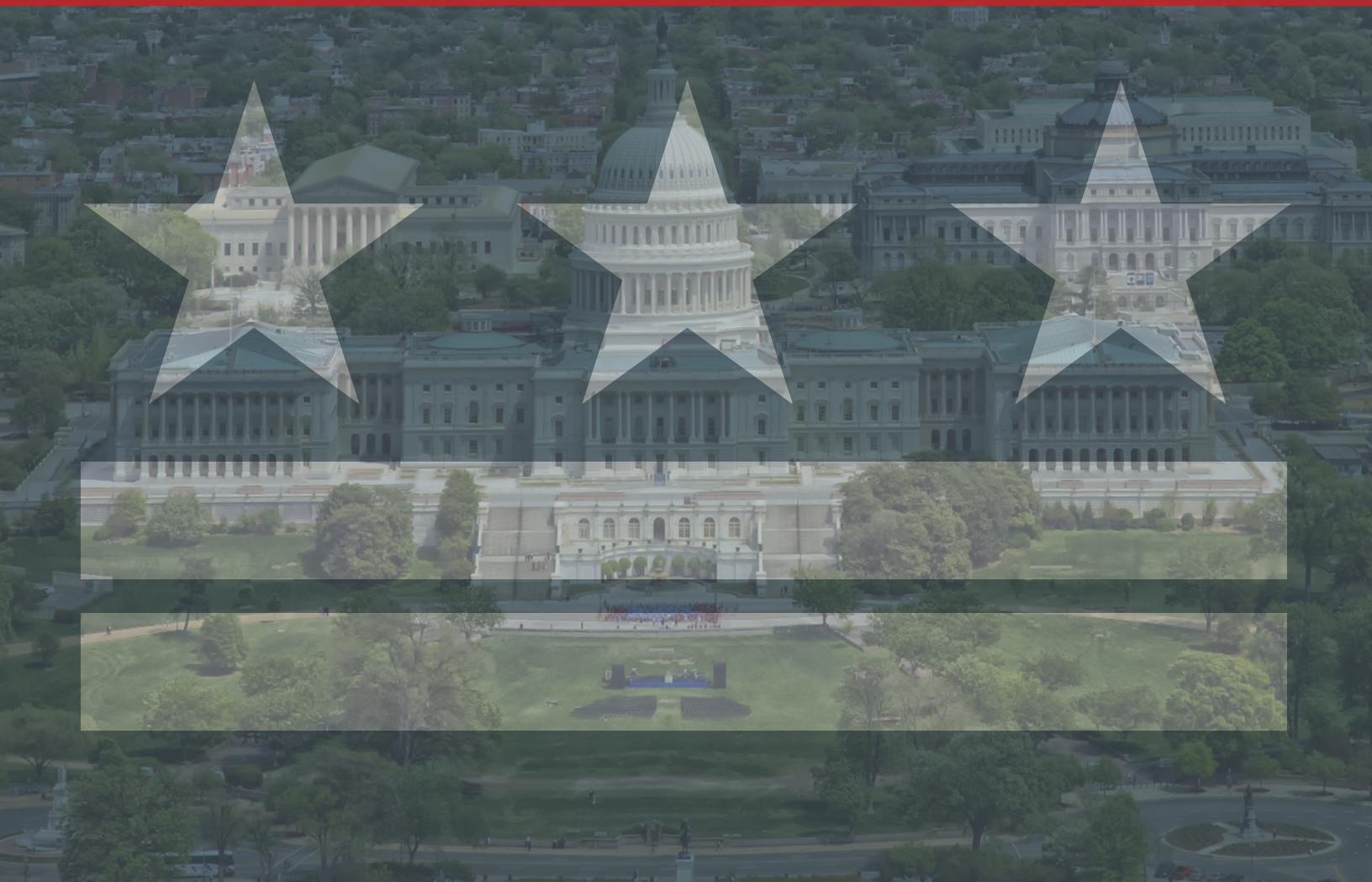


May 2016

# Women in the Greater Washington, DC Region Transportation Industry

A Baseline Study for Future Benchmarking of Women in Leadership Roles



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### **WTS-DC Executive Board**

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- Avital Barnea, USDOT Office of the Secretary – President (2016)
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Because these individuals volunteered their time to the development of this study, the WTS community is further along in achieving its mission and goals of transforming the transportation industry through the advancement of women.

\*Design and production courtesy of WSP | Parsons Brinckerhoff.

# EXECUTIVE SUMMARY



*It is the mission of WTS to build the future of transportation through the global advancement of women. WTS seeks to close the transportation workforce gap by attracting, retaining, and advancing women, and it is because of this objective that the Glass Ceiling Task Force undertook a baseline study to measure gender diversity and the status of women in the local transportation industry. This study is intended to be the first installment of a multi-year effort. The link between diversity and business performance is increasingly recognized within the professional community. Evidence continues to emerge showing that lower representation of women within the workforce is problematic because workforce diversity improves business performance. Understanding the business case for diversity and its current status within the local transportation industry is a first step towards creating a culture of diversity within the transportation industry at large. As in any sector, organizations are only as good as their people, and therefore the transportation industry is only as good as its workforce. Attracting, retaining, and developing people who bring a broad range of perspectives, skills, and experiences will ensure the industry's future success.*

Although gender diversity in the work place is increasingly recognized as critical to an organization's performance and bottom line, women are still underrepresented in leadership positions nationwide. Women comprise approximately 52 percent of all professional-level jobs (Warner, 2015), yet only 4 percent of CEO-level positions at Fortune 500 companies (Catalyst, 2016). In addition, women hold 44 percent of federal government positions, yet only 30 percent of Senior Executive Service positions within federal government (US Merit Systems Protection Board, 2011). Although women have made progress in advancing to leadership roles, a clear leadership gap remains.

Recognizing the valuable role of women in transportation businesses and organizations, in 2014, 90 percent of WTS-DC membership indicated by survey that they supported the formation of a new task force to identify whether women working within the transportation industry in the Washington, DC area face a 'glass ceiling' and, if so, how WTS can assist this effort. In response, the WTS-DC Chapter spearheaded the formation of the Glass Ceiling Task Force in partnership with the WTS-Central Virginia and WTS-Baltimore Chapters. The new task force completed a baseline study to understand the current status of women in the local transportation industry. It included three study elements: (1) a literature review to document the latest research on diversity in the work place; (2) a survey to understand demographic data, policies and programs at transportation organizations in the greater Washington, DC area; and (3) recommendations for improvement and next steps to the WTS Chapter Boards.

The study area was organized by the following three subregions: Washington, DC metropolitan area, Baltimore area, and Central Virginia<sup>1</sup>. The subregion with the highest survey population (both surveys sent and received) was the Washington, DC metropolitan area (56 percent), followed by the Baltimore area (28 percent) and Central Virginia (16 percent). As a result, the findings of this study are more heavily weighted toward respondents from the Washington, DC metropolitan

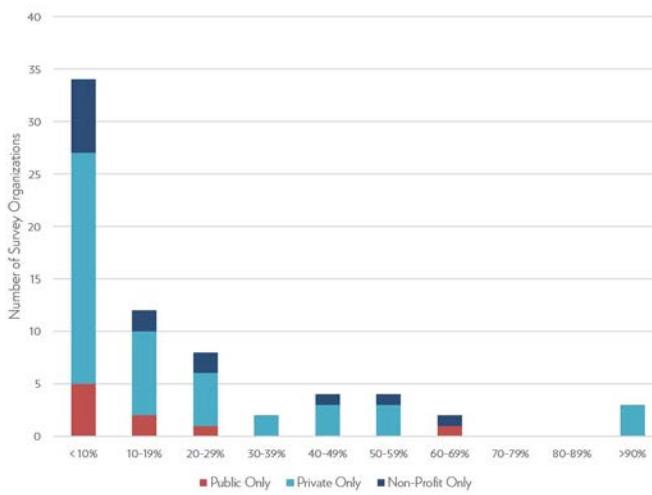
## EXECUTIVE SUMMARY

area. In total, the task force received 70 completed surveys. Fifty-seven of those were specifically from organizations based in the Washington, DC metropolitan area, representing a 68 percent response rate. Among all survey respondents, 66 percent were private sector organizations, 20 percent were non-profits, and 14 percent were public sector organizations.

The task force found that:

- On average, women comprised 39 percent of employees for all organizations surveyed in 2014.
- In 50 percent of participating organizations (participants), less than 10 percent of employees were women in management positions. Of the remaining survey participants, 17 percent had 10 to 19 percent of employees in management positions filled by women and another 12 percent had 20 to 29 percent of employees in management positions filled by women.
- Only 3 to 6 percent of survey organizations reported 30 to 69 percent female employees in management positions and only 4 percent (a total of three organizations) had more than 90 percent of management roles filled by women (see below.)

### Percentage of Female Employees in Management Positions in the Greater Washington, DC Region (2014)



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

Further, while 71 percent of participating organizations reported a formal commitment to diversity, only 39 percent conduct diversity training within their organizations. Additionally, only 29 percent of respondents reported having an official mentoring program, which is one way to increase workforce retention and diversity.

As a result of this study, the task force recommends the following to the Executive Boards of each participating WTS Chapter:

- Improve the survey instrument to better capture information about women-owned, local, small, and disadvantaged business enterprises;
- Conduct supplemental interviews to capture qualitative data to help identify industry needs and improvements that WTS can address;
- Promote best practice in diversity management<sup>2</sup> and facilitate sharing of this information in the industry; and
- Track progress and update the study findings every two years to evaluate trends.

<sup>1</sup> For the purposes of this study, the greater Washington, DC region is defined by the following three sub regions: (1) Washington, DC metropolitan area, covering 24 cities/counties across Washington, DC, northern Virginia, Maryland, and West Virginia; (2) Central Virginia, covering 91 cities/counties not including Hampton Roads; and (3) Baltimore Area, covering the six counties of Anne Arundel, Baltimore, Carroll, Cecil, Harford, and Howard.

<sup>2</sup> Diversity management is the strategy of using best practices to find and create a diverse and inclusive work place. Successful diversity management strategies link diversity progress directly to business results.

# 1. INTRODUCTION AND OBJECTIVES



*Although the concept of diversity is multi-dimensional – encompassing race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies – this particular study focuses on the current status of women in the greater Washington, DC transportation industry.*

Women remain underrepresented within industries such as transportation and within leadership positions nationwide. As the transportation industry prepares to meet the emerging challenges of the 21st century, gender diversity and the role of women in organizations is increasingly critical. Numerous studies and real world examples have shown that diversity in the work place contributes to higher-performing businesses and organizations. This correlation is becoming clearer as greater numbers of women enter professions and industries historically dominated by men.

The mission of the Women's Transportation Seminar (WTS) is to build the future of transportation through the global advancement of women. Recognizing the valuable role of women in transportation businesses and organizations, 90 percent of the WTS-DC membership indicated by survey that they supported the formation of a new task force to identify whether women working within the transportation industry in the Washington, DC area face a 'glass ceiling' and, if so, how WTS can improve this.

In support of this effort, volunteer members of the WTS-DC Chapter, the WTS-Central Virginia Chapter, and the WTS-Baltimore Chapter established the Glass Ceiling Task Force in February 2015. The task force's mission was to develop a baseline understanding of the current status of women's roles in the local transportation professional services industry for future benchmarking efforts.

★ A "glass ceiling" refers to an indiscernible barrier to the advancement of women and minority groups in the work place that essentially limits access of these groups to executive-level positions, and the associated benefits and wages of these positions.

Source: Hesse-Biber and Carter, 2005.

The study objectives include:

- Improve understanding of women's roles in public, private, and non-profit transportation-related organizations in the greater Washington, DC region;
- Tracking the progress of women's advancement in the transportation industry in the greater Washington, DC region;
- Identifying and highlighting the best practices of transportation employers and organizations that support gender diversity, especially at leadership levels; and
- Identifying gaps or needs in the greater Washington, DC region and recommending improved WTS programs and services for WTS members and the transportation professional community.

This initiative builds on the WTS-San Francisco Bay Area Chapter's (WTS-SF Bay Area) Glass Ceiling Task Force efforts, which were first initiated in 2010 and continue today. The 2012 WTS-SF Bay Area's baseline report sought to document and assess leadership positions women held within the San Francisco Bay Area transportation industry (SF Bay Area Women's Transportation Seminar,

## 1. INTRODUCTION AND OBJECTIVES

2012). It also looked at the degree to which organizations embraced certain diversity and employee programs and policies that often contribute to the retention and advancement of women in the industry. The second installment of the WTS-SF Bay Area's longitudinal report was released in 2014, providing updates and informing action-oriented dialogue for potential solutions to advance women in the transportation industry, especially through WTS-led programs or services that could either supplement or fill gaps in training and mentoring program capacity offered by local transportation employers (SF Bay Area Women's Transportation Seminar, 2014).

