Gender and Racial Equity
at the City of Spokane

Prepared by the Gender and Race Pay Equity Task Force

CITY OF SPOKANE

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Gender and Race Pay Equity Task Force

The Gender and Race Pay Equity Task Force was established by the Spokane City Council on May 18, 2015. The mission of the Task Force was to make recommendations on policies, practices and strategies for the Mayor, City Council and the private sector to decrease gender and race-based pay disparities in our community.

Members of the Task Force represent Spokane City Council, the City of Spokane Civil Service Department, the City of Spokane Human Rights Commission, representatives of businesses and business associations and academic and nonprofit leaders.

This report outlines the Task Force's recommendations to City Council and the Mayor to achieve pay equity.

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Understanding the Wage Gap

The wage gap is a national phenomenon: Across the United States, women earn 78 cents for every dollar earned by a man.[1] When race is taken into consideration along with gender, the gap grows even larger. While a portion of the gap can be explained by "human capital" factors such as career path and life and work balance, a sizeable part of the gap remains. A 2007 study (Blau & Kahn), found that after accounting for occupation, industry, work experience, union status and educational attainment, 41 percent of the wage gap was left unexplained.[2] How can this be?

Women and people of color encounter implicit bias and discrimination in education and the workplace. In male dominated fields, women are less likely to be interviewed, and when they assert themselves in wage negotiations[3] or pursue jobs that are traditionally considered masculine; they experience bias from hiring managers.[4]

Women of color not only experience gender bias but implicit racial bias. African American employees constantly receive fewer call backs for interviews, and are rated lower in performance evaluations even when accounting for worker productivity and other demographic variables.[5]

Even in industries or occupations where women constitute a majority of the workforce, they make less than men. The wage gap varies by industry and occupation, but it persists regardless of the gender make-up of the industry or occupation.

Women face a "motherhood penalty" in the workplace. Women with children are less likely to be hired, more likely to be judged as incompetent and paid less than women without children.[6]

Women and people of color are not adequately represented in senior executive positions or tenured positions. The lack of women and people of color at senior levels in the public sector, private sector, nonprofits and academia diminishes the opportunity of women and people of color to imagine themselves in such positions. A lack of role models in certain industries or positions may signal that those areas of the economy are not open and affirming to women and people of color, and reinforces the inaccurate belief that women and people of color possess fewer qualities for leadership positions. Without creating opportunities for women and people of color to provide mentoring and guidance, we are failing future generations of potential leaders.

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1   U.S. Census Bureau, Current Population Survey, 1961 to 2014 Annual Social and Economic Supplements.

2 Blau, Francine D and Lawrence Kahn, "The Gender Pay Gap: Have Women Gone as Far as They Can?" *Academy of Management Perspectives*, (Feb. 2007): 7-23.

3   Bowles, HR, L Babcock and L Lai. 2007. "Social Incentives for gender differences in the propensity to initiate negotiations: Sometimes it does hurt to ask." Work Paper, Harvard Kennedy School, Cambridge MA.

4   Isaac C et al, "Interventions that affect gender bias in hiring: a systematic review." *Academic Medicine*, Vol. 84, No. 10 / October 2009. http://www.ncbi.nlm.nih.gov/pubmed/19881440

5   Elvira, M. and Town, R. (2001), "The Effects of Race and Worker Productivity on Performance Evaluations." *Industrial Relations: A Journal of Economy and Society*, 40: 571–590. doi: 10.1111/0019-8676.00226

6   Correll, Benard and Paik, (2007), "Getting a Job: Is There a Motherhood Penalty?" American Journal of Sociology, 122: 1297:1339. doi: 10.1086/511799

Earnings Ratio by Race and Gender		
	Women's earnings as a percentage of white men's earnings	Women's earnings as a percentage of men's within same race/ethnicity
Hispanic or Latina	54%	90%
American Indian and Alaska Native	59%	85%
African American	64%	91%
Native Hawaiian and Other Pacific Islander	65%	84%
White (Non-Hispanic)	78%	78%
Asian American	90%	79%

Table 1 – Earnings Ratio by Race and Gender (National)

Untapped Potential

The City of Spokane has a large female working population, with 48 percent of the workforce being female; and has seen its population becoming increasingly diverse.

From 1980 to 2010, people of color went from 6.6 percent of the population to 16 percent of the population in the City of Spokane.[7]

Women and people of color are a remarkable asset to the City of Spokane. Women have achieved higher levels of education than men in the City of Spokane: 25.6 percent of women possess a Bachelors or Master's Degree, compared to 24.5 percent of men.[8] **Over one-fifth of people of color in Spokane have either Bachelors or Master's Degree.[9]**

