and access to facilities. Title IX of the Equal Opportunity in Education Act of 1972 attempts to address this bias, by prohibiting gender discrimination in public education, including in sports.[ii]

Men and women are more likely to hire male candidates over female candidates.[iii] Researchers Botelho and Abraham found that in various contexts people often exhibit a preference for men over women when information about an individual's qualifications and experience is unavailable or unclear. Even when performance information is available, lab-based research has shown that women tend to be disadvantaged, compared with men of equal competence.[iv] This double standard means women must outperform men to be evaluated similarly.

> *Performance Metrics are not enough to overcome gender bias. Performance is often thought of as the ultimate equalizer, serving as the lynchpin of meritocratic systems.*

Performance is often thought of as the ultimate equalizer; however, performance metrics are not enough to overcome gender bias. The availability of performance information is insufficient for eliminating gender bias. Rather, the study showed that only when evaluators have access to more comprehensive information on which to base assessments, then bias against women is reduced.

## 2.2 Women in Leadership

### WHAT IS CURRENT STATE OF WOMEN IN LEADERSHIP ROLES?

Here are a few national figures to consider from the Center for American Progress:

- Women make up almost 51% of the population
- Women earn 60% of undergraduate degrees
- Women earn 60 % of Master's degrees
- Women are 47% of the labor force
- Women are 49% of college-educated workforce
- 52% of professional jobs are held by women
- Only 6% of CEO's are women[v]

In a 2017 study published by the Pew Research Center, only 6.4% of the Fortune 500 companies were female led, which is the most it has ever been.[vi] It also shows that in the subsequent year the percentage dropped to 4.8%. These figures are similar regardless of region. In male-dominated industries like transportation and engineering, the divide is greater. In 2017, the Bureau of Labor Statistics reported in the transportation field, only 19.2% are women of the total 291,000 employed.[vii]

## 2.3 Wage Gap

Women are still not earning equal pay when compared to their male counterparts.[viii] Statistics vary on the size of the wage gap depending on methodology and other demographic factors (race, state, part-time/full-time employment). While the more commonly used figure to describe the gender wage ratio is 80 cents to the dollar, the gap is much larger for women of color. Census Bureau data shows generally greater earning disparity in male-dominated occupations than in women-dominated occupations, where earnings tend to be lower for both genders.[ix]The Institute for Women's Policy Research has found that on average women earn more like 49 cents for every dollar a man earns over the long term. [x]

The "anchoring effect" is a cognitive bias describing a tendency to put too much weight on a starting point or "anchor." This effect can perpetuate wage disparities for women, since their previous lower salaries can influence their future employer. States are working on addressing this effect by passing legislation banning salary history questions on job applications. Effective October 31, 2017, New York City employers cannot ask about an applicant's salary history. Effective February 1, 2018, New Jersey public employers are banned from asking about salary history.

According to the US Bureau of Labor Statistics (BLS), part-time workers are defined as those that usually work 34 hours or less a week. Over 26% of female workers in the labor force work part time, compared to only 13% of male counterparts.[xi] This can have a detrimental effect on their earnings and benefits.

## 2.4 Identifying Barriers

While organizations generally recognize the importance of women in the workplace and the need for diversity, progress in this arena remains elusive. Barriers include inequitable qualification standards for women versus men, child-bearing, disproportionate share of care-giving and other family obligations and unpaid household work, a lack of willingness of companies to promote women to senior level positions, and lack of education about the benefits of having women in leadership positions.

### WHY IS THIS?

Promotion patterns favor men at every step in their career. Women are disadvantaged in the hiring process, compared with men of equal competence. Most companies promote from within. On average, women are 18% less likely to be promoted to manager.[xii] Organizations that are not actively recruiting women will have a smaller pool from which to consider women for promotion into middle, senior and executive management roles. Further exacerbating the problem is the fact that women are typically not as proactive as men about seeking promotions.[xiii]

Women may face greater pressure when determining the balance of their professional and personal lives as foundational career building years coincide with their most fertile years.[xiv] As a result, women often find themselves in a precarious position of deciding whether to focus on family obligations or defer them to a later period in life. Women are more likely than men to suspend their careers or shift roles to increase predictability and lessen travel.[xv] Women are also more likely than men to take time off from work to care for a child or other family member.

About half of the women surveyed in a McKinsey & Company survey were both the primary breadwinners and the primary caregivers, and only 3% of managers (men and women) were found to work part-time.[xvi]

> While companies generally recognize the importance of women in the workplace and the need for diversity, progress in this arena remains elusive. Women face barriers at every level of the corporate hierarchy, and only 21% of women hold C-suite positions.

## 2.5 The Push for Diversity

Diversity and inclusion are now viewed as a business strategy in the private sector, rather than a Human Resources program. "The global evidence is overwhelmingly clear, diversity is increasingly becoming a performance issue, a growth engine, and companies can no longer afford not to realize its societal benefits as well," said Debra Walton of Thomson Reuters, a multinational mass media and information firm.[xvii]

In September 2016, Thomson Reuters introduced its Diversity and Inclusion (D&I) Index, an examination of the diversity practices of 5,000 companies[xviii]. This move was one indication of the increasing interest on this issue within the business community. The Index scores companies on "four pillars" - Diversity, Inclusion, People Development and Controversies. Their research showed that over one, three, and five-year periods, companies that make investment in and focus on these metrics can potentially have a stronger stock performance and better long-term profitability.

Technology companies are increasingly committing to diversity goals. In February 2017, a Forbes article published a list of the technology companies with committed goals[xix]. AOL announced a goal of 50% diverse leadership by 2020. Many other companies like Intel, BASF, and Johnson & Johnson have set diversity goals of increasing minority and women employees. The article also points out that a private-sector gender equality initiative called "Paradigm for Parity" has brought together over 30 companies who have pledged to bring gender parity to corporate leadership by 2030.

## 2.6 Why Diversity Programs Fail

Despite this increased attention on diversity as a "hot topic" in the business community, there continues to be a lack of minorities and women in leadership positions, and sectors like transportation are lacking diversity at all levels.