Similar to the WTS-SF Bay Area Chapter's studies, the WTS-DC Glass Ceiling Task Force is a multi-year effort to track the advancement of transportation professionals in the greater Washington, DC region. A first-ever regional survey on the status of women professionals in the transportation industry in the greater Washington, DC region was conducted from August 2015 to March 2016 and forms the basis of the study. This inaugural report presents the findings of the regional survey and provides preliminary recommendations for WTS-DC's ongoing activities.

In addition, the task force performed a literature review to document the latest research on diversity management and its criticality to both small and large organizations. The task force used this research to identify best practices in diversity management and to highlight programs that may serve as a resource for organizations to support women's advancement. The Glass Ceiling Task Force plans to use this report as a "conversation starter" among the WTS Northeast Regional Council chapters to recommend and develop programs that will further support women and their advancing roles in the transportation industry.

The task force hopes that this report and the work conducted by the WTS-DC Glass Ceiling Task Force provide a deeper understanding of why gender diversity is becoming increasingly vital to the success of every organization. As in any sector, organizations are only as good as their people, and therefore the transportation industry is also only as good as its workforce. Attracting, retaining, and developing people who bring a broad range of perspectives, skills, and experiences will ensure the industry's future success.

## 2. BACKGROUND



### 2.1 THE BUSINESS CASE FOR DIVERSITY

Businesses increasingly recognize the importance of gender diversity in the work place as more first-hand experience and research continue to show that gender diversity positively impacts a business's bottom line (Development Dimensions International, 2014). The increased focus on gender diversity likely stems from a number of factors. Historically, this topic has received attention due to policies such as the Civil Rights Act, which prohibits discrimination in the work place due to factors including gender. As gains have occurred in fundamentals such as the ability for women to be hired in professional fields, the focus has shifted to equality in advancement and leadership roles. More recently, this topic has received increased attention in regards to the growing recognition of the gender pay gap. In 2014, women earned 79 cents to every dollar earned by men (US Census Bureau, 2014a). While the gender pay gap is slowly shrinking, if current trends continue, women will not see equal pay until 2059 (Hegewisch & Hartmann, 2015).

Gender diversity in the work place is associated with many benefits to businesses, such as improved problem-solving capabilities, workforce recruitment and retention, and business performance. Research has shown that gender diversity in the work place fosters multiple approaches to solutions, a variety of viewpoints, and higher performing teams.

Some employers already measure the effect of gender diversity in the work place; one of these is PricewaterhouseCoopers (PwC), a company that provides professional services including transportation and logistics. According to PwC's Annual Corporate Directors Surveys (PwC, 2012, 2013, 2014, 2015), the percentage of directors who believe gender diversity is an important attribute has continually increased. In 2015, 39 percent of respondents considered gender diversity "very important" compared to 37 percent in 2014, 27 percent in 2013, and 25 percent in 2012. Additionally, PwC's surveys indicate that newer directors place a much higher value on board diversity than their longer-serving counterparts. Sixty-two percent of directors with less than one year of board service "very much" agree that diversity on the board is important, compared to only 39 percent of directors with a tenure of greater than ten years (PwC, 2015). The results of PwC's surveys show that the importance of diversity is increasing, and that the need for diversity is supported by the following key arguments:

#### **Diversity can lead to better problem solving.**

- According to a Gallup survey, different viewpoints, ideas, and market insights between men and women better enabled problem solving, ultimately leading to superior performance at the business unit level (Badal, 2014).
- Research finds that individuals from diverse groups add more value than simply the introduction of new viewpoints or approaches. In one study, diverse groups outperformed more homogeneous groups not because of an influx of new ideas, but because diversity triggered more careful information processing, which is typically absent in homogeneous groups. The mere

## 2. BACKGROUND

presence of diversity in a group creates awkwardness, and the need to diffuse this tension leads to better group problem solving (Phillips, Liljenquist, & Neale, 2010).

### Diversity can reduce turnover and increase the recruiting pool of potential candidates.

- Employee turnover has significant direct and indirect costs and in a recovering economy, turnover has become more front-of-mind for business leaders. Research shows that companies with inclusive cultures and increased diversity experience lower turnover (Turner, 2015).
- A study conducted by Harvard shows that organizations with a reputation for being a good place to work for diverse groups have an easier time recruiting talent from today's diverse hiring pool (Harvard, 2013).
- According to McKinsey & Company (Hunt, Layton, & Prince, 2015), companies with more diversity are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, all of which lead to a cycle of increasing returns.
- Research shows that recruiting from a diverse group of candidates can result in a more qualified workforce. Companies strive to hire the best and brightest in the labor market, and in an increasingly competitive economy, expanding the applicant pool to bring in top talent is crucial to improving the bottom line (Kerby & Burns, 2012).

### Diversity can lead to increased profits and revenue.

- Studies show that organizations with better financial performance also have more women in leadership roles. Encouraging gender diversity among leadership positions contributes to greater diversity of thought, which in turn leads to increased problem solving and greater business benefits. Gender diversity has paid off for organizations with at least 30 to 40 percent of the leadership being women (Development Dimensions International, 2014).
- A study of nationwide professional services firms revealed that increased gender diversity in the office could lead to increased revenue of up to 41 percent. This comprehensive survey of eight years of data including revenue, employee morale, office satisfaction, and cooperation shows that diversity in the workforce can lead to increased profits and revenue (Ellison & Mullin, 2014).

Zenger and Folkman (2012) completed a study to identify whether women are better leaders than men. The study consisted of 360-degree evaluations<sup>3</sup> of more than 7,200 executives. The results show that at every management level, women were rated better overall leaders by their peers, bosses, and direct reports, and the higher the level in the organization, the wider the margin that women outperformed men. Overall, women out-scored men in 15 of the 16 competencies the study measured, including developing others and building relationships – where women are traditionally thought to excel – as well as taking initiative, driving for results, and displaying integrity and honesty.

<sup>3</sup>360-degree evaluation is a system or process in which employees receive confidential, anonymous feedback from the people who work around them, such as the employee's manager, peers, and direct reports.

## 2.2 WHAT IS THE CURRENT ISSUE?

Although the link between gender diversity and business performance is becoming better understood, women still lag behind men in corporate leadership positions. Women hold approximately 52 percent of all professional-level jobs, yet only 4 percent of Fortune 500 CEOs (Catalyst, 2016) and only 16 percent of directors of S&P 1500 companies are women (Warner, 2015).

Women are also underrepresented in federal government leadership positions. General schedule (GS) is the predominant pay scale within the United States civil service, ranging from grade levels GS-1 through GS-15. The highest grade level positions, GS-14 and GS-15, involve leading, planning, and directing programs and offices. The Senior Executive Service (SES) includes most supervisory, managerial, and policy positions classified above a GS-15. Such jobs require a unique combination of managerial, technical, and leadership abilities. In 2011, women held approximately 44 percent of federal government positions, yet preliminary data showed they held only 38 percent of GS-14 and GS-15 positions and 30 percent of SES positions. Furthermore, the average GS grade level was 9.6 for women and 10.7 for men (EEOC, 2011).

While the above statistics reference women in the workforce overall, women are significantly underrepresented in the transportation industry specifically. According to the United States Bureau of Labor Statistics, women only accounted for 23 percent of employees in the transportation and utilities sector compared to 47 percent of employees for all industries in 2015 (US BLS, 2016).



## 2. BACKGROUND

### 2.3 ISSUES SPECIFIC TO TRANSPORTATION AND THE GREATER WASHINGTON, DC REGION

#### Defining the Transportation Professional Services Industry

The transportation industry is critical to the growth and economic development of the country. Transportation not only moves goods and people, but also employs millions of people. In 2014, transportation comprised 9.6 percent of the United States Gross Domestic Product (GDP) (USDOT, 2014). Despite the nation's aging infrastructure and overwhelming backlog of deferred maintenance, the United States has significantly underinvested in transportation and both individuals and companies are beginning to feel the effects. Given this critical need, it is especially important to support diversity – including women – in transportation at all levels from national to local.

The greater Washington, DC area is a unique region of the country for the transportation industry. The United States Department of Transportation (USDOT), headquartered in Washington, DC employs nearly 55,000 people nationwide (USDOT, 2016). In addition to being the headquarters location for USDOT, Washington, DC is the seat of federal government and the home of several major transportation agencies, and has therefore attracted many transportation professionals in the public, private, and non-profit sectors, including trade associations that liaise between transportation industry groups and the federal government or Congress. Washington, DC also has a local District Department of Transportation, employing approximately 950 people with an annual operating budget of about \$100 million (DDOT, 2016).

Included in the greater Washington, DC region, the Baltimore subregion offers a balance of employment in the public, private, and non-profit transportation sectors. Many private sector firms in the Baltimore subregion support the Maryland Department of Transportation (MDOT), as well as Baltimore City and the county departments of transportation. MDOT is a large organization comprised of five business units and one Authority, including the Secretary's Office, State Highway Administration, Maryland Transit Administration, Motor Vehicle Administration, Maryland Port Administration, Maryland Aviation Administration, and the Maryland Transportation Authority. MDOT has over 11,000 employees and a \$4.9 billion annual budget for fiscal year 2016 (Rahn, 2016).

The Central Virginia subregion is defined mainly as localities surrounding Richmond, Virginia, which is in the eastern portion of the state. However, due to the lack of WTS representation in Southwest Virginia, some of the chapter's membership lies outside of the Richmond area. Richmond is the capital of the Commonwealth of Virginia and serves as the headquarters for the Department of Transportation, which is one of seven agencies reporting to the Secretary of Transportation, employing 7,500 people (VDOT's Organization, 2016) and has a budget of \$5 billion (VDOT's Budget, 2016). The other agencies include the Department of Aviation, Department of Motor Vehicles, Department of Rail and Public Transportation, Motor Vehicle Dealer Board, Office of Transportation Public-Private Partnerships, Virginia Commercial Space Flight Authority, and Virginia Port Authority. Due to Richmond's relative proximity to Washington, DC the Central Virginia subregion also has a variety of transportation professionals that support the public and private sectors and lobbyist groups.

#### Gender and Pay Equity within the Transportation Professional Services Industry

At the national level, the transportation industry has recognized the need for and importance of diversity. In 2009, President Obama signed an Executive Order to create the White House Council on Women and Girls. The purpose of the council was to ensure that government agencies take into account the needs of women and girls as they draft policies and create programs (White House, 2016). USDOT has created a number of initiatives to support this effort, including the development of internship and mentoring programs to increase women's participation in transportation (Women and Girls, 2016). The Transportation Research Board (TRB), which provides independent and objective advice to USDOT and Congress, also has a committee focused on women's issues in transportation. In 2007, the Transportation Cooperative Research Program (TCRP) and National Cooperative Highway Research Program (NCHRP), both programs within TRB, published a joint report looking at racial and gender diversity within state departments of transportation (DOTs) and transit agencies across the United States (Hubert H. Humphrey Institute, 2007). The report found that women in DOTs were underutilized in all occupational categories except for administrative support. In transit agencies, white women were underutilized in all occupational categories and Hispanic, American Indian, and Asian women are underutilized in most categories. Since the publication of this study, TRB has continued supporting this topic through research and conferences.

## 2. BACKGROUND

Although there has been national and regional recognition that there is a diversity issue in the transportation industry, limited quantitative research focuses on this sector and within this region of the country. Though not specific to transportation, women within architecture and engineering occupations (common professional roles within transportation) nationally earn 82 percent of men's salaries (slightly lower than what the Bureau of Labor Statistics cites as the average of 83 percent), indicating that women in the transportation industry face similar constraints as women in other industries (US BLS, 2014a).

If the overall pay gap across all industries in the region serves as a proxy for how women in transportation are faring, among the three subregions considered, the pay gap is lowest in Washington, DC where women make \$5,850 less annually than men. The pay gap for women in the neighboring state of Maryland is slightly greater, with women earning \$8,535 less than men. However, Maryland still fares better than most states, ranking 14 out of 51 (fifty states plus the District of Columbia) for smallest gender pay gap. Recent data collected by the National Women's Law Center show disparities in Maryland vary by county (between 10 and 32 cents for every dollar), and even further disparities exist for African-American and Hispanic women (Mirabella, 2015). For Virginia, however, the gender pay gap is nearly twice that of the District of Columbia, where women earn \$10,908 less annually (the 36th largest gap of 51 states), which is also slightly greater than the average national pay gap (US Census Bureau, 2014b). It should be noted that women in the greater Washington, DC region are most likely to work in science, technology, engineering, and math (STEM) occupations, particularly in the District of Columbia (11 percent) and Maryland (8 percent), and as such are two of three states (the third state being Massachusetts) with the highest median annual earnings for women (Institute for Women's Policy Research, 2015). Nonetheless, despite women's relatively good ranking in the greater Washington, DC region overall, when looking specifically at the transportation, communications, and utilities sector, women lag behind the national average, with pay gaps ranked 38th in the District of Columbia and 31st in both Maryland and Virginia out of 51 states (Institute for Women's Policy Research, 2015).