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7   U.S. Census Bureau, Decennial Census 1980 & 2010.
8   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Educational Attainment for Female and Male Population 25 Years and Over.
9   U.S. Census Bureau, American Community Survey 2013 (3-Year Estimates), Educational Attainment for Female and Male Population 25 Years and Over by Race/Ethnicity.
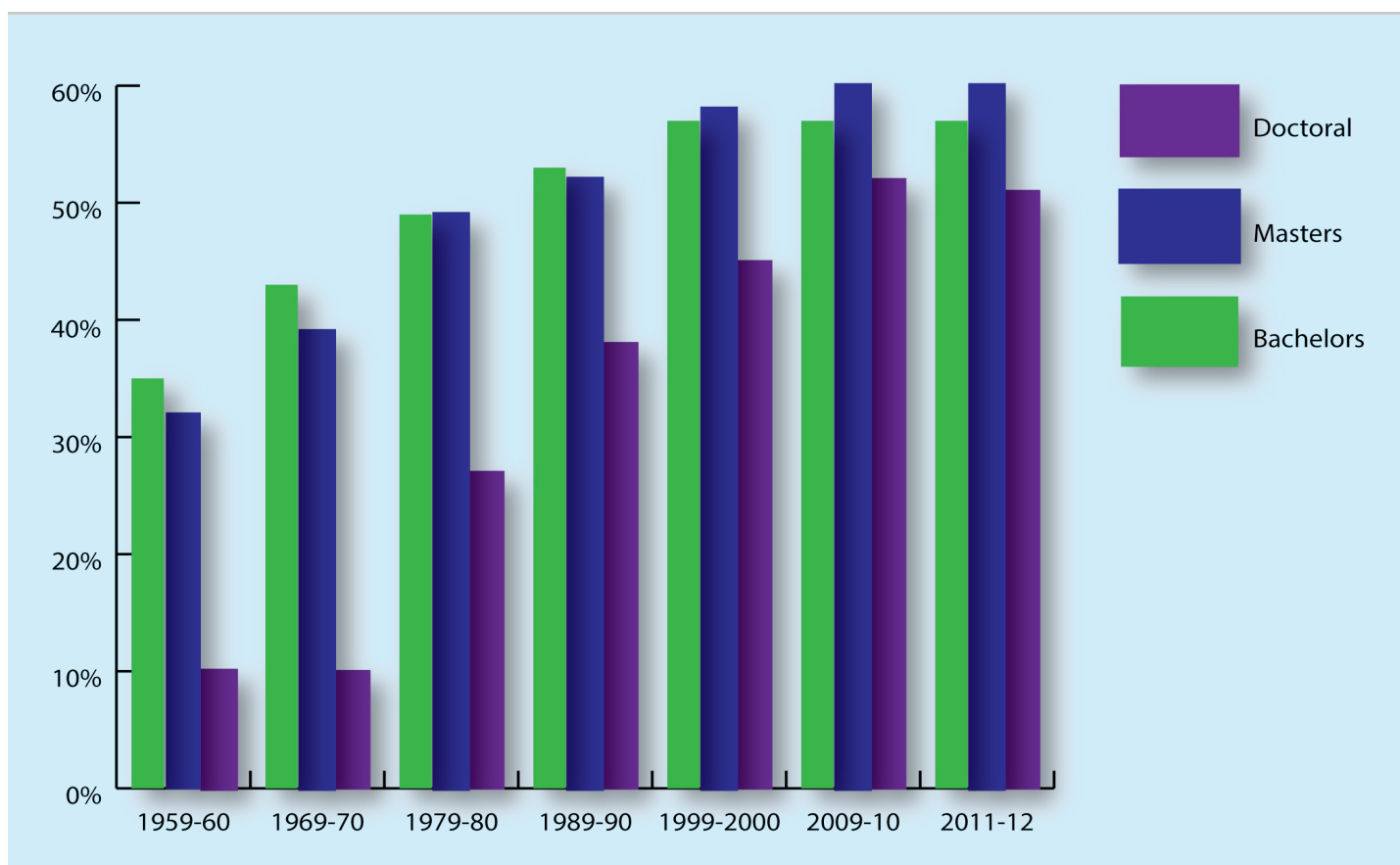
Chart 1 – Post Secondary Degree Attainment by Gender (National)[10]

However, women and people of color are underpaid compared to their male peers. In 2014, women in the City of Spokane working full-time earned 78 cents for every dollar earned by men in the city.[11] A majority of people of color earned even less when compared to their white counterparts.[12]

Many falsely believe that women earn less than men due to personal life choices. While many women do choose college majors or career paths that traditionally make less than men, or have to work fewer hours due to family obligations, the wage gap between genders persists even when accounting for those variables.[13]

Institutional, persistent bias toward women and people of color undermines opportunities for greater success, whether it's the selection of their college major, career track, hiring process or advancement opportunities. Studies (Woodfield, 1998; Heilman, 2001) consistently show that the skills and work of white male employees are overvalued, while the work and skills of women and people of color are undervalued.[14]

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10   Source: Department of Education, Integrated Post-Secondary Education Data System. Doctoral degrees includes all doctoral degrees, including MD, JD and PhD.
11   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Earnings by Sex by Work Experience.
12   See pg. 9. U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Earnings by Sex by Work Experience by Race/Ethnicity.
13   See: Corbett, Christianne & Hill, Catherine. 2013. *Graduating to a Pay Gap: The Earnings of Women and Men One Year After College Graduation*, American Association of University Women: Washington D.C.
14   Heilman, M. E. (2001). Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. Journal of social issues, 57(4), 657-674; Woodfield, R. (1998), 'Working women and social labour', RUSEL Working Paper No. 33, Department of Politics, University of Exeter.

People of color are underrepresented in management and senior level positions. In the Spokane Metropolitan area, people of color only account for 10 percent of company managers.[15]

While this report is not meant to be a complete blueprint to achieving equity, it is meant to inspire and prompt positive changes for employers and employees in the City of Spokane.

Spokane's Wage Gap (Private Sector)

In 2009, working women earned 82.7 percent of the earnings of working men.[16] In 2014, working women in the City of Spokane earned 78.3 percent of the earnings of working men.[17] **This means the gap widened by 4.4 percent in five years.[18]**

Women of color – especially Black women and Asian women – make significantly less than their white counterparts. Asian women make forty-five percent of what white men make, and Black women make 47 percent of what white men make.[19]

If the current gender gap holds, women would experience a lifetime earnings loss of $216,931 after accounting for potential differences in human capital.[20] This estimate only takes wages into account. If you are an Asian American woman in the City of Spokane, this earning loss grows to $607,228.

Gender & Race	Lifetime Earnings Loss
Asian Woman	$607,228
Black Woman	$594,520
Woman of Two or More Races	$394,946
American Indian/Alaska Native Woman	$337,196
Latina Women	$287,990
White Woman	$250,360

Table 2 – Lifetime earnings loss by race and gender (City of Spokane)

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15   U.S. Census Bureau, Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, 2013 Q1-Q4 Average.

16   U.S. Census Bureau, American Community Survey 2009 (5-Year Estimates), Median Earnings by Sex by Work Experience.

17   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Earnings by Sex by Work Experience. This translates to an annual gap of $10,209.

18   Analysis of U.S. Census Bureau, American Community Survey (5-Year Estimates: 2005-2009 and 2010-2014.

19   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Income by Sex by Race/Ethnicity.

20   This estimate uses the assumption that 41% of the wage gap can be explained by "human capital" factors (Blau and Khan 2007).