A Harvard Business Review article from 2016 explores why diversity programs fail[xx]. The authors analyzed three decades worth of data from more than 800 firms and conducted interviews with hundreds of line managers. They argue that many of the old approaches still used by employers are designed to preempt lawsuits, rather than create truly equitable work environments. Traditional diversity initiatives, limited to training and punitive rules, not only fail to increase diversity, but often make things worse.

Citing a literature review in the Annual Review of Psychology, the authors point out that the positive effects, if any, of forced diversity training last only a day or two and numerous studies found that "it can activate bias or spark a backlash."

Hiring tests and performance ratings give a false sense of objectivity. Tests are not administered uniformly across race and gender and their results are cherry-picked. Companies with written

job tests have actually seen a decrease in managerial jobs held by women.

Employees who use grievance procedures are often penalized. "Among the nearly 90,000 discrimination complaints made to the Equal Employment Opportunity Commission in 2015, 45% included a charge of retaliation." Most people don't report discrimination and grievance systems serve as a cover for employers who say if there are no complaints there are no problems.

## 2.7 Policies and Programs

For diversity programs to succeed, they must start and be fully supported at the top of an organization. Stephanie K. Johnson interviewed 11 CEOs who have made public commitments to diversity on how they are fostering more equitable workplaces.[xxi] She identifies four key lessons that came up in the interviews: leading by example, establishing accountability, promoting diverse teams at all levels of an organization, and broadening diversity perspective beyond race and gender. The leaders also stressed well-funded and executive-sponsored programs and resources.

In this section, we discuss procedures, policies and programs offered by employers to support the career advancement of women (directly and indirectly) and present examples of how they are being implemented in the New York and New Jersey Metropolitan Area. These strategies improve the work conditions of men and women.

### 2.7.1 Diversity Programs

The *Harvard Business Review* research on diversity programs prescribes three basic principles for positive results: engaging managers in solving the problem, exposing them to people from different groups, and encouraging social accountability for change.

Engaging managers in promotion of diversity encourages them to see themselves as "diversity champions." College recruiting efforts that target women and minorities can expose leadership to qualified, diverse candidates. Mentoring programs make managers feel like they are contributing to positive change and they feel invested in their protégées' success.

Giving employees more opportunities to interact with each other, instead of mandating diversity training to "fix" bad behavior, can lower resentment. Creating self-managed, diverse teams that work on common goals help people see each other as equals. Promoting cross-departmental training or rotations to meet people across the organization deepens understanding of the whole and Increases contact with a wider variety of people.

Finally, transparency on hiring, salary, and promotion practices fosters social accountability. When touting accomplishments, such as pay raises, employers should show breakdowns by race and gender. Hiring diversity managers to oversee hiring and prompt why certain candidates were chosen can help hold employers accountable for bias.

The Harvard Business Review authors call task forces "the trifecta of diversity programs" because they combine accountability with engagement and increased contact among employees.

Strategies for creating and maintaining inclusive, diverse work environments are being discussed at all levels in both the public and private sectors.[xxii] For example, in New Jersey, the Department of the Attorney General created the Diversity Council in 2013 to champion for all employees,

regardless of race, ethnicity, national origin, religion, disability, gender, or sexual orientation.[xxiii] The Diversity Council consists of employees from all divisions and levels to develop an inclusive, respectful, and effective cross-cultural workplace. Diversity Council members meet regularly to focus on the following initiatives, among others:

- Staffing, Retention and Career Development;
- Community Involvement;
- Diversity Events;
- Workplace Diversity Awareness; and
- Mentoring.

NYC Mayor Bill de Blasio's diversity initiative for a more equitable city in collaboration with the NYC Department of Cultural Affairs (DCLA). In 2015, they launched an initiative to cultivate diversity among cultural organizations, including the following goals:[xxiv]

- To establish a baseline understanding of the staff and board makeup of New York's cultural organizations through a survey to nearly 1,000 recent DCLA grantees;

- To identify and share successful strategies for cultivating workforce, leadership, and audience diversity for adaptation by cultural organizations; and

- To initiate new partnerships and programs aimed at building a pipeline for the next generation of leaders in the cultural sector that reflects the city it serves.

## 2.7.2 Employee Development Policies

Leadership development, technical capacity-building, goal management, peer exchange, and sponsorship are examples of ways to advance the careers of women. These can be deployed on a large scale as structured collective employee

development programs, or a smaller scale, like one-on-one mentoring.

In an article in *The Atlantic* on women mentors in engineering, Nilanjana Dasgupta from the University of Massachusetts in Amherst argues that women mentors is STEM fields act as a "social vaccine" that protect young female students against negative stereotypes and provide them a sense of belonging. When female engineers are paired with a female mentor, studies show the mentee felt more motivated, more self-assured and less anxious than those who had either no mentor or a male one. Good mentoring inoculates the mind against stultifying effects of negative stereotypes.[xxv] It also helps with relationship building skills.

In 2017, New York City (NYC) Mayor Bill de Blasio partnered with the NYC Department of Small Business Services to foster mentorship programs that focused on connecting minority-and women-owned business enterprises (M/WBE) with the tools, expertise, and relationships to sustain successful small businesses. The mentorship program is a part of a larger plan to increase the amount of M/WBE city-funded contracts to 30% of the total awards by 2021.[xxvi]

*Key factors in the advancement of women's careers include the following:*

- *Leadership development,*
- *Technical capacity-building,*
- *Goal management,*
- *Peer exchange, and*
- *Sponsorship.*

## 2.7.3 Job Flexibility, Leave Benefits, and Family-Friendly Policies

In recent Forbes 2018 study, 70% of women who dropped out to the workplace said it was due to lack of flexibility. [xxvii] In the same study, it was shown that all employees, but especially women, appreciated intentional flexibility for the purpose of taking care of the well-documented "mental load" of family and home responsibilities.[xxviii] Women may shoulder a disproportionate responsibility when it comes to the dilemma of balancing the demands of a high-level of responsibility job with meeting personal obligations. According to the Harvard Business Review, employees who are given the autonomy to work flexibly are happier, more productive, and less likely to quit.[xxix]

The Atlantic reported in 2013, that women were over 10 times more likely to modify their employment to make adjustments for parenthood and wind up earning less as a result. Men's earnings tend to go up when they become parents. However, if they choose to take time off for family reasons, they are financially penalized as well. This has negative consequences on families and their long-term earnings.[xxx]

Job flexibility policies include accommodations for variations in time, place, and task. Examples of flexibility are alternative work schedules (such as work hours outside of the traditional 9am to 5pm); part-time employment; telecommuting programs that allow employees to work from home or remotely; and job sharing, in which two or more individuals share the same title and responsibilities.