The American Association of University Women identified factors for the gender pay gap within the first year of graduation and considered the earnings ratios in each of the eleven congressional districts within Virginia. The districts with the lowest earnings ratios were those in need of the most reform. The greater Washington, DC area includes Districts 8 and 11; District 11 (which includes Fairfax and Prince William Counties) had the lowest earnings ratio with women making 69 percent of what men are paid, and District 8 (Arlington) had the highest with 88 percent. The Central Virginia region encompasses Districts 3, 4, and 7, which had earnings ratio of 82 percent, 79 percent, and 77 percent, respectively. Combined, the three districts had an average earnings ratio of 79 percent, on par with the state's average earnings ratio (AAUW, 2014).

Currently, public policy requires federal and state employees to make employees' pay information available to the public, which helps to make public agencies accountable for fair wages. Transportation professionals working for public agencies therefore have access to their colleagues' pay. However, employers in the private sector are not required to offer the same transparency.

### 3. SURVEY METHODOLOGY



Prior to outlining steps for improvement, it is critical to establish a baseline reflecting the current status of women in the local transportation industry to understand what future improvements or progress will be tracked against. This section explains the purpose and use of Equal Employment Opportunity reports, one of the primary sources for reporting employee demographic data. The section also describes the WTS-DC Glass Ceiling Task Force's survey procedures, including lessons learned from WTS-SF Bay Area Glass Ceiling Task Force efforts, and the collaborative effort between the WTS-DC, Central Virginia, and Baltimore Chapters to study the "greater Washington, DC region."

#### 3.1 EMPLOYEE DEMOGRAPHIC DATA: EQUAL EMPLOYMENT OPPORTUNITY REPORTS

The United States Equal Employment Opportunity Commission (EEOC) requires the use of Equal Employment Opportunity (EEO) Reports in order to document gender and racial diversity at organizations across the United States and to enforce federal laws banning employment discrimination. Government employers with over 100 employees, along with federal contractors with over 50 employees and contracts worth over \$50,000, must submit an annual Employer Information Report-EEO-1. In odd-numbered years, state and local governments submit Form EEO-4, which provide salary, gender, and racial data for various job categories.

The EEO-1 reports include annual racial and gender workforce data for various job categories, which include:

- Executive senior level officials and managers;
- First/mid-level officials and managers;
- Professionals;
- Technicians;
- Sales workers;
- Administrative support workers;
- Craft workers;
- Operatives;
- Laborers and helpers; and
- Service workers.

The demographic data collected through this baseline study focuses on the number of women within transportation organizations and the number of women in managerial positions at those organizations. Consistent with EEOC reporting, the two managerial levels evaluated in this study include:

- First/Mid Level Officials and Managers; and
- Executive/Senior Level Officials and Managers.

### 3. SURVEY METHODOLOGY

As defined by the EEOC, First/Mid Level Officials and Managers are individuals who serve as managers, other than those who serve as Executive/Senior Level Officials and Managers, including those who oversee and direct the delivery of products, services, or functions at group, regional or divisional levels of organizations. These managers receive directions from the Executive/Senior Level management and typically lead major business units. They implement policies, programs, and directives of executive/senior management through subordinate managers and within the parameters set by Executive/Senior Level management. Examples of these kinds of managers are: vice presidents and directors; group, regional, or divisional controllers; treasurers; and human resources, information systems, marketing, and operations managers. The First/Mid Level Officials and Managers subcategory also includes those who report directly to middle managers. These individuals serve at functional, line-of-business segment or branch levels and are responsible for directing and executing the day-to-day operational objectives of enterprises/organizations, conveying the directions of higher level officials and managers to subordinate personnel and, in some instances, (are responsible for) directly supervising the activities of exempt and non-exempt personnel. Examples of these kinds of managers are: first-line managers; team managers; unit managers; operations and production mangers; branch managers; administrative services managers; purchasing and transportation managers; storage and distribution managers; call center or customer service managers; technical support managers; and brand or product managers.

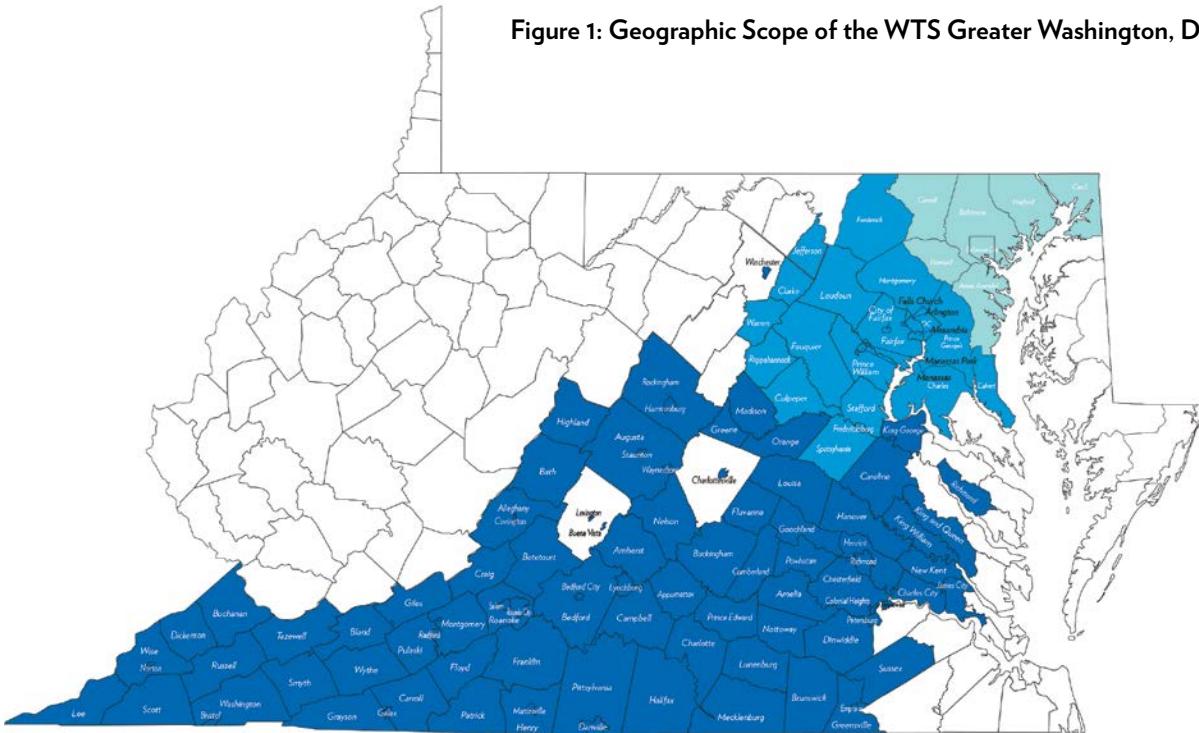
Effective in 2014, job titles and descriptions of standard occupational classifications have been mapped to EEO-1 job categories. For executive senior level officials and managers, these positions involve individuals who plan, direct, and formulate policies; set strategy; and provide the overall direction of organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct, or coordinate activities with the support of subordinate executives and staff managers. In larger organizations, they include those individuals within two reporting levels of the Chief Executive Officer.

## 3.2 SURVEY DISTRIBUTION

In August 2015, the WTS-DC Glass Ceiling Task Force distributed a survey to 177 public, private, and non-profit transportation employers in the Washington, DC, Central Virginia, and Baltimore areas. Organizations invited to participate in the survey pool had to meet two criteria to qualify within the scope of the WTS-DC Glass Ceiling Task Force Baseline Study: geographic location and organizational characteristics, which are described below.

**Geographic Location:** First, in order to qualify for the survey, the transportation employer must have a physical office location in one of the 122 counties covered by the participating WTS Chapters, as listed below. The three geographic subareas for the study are based on United

**Figure 1: Geographic Scope of the WTS Greater Washington, DC Region Study**





### 3. SURVEY METHODOLOGY

States Census jurisdictions and on reach of services provided by the respective WTS chapter. They include:

- Washington, DC Metropolitan Area – covering a total of 24 counties and cities;
- Central Virginia – covering a total of 91 counties and cities; and
- Baltimore Metropolitan Area – covering a total of seven additional counties and cities.

**Organizational Characteristics:** Second, the organization must self-identify as a transportation professional employer in the public, private, or non-profit sector<sup>4</sup>. Specifically:

- Within the public and non-profit sectors, employers include government agencies, authorities, or non-profit organizations that primarily focus on transportation or transportation-related fields, including but not limited to:
  - Transportation planning;
  - Engineering;
  - Architecture;
  - Policy/legislation;
  - Design;
  - Safety;
  - Transportation research; and
  - Transportation funding.
- Within the private sector, employers include transportation professional services organizations or companies that primarily focus on providing professional services in transportation or transportation-related fields, including but not limited to:
  - Transportation planning;
  - Engineering;
  - Architecture;
  - Policy/legislation;
  - Design;
  - Management consulting;
  - Program or project management;
  - Safety;
  - Transportation research; and
  - Transportation funding.

- Additionally, employers must:
  - Have a recruitment or hiring process;
  - Have a Human Resources Director or Hiring Manager;
  - Have a President/CEO/General Manager;
  - Have paid and permanent positions (i.e., not only term positions); and
  - Self-identify as an organization that primarily offers transportation-related professional services as one of its core sector-based service areas.

The WTS-DC Glass Ceiling Task Force survey, titled “Women’s Representation and Transportation Policies and Programs Survey,” is based on the successes and lessons learned of the WTS-SF Bay Area Chapter’s Glass Ceiling Task Force study efforts that were initiated in 2010 and continue today. The survey format has been modified to meet the unique needs of the greater Washington, DC region study and its respective subregions. The survey instrument is made up of 15 closed-ended questions that are consistent with the base 15 questions of the WTS-SF Bay Area baseline study; this consistency will enable future data comparison across geographies. The complete survey instrument can be found in Appendix A.

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<sup>4</sup>Organizations that solely offer transportation skills and trades are anticipated to be covered under a separate study.

### 3. SURVEY METHODOLOGY

After identifying organizations within the survey pool and completing the survey instrument, the Task Force executed the following survey administration process:

1. The WTS-DC Chapter President distributed an initial email to all survey participants notifying them of the new Glass Ceiling Task Force initiative and advising a survey instrument would follow in a subsequent email by the WTS-DC Task Force Chair.
2. The WTS-DC Glass Ceiling Task Force Chair distributed a follow up e-mail referring to the Chapter President's initial e-mail and included the survey instrument with instructions and timeline for completion.
3. Task force members followed-up with survey participants to ensure that surveys were received and completed. If a contact at the organization was incorrect, the task force members redirected the survey to the appropriate person at the organization.
4. Task force members continued to follow up with the support of the Executive Board and task force advisors to increase response rate.
5. Upon completion of the study, survey participants will be informed of the anticipated publication release and provided with a copy of the report.

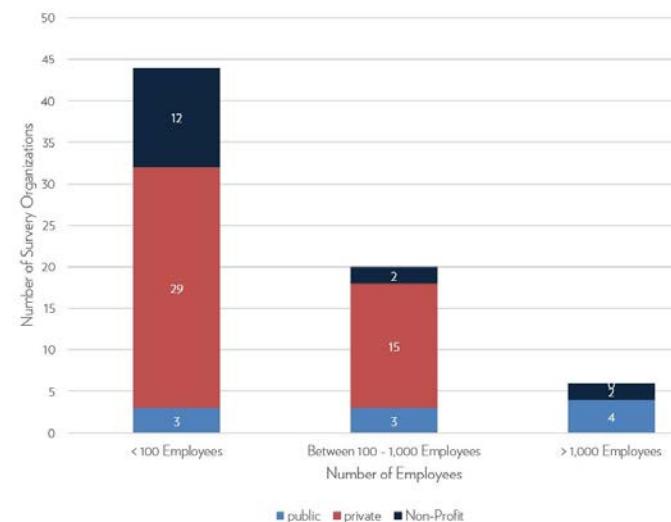
### 3.3 SURVEY PARTICIPATION

The task force set a goal of achieving at least a 60 percent response rate on survey returns. Despite significant outreach efforts, the initial response rate was relatively low. To increase response rate and ensure that a more representative sample could be evaluated, the survey period was extended from August 2015 to March 2016 and task force advisors and Executive Board Members were heavily engaged in final outreach.