Median Earnings as a Percent of White Male Median Earnings

Legend:
- Asian Women
- Black Women
- Two or More Races
- American Indian/Alaska Native Women
- Hispanic Women
- White Women

Group	Median Earnings as % of White Male Median Earnings
White Women	76%
Hispanic Women	74%
American Indian/Alaska Native Women	70%
Two or More Races	65%
Black Women	47%
Asian Women	45%

The cumulative impact of the wage gap not only results in earnings losses across a woman's career, it also effects how much retirement income they receive. For private sector retirement, the Employee Benefit Research Institute estimates that women's median IRA account balances are 71% as big as men's, and their median contribution savings just 66%.[2]

The National Women's Law Center estimates that women's average Social Security benefit is $13,500 per year, compared to $17,600 for men. This translates to a 23.3% gap in benefit payments.[3] All of this leads to disproportionate poverty for women later in life: Among people 65 and older, there are 2.9 million women living in poverty in comparison to 1.3 million men. [4]

Race of Women	Earnings
Asian	$21,422
Black	$21,926
Two or More Races	$30,417
Native American/Alaska Native	$32,864
Latina	$34,949
White	$36,502

Table 3 – Median earnings by gender and race within the City of Spokane (private sector).[21]

Higher levels of education do not close the gap.[22] Women with graduate or professional degrees earn 73 cents for every dollar that a man with a graduate or professional degree.[23] This wage gap is larger than the gap between women and men who have some college or a bachelor's degree.
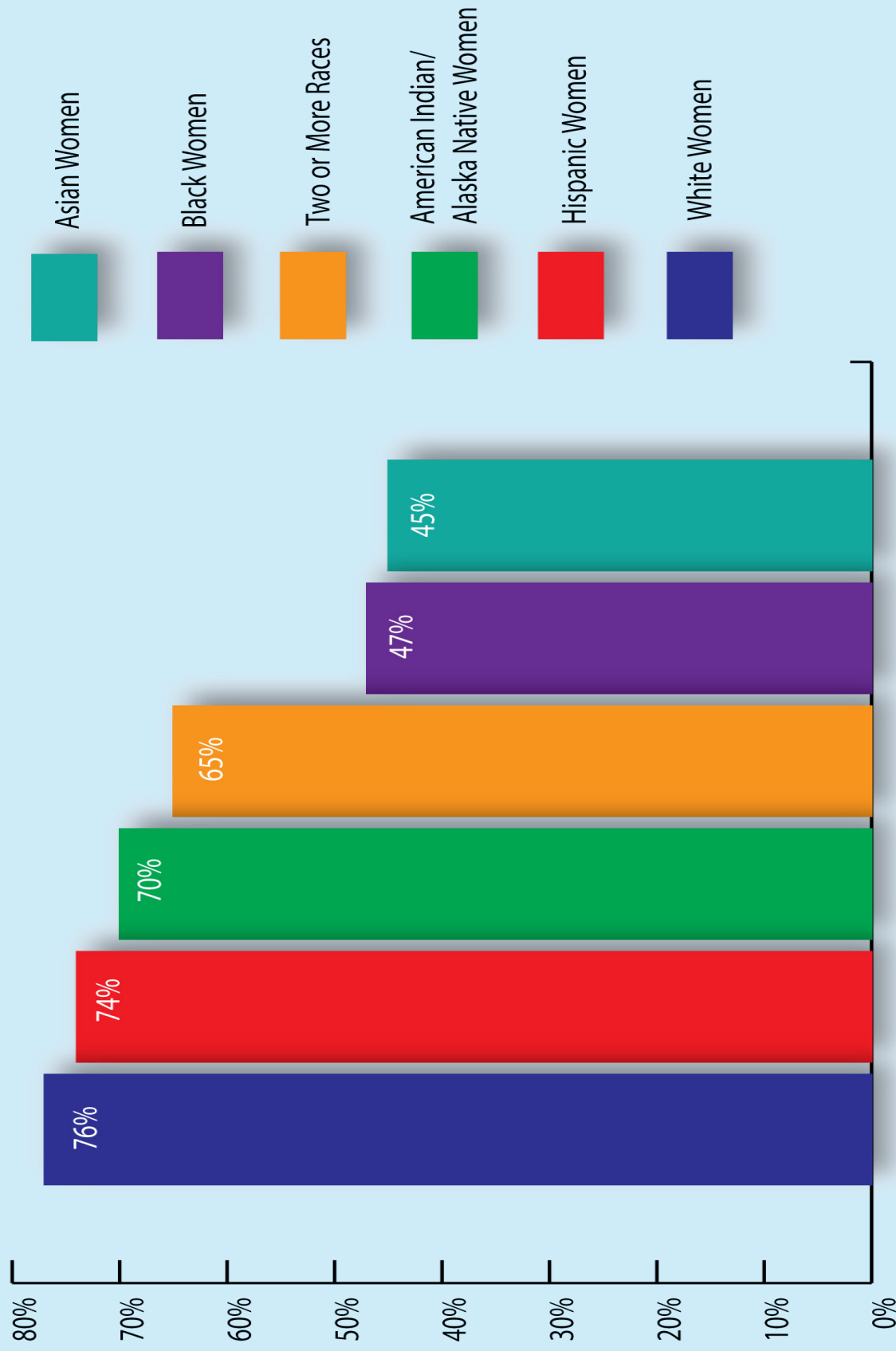
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21   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Earnings by Sex by Work Experience.
22   This finding is consistent with research on the wage gap. See: Bobbitt-Zeher, D. (2007). "The gender income gap and the role of education." *Sociology of Education*, 80(1), 1-22.
23   U.S. Census Bureau, American Community Survey 2014 (5-Year Estimates), Median Earnings by Sex by Educational Attainment.

Earnings and Educational Attainment by Gender[5]		
Educational Attainment	Men (Median Earnings)	Women (Median Earnings)
Less Than High School	$22,544	$14,911
High School Graduate	$30,089	$21,070
Some College	$34,825	$26,529
Bachelor's Degree	$47,010	$36,421
Professional Degree	$70,827	$51,856

Table 4 – Earnings by Educational Attainment (Spokane)

Women make less than men in all but one industry.[24] The wage gap is an issue that impacts all industries within the Spokane Metropolitan Area. The largest gap is found in Finance and Insurance (47 percent).

People of color are overrepresented in low wage industries. The highest concentration of people of color are in "arts & entertainment" and "accommodation & food services," both low wage industries.[25]

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24   The industry is Mining and Quarrying.
25   U.S. Census Bureau, Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, 2013 Q1-Q4 Average.