In the spring of 2018, New Jersey Governor Philip Murphy signed into law a bill that requires employers to accommodate paid sick leave.[xxxi] The paid leave can be used for the following: physical and mental illness or condition; care for a family member with a mental or physical illness or condition; absences due to employee or a family member being a victim of domestic or sexual violence; care of a child due to closure of child's school; and attendance at a school-related conference or other event for a child's school.

In New York State, as of January 2018, all private employees were eligible for Paid Family Leave.[xxxii] This means in general Paid Family Leave coverage will be added to the employer's existing disability policy. The coverage is funded by employee payroll contributions. Through Paid Family Leave employees are eligible for: paid time off for 8 weeks in 2018, increasing to 12 weeks by 2021; job protection upon return from Paid Family Leave; and continuation of health insurance while out on Paid Family Leave.[xxxiii]

*In recent Forbes 2018 study, 70% of women who dropped out to the workplace said it was due to lack of flexibility.*

# 3. SURVEY ADMINISTRATION

In 2017, the WTS-GNY chapter administered a survey to develop a benchmark of women in the local transportation industry. Please see Appendix A for a copy of the Glass Ceiling Survey Instrument. Survey respondents primarily used Equal Employment Opportunity (EEO) reports to report on employee demographic data.

## 3.1 Employee Demographic Data

In an effort to ensure compliance with Title VII of the Civil Rights Act of 1964—a federal law that prohibits employers from discriminating against employees on the basis of sex, race, color, national origin, and religion—the federal government mandates a survey of employment data categorized by race/ethnicity, gender and job category. The U.S. Equal Employment Opportunity Commission (EEOC) mandates employers with over 100 employees and federal contractors with over 50 employees and contracts over $50,000 to submit an Employer Information Report–EEO-1.

The EEO-1 report is a compliance survey mandated by federal statue and regulations to document employment data categorized by race/ethnicity, gender and job category. Similarly, the State and Local Government Report EEO-4 Form is submitted every other year by state and local governments at the department level. EEO-4 Forms provide salary, gender, and racial data for various job categories.

## 3.2 Survey Distribution and Participation

In the fall of 2017, WTS-GNY distributed an employer survey composed of three categories of questions: i) EEO data, ii) work policies and programs that may be conducive to women in the workplace, and iii) identified barriers (issues raised in recruiting/exit interviews). WTS-GNY reached out to 162 transportation employers in the New York and New Jersey Metropolitan area (see **Figure 1**).

The survey was distributed to 116 private organizations, 44 public organizations, as well as academic and non-profit organizations. Out of the 162 employers that received the survey, 29 responded, representing a response rate of 18%. Two responses were excluded from data analysis - one organization provided national data (rather than local data), and the other had only one employee.

*Figure 1: Employer Responses by Sector Composition*
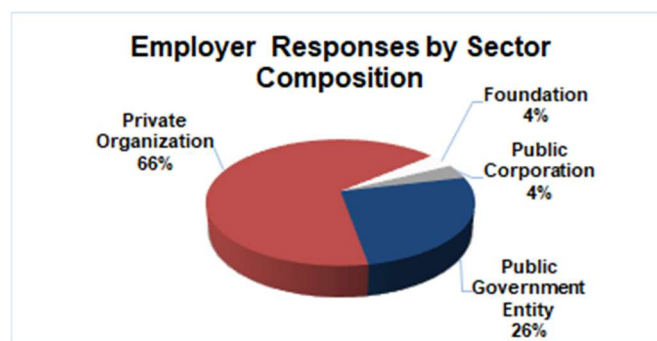


*Source: WTS-GNY Glass Ceiling Survey, 2017*

The survey respondents were as follows: 18 private organizations, seven public government entities, one public corporation, and one foundation. 12 organizations provided responses for New York, five for New Jersey, and ten for both.

Out of the 27 organizations that responded, 16 had less than 100 employees; seven between 101 to 500 employees; one between 501 and 1000; and three had over 3000 employees (see **Figure 2**).

*Figure 2: Employer Responses by Organization Size*
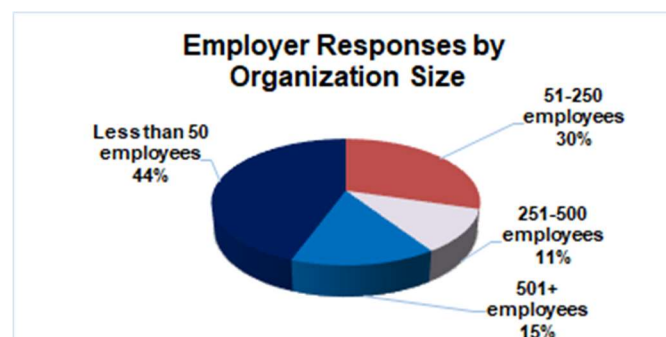


*Source: WTS-GNY Glass Ceiling Survey, 2017*

# 4. SURVEY FINDINGS

## 4.1 Demographics

In total, approximately 65,000 employees in the transportation industry in the Greater New York area were represented in the survey responses, of which approximately 20% were women. This is similar to the national percentage of 19.2% women from the Bureau of Labor Statistics. Three of the 27 organizations had less than the average 20% of women in their total staff (see **Figure 3**).