A majority of survey participants were based in the Washington, DC metropolitan area (56 percent), followed by the Baltimore area (28 percent) and Central Virginia (16 percent). As a result, the findings of this study are more heavily weighted towards those responses provided by organizations with offices in the Washington, DC metropolitan area. In total, the Task Force received 70 completed surveys. Fifty-seven of those were specifically from organizations based in the Washington, DC metropolitan area, representing a 68 percent response rate<sup>5</sup>.

Among survey respondents, 66 percent were private sector organizations, 20 percent were non-profit, and 14 percent were public sector organizations. A majority of the survey respondents were smaller organizations consisting of 100 employees or less (see Figure 2).

**Figure 2: Number of Employees in Greater Washington, DC Offices (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

<sup>5</sup>Some organizations declined to participate for a variety of reasons including but not limited to (1) lack of resources during the survey period; (2) lack of transportation representation in the Washington, DC region within some larger, nationally-based organizations; or (3) significant changes in staff within the last year that would not offer representative data for the study. These organizations were eventually excluded from the 2016 baseline study (which reports findings from the 2015 survey pool), but may be included in future year updates.

## 4. SURVEY FINDINGS



Survey findings are organized into the following sections:

1. Demographic Information – findings include an overview of the organizations' number of employees, gender splits, and number of women in management positions. A breakdown of responses by organization type (public, private, non-profit) is also provided.
2. Policies and Programs – findings include an overview of the policies and programs that can support women's recruitment, retention, and professional advancement while improving overall business performance. These policies and programs range from part-time or alternative work schedule offerings to mentoring and succession planning.

These findings are reported for calendar year 2014 and are described in more detail below.

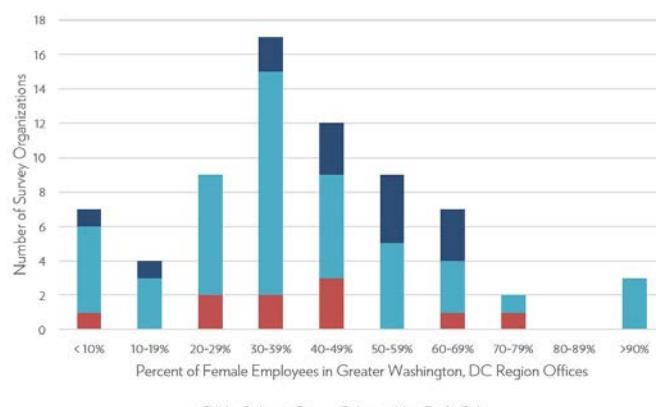
### 4.1 DEMOGRAPHIC INFORMATION

For the survey respondents, the following reflects the number of employees working in their greater Washington, DC region offices:

- 63 percent of participating organizations reported a workforce of less than 100 employees;
- 29 percent of participating organizations reported a workforce between 100 and 1,000 employees; and
- 9 percent of participating organizations reported a workforce of more than 1,000 employees.

In 2014, most survey respondents collected employment data that was separated by gender. In this majority of participants, females comprised up to 79 percent of the employee population. Where females comprised more than 90 percent of the employee populations, these responses generally reflected women-owned businesses – often small businesses or independent consultants. (see Figure 3).

**Figure 3: Percentage of Female Employees in the Greater Washington, DC Region (2014)**

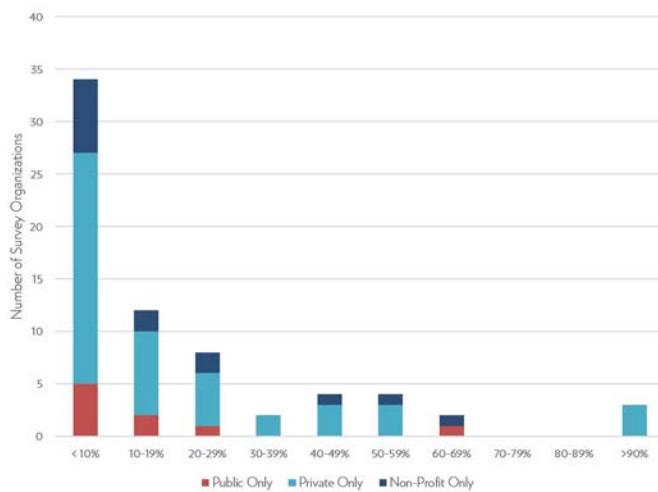


Source: WTS-DC Glass Ceiling Task Force Survey, 2015

## 4. SURVEY FINDINGS

In addition to total female employees in the greater Washington, DC region, survey participants were asked about the number of female employees in managerial positions, including both first- to mid-level and senior/ executive level management positions. The survey findings show that 50 percent of participating organizations have less than 10 percent of their female employees in management positions. Of the remaining survey participants, about 17 percent have 10 to 19 percent and 11 percent had 20 to 29 percent of females in management positions in 2014. Only 3 to 6 percent of survey participants have 30 to 69 percent of females in management positions in 2014 and 4 percent (a total of 3 organizations) had more than 90 percent of females in management positions (see Figure 4).

**Figure 4: Percentage of Female Employees in Management Positions in the Greater Washington, DC Region (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

## 4.2 POLICIES AND PROGRAMS

Various employers have invested in strategies to promote and increase diversity in the work place to ensure that qualified individuals are valued, regardless of their differences, in the recruitment and promotion process.

By incorporating good management practices, organizations allow employees the opportunity to thrive. Survey participants were thus also asked about their organization's policies and programs, ranging from part-time or alternative work schedule programs to mentoring and succession planning.

Policy and program-related questions included:

### Job Flexibility (Section 4.2.1)

- Do some employees work part-time?
- Do some employees alter their work schedules with supervisor approval?
- Do some employees work from home or another location outside the office?

### Employee Development Policies (Section 4.2.2)

- Does your organization have an official mentoring program?
- Does your organization have succession planning?

### Diversity Programs (Section 4.2.3)

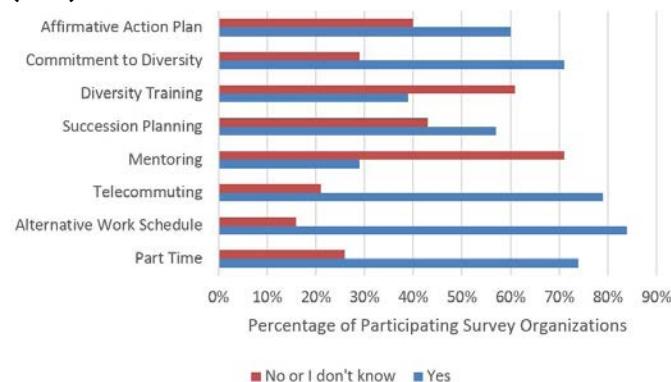
- Does your organization conduct diversity training?
- Not counting EEO statements, does your organization formally state its commitment to diversity?
- Does your organization have an affirmative action plan?
- Does your organization have a committee or staff person officially overseeing diversity efforts?

A summary of survey findings related to the policy and program questions above are provided in Figure 5. More detailed descriptions of the policies and programs and relevant findings are provided in the following sections.

★ Kimley-Horn's Lift Initiative: In a historically male industry, Kimley-Horn, like other firms, has faced challenges as it builds a gender diverse workforce. Recognizing the need to increase the number of senior women in significant practice roles, Kimley-Horn launched Lift (Lasting Impact for Tomorrow) at the beginning of 2015. Lift seeks to recruit, develop, and retain women, increasing the number of successful women consultants, and helping them reach their full potential. Lift offers career development training, mentoring opportunities, and motherhood resources. Career development training is offered to all women – entry level to senior professionals – and includes topics on leveraging your professional brand, engaging your network, and preparing for business ownership. Lift provides additional resources such as generous new parent leave, back-up childcare, and schedule flexibility. During Lift's first year, Kimley-Horn received positive feedback from both male and female employees. Working together with industry partners and organizations like WTS, the firm looks forward to a stronger transportation community.

## 4. SURVEY FINDINGS

**Figure 5: Summary of Policies and Programs Responses (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

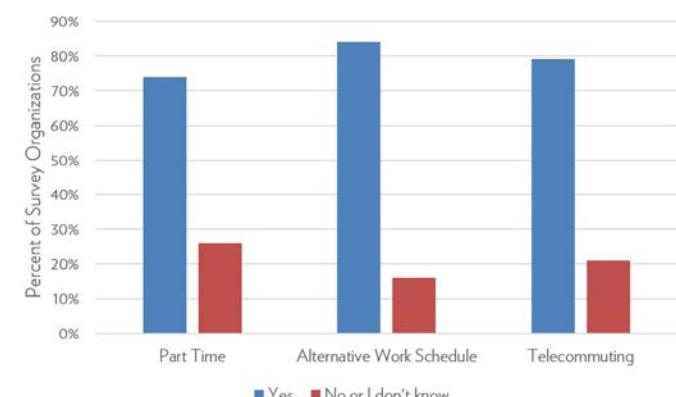
### 4.2.1 Job Flexibility Policies

Job flexibility policies include part-time, job sharing, alternative work schedules, and telecommuting programs.

Part-time employment generally consists of those individuals working under 35 hours a week. Over 26 percent of the female labor force works part-time, compared to only 13 percent of men (US BLS, 2014b). Although part-time work was generally viewed as a family-friendly policy as women were historically the primary caretakers of family members and had used this policy most frequently, part-time and flexible work is now becoming essential for all employees and critical to employee retention. Job sharing allows two individuals to share one job by both working on a part-time basis, where the work may be evenly divided or one person may work the majority of allotted hours. Regardless of the arrangement, job sharing implies that workers may electively work part time.

Figure 6 illustrates that 74 percent of survey respondents reported that their organization has employees working part-time, and 26 percent reported that they do not have part-time employees. It was noted that some public sector agencies are not able to provide programs such as alternative work schedule (AWS) or telecommuting at this time. Eleven percent of respondents reported not having an AWS program or were unaware of one, and 21 percent of respondents did not have a telecommuting program.

**Figure 6: Flexible Job Policies (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

### 4.2.2 Employee Development Policies

Research has shown that mentoring can significantly assist women in advancing their careers (e.g., Jewell, 1990). Mentoring can also be useful in encouraging women to remain in the transportation field, especially if they are feeling isolated in a male-dominated company/ agency. Mentoring generally entails assigning a colleague with more work experience to a less-experienced colleague. The mentor serves as a role model, guide, and support to the mentee to assist him or her in navigating work culture. The mentor may also provide the mentee with a network of contacts within and outside of the organization. Additionally, the mentor may advocate for his or her protégée and support his or her applications for promotions. Thus, mentoring can be a productive strategy for women in a traditionally male-dominated network. In particular, mentoring programs can have a significant effect on increasing black women's representation in management (Kalev, Dobbin, & Kelly, 2006).

Figure 7 shows that 29 percent of survey participants reported yes when asked whether an official mentoring program exists within the organization and 70 percent reported no when asked the same question. The remaining 1 percent did not provide responses to this question.

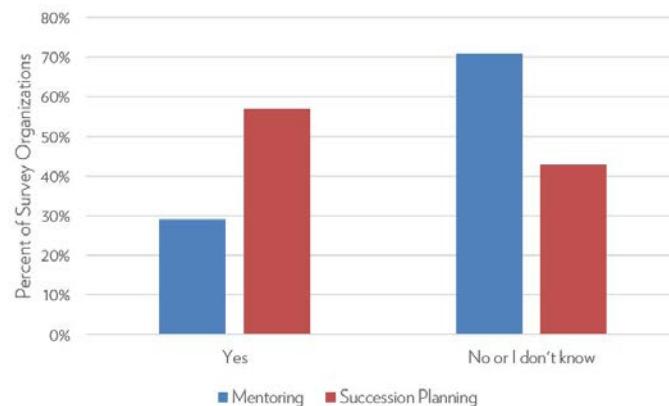
Another area of employment policy beneficial to women is succession planning, defined as:

*...a comprehensive, ongoing strategic process that provides for forecasting an organization's senior leadership needs; identifying and developing candidates who have the potential to be future leaders; and selecting individuals from a diverse pool of qualified candidates to meet executive resource needs (GAO, 2005).*

## 4. SURVEY FINDINGS

Figure 7 also shows that 57 percent of all survey respondents reported that their organization does have a succession plan in place, while 43 percent reported that their organization does not.