Percentage of Women and Wage Ratio in Each Industry

Wage Ratio

Percentage of Women

Agriculture, Forestry, etc.
Mining, Quarrying, etc.
Utilities
Construction
Manufacturing
Wholesale Trade
Retail Trade
Transportation & Warehousing
Information
Finance and Insurance
Real Estate and Lending
Professional, Scientific, etc.
Management
Administrative Support, etc.
Educational Services
Health Care & Social Services
Arts & Entertainment
Accommodations & Food Services
Other Services

120%
100%
80%
60%
40%
20%
0%

Data: U.S. Census Bureau, Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, 2013 Q1-Q4 Average

10

Percentage of People of Color and Wage Ratio in Each Industry

Legend:
- Wage Ratio
- % People of Color

Industries (top to bottom):
Other Services
Accommodation & Food Services
Arts & Entertainment
Health Care & Social Services
Educational Services
Administrative Support, etc.
Management
Professional, Scientific, etc.
Real Estate and Leasing
Finance and Insurance
Information
Transportation & Warehousing
Retail Trade
Wholesale Trade
Manufacturing
Construction
Utilities
Mining, Quarrying, etc.
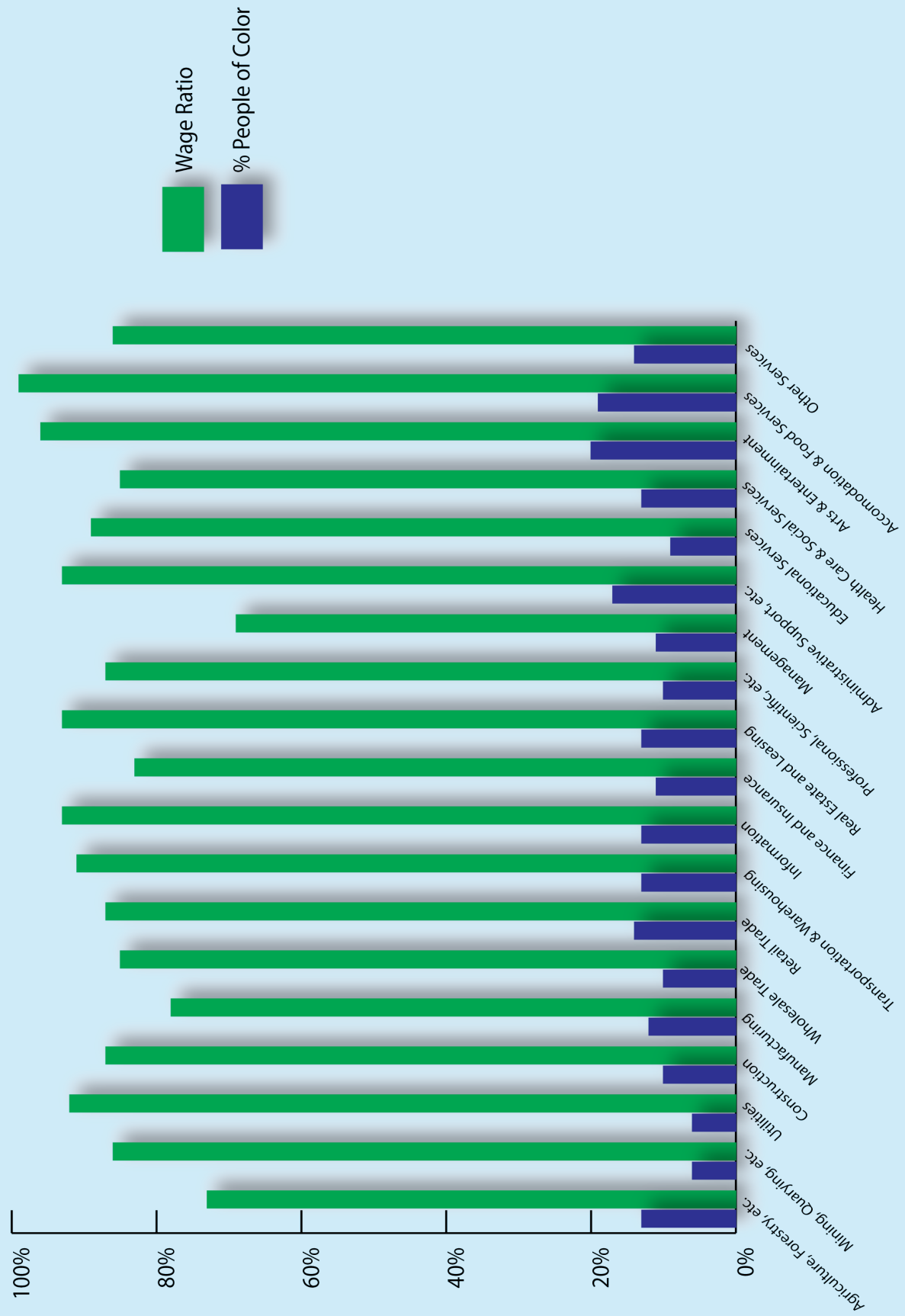Agriculture, Forestry, etc.

Axis: 0%, 20%, 40%, 60%, 80%, 100%

Data: U.S. Census Bureau, Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, 2013 Q1-Q4 Average

The Wage Gap in Government: City of Spokane, Washington

Women at the City of Spokane make 85 cents for every dollar made by their male counterparts. Women of color make 84 cents for every dollar a white man makes at the City.[26]