*Figure 3: Percentage of Women in Total Staff*
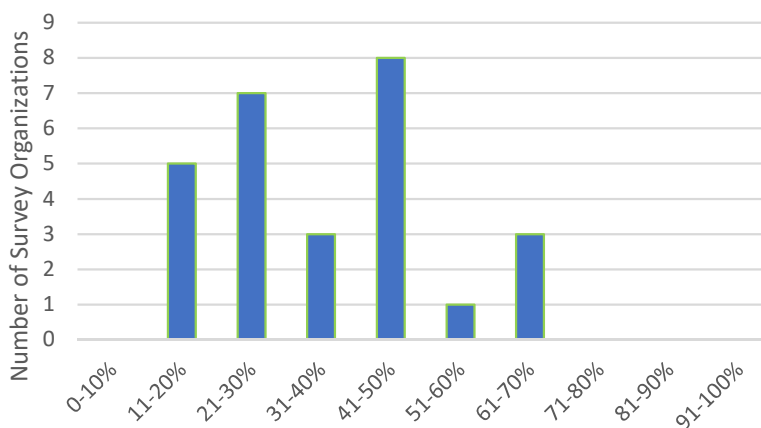


*Source: WTS-GNY Glass Ceiling Survey, 2017*

Eight organizations had 50% or more women. The private sector had a slightly higher percentage of female employees; however, more women represented in the survey work in large public entities (see **Figure 4**).

## Figure 4: Number of Women Employed by Organization Type



*Source: WTS-GNY Glass Ceiling Survey, 2017*

■ # of women　— Percentage

13 participating organizations had 30% or less of senior-level positions filled by women, and 12 of mid-level positions (see **Figure 5**). Only six organizations had a 50-50 gender split at the senior level. The same organizations had a 50% or better representation of women in mid-level positions.  Private organization had better representation of senior-level women (34%) compared to public government entities (20%).

## Figure 5: Percentage of Managers Who Are Women
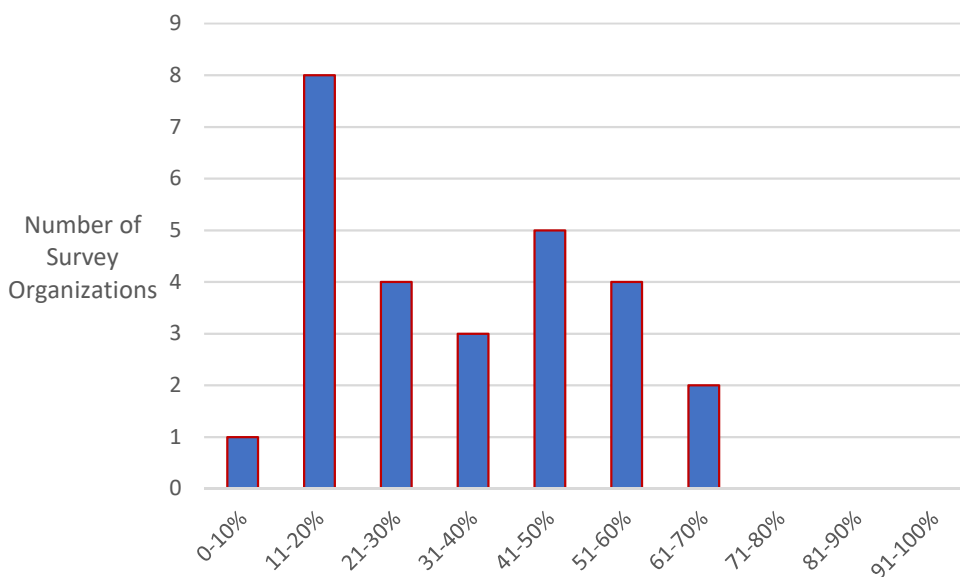


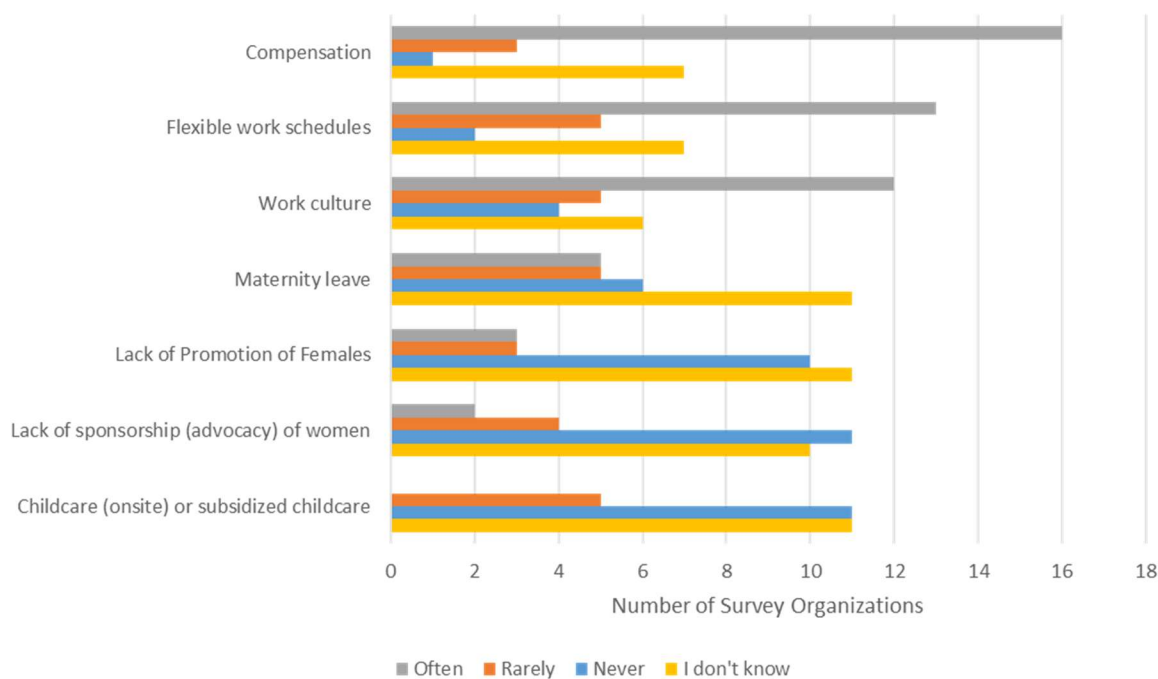*Source: WTS-GNY Glass Ceiling Survey, 2017*