**Figure 7: Employment Development Policies (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

### 4.2.3 Diversity Programs

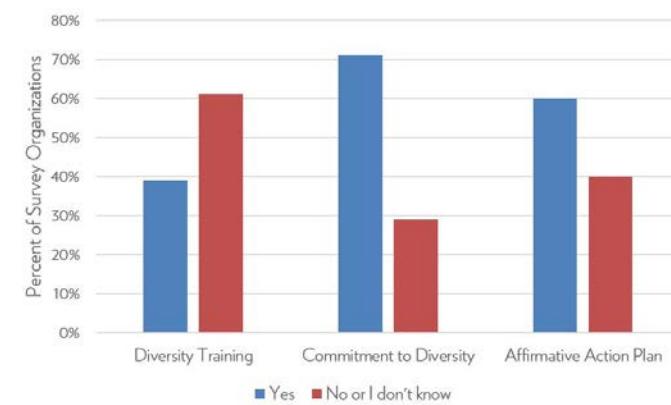
Survey participants were also asked about diversity training. Diversity training encompasses a wide range of short-term activities designed to highlight the effects of bias on decision-making within an organization and to make employees more cognizant of and sensitive to cultural differences and discriminatory behaviors. Diversity training can consist of training on team-building, communication styles, decision-making, and conflict resolution. Its goal is to reduce bias in hiring and promotional decisions and help employees understand how various perspectives can enhance organizational performance (GAO, 2005). Proponents of diversity training argue that it is essential to counter entrenched preconceptions and stereotypes inherent in work place culture.

Figure 8 illustrates that 39 percent of survey participants reported that their organization conducts diversity training, while 61 percent reported that their organization does not. However, when asked whether the organization formally states its commitment to diversity (not counting EEO statements), 71 percent of respondents reported yes, and 29 percent of respondents reported no. It is interesting to note that while over half of the organizations state a commitment to diversity and have an affirmative action plan in place, most organizations surveyed do not conduct training in diversity, which could play a role in the disproportionate lack of gender diversity in transportation organizations, particularly in leadership positions. As discussed further in this report's recommendations, future qualitative interviews will help explain in situations like this – where organizations

support a policy or program but may not have training for that program – WTS can support the organization and/or professionals employed in such organizations.

Additionally, 60 percent of all survey participants have an Affirmative Action Plan<sup>6</sup> in place and a committee or staff person officially overseeing diversity efforts.

**Figure 8: Diversity Programs (2014)**



Source: WTS-DC Glass Ceiling Task Force Survey, 2015

<sup>6</sup> Affirmative Action Plans (AAPs) are established to address and eliminate discrimination. As described by the United States Department of Labor, affirmative actions include training programs, outreach efforts, and other positive steps and procedures incorporated into the company's written personnel policies. For federal contractors and subcontractors, affirmative action must be taken by covered employers to recruit and advance qualified minorities, women, persons with disabilities, and covered veterans. Employers with written AAPs must implement them, keep them on file, and update them annually.



## 5. RECOMMENDATIONS

This study serves as a baseline for assessing the status of women in the greater Washington, DC region transportation industry and future efforts to benchmark women in leadership roles. It also assists the WTS-DC, WTS-Central Virginia, and WTS-Baltimore Chapters in identifying actions or programs that can help recruit, retain, further develop and advance women to fulfill the mission of WTS. The task force therefore recommends the following actions to be considered by the WTS-DC, WTS Central Virginia, and WTS-Baltimore Boards of Directors.

**1. Track progress every two years.** The purpose of this baseline study is to help the WTS chapters in the greater Washington, DC region understand the status of women in transportation (within the region) and to identify targeted programs and initiatives that each chapter can undertake to support the advancement of women. To determine whether the chapters' programs and activities are having a meaningful impact, it will be critical to repeat this study every two years to measure both the progress of women and also trends in policies and programs that support diversity within transportation organizations. In future studies, additional research and analysis can look more closely at various issues, including but not limited to: findings among public, private, and non-profit sectors; effectiveness of existing mentoring programs; or new information on female graduates of transportation-related programs.

**2. Improve the survey instrument.** The survey instrument was effective in collecting information that was readily available to most organizations. However, there is always room for improvement. The task force identified a number of women-owned businesses in the greater Washington, DC region and recommends that women-owned, local, and small and disadvantaged business enterprises serve as a specific data point tracked in future studies to understand any trends and/or specific causes for changes in the number of these businesses.

**3. Conduct supplemental interviews.** Numbers alone do not tell the whole story. In order to fully understand the results of the survey, quantitative data should be supplemented with qualitative information. The next study effort should include interviews with key transportation leaders in the region who can help explain the nuances, changes, successes, and

challenges unique to their organization or experience. This additional information will help the task force better interpret the survey results and inform future improvements to WTS chapter programs and activities. In addition, the study could be supported with first-hand accounts from leaders in the region who have "broken the glass ceiling." Understanding both how these individuals overcame challenges unique to the region and also what helped them advance will further inform WTS program offerings and activities.

**4. Promote best practices in diversity management.**

Organizations can undertake several management strategies to support diversity (e.g., employee recruitment and development programs such as mentoring, diversity programs, succession planning, etc.). The WTS chapters involved in this study should share the study findings with local WTS members and regional transportation organizations to begin a dialogue that can help professionals understand and identify ways to create a culture of diversity at an organizational level to support improved performance within the industry.

**5. Tailor WTS programs to address needs identified in the region.** The WTS chapters involved in this study should evaluate their current program offerings (e.g., mentoring programs, professional development events, networking opportunities, etc.) and tailor the offerings to address the needs identified in their region. This is a short-term action that each chapter can address immediately.

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# APPENDIX A – WTS-DC SURVEY INSTRUMENT



## WOMEN'S REPRESENTATION AND TRANSPORTATION POLICIES AND PROGRAMS SURVEY<sup>1</sup>

On behalf of the Women's Transportation Seminar (WTS) Washington DC, Central Virginia, and Baltimore chapters, we thank you in advance for your willingness to participate in this survey effort, and for your support of WTS. This endeavor is the beginning of a multi-year effort to track the advancement of professionals in the transportation industry in the Greater Washington DC Region<sup>2</sup>. We believe that this effort will help us to better understand the current status of women's roles in public, private, and non-profit transportation professional services sectors throughout the Greater Washington DC Region. These efforts will culminate into a Glass Ceiling Task Force Baseline Study anticipated for release in 2016 in which all participating organizations will receive a "pre-release" copy in appreciation for your time and valuable input.

The study will help us to:

- Better understand the current status of women's roles in the local transportation industry;
- Track the progress of women's advancement in the greater DC transportation industry;
- Identify professional development needs that the WTS-DC, Central Virginia, and Baltimore chapters can address through chapter program offerings; and
- Highlight programs that companies and agencies provide in the workforce that support women's advancement in the profession, and transfer knowledge of these programs and best practices to industry colleagues.

There are a total of **15 questions** and the survey should take about **15 minutes of your time**.

All responses will be kept strictly confidential, and no responses will be attributed to any individual or organization.

Sincerely,

Tiffany Batac, Chair  
WTS-DC Glass Ceiling Task Force

RESPONDENT NAME \_\_\_\_\_

NAME OF ORGANIZATION \_\_\_\_\_

OFFICE LOCATION / STUDY SUB REGION<sup>3</sup> \_\_\_\_\_

PHONE NUMBER \_\_\_\_\_

EMAIL \_\_\_\_\_

<sup>1</sup>Adapted from Salant & Dillman, 1994

<sup>2</sup>In the context of the WTS-DC Glass Ceiling Task Force Study, "Greater Washington DC Region" refers to the DC metro area along with the areas served by the Central Virginia Chapter and Baltimore Chapter.

<sup>3</sup>If more than one office is located in the Greater Washington DC Region, please list all cities or study sub regions that apply. For the purposes of this study, the Greater Washington DC Region includes the following three sub regions: (1) DC Metro Area, (2) Central Virginia (not including Hampton Roads), and (3) Baltimore Area (includes Anne Arundel, Baltimore, Carroll, Cecil, Harford, and Howard counties).

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Survey Questions	Comments / Instructions	Answer		
		DC Metro Area	Central Virginia	Baltimore Area
1. In what city is your office located?	<i>For the purposes of this study, the Greater Washington DC Region includes the following three sub regions: (1) DC Metro Area, (2) Central Virginia (not including Hampton Roads), and (3) Baltimore Area (includes Anne Arundel, Carroll, Cecil, Harford, and Howard counties). Please list all cities per sub region where an office is located.</i>			
2. Is your organization non-profit, public, or in the private sector?				
<b>The next four questions will ask for employment data in 2014. Please provide counts for calendar year 2014, not 2015. If your organization completes EEO-1 forms, you will find the information on that form. Please only consider jobs that are filled- i.e. vacancies should not be included in your answers.</b>				
3. How many total employees (full and part-time) worked in this office in 2014? (Calendar year).	<i>Please do not include consultants affiliated with an office in the Greater DC Region but physically working outside the Greater DC Region.  Please also do not include consultants that are on-site but not employed directly by the organization itself.</i>			
4. Did your organization collect employment data that was disaggregated by gender in 2014?	<i>If answer is "no" or "I don't know," please skip to question #8.</i>			
5. How many female employees worked in your Greater DC Region office in 2014?	<i>Please note: Ideally, if you have more than one office location in one of the Greater DC Study Sub Regions, we'd like that data reported separately. If this is cumbersome, please focus on your largest office in that Study Sub Region.</i>			
6. How many female first to mid-level managers worked in your Greater DC Region office in 2014?				
7. How many female senior-level managers worked in your Greater DC Region office in 2014?				
<b>The next few questions focus on your organization's policies and programs. Please answer with a 'yes,' or 'no.'</b>				
8a. Do some employees work part-time?	<i>This question would include job sharing and any employment less than 35 hours a week. If "Yes", please move on to #8b. If "No", please move on to #9a.</i>			
<b>8b. If the answer to #8a is "yes", is this a new policy adopted in 2014 or 2015?"</b>				



Survey Questions	Comments / Instructions	Answer		
		DC Metro Area	Central Virginia	Baltimore Area
9a. Do some employees alter their work schedules with supervisor approval?	<i>This includes flex time and work that varies from the traditional 9-5 working hours. If "Yes", please move on to #9b. If "No", please move on to #10a.</i>			
<b>9b. If the answer to #9a is "yes", is this a new policy adopted in 2014 or 2015?"</b>				
10a. Do some employees work from home or another location outside the office? (i.e. telecommute)	<i>If "Yes", please move on to #10b. If "No", please move on to #11a.</i>			
<b>10b. If the answer to #10a is "yes", is this a new policy adopted in 2014 or 2015?"</b>				
11a. Does your organization have an official mentoring program?	<i>If "Yes", please move on to #11b. If "No", please move on to #12a.</i>			
<b>11b. If the answer to #11a is "yes", is this a new policy adopted in 2014 or 2015?"</b>				
12a. Does your organization conduct diversity training?	<i>If "Yes", please move on to #12b. If "No", please move on to #13a.</i>			
<b>12b. If the answer to #12a is "yes", is this a new policy adopted in 2014 or 2015?"</b>				
13a. Does your organization have succession planning?  <i>Defined in this survey as "...a comprehensive, ongoing strategic process that provides for forecasting an organization's senior leadership needs; identifying and developing candidates who have the potential to be future leaders; and selecting individuals from a diverse pool of qualified candidates to meet executive resource needs (GAO, 2005)."</i>	<i>If "Yes", please move on to #13b. If "No", please move on to #14a.</i>			
<b>13b. If the answer to #13a is "yes", Is this a new policy adopted in 2014 or 2015?"</b>				

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Survey Questions	Comments / Instructions	Answer		
		DC Metro Area	Central Virginia	Baltimore Area
14a. Not counting Equal Employment Opportunity (EEO) statements, does your organization formally state its commitment to diversity?	<i>If “Yes”, please move on to #14b. If “No”, please move on to #15a.</i>			
<b>14b. If the answer to #14a is “yes”, is this a new policy adopted in 2014 or 2015?”</b>				
15a. Does your organization have an affirmative action plan?	<i>If “Yes”, please move on to #15b. If “No”, or “I don’t know”, please move on to #15c.</i>			
<b>15b. If the answer to #15a is “yes”, is this a new policy adopted in 2014 or 2015?”</b>				
15c. Does your organization have a committee or staff person officially responsible for diversity efforts?				

## APPENDIX B – DIVERSITY MANAGEMENT STRATEGIES



### Job Flexibility Policies

Job flexibility policies not only benefit workers striving to balance careers and families, but also aid companies in retaining productive employees and reducing overhead costs. As a result, work place flexibility increases productivity, diversity, and morale, while lowering absenteeism and turnover (Hall & Parker, 1993; McNall, Masuda, & Nicklin, 2010).