Public vs Private Sector Wage Gap
for Women and Women of Color

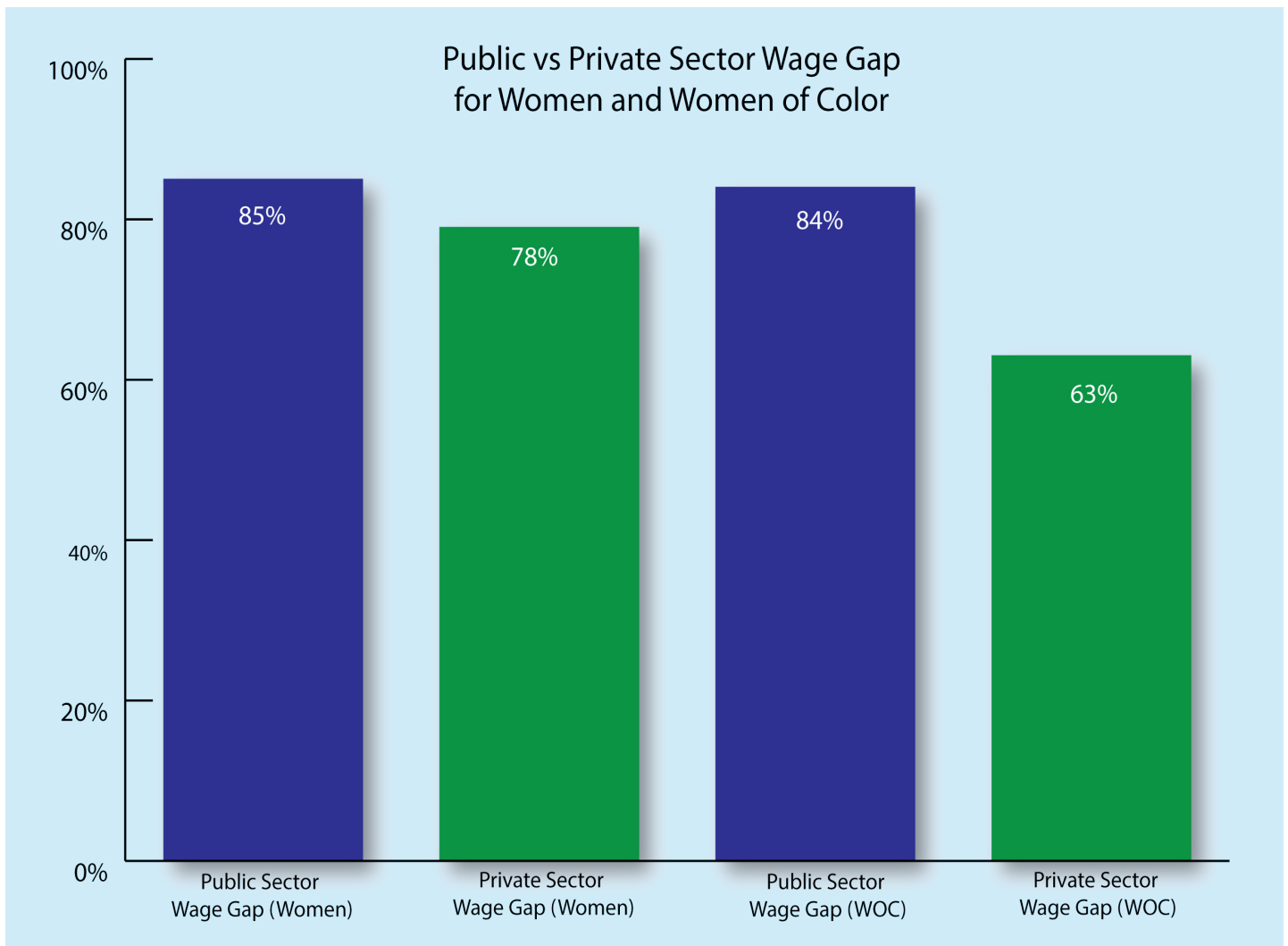|			
Public Sector Wage Gap (Women)	Private Sector Wage Gap (Women)	Public Sector Wage Gap (WOC)	Private Sector Wage Gap (WOC)
85%	78%	84%	63%

Chart 5 – Wage Gap (%) for Women and Women of Color (WOC) in Public and Private Employment as compared to the wages of White Men in the Public and Private Sector.

Race and Gender	Base Salary
White Men	$70,473
White Women	$60,158
Men of Color	$69,983
Women of Color	$59,422

Table 5 – Base Salary by gender and race for employees at the City of Spokane

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26   Data via Human Resources Department, July 2015 Public Records Request for employee wages in FY 2014. Employees who started more than two weeks after Jan. 1, 2014 were not included in the wage analysis.
It should be noted that this wage gap is not due to women making less for the same job. It is due to women being clustered in lower wage, secretarial and administrative jobs.

Comparatively, the wage gap at the City of Spokane is smaller for women and women of color than in the private sector. This is consistent with other research showing smaller wage gaps in the public sector.[27]

Employee Demographics

Workers at the City of Spokane are not representative of the community. In the private sector, women make up 48 percent of all workers in the City of Spokane. In local government, they account for only 24.2 percent of employees.
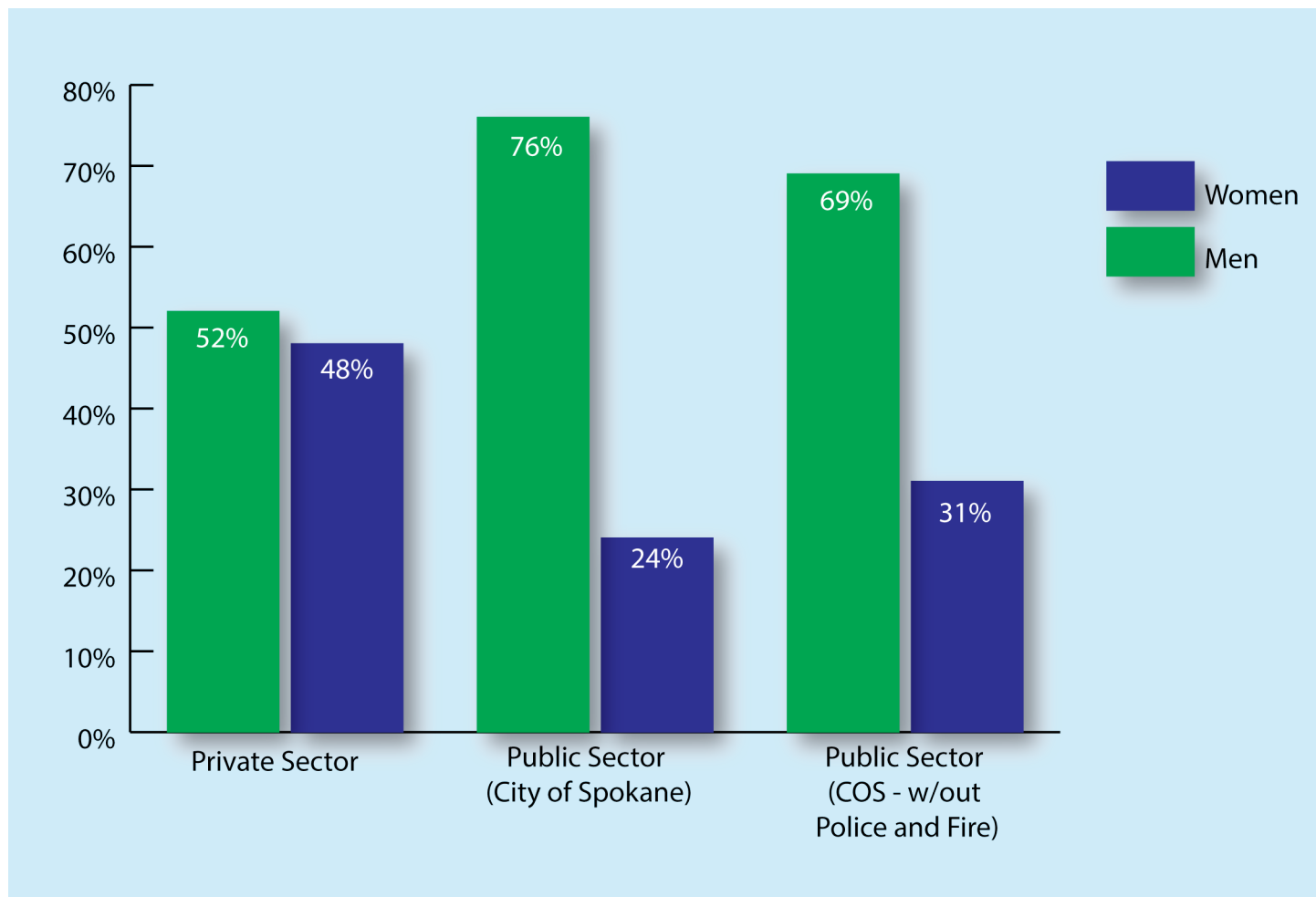