## 4.2 Policies and Programs

Survey participants were asked about their employer's policies and programs, ranging from passive support, such as compensation and flexible work schedules to more active measures, such as providing sponsorship for women. The survey asked respondents how often the following seven issues were raised in their recruiting and/or exit interviews:

- Compensation;
- Flexible work schedules;
- Work culture;
- Maternity leave;
- Lack of Promotion of Females;
- Lack of Sponsorship (advocacy) of women; and
- Childcare (onsite) or subsidized childcare.

The top three issues raised "often" were (1) compensation; (2) flexible work schedules; and (3) work culture (see **Figure 6**).

*Figure 6: Frequency of Issues Raised in Recruiting or Exit Interviews*



*Source: WTS-GNY Glass Ceiling Survey, 2017*

## *4.2.1 Diversity Programs*

While 18 participating organizations formally state their commitment to diversity, 14 conducted diversity training and 12 had dedicated staff overseeing diversity efforts (see **Figure 7**). Most public organizations conducted diversity training, and about half of the private organizations offered it. 17 organizations had an affirmative action plan.

**Figure 7: Diversity Programs**
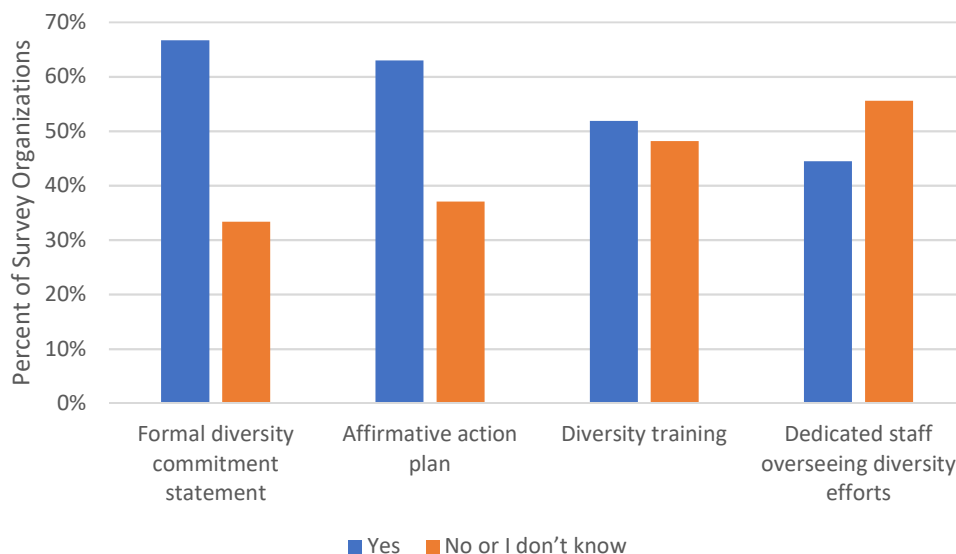


*Source: WTS-GNY Glass Ceiling Survey, 2017*

## 4.2.2 Employee Development Policies

Nine participating organizations had a formal mentoring program (see **Figure 8**). An average of 40% of participants in those mentoring programs were women. The organizations with mentoring programs were evenly split between the public and private sector. Public sector mentoring programs had more women participants. Eight had a women's network. They were evenly split between public and private sector and varied in size. 13 participating organizations had succession planning programs.

**Figure 8: Professional Development**
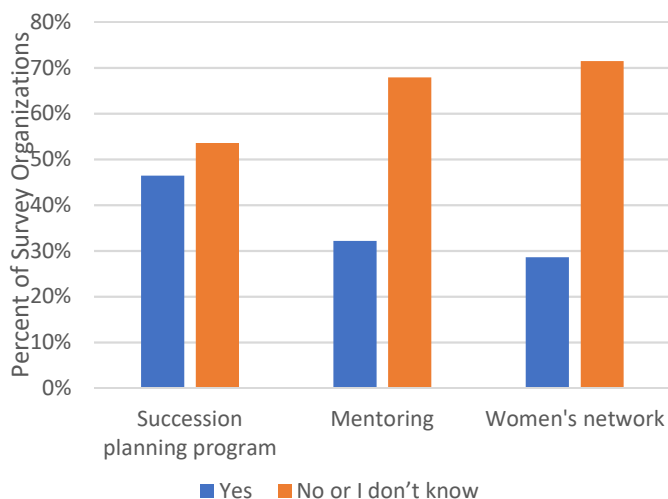


*Source: WTS-GNY Glass Ceiling Survey, 2017*

## 4.2.3 Job Flexibility, Leave Benefits, and Family-Friendly Policies

19 of the 27 organizations surveyed offered part-time options, 21 offered flexible work schedules, and 11 offered telecommuting.

14 organizations offered paid family leave outside of the Family Medical Leave Act (FMLA), and 13 organizations provided a Mothers Room/Wellness Room.

Out of the organizations that provided data on use of paid family leave, six stated it was utilized 100% by women. At 13 organizations, 50% or more of the employees using the program were women (see **Figure 9**).

Many private organizations will have to update their policies to comply with newly adopted family leave laws in both New York and New Jersey. However, some public agencies are exempt and choose to opt out of the program.

Out of the organizations that offered part time work and provided data on gender split, four stated it was utilized 100% by women.  At nine organizations, 50% or more of the employees working part-time were women (see **Figure 9**).