Some examples of job flexibility include part-time, job sharing, alternative work schedules, and telecommuting programs as described in Section 4.2 of this report. In addition, flex time allows workers to vary their work schedules from the traditional 9am-5pm, Monday-Friday workweek. Workers may be required to spend core hours (specific times) on the job. Employers may also determine the earliest and latest hours an employee can be on the job. For the most part, however, workers are given great discretion in creating their work schedules. For instance, they may choose to arrive earlier so they can leave to pick their children up from school. Flexible working arrangements tend to be more common in work places with high female representation (Kalleberg, Reynolds, & Marsden, 2003).

### Employee Development

Employee development programs can consist of a wide array of programs and policies designed to assist current and former workers. Reintegration programs can help unemployed workers rejoin the workforce. Mentoring can assist women with both career advancement and work place culture navigation. Diversity training encompasses a variety of exercises, ranging from sensitivity training to conflict resolution. Leadership training may also be classified as employee development, as it seeks to cultivate potential leaders. The descriptions of these programs that follow constitute only a small fragment of available employee development programs.

### Reintegration Programs

Reintegration programs help smooth the transition back into the workforce following career hiatuses. Potential workers who have taken time off for family or other reasons often face obstacles in securing employment and, as a result, their skills may be outdated. It is also important that reintegration programs train survey administrators to examine their techniques to ensure that their evaluations are not inherently biased against women re-entering the workforce.

In addition, “keep-in-touch” schemes may also ease the workforce re-entry and increase representation by maintaining and involving former employees in communications loops. Advocates for increasing women’s employment retention suggest reduced membership and conference fees for those on career breaks. These minor steps can assist in reintegrating women into the workforce at a later date (InterAcademy Council, 2006).

### Leadership Training

The myth of meritocracy has been cited as one of the reasons women cannot advance into upper managerial positions (Catalyst, 2001). Meritocracy theory is relevant to women’s absence in management positions because it erroneously

assumes that deservedness is the guiding factor in promotions. The Catalyst research indicates that hours on the job, not merit, are usually the determining factor. This puts women at a significant disadvantage because they are traditionally responsible for childrearing and family caretaking duties. Also, women are often excluded from the inner circle in work places; consequently, they do not have the same networks that men do (Catalyst, 2001).

Leadership training programs should target potential leaders to take meaningful and visible roles within the company. Women should be given leadership roles by encouraging them to make presentations at conferences and to represent the organization at recruitment fairs. Companies can also acknowledge women's contributions by urging committees to nominate women for awards and making sure that women are present on selection committees (InterAcademy Council, 2006). The employer can also ensure that women are exposed to various positions within the organization through the use of cross-departmental and managerial contact, collaboration, and feedback.

### Diversity Programs

Diversity programs differ from diversity trainings because diversity programs usually mandate accountability from staff members (refer to section 4.2 for diversity training findings). Diversity programs can consist of diversity committees, diversity advisory boards, or diversity staff members. The most important component of these programs is the element of accountability. The table below highlights best practices for building diversity into the business model.

### Diversity Committees and Advisory Boards

Programs that establish accountability for diversity are among the most effective strategies for increasing women's representation in management. These programs may consist of affirmative action plans, diversity task forces, and diversity staff positions (Kalev, Dobbin, & Kelly, 2006). For those agencies that must submit EEO reports, it is essential that they employ an executive who reports directly to the head of the organization (TCRP & NCHRP, 2007). In fact, it is necessary to assign responsibility in all organizations to pursue the goal of gender parity; otherwise, it is likely that an organization will decouple its diversity objectives with its actual procedures (Meyer & Rowan, 1977). Likewise, it is crucial that an organization does not see its diversity committee as superfluous, but as a vital component of employee recruitment and retention (GAO, 2005). Kalev, Dobbin, and Kelly (2006) argue that various diversity management strategies-mentoring, networking, and training-are more effective when responsibility structures are established within an organization.

Organizations that possess a task force dedicated to diversity report an increase of 19 percent in the odds of having white women in management while the odds of having black women increase by 27 percent (Kalev, Dobbin, & Kelly, 2006). Task forces often collect and analyze employment data related to the recruitment and promotion of women. Traditionally, women have formed these committees (Bird, Litt, & Wang, 2004) and as a result, there was little buy-in from the agency as a whole. In order to ensure buy-in from the entire organization, diversity task forces need to be composed of a wide cross-section of employees. If employees are involved in

Building Diversity into the Business Model – Best Practices	
Deloitte, LLP	<ul style="list-style-type: none"> <li>• Reviewing proposals and assignments – specifically to ensure gender-balanced representation on all client engagements;</li> <li>• Hosting networking programs – to teach women to gain skills, connections, and visibility;</li> <li>• Career and succession planning programs – to help women map their careers;</li> <li>• Development programs – to help promote growth for talented professionals; and</li> <li>• Committed leaders – to mentor, guide, and support their female and male colleagues.</li> </ul>
IBM	<ul style="list-style-type: none"> <li>• Demonstrated leadership support – IBM included the diversity officer as a partner with the CEO, as well as a coach and advisory to other executives;</li> <li>• Ensure mentorship and active professional development – Focusing on high-potential minority and female executives;</li> <li>• Encouraged employees to participate through a task force that mattered to them; and</li> <li>• Tied diversity to “the bottom line” – in 2001, IBM began assigning executives to develop relationships with the largest women- and minority-owned businesses in the United States.</li> </ul>



diversity management, they will play a role in propelling diversity throughout an organization (GAO, 2005). These committees should then report annually on the status of women and outline strategies to achieve gender balance within their organizations.

### **Visibility**

Another way to recruit and retain women in the transportation professional services industry is increasing the visibility of women within the field. Increasing the visibility—whether it is in company literature or at public events—of women in transportation professional services not only will help to attract women to the field, but it can also assist in retaining women within the transportation professional services industry. Many women in male-dominated fields may feel isolated; therefore, improving the visibility of their female colleagues may help them in conquering real or perceived stigma.

### **Outreach**

Outreach programs may increase women's representation within the transportation professional services field, especially if it is focused on cultivating young women's interest in transportation careers. Transportation professional services organizations should partner with various women's and multicultural organizations to highlight women's underrepresentation in the field and recruit qualified candidates. This may entail holding conferences or job fairs at women's colleges or hosting specific events that emphasize women in transportation professional services. Internships are an excellent way to introduce women into possible career paths, especially if students can earn academic credit while doing so. Scholarships for women students can also attract interest and potential employees to the transportation professional services field.

### **Succession Plans**

Succession planning is a strategic course of action that predicts an organization's future leadership needs. Succession plans discover and develop employees who have the potential to be senior and executive leaders (GAO, 2005). Succession plans allow organizations to manifest their diversity vision by placing qualified women and minorities in pipeline positions. Succession plans seek to identify and assist potential leaders, particularly in underrepresented groups, who will help an organization achieve its diversity plans. According to Catalyst (1993), census data, local demographics, and statistics on college graduates with relevant degrees and skills are three approaches that can identify targets of succession planning. In order to ensure that a diverse pool of candidates is in positions

for promotion, succession planning should also be tied to manager accountability (Catalyst, 1993).

### **Other Successful Strategies**

The following diversity management strategies were not measured in the initial WTS surveys. Nevertheless, organizational commitment and routine data collection and monitoring are among the most effective elements in achieving diversity (GAO, 2005).

### **Organizational Commitment**

One of the most important strategies in increasing diversity is to have commitment from the top of the organization. If an agency does not make a formal commitment to achieving diversity, there is little hope that true gender parity can be accomplished. Thus, it is imperative that the chief executive officer truly believes in the importance of diversity to the success of the organization. This will allow her / him to communicate in a myriad of platforms that diversity is mandatory for company success. This leadership will permeate work place culture and ensure that employees understand the importance and competitive advantage of good management practices. In addition, the organization should signal its willingness to punish any instances of sexism and harassment. The GAO recommends that this commitment should extend to the organization's strategic plan as well (GAO, 2005).

### **Data Collection and Monitoring**

Accurate data collection and monitoring is critical to gauge the effectiveness of diversity management programs. In order to accomplish this, organizations must train their Human Resources (HR) department and diversity committees in correctly collecting and monitoring employment data that is disaggregated by race and gender. For many organizations, this will simply entail submitting accurate EEO reports. Through regular data collection, monitoring, and reporting, organizations will begin to see where women are underutilized. Strategies and benchmarks can then be created to ensure that women are appropriately placed in the pipeline, promoted, and hired into underrepresented positions.

Unless organizations regularly collect gender-disaggregated employment data, it is nearly impossible to conduct underrepresentation and glass ceiling studies. Through the collection of gender-disaggregated data, organizations can set benchmarks and monitor progress accordingly. Data collection and monitoring is the main component in measuring the success of programs intended to increase women's representation levels.

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## APPENDIX C – LITERATURE REVIEW SUMMARY

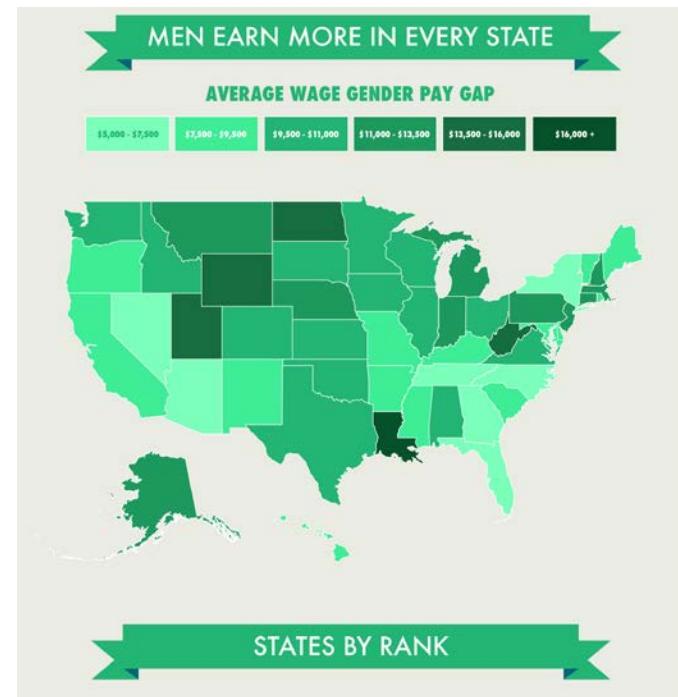


**Bradford, H. 2015. Here's How Much Less Women Make in Each State. Huffington Post, Jan 27. Available at [http://www.huffingtonpost.com/2015/01/27/gender-pay-gap\\_n\\_6556402.html](http://www.huffingtonpost.com/2015/01/27/gender-pay-gap_n_6556402.html) (Additional source: American Association of University Women, 2014. "The Simple Truth about the Gender Pay Gap". Available at [http://www.aauw.org/files/2014/09/The-Simple-Truth\\_Fall.pdf](http://www.aauw.org/files/2014/09/The-Simple-Truth_Fall.pdf))**

Based on the 2014 report "The Simple Truth about the Gender Pay Gap" by the American Association of University Women (AAUW), Bradford highlights the gender pay gap with a color-coded map of the United States that shows varying degrees of a pay gap. Wyoming and Louisiana are the states with the largest measured pay discrepancies with women earning \$15,879 and \$16,453 less than their male counterparts, respectively. Regionally, the pay gap is lowest in Washington, DC, where women make \$5,850 less annually than men. Women fare slightly worse in the neighboring state of Maryland, earning \$8,535 less in Maryland (14 of 51). Virginia's gender pay gap is nearly twice that of the District, where women earn \$10,908 less annually (36 of 51), which is also slightly higher than the national pay gap average. While the gap has narrowed since the 1970s, it will take 75 years to close the gender pay gap according to recent research by Oxfam. The AAUW report suggests that women proactively negotiate their salaries, employers be transparent and accountable with salaries through the use of periodic independent audits, and that governments issue policies that close loopholes and provide more equal pay protections.