Chart 6 – Demographics for employees by gender at the City of Spokane versus workforce demographics within the City of Spokane.[28]

Even when taking out uniformed employees in Police and Fire, women are still underrepresented at the City of Spokane. Women account for only 31 percent of non-uniformed employees.

27   See: Robbins & Johnson. November 2015. *Public Sector Unions Promote Economic Security and Equality for Women*. National Women's Law Center: Washington D.C.
28   Private Sector data via U.S. Census Bureau, American Community Survey 2014 (1-Year Estimates); Public Sector data for City of Spokane obtained via Human Resources Department at the City of Spokane for 2015.

People of color are similarly underrepresented in local government when compared to the demographics of our workforce or community. People of color make up 12.7% of the workforce population, but only 8.5% of employees at the City of Spokane.[29]

The largest gap in representation is found for Latino(a) workers. Latino(a) workers make up 5.6% of the workforce in the city, but only 2.1% of the workers at the City of Spokane.
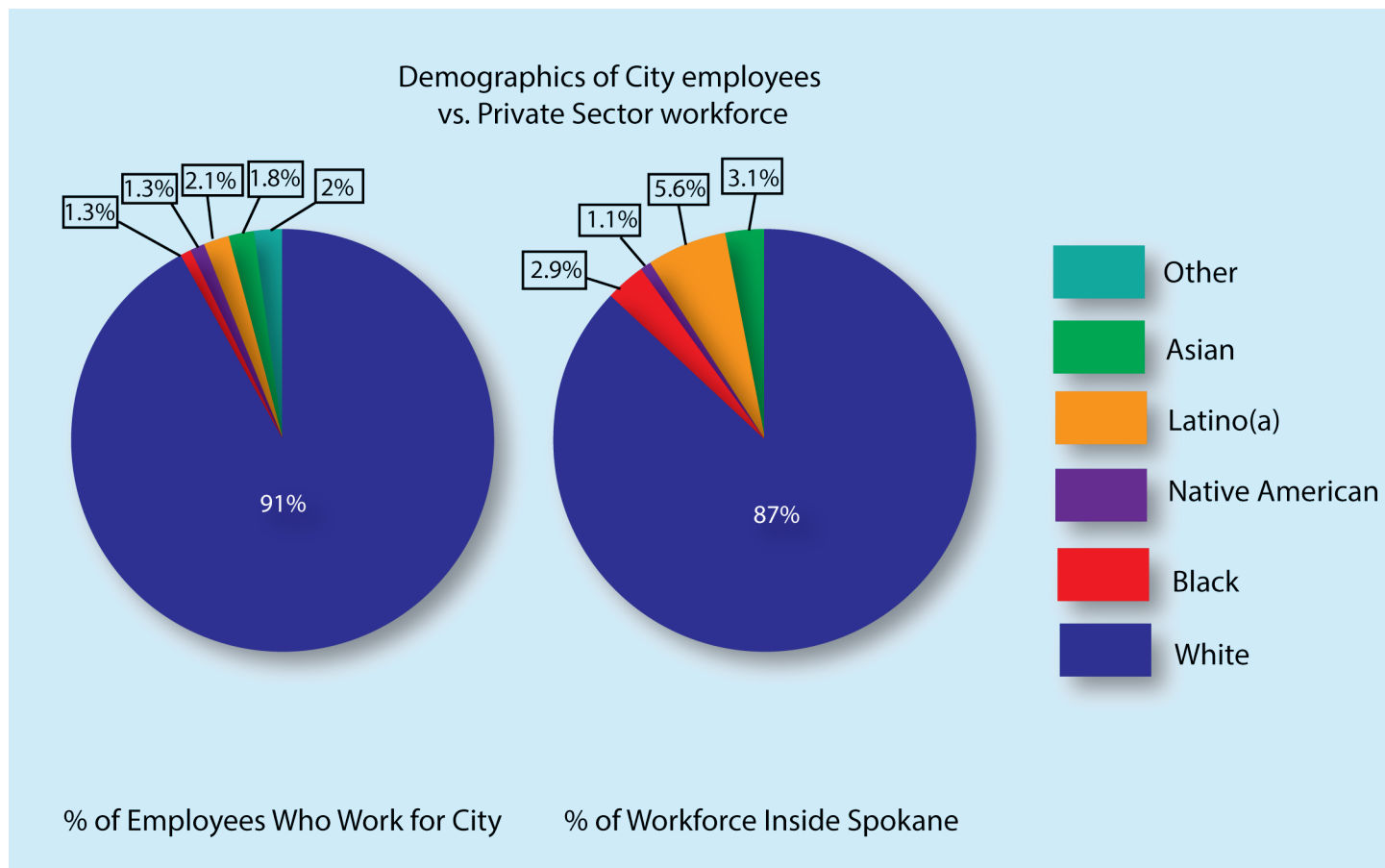
Demographics of City employees
vs. Private Sector workforce

1.3% 1.3% 2.1% 1.8% 2%

2.9% 1.1% 5.6% 3.1%

91%

87%

Other

Asian

Latino(a)

Native American

Black

White

% of Employees Who Work for City   % of Workforce Inside Spokane

Chart 7 –Demographics for employees by race at the City of Spokane versus workforce demographics within the City of Spokane.[30]

Women are vastly overrepresented in clerical or sectorial jobs, and underrepresented in Police, Fire and more labor intensive jobs within the City. 92 percent of jobs that are clerical or secretarial in either title or nature are held by women.