**Figure 9: Staff Utilizing Part Time and Paid Leave Programs Who Are Women**
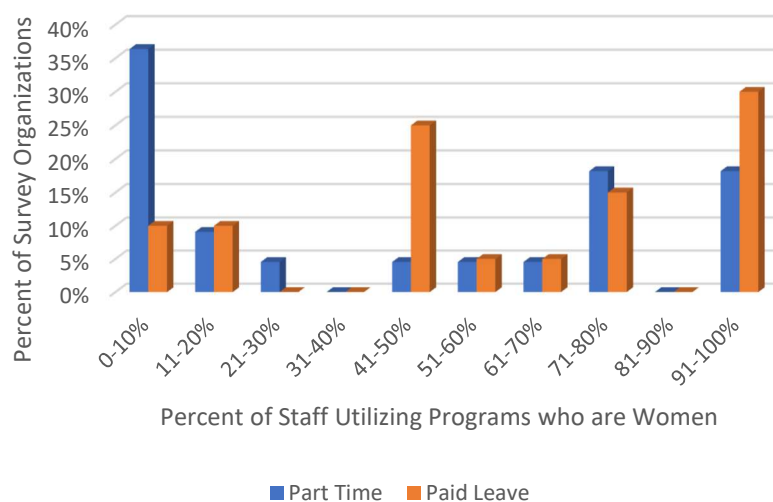


*Source: WTS-GNY Glass Ceiling Survey, 2017*

# 5. RECOMMENDATIONS

## 5.1 Employer Recommendations

Studies show that various management strategies are helpful in supporting diversity within organizations. Some strategies include recruiting programs, professional development programs, mentoring programs, diversity programs, and succession planning. In addition, work policies like part-time, work sharing, flex-time, alternative work schedules, telecommuting, and paid family leave improve work life balance, which benefits both female and male employees. Based on the literature review and results of the WTS-GNY Baseline Survey, the following recommendations should be considered by employers in the New York and New Jersey Metropolitan Area.

### EMPLOYER BEST PRACTICES

1. Encourage exposure of women employees to managers and train managers to be more engaging of women.

2. Provide opportunities for women to share their experiences and performance.

3. Modify human resources teams' recruitment techniques to target and encourage female applicants.

4. Review iob postings for unnecessary language that prompts unconscious bias.

## 1. Promote best practices in employee recruitment and promotion.

In order to close the labor gap, human resource teams can modify how and where they recruit to better target and encourage women applicants. Diversity managers can use their knowledge to positively affect hiring and recruiting policies.

It is important to advertise job listings in places that will garner a diverse audience. In addition, women need to be engaged at all stages of their careers. College recruiting and mentoring programs prove to be successful in creating relationships that champion career growth and instill a sense of inclusion.[xxxiv]

Job posts should be reviewed for unnecessary language that prompts unconscious bias or discourages more rule-abiding applicants.[xxxv] Research shows that women are more rule-abiding job seekers, only applying to positions where they meet nearly all the skills and requirements, as opposed to men who apply when they meet just 60% of the skills and requirements.[xxxvi] Job postings should only list skills that are absolutely required and refrain from using gendered language.[xxxvii] Women may benefit from presenting more information about their experience and performance, to minimize ambiguity about their quality.[xxxviii]

Employers should remove salary history questions from their job applications to comply with state laws and avoid perpetuating wage disparities.

## 2.   Promote best practices in employee development.

Organizations must ensure managers have the knowledge, resources and tools they need to support a women's career development in their organization, and ensure a roadmap is available for women through mentoring opportunities and programs. Mentees feel motivated and more self-assured. Mentors feel like they are contributing to positive change and they feel invested in their protégées' success.

In addition to one-on-one mentoring, successful employee development programs include self-managed teams, and cross training. These alternative team structures increase contact between groups, expose managers to different people and ideas, and reduce bias. Structured group development programs that increase staff contact include, leadership development, technical capacity management, and peer exchange.

Please see Appendix B for a Case Study on an employee development program for the New York City Department of Transportation's (NYCDOT).

Smaller organizations that are not able to provide such services could encourage staff to attend externally-provided professional development programs and training, such as those provided by WTS.

## 3.  Promote best practices in diversity programs.

Diversity programs should rely on voluntary participation and focus on increasing engagement, contact, and social accountability. People who choose to engage in diversity training are more likely to become office champions. [xxxix]

## 4. Increase retention and promote family friendly policies.

Job flexibility, including the opportunity to work part-time, extended family leave and on-site childcare can help women balance their professional and personal lives. Flexible job policies include accommodations for variations in time, place, and task. Time based policies include alternative work schedules, part-time employment, paid family leave, and job sharing. Time based policies allow women to shift their schedules to suit both their family and professional responsibilities. In addition, place based policies include telecommuting, on-site childcare, and wellness rooms. Employers should not penalize parents who choose to take advantage of family leave policies.

## 5.  Increase transparency on hiring, salary, and promotion practices.

Transparency with respect to salary and performance rating by race and gender not only improves equality, but also provides women with the tools to negotiate more favorable contracts that will increase retention.

## 6.   Promote best practices in recruiting for leadership.
Organizations should ensure that a roadmap to leadership is available for women within their organization. Employers with small female talent pools should seek external female candidates for leadership opportunities.

Women who are primary caregivers in today's work culture may struggle to find the appropriate balance between career advancement and family responsibilities. In order to resolve this problem, businesses may have to re-evaluate the demands, roles, and responsibilities expected from leaders and instigate a cultural shift.

**POTENTIAL STUDY FACTORS**

- Differences between public, private, and non-profit sectors.
- Effectiveness of existing mentoring programs.
- Effectiveness of reintegration programs.
- Engagement of young female graduates.
- Effectiveness of programs that promote M/WBEs.

## 5.2 Moving Forward

This study aimed to identify obstacles that negatively impact women and existing programs that help, recruit, retain and advance women in the New York and New Jersey Metropolitan Area. This report will serve as the baseline the region, and will be used as the basis for comparing future survey results and tracking changes.