**Brooks, C. 2014. Gender Equality in the Work place Can Boost Profits. Huffington Post, Oct. 7. Available at [http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study\\_n\\_5945312.html](http://www.huffingtonpost.com/2014/10/07/gender-diversity-business-study_n_5945312.html)**

A study of a professional services firm with more than 60 offices across the country revealed that increased gender diversity in the office could lead to increased revenue of up to 41 percent. The data was gathered over eight years and included measures of employee morale, office satisfaction, and cooperation among coworkers. While the study's sample size was small, the results show that diversity in the workforce can lead to increased profits and revenue. When there is a perception of diversity, employees are happier and more cooperative but there is not an increase in revenues. More-homogenous offices lead to higher levels of social capital; however it is not significant enough



1	Washington DC \$5,850	18	South Carolina \$9,214	35	Illinois \$10,831
2	Florida \$6,390	19	Rhode Island \$9,240	36	Virginia \$10,908
3	Nevada \$7,125	20	Mississippi \$9,289	37	Massachusetts \$11,118
4	Tennessee \$7,192	21	Arkansas \$9,291	38	Montana \$11,378
5	North Carolina \$7,229	22	Kentucky \$9,474	39	New Hampshire \$11,412
6	Arizona \$7,243	23	Kansas \$9,594	40	Nebraska \$11,452
7	New York \$7,300	24	Texas \$9,788	41	Pennsylvania \$11,863
8	Georgia \$7,458	25	Idaho \$9,910	42	Indiana \$12,120
9	New Mexico \$7,714	26	Wisconsin \$9,917	43	New Jersey \$12,175
10	Vermont \$7,859	27	Minnesota \$10,258	44	Michigan \$12,191
11	California \$8,069	28	Colorado \$10,279	45	Alaska \$13,289
12	Hawaii \$8,070	29	South Dakota \$10,290	46	Connecticut \$13,367
13	Maine \$8,530	30	Iowa \$10,328	47	West Virginia \$13,754
14	Maryland \$8,535	31	Alabama \$10,462	48	North Dakota \$14,682
15	Delaware \$8,758	32	Oklahoma \$10,577	49	Utah \$15,144
16	Oregon \$9,124	33	Washington \$10,585	50	Wyoming \$15,879
17	Missouri \$9,213	34	Ohio \$10,754	51	Louisiana \$16,453

Source: [http://www.aauw.org/files/2014/09/The-Simple-Truth\\_Fall.pdf](http://www.aauw.org/files/2014/09/The-Simple-Truth_Fall.pdf)

to yield higher performance in those offices. This research suggests that actually balancing the number of men and women in the office led to increased profit.

### **Catalyst. Catalyst Quick Take: Women's Earnings and Income. New York: Catalyst, 2015**

Catalyst is widely recognized as the global leader in expanding opportunities for women and business. With a mission to accelerate women through work place inclusion, Catalyst produces an annual report on women's earning and income from around the globe. Gender pay gap varies by country. A 2014 Australian report indicated that the weekly earnings gap between men and women was more than \$298. In 2014, women earned 75.3 percent compared to men in Canada when counting full and part-time weekly wages. In 2014, women earned 82.5 percent of men's salaries based on median weekly earnings of full-time workers in the United States. Considering the median weekly earnings for women in full-time management, professional, and related occupations, women earn 73 percent of what men earn in the United States.

Younger women are closer to pay equity than older women in the United States. Women were paid about 90 percent of what men earned until age 35, at which point median earnings for women start to slow down compared to men's earnings, further widening the pay gap. The biggest wage gap in the United States is in financial activities industry where women earn 71 percent of men regardless of level. In the construction industry, women earn about 93 percent of men. At the current rate of change, it will take 45 years (until 2058) for women and men to reach parity in the United States. Globally, Korea and Japan have the highest gender wage gaps at 39 percent and 29 percent, respectively. Denmark, Finland, Ghana, Iceland, Malawi, Norway, and Sweden have some of the smallest gender pay gaps. The global gender gaps will not close until 2095.

### **Current Population Survey, Bureau of Labor Statistics, Women in the Labor Force, 2013**

Women's earnings as a proportion of men's earnings have grown over the last four decades. In 1979, women working full-time earned 62 percent of what men did; in 2011, women's earnings were 82 percent of men's. The Current Population Survey (CPS) is a national monthly survey of approximately 600,000 households conducted by the United States Census Bureau for the United States Bureau of Labor Statistics.

- Women's labor force participation peaked at 60.0 percent in 1999. In 2011, 58.1 percent of women were in the labor force. In 2013 it was 57.2 percent, whereas it was 57.7 percent in 2012.

- The overall unemployment rate for women was 8.5 percent, compared with 9.4 percent for men. Asian women had the lowest rate (7.3 percent), followed by White (7.5 percent), Hispanic (11.8 percent), Black (14.1 percent) women in 2011. In 2013 it was 7.1 percent for women and 7.6 percent for men
- In 2011 and 2013, women accounted for 51 percent of all persons employed in management, professional, and related occupations. 14 percent of architects and engineers were women in 2011 and 24 percent in 2013.
- In 2011, women accounted for at least 50 percent of all workers in several industry sectors. However, women were substantially underrepresented, relative to their share of total employment, in transportation, utilities and construction, among others.
- Women's – to- men's earnings ratios were higher for Blacks and Hispanics (both 91 percent) than for Whites (82 percent) and Asians (77 percent) in 2011 and 2013.

### **Development Dimensions International and The Conference Board, 2014|2015. The Global Leadership Forecast 2014|2015, Gender Diversity Pays Off.**

Available at: <http://www.ddiworld.com/glf2014>

The Global Leadership Forecast 2014|2015 report describes findings based on diverse perspectives spanning leaders and HR professionals, four leader levels, gender, 48 countries across all regions, 32 major industry categories, and multinationals versus local corporations. The chapter "Gender Diversity Pays Off" assesses the impact of gender on leadership and development in organizations.

Encouraging gender diversity in the leadership pool means greater diversity of thought, which in turn leads to greater problem solving, and greater business benefits. Although there are no significant differences between women and men in the leadership skills area, women remain underrepresented in higher levels of leadership in business. For organizations with women as 30-40 percent of the leadership, gender diversity has paid off. In the top 20 business organizations in Financial Performance , 37 percent of all leaders are women and 12 percent of all leaders are High Potential Women (The report defined a high potential leader as "Someone who someday will do great things"). One significant difference in men and women leaders was their levels of confidence. For example, women were less likely to rate themselves as highly effective leaders as compared to their peers. Another difference was whether women and men had equal access to global environments and exposure. Those with more exposure to visible global leadership were more likely to be promoted and advance quickly, regardless of gender. The gaps in developmental opportunities are worth noting and the report concludes that



## APPENDIX C – LITERATURE REVIEW SUMMARY

“[o]rganizations with better financial performance have more women in leadership roles.”

The report offered the following next steps for developing more women leaders:

- Continue or create programs for leaders, especially women, to build knowledge and develop skills which contributes to increased confidence;
- Ensure there are processes in place for employees to have stretch goals and to transition into international opportunities. This is especially important in multinational organizations; and
- Implement mentoring programs to help develop and prepare new leaders, particularly women.

### **Dialogue for Women in Blue-Collar Transportation Careers, Final Report, USDOT, September 2011 <http://www.transportation.gov/womenandgirls/skilled-careers>**

In 2011, transportation officials from around the country participated in the first Dialogue for Women in Blue-Collar Transportation Careers. The purpose of the Dialogue was to discuss the importance of women in the industry; challenges faced by women in blue-collar careers and identify solutions to improve opportunities for women. The two part Dialogue consisted of a roundtable discussion and a national online dialogue. All modes of transportation careers were represented, of which, 93 percent of participants were female.

Forty-nine unique ideas were posted as a result of the online dialogue, which ranged from ways to improve disseminating information and educating women on benefits, opportunities and the overall scope what will be expected, as well as the importance of implementing mentoring programs. Furthermore, the United States Department of Labor identified five major barriers that impedes women's progress in blue-collar careers such as lack of information about opportunities, prerequisites and benefits; difficulties excelling in a male-dominated work culture; lack of familial support; minimal to no exposure to personal or educational experiences and/or basic skills; and lack of access to reliable transportation and tools.

As a result of the efforts, analysis of the ideas, comments, ratings, and tags, the following four themes emerged:

- Theme One: Conduct outreach and awareness targeted for young women and girls about blue-collar transportation careers;
- Theme Two: Introduce skills training for women in blue collar transportation careers;

- Theme Three: Create a healthy and respectful work environment that recognizes women in transportation industry; and
- Theme Four: Coordinate efforts across the transportation industry.

The report anticipates an increase in opportunities for women in transportation careers because over 13 million Americans currently employed in transportation-related employees will be eligible for retirement, new technologies and innovations will provide access to learn new technical and management skills, and transportation-related demands and needs will continue to grow as population rates increases.

### **Harvard Business Review. 2013. Women in the Work place: A Research Roundup. Available at <https://hbr.org/2013/09/women-in-the-work-place-a-research-roundup>**

The Harvard Business Review summarized a variety of business, sociological, and psychological research reports on women's collective work place experiences. The results of these reports supported and challenged some long-held beliefs on the role of gender on career compensation and advancement:

- Men tend get more critical assignments that lead to promotions.
- Women are not necessarily leaving to take care of families. Instead, research suggests that women leave because of work place challenges, including inflexible office environments and long hours. Some women noted the inability to work part-time without being marginalized as a challenge after becoming mothers.
- Women vanish as you get higher on the corporate ladder to high-ranking positions of organizations.
- Women tend to display more outrage over morally questionable decisions in the work place.
- In some sectors, particularly finance, a lack of confidence discourages women from applying for positions even when they are qualified for the position.
- In a 360-degree leadership-effectiveness evaluation, women were rated at a higher level than men. Women were judged to excel in traditional areas of leadership effectiveness such as developing others and building relationships.

These studies revealed some illuminating statistics and trends on women's experiences and employer perceptions that permeate hiring and promotion decisions.

- A Catalyst study of 1,660 recent business school graduates reviewed the nature of projects given to high-potential employees:
  - On average men's project budgets were twice as big and provided three times as many staffers as women.
  - One-third of men reported that their assignment afforded them the attention of C-Suite executives, while only one-quarter of women said the same.
- Work/Life Balance
  - Hunter College professor Pamela Stone's study of 54 high achieving females, recruited from selective colleges and universities found:
    - 60 percent of women worked well past the birth of their second child
    - 90 percent eventually left because of work place problems, including "schedule creep" when they actually worked full-time (40 hours) to manage their workloads while on a part-time pay agreement.
- Corporate Ladder
  - McKinsey's survey of 60 major corporations
    - 53 percent of entry level positions held by women
    - 40 percent of managers are women
    - 30 percent of directors are women
    - 27 percent of vice presidents are women
    - 24 percent of senior vice presidents are women
    - 19 percent of executives in C-Suite are women

Based on a 2011 analysis of 360-degree leadership-effectiveness survey completed by the peers, bosses, and subordinates of over 7,000 executives, women were rated higher on 12 of 16 leadership traits the researchers identified. These included developing others and building relationships, where women are traditionally thought to excel, as well as taking initiative and displaying integrity and honesty. While women now comprise the majority of the workforce (51 percent), they still face many challenges in

career advancement – as evinced by many of the reports in the HBR research survey – despite having more desirable executive leadership qualities than men.

**Jacobs, D. 2005. In Search of Future Leaders: Managing the Global Talent Pipeline. Ivey Business Journal, March/April. Available at <http://iveybusinessjournal.com/publication/in-search-of-future-leaders-managing-the-global-talent-pipeline/>**

To develop a smoothly functioning global talent pipeline, companies need to identify key people with the ability to take on greater responsibility in the future. Companies must also adopt strategies associated with gap analysis, reduced risks, recruiting, international assignments, on-boarding, and development.

**Talent mapping sets the agenda.** It is useful to think of talent in terms of both performance and potential, and to take a hard look at what development and retention strategies are needed (The Leadership Pipeline, R. Charan, S. Drotter, J. Noel, 2001 Jossey-Bass). Transparency around career development objectives helps people know that they are valued and the organization is investing in their career.

**Diversity and demographics create a deeper pool.**

Diversity is valued in the broadest sense, including diversity of experience, style and thinking. Experience in "crossing borders" – whether physical, cultural, linguistic, or socioeconomic or emotional borders – is a key ingredient for successful leadership in today's global world (New Faces of Leadership, by A. Sinclair and V. Wilson, 2002, Melbourne University Press). A leadership team should make diversity a strategic goal that results in real outcomes for both men and women.

**Personal development nurtures the global executive.**

The most valuable personal development is challenging and experiential. It broadens skills, builds expertise, gives the opportunity to work in other countries and cultures, tests judgment, gives autonomy, and promotes visibility. Companies need to continuously offer the opportunity to learn. Executive coaching, if done right, helps the individual envision the future and its possibilities while shaping tangible goals and prioritizing concrete action. During times of boredom, burnout, lack of challenge, a desire to repatriate for family reasons, dissatisfaction with work-life balance, or a sense of "is this all there is?", it is particularly important to mentor a person.

Building and maintaining the talent pipeline process must be considered prominently by businesses in the international



## APPENDIX C – LITERATURE REVIEW SUMMARY

arena to ensure that future leaders are recruited, nurtured, and promoted.