Various departments at the City have a smaller wage gap for women and people of color, but the majority do not. Municipal Court and Public Works and Utilities have the largest wage gaps of any departments.

29   Data via Human Resources Department, July 2015 Public Records Request for employee wages.
30   Private Sector data via U.S. Census Bureau, American Community Survey 2013 (1-Year Estimate); Public Sector data obtained via Human Resources Department at the City of Spokane for 2015.

Gender Demographics and Wage Ratios
at the City of Spokane (by Department)

Legend:
- % Women in Department
- Wage Ratio (w/Overtime)
- Wage Ratio

Departments: Water Division, Street Fund, Solid Waste Management, Solid Waste Disposal, Sewer Maintenance Fund, Public Works and Utilities, Public Defender, Police, Parks and Recreation, Municipal Court, Library Fund, Legal, IT Fund, Engineering, EMS Fund, Council, Building Services, Advanced WW Treatment, Accounting

Axis: 0%, 30%, 60%, 90%, 120%, 150%

Data: City of Spokane Human Resources Department

15

When considering overtime pay and base salary, the wage gap does not differ in comparison to the wage gap for base salary. The only exceptions to this were in male dominated, labor intensive jobs such Firefighter or Police Officer. In both Departments, the wage gap grew when considering overtime.

When looking at gender and union membership, the largest wage gaps were found in the Library Management Union and Managers and Professional - A (M&P) Union.[31] Pay gaps were not found in Fire Union (FOP), Police Guild or Library.[32]

Union	Pay Gap (%)
Local 270	8.5%
FOP	No Pay Gap
Library	No Pay Gap
Library Management	**21.7%**
M&P – A	**15.1%**
M&P – B	7.4%
Police Guild	No Pay Gap

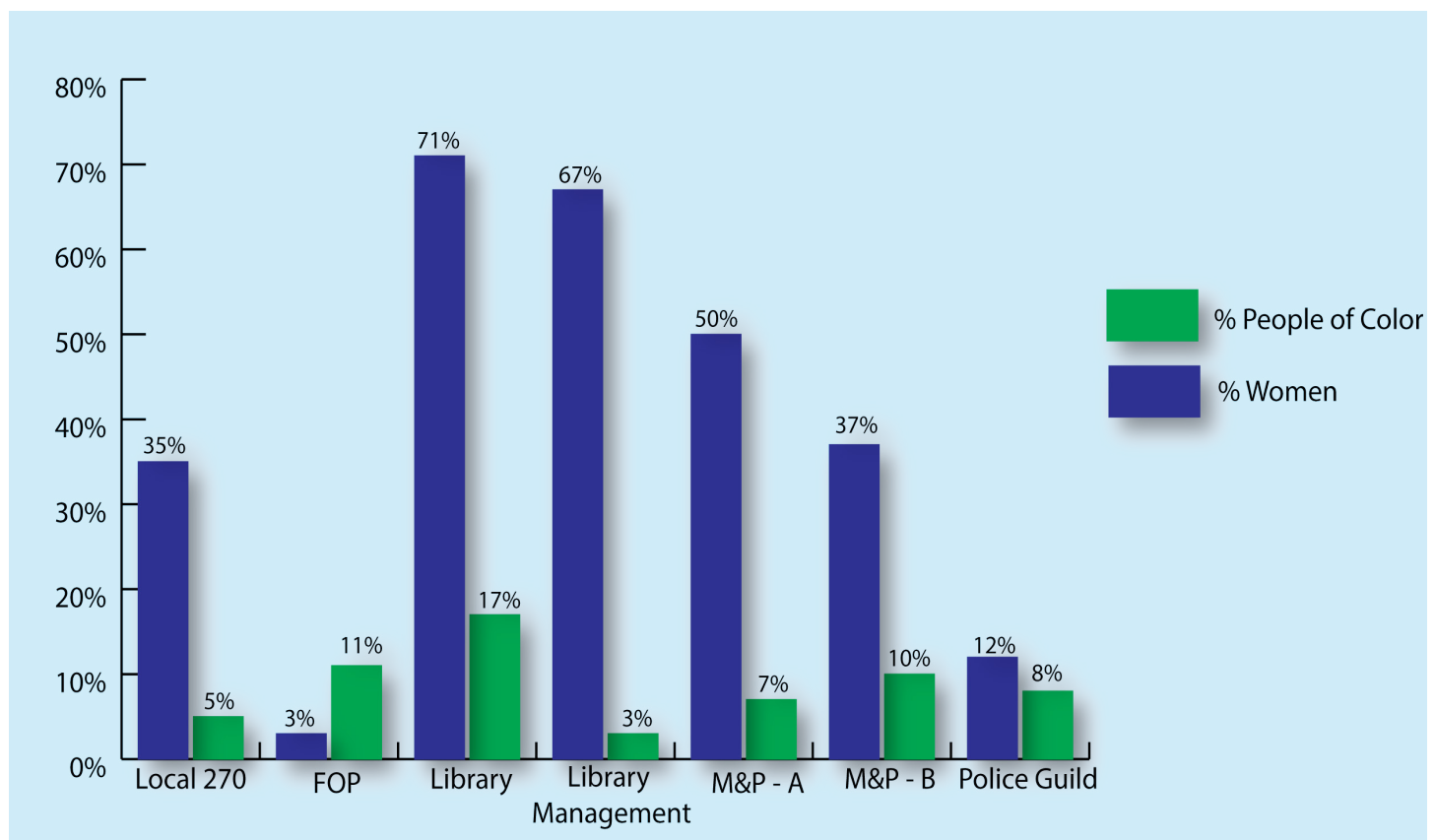Table 6 – Wage Gap (%) by City Employee Union[33]

Chart 9 – % of Women and People of Color by Union

31   This is significant due to the fact that hiring and pay practices differ from traditional civil service rules for M&P-A and Library Management.
32   When taking overtime pay into account, a pay gap can be found in Police Guild; but this analysis uses base salary.
33   This is primarily due to the fact that these Unions have so few men (Library) and/or women (Police Guild and Fire) that the data analyzed cannot produce a statistically significant result.