1. **Improve the survey instrument.** The survey instrument was effective in collecting demographic information, policies and programs currently provided, and identifying current barriers to growth. However, future surveys should encourage higher response rates. In addition, future surveys could examine additional topics in more detail, for example:

- Track M/WBEs as specific data points;

- Identify and track the various transportation subsector industries as specific data points;

- Identify the barriers and obstacles that affect M/WBEs; and

- Identify the barriers and obstacles that affect women in different subsector industries.

2. **Track progress every two years.** The purpose of this study is to help the WTS-GNY Chapter understand the status of women in transportation within the region and to identify future activities and programs to support the advancement of women. In order to measure change against current information, the study will be repeated every two years. Each study will track local progress within the GNY area and analyze the wider global evolutions and trends. The latter will include additional research that more closely examines contemporary issues.

3. **Increase the survey response rate.** Access to additional data, both qualitative and quantitative, can only help to provide additional insight into the glass ceiling in the GNY transportation industry. Increasing participation in the future by having members of the Executive Board and WTS leadership reach out directly to organizations to encourage their participation in the survey effort can help to gather additional information and target areas or companies which may be underrepresented.

4. **Conduct supplemental interviews.** Personal accounts play a large role in motivating and inspiring change from the bottom up. Collecting a diverse set of personal experiences from key transportation leaders provides key insights to the various nuances, decisions, options, and challenges. The stories of their successes and struggles will be a resource for other women in the region. Understanding individual experiences will help WTS-GNY better interpret the survey results, and further inform program offerings.

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**WTS GNY Glass Ceiling Survey**

### 1. Welcome to the WTS Greater New York - Glass Ceiling Survey

The survey should take about 15-minutes of your time. Each question provides an area for additional comment.

The survey window will be open through October 27, 2017.

PLEASE NOTE that all responses will be kept confidential, and will not be shared.

WTS GNY is sincerely grateful for your willingness to participate,

*WTS Glass Ceiling Committee*

------ Glass Ceiling Survey Questions begin below -------

1. Is your organization a public government entity, private corporation, or public corporation, or other (please specify)?

[ dropdown ]

[ text field ]

2. Is your organization a non-profit?

[ ▲▼ ]

[                    ]

3. Do the responses provided in this survey represent offices in New York, New Jersey, or both?

[ ▲▼ ]

[                    ]

**Questions #4 through #7 asks for employment data for calendar year 2016. If your organization completes an EEO-1 form, you will find the information requested on that form. Please only consider jobs that are filled- i.e. vacancies should not be included in your answers.**

4. How many total staff (full and part-time) were employed in the NY/NJ offices in 2016? Do not include the following in your response (consultants affiliated with your greater NY area office but physically working outside of the area, Consultants that are onsite but not employed directly by your organization.)

[                    ]

5. How many of those noted in question #4 were women?

[                    ]

6. How many senior-level managers (Director level and above) worked in your NY/NJ offices in 2016?

[                    ]

7. How many of those noted in question #6 were women?

[                    ]

8. How many first to mid-level managers are currently working in your NY/NJ offices?

[                    ]

9. How many of those noted in question #8 are women?

[                    ]

**The following questions #10 through #26 focus specifically on your organization's policies and programs.**

2

10. Do some employees work part-time? This question would include job sharing and any work status of less than 35 hours a week. If "Yes", please move on to question #11 If "No", please move to question #12.
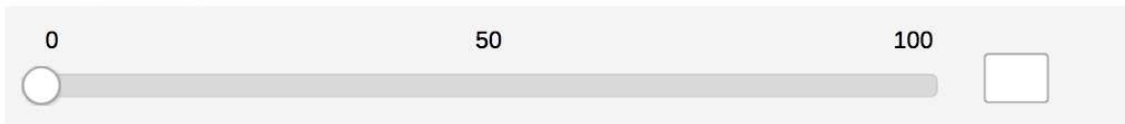
[ ▲▼ ]

11. Do some employees alter their work schedules with supervisor approval? (This includes flex time and work that varies from the traditional 9-5 working hours.)

[ ▲▼ ]

12. Do some employees regularly work from home or another location outside the office? (i.e. telecommute).

[ ▲▼ ]

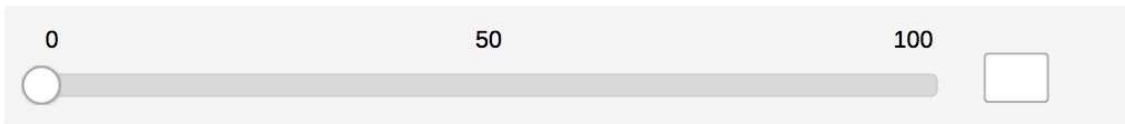13. Does your organization have a mentoring program? If "Yes", please answer question #14.

[ ▲▼ ]

14. What percentage of your mentoring program is comprised of women?  Please use slider bar below to indicate percentage.

| 0 | 50 | 100 | [    ] |
|---|----|----|--------|

15. What percentage of the employees that work part-time are women?  Please use slider below to indicate percentage.

| 0 | 50 | 100 | [    ] |
|---|----|----|--------|

16. Does your organization have a women's network group or committee?

[ ▲▼ ]

17. Does your organization have a paid family leave policy in addition to FMLA (e.g. birth of child, adoption, extended illness of family member)?

[ ▲▼ ]

10. Do some employees work part-time? This question would include job sharing and any work status of less than 35 hours a week. If "Yes", please move on to question #11 If "No", please move to question #12.
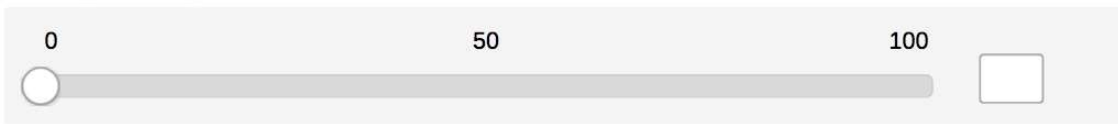
[ ▲▼ ]

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[ ▲▼ ]

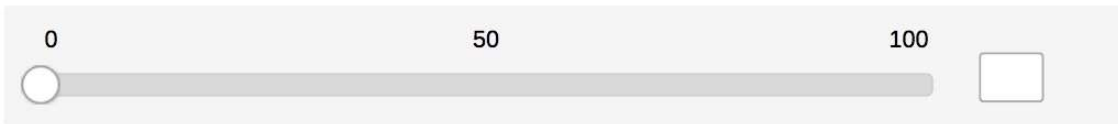13. Does your organization have a mentoring program? If "Yes", please answer question #14.