**Kochhar, R. 2013. How Pew Research measured the gender pay gap. Pew Research Center, Dec. Available at <http://www.pewresearch.org/fact-tank/2013/12/11/how-pew-research-measured-the-gender-pay-gap/>**

The Pew Research Center (PRC) estimates the gender gap in hourly earnings, as compared to the United States Bureau of Labor Statistics (BLS) approach which compares in weekly earnings. This alternate approach showed that on an hourly basis, women earned 84 percent of men's hourly earnings versus the 81 percent of men's weekly earnings. The PRC chose an hourly comparison because the government's estimate on the gender pay gap is derived from full-time workers only, defined by the government as people who usually work at least 35 hours per week. This is an important distinction given that women are twice as likely as men to work part-time (26 percent vs 13 percent).

The PRC identifies possible explanations for the gender gap earnings: there are differences in types of jobs, women may not negotiate for wages as aggressively, and women may be more likely to trade off higher wages for other amenities such as flexible work hours. Self-employed workers were excluded from the data.

While the BLS approach is suited to estimates for specific segments of the labor market, the PRC approach is more encompassing and provides perspective on the overall figure for working men and women. Regardless of the approach used, Pew found that the estimates indicated that women earn 16-19 percent less than men.

**McGregor, Jena. "An unusual new policy for working mothers," Washington Post. March 6, 2015. Available at <http://www.washingtonpost.com/blogs/on-leadership/wp/2015/03/06/an-unusual-new-policy-for-working-mothers/>**

In 2015, Vodafone mandated that all its operating companies around the globe provide a minimum of 16 weeks of paid maternity leave. For the first six months after returning from maternity leave, new mothers will be able to earn full salaries while only working 30 hrs per week, regardless of what country they work in. Vodafone had trouble with retention numbers across the board with two-thirds of mothers who left the company doing so in the first year after childbirth; however, a few office locations stood out where the laws in those particular countries required paid maternity leave minimum. Vodafone did not want to lose this talent and implemented this new policy for working mothers, originally proposed by a senior women executive.

Only 500 of the company's 900,000 employees are in the United States, but this will be a huge benefits increase for United States employees.

**Patten, E. 2015. On Equal Pay Day, Key Facts About the Gender Pay Gap. Pew Research Center, April. Available at <http://www.pewresearch.org/fact-tank/2015/04/14/on-equal-pay-day-everything-you-need-to-know-about-the-gender-pay-gap/>**

The Pew Research Center (PRC) discusses key facts about the gender pay gap, following President Obama's executive order issued for equal pay. A previous survey by PRC from Fall 2014 (Deane, C. and Morin R. 2015. Public Says Women are Equally Qualified, but Barriers Persist. Pew Research Center, January) showed that 72 percent of women and 61 percent of men agreed that "this country needs to continue making changes to give men and women equality in the work place." The White House equated the difference in pay to approximately 60 additional days (or three months) that women would have to work to earn the same amount as their male counterparts did the previous year. However, for young women the wage gap is smaller (93 percent vs 77 percent), equivalent to working until the last week of January to earn the same amount. One of the main reasons for the pay inequalities is that women surveyed were more likely to have taken career interruptions, reporting "roughly four-in-ten mothers say they have taken a significant amount of time off of work (39 percent) or reduced their work hours (42 percent) to care for a child or other family member." While women have increased their presence in higher-paying jobs traditionally dominated by men, women as a whole continue to work in lower-paying occupations than men do.

**Ravanona, A. Girls in Tech Ask Tech Companies to Close the Gender Pay Gap through Their 'Raise Awareness' Campaign. Huffington Post, Oct. 22. Available at [http://www.huffingtonpost.com/anne-ravanona/girls-in-tech-ask-tech-co\\_b\\_6023878.html](http://www.huffingtonpost.com/anne-ravanona/girls-in-tech-ask-tech-co_b_6023878.html)**  
Girls in Tech ran a campaign entitled 'Raise Awareness' through June 2015. Girls in Tech is a global non-profit focused on the engagement, education, and empowerment of influential women in technology and entrepreneurship. It is also focused on the promotion, growth, and success of entrepreneurial and innovative women in the technology space. The campaign took a dual approach, working with both women in the industry as well as the companies these women work for to encourage both to move forward in reducing the gender-related wage gap. The two goals of the campaign were to help women in technology improve their abilities to ask for pay raises and also to increase technology firms' policies for hiring procedures and salaries for women, thereby creating a supportive working environment. Girls in Tech suggested concrete solutions to this challenge rather

than merely repeating studies and data collection reports. Although specific details were not spelled out, Girls in Tech recommended performance-based raises, training for hiring managers, and negotiation workshops for employees. Large tech firms were challenged to sign up through the campaign website to receive suggestions for improving conditions for their employees.

### **TRB Women's Issues in Transportation (WiT)- 5th International Conference on Women's Issues in Transportation, 2014**

<http://wiit-paris2014.sciencesconf.org/?lang=en>

The 5th Women's Issues in Transportation (WiT) Conference, held in April 2014, focused on the “bridging the gap” to identify and address issues associated with women's use and involvement in the transportation system. The conference provided an international forum for information sharing and presenting the latest research findings and policy analyses. Focusing on the following four pillars, the conference broaden the perspective of women actively participating in all facets of transportation services, including, sustainable access and safe mobility research, policy development, governance and oversight, service delivery and business expansion. The four pillars included: (1) Transport Policy, Transport Patterns and Mobility; (2) Health, Safety and Personal Security; (3) Sustainability; and (4) Transportation Impacts on Careers and Careers Impacts on Transportation. Three additional cross cutting issues considered were (a) Gender Research Issues; (b) Achieving the Full Traction of Research findings into Policy Making; and (c) Narrowing the gap between Developed Countries and Developing Countries with respect to women's issues in transportation.

Several sessions and breakout groups focused on various aspects of women's role in transportation systems, including personal security, mobility patterns, and traveling with children. Bridging the Gap also covered gender inequality in the workforce. Topics included overrepresentation of women in administrative positions and underrepresentation in high-paying jobs. The Transportation Plenary Session discussed bridging the gap in careers by attracting, retaining and advancing women. Recommendations from the panelists included:

- Seek mentors and sponsors.
- Create a supportive network system.
- Include men as sponsors and mentors.
- Women need to become more vocal and visible as industry leaders and experts.
- Women must learn the Language of Leadership.
- Students and young professionals should volunteer as

a way to receive opportunities and become experts in their field.

- Don't be afraid to increase your visibility.

### **Waber, B. 2014. What Data Analytics Says About Gender Inequality in the Work place. Bloomberg, Jan 30. Available at <http://www.bloomberg.com/bw/articles/2014-01-30/gender-inequality-in-the-work-place-what-data-analytics-says>**

While most of the stories we hear about gender inequality in the workforce are anecdotal, Waber uses data analytics to prove that women are not treated or compensated equally. Over one year, he looked at three companies using sensor ID badges that detect conversations and speech patterns using infrared, Bluetooth, and microphone data and that also contain accelerometers that monitor movement. Waber also included e-mail, instant message, and phone call data. The results showed that while women were more productive than men, they were still less likely to be promoted to higher levels. Additionally, in a study of over 1,200 faux resumes, the resumes of women with children were chosen last over either male candidates or of childless men and women. The study subjects' attitudes reflected intransigent gender-role biases towards parents and non-parents when it came to hiring similarly qualified candidates. This type of employer mindset does not impact a man's career in the same way it does for women.

### **White, C. 2015. How to Promote Gender Equality in the Work place. The Houston Chronicle. Available at <http://work.chron.com/promote-gender-equality-work-place-10258.html>**

Gender discrimination exists in many ways in the work place. Both women and men benefit when gender equality is effectively implemented. Promoting gender equality does not have to be difficult, but it does require a commitment from management. Below is an outline of actions and policies that companies may consider to promote gender equality:

#### **Actions to Promote Gender Equality**

- Step 1 – Train management personnel on gender equality. Teach managers how to identify discrimination (both obvious and subtle) among staff.
- Step 2 – Provide quality on-site child care facilities for employees. Work with human resources to ensure family leave is available for both women and men.
- Step 3 – Showcase the company's successful women. Identify those women who have achieved success as a way to demonstrate efforts to promote gender equality.



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- Step 4 – Publicize the company's efforts to promote gender equality. Become a role model for other companies in your industry.

### Policies to Promote Gender Equality

- Step 1 - Establish a policy that guarantees equal pay for women and men performing the same duties.
- Step 2 – Establish a policy that allows all employees to balance work and personal lives.
- Step 3 – Establish a policy that prohibits sexual harassment. Provide a system for employees to report such activity without fear of retribution.
- Step 4 – Establish a policy that ensures nondiscriminatory policies apply to all levels, including company management.

Companies may use these tangible actions to help promote gender equality with management making a commitment to take the necessary actions, establish guidelines and enforce them.

### **Women in Management: Analysis of Female Managers' Representation, Characteristics, and Pay GAO, Released September 28, 2010**

The United States Bureau of Labor Statistics prepared a report using the Bureau's American Community Survey (ACS) that examined women in the work place, industry characteristics, and pay differences. The findings reported that women made up nearly 47 percent of the workforce in the United States in July 2010. Among women aged 25 to 64 in the labor force, the proportion with a college degree roughly tripled from 1970 to 2008. Using 1995 and 2000 data, women were less represented in management than in the overall workforce in 4 of 10 industries reviewed. There was no statistical difference between women's representation in management and non-management positions for the transportation and utilities (combined) sector. Considering all industries combined, female managers earned 81 cents for every dollar earned by male managers in 2000. In 2009, women comprised 6.3 percent top earner positions in Fortune 500 companies and held 15.2 percent of board of directors' seats at Fortune 500 companies, up from 11.7 percent of seats in 2000. In the transportation and utilities sector, female managers had less education on average, were less likely to be married or have children in the household, and were more likely to work part-time than male managers.

### **Women at the Wheel – Advancement of Women in Automotive, 2015**

**Alice Wachol, Principal and Michigan Managing Director**

**Jodi benkarski, Manager Strategy and Operations**

**Craig Giffi, Vice Chairman US Leader Automotive Practice**

<http://www2.deloitte.com/us/en/pages/manufacturing/articles/women-at-the-wheel-automotive-manufacturing.html>

Every five years Automotive News honors the 100 leading women in the North American Automotive Industry, as selected by a panel of automotive industry leaders. For 2015, Automotive News and Deloitte joined forces again to develop this list. However, upon initial investigation, it was discovered that little process in the Automotive Industry for attracting, retaining and advancing women in the field had materialized. Thus it was determined, in addition to developing the list of astounding women, further research is needed on how to change the auto industry culture.

Approximately one third of the women named in the 2005 Automotive News "100 Leading Women", left the industry and only a handful of women attained CEO or president job titles. In order to find out what happened, the Deloitte/Automotive News Team surveyed the 2010 Automotive News 100 Leading Women about how well or not so well they perceived the auto industry recruit, retain and advanced female executives.

**Attracting Talented Women** – Survey respondents reported the auto industry is not doing a good job at attracting women workers, and indicated they would not recommend the automotive industry to a daughter or female relative. 56 percent of respondents reported their company does not have an active recruitment program targeting women and their male counterparts do not value women in the work place. Roundtable participants suggested ways companies should be more active in recruiting women; such as: establish mentoring programs; reach out to women's organizations; dispatch executive women to college campuses; promote the industry, make it cool; provide flexibility; and reach out to the younger generation (K-12).

**Retaining Talent** – 58 percent of survey respondents reported being assigned challenging assignments as the number one reason to stay in their jobs and the auto industry, while 31 percent expressed income/pay were most important and 28 percent said the lack of challenging assignments would be the reason they would consider leaving. 28 percent felt the industry does not provide

adequate flexibility for family commitments, and 40 percent reported the industry does not allow employees to meet family commitments without negatively impacting career advancement opportunities.

**Advancing Talent** – Only 10 percent of survey respondents reported their company had an active leadership-training program, 30 percent relied on both self-provided and company-provided training programs. 60 percent had little or no training at their current employers.

The report concluded with five tips identified by survey participants to attract, retain and advance female executives:

1. **Lead the Way:** Company's must adopt change that engages employees; deal with needed organizational changes, and accommodates employee's needs, both women and men.
2. **Establish a framework:** Formalizing adaptive and flexible career development models for advancement will level the playing field.
3. **Rethink Career Planning:** Using the lattice model, career planning encourages collaborative mapping of different customized career paths between employees and their employers.
4. **Spread the Word:** Executive leadership must lead the charge and be visual in the efforts to educate employees about change to career planning.
5. **Build the Leadership Pipeline:** Women's value-added participation in the automotive industry is critical. In order to demonstrate commitment to supporting female executives, companies must support and include executive women in the recruitment process.



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