[ ▲▼ ]

14. What percentage of your mentoring program is comprised of women?  Please use slider bar below to indicate percentage.

| 0 | 50 | 100 | |
|---|----|-----|--|
| ⚪——————————————————— | | | [   ] |

15. What percentage of the employees that work part-time are women?  Please use slider below to indicate percentage.

| 0 | 50 | 100 | |
|---|----|-----|--|
| ⚪——————————————————— | | | [   ] |

16. Does your organization have a women's network group or committee?

[ ▲▼ ]

17. Does your organization have a paid family leave policy in addition to FMLA (e.g. birth of child, adoption, extended illness of family member)?

[ ▲▼ ]

3

25. How often are the following issues raised in recruiting and/or exit interviews in your organization. Please select 'never,' 'rarely,' 'often,' or 'I don't know.'

| | Often | Rarely | Never | I don't Know |
|---|:---:|:---:|:---:|:---:|
| Flexible Work Schedules | ○ | ○ | ○ | ○ |
| Childcare (onsite) or subsidized childcare | ○ | ○ | ○ | ○ |
| Maternity Leave | ○ | ○ | ○ | ○ |
| Work Culture | ○ | ○ | ○ | ○ |
| Compensation | ○ | ○ | ○ | ○ |
| Lack of Promotion of Females | ○ | ○ | ○ | ○ |
| Lack of sponsorship (advocacy) of Females | ○ | ○ | ○ | ○ |

Other (please specify)

[                                          ]

26. If In question #25, you selected "Often" for the Work culture option, can you please elaborate on it in the space provided?

[                                          ]

27. Can we contact you if we have a question about your answers?  If so, please provide your name and phone number or email address.  Thank you !!

[                                          ]

# APPENDIX B: CASE STUDY: NYCDOT Future Leaders Program

The New York City Department of Transportation's (NYCDOT) Future Leaders Program is a competitive program designed to foster the next generation of leaders at NYCDOT.  This year-long fellowship provides 30 early to mid-career professionals from across every part of the agency the opportunity to develop networking, communication, and presentation skills and connect their work to the big picture.  NYCDOT Chief of Staff Emily Gallo organizes and leads events for the Future Leaders including guest speakers, panel discussions, interactive workshops, tours, and social events.  Through conversations and interviews with peers, Future Leaders exchange ideas and experiences and ask questions to learn more about the inner workings of NYCDOT.  The program also includes up to a month-long rotation in another agency division and culminates with group presentations to pitch an idea to senior staff.  The Future Leaders Program complements the variety of professional development opportunities that NYCDOT already offers.

Program Components

Twice a Month Sessions

Future Leaders meet twice a month from March to December for 1.5-2 hours.  Meetings are generally held during the workday for one and a half hours, typically from 9:30-11AM or 3:30-5PM.  Participants are expected to make all efforts to attend these sessions.  There are short homework assignments before each session, such as reading brief articles or the bios of speakers, preparing questions, conducting informational interviews, or watching TED talks.

These sessions may include topics such as:

- The Power of Networking
- Chief Operations Officer Margaret Forgione discusses her career at DOT
- Executive Deputy Commissioner Joe Jarrin talks about the DOT budget cycle and project delivery
- Panel Discussions: Politics and the Press, Meet the Borough Commissioners, Meet the Operational Deputy Commissioners (featuring our senior team!)
- Special topics such as The Road to Civil Service; How Diversity & Inclusion Impacts DOT; How are We Making NYC Accessible to All
- Volunteering with Special Events
- A Communications Style Personal Assessment and an Individual Coaching Session
- Presentation Skills and Group Coaching Sessions
- Final Presentations
- Graduation Luncheon

DOT Tours and Social Events

Each spring, Future Leaders have the opportunity to sign up for tours of DOT facilities.  These tours are held during the workday and last 1-3 hours.  Past tours included the Staten Island Ferry and Maintenance Facilities, a Walking Tour of the Brooklyn Bridge and the Bridges Maintenance Facility, the Traffic Management Center, and the Sign Shop.  Other facilities to tour may include the Hamilton Asphalt Plant and the Parking Meter Collections facility.

Throughout the year, NYCDOT also schedules several happy hours to help Future Leaders meet one another, meet the 2017 Future Leaders Alumni, and Senior Staff.  Tours and social events are optional but strongly encouraged.

Rotational Assignment

As part of the program, Future Leaders perform up to a one month rotation in the fall in another division within DOT.  The rotation is a chance to learn more about another unit, expand networks, and meaningfully contribute to the work of a different division by bringing a different perspective to a task or issue.  During the rotation, Future Leaders attend staff meetings, participate in site visits / community meetings, conduct short informational interviews, and work on concrete project.  More than just a shadowing exercise, the rotation is intended to provide valuable support to the host division, with the Future Leader can meaningfully contribute his or her time and talents.

Rotational assignments will generally take place during the month of October.  If accepted into the program, Future Leaders should plan carefully with their supervisors for how their work will be covered and/or maintained during this time.  NYCDOT works to customize the experience in certain situations to meet the Future Leader's needs (i.e. rotating during a different time period, a shorter rotation, returning to home division once a week, etc.).

Group Presentations

Future Leaders are divided into groups of 5 or 6 to work on a presentation.  Each group develops an idea for DOT to pitch to senior leadership.  The idea can be a new initiative, policy, process or project, or a change to an existing one that makes our agency better and more efficient.  Groups must prepare a 12-15 minute presentation that they give to senior staff in November.  Future Leaders should anticipate devoting roughly 1-2 hours a week to this assignment in the two months leading up to the presentation.

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