Workplace Climate Survey

In October and November of 2015, the City of Spokane sent a Workplace Climate Survey out to employees throughout the city. The purpose of the survey was to measure perceptions of fairness, equity and comfort levels discussing gender and race.

Results of the survey suggest that while people say they feel comfortable talking about race and gender in the work place, they do not often engage in these discussions.

For instance, nearly two-thirds of respondents say they feel comfortable talking about gender in the work place but 48 percent of respondents answered that they do not see value in discussing the impacts of gender/gender identity at work.

Other findings of the survey include:

- **31.9 percent of women surveyed have been harassed or bullied due to their gender.**

- **28.4 percent of employees surveyed answered that they do not know or disagree as to whether their department offers services or support to resolve workplace issues that involve discrimination against women.**

- **30.9 percent of employees surveyed answered that they do not know or disagree as to whether their department offers services or support to resolve workplace issues that involve discrimination against people of color.**

- **74.6 percent of employees surveyed said factors beyond work performance and qualifications influence who succeeds at the City of Spokane.**

- **28.1 percent of employees surveyed disagree or strongly disagree with the statement, "I am given recognition for my positive performance at work."**

- **40.6 percent of employees surveyed disagree or strongly disagree with the statement, "Everyone's hard work is equally recognized in my department."**

- **20.4 percent of employees surveyed do not believe they are given the same opportunities for advancement as others.**

How Do We Stack Up?

Seattle and Tacoma have been working on gender and race pay equity in the private and public sectors. This gives us an opportunity to see how we fare in comparison to them.
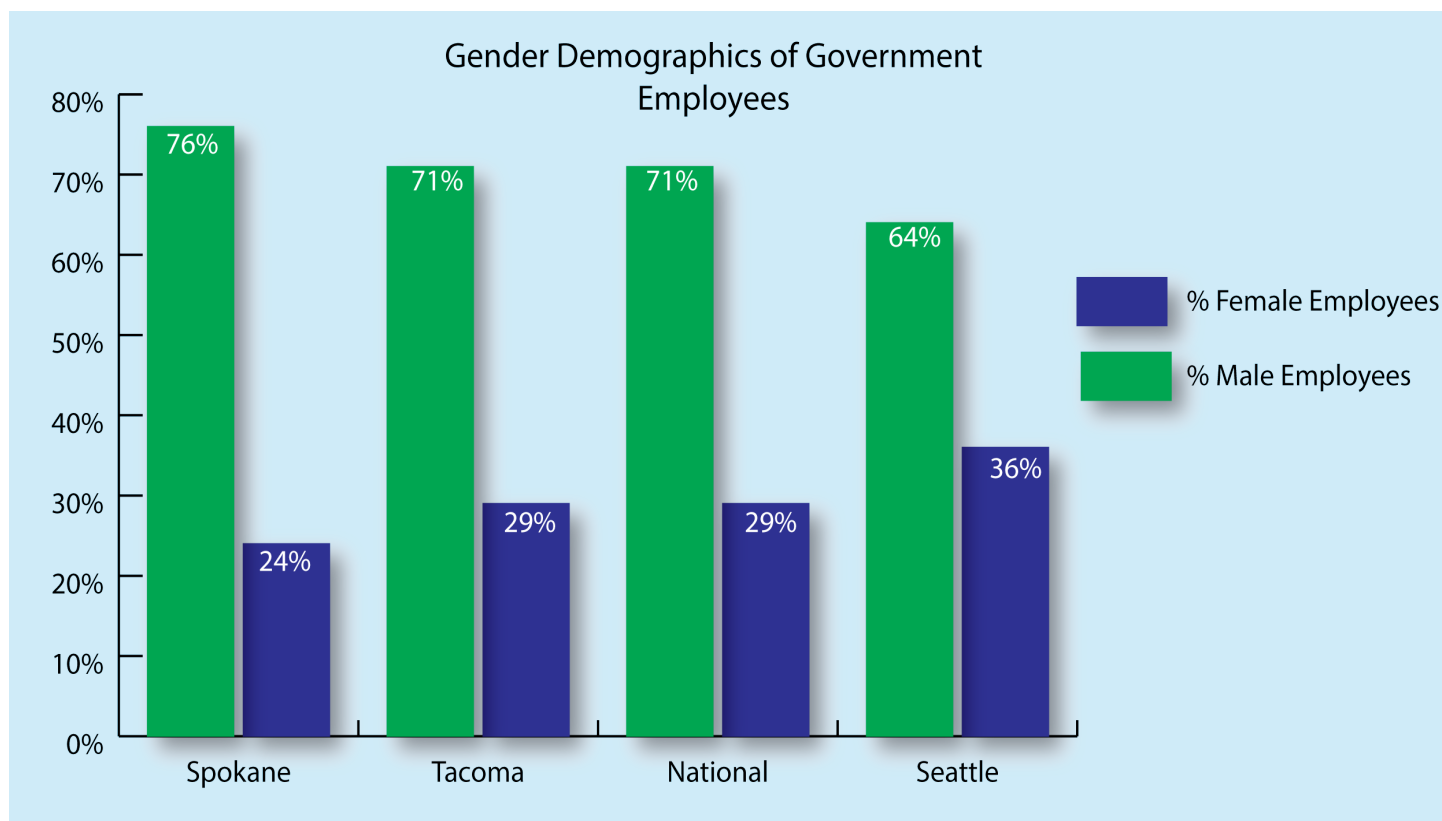

Chart 10 – Gender demographics of City of Spokane employees to employee at the City of Tacoma, the City of Seattle, and nationwide city employees as reported to the Equal Employment Opportunity Commission.[34]

Spokane lags behind Seattle and Tacoma on overall gender demographics of the city workforce. Seattle has the highest amount of women working in government comparatively. Spokane is 5 percent below the national average.

City/Government	% White	% People of Color
Seattle	66%	34%
Seattle - Government	**64%**	**36%**
Tacoma	65%	35%
Tacoma – Government	**81%**	**19%**
Spokane	87%	13%
Spokane – Government	**91.5%**	**8.5%**

Table 7 – Demographics of the workforce of Seattle, Tacoma and Spokane, and government employees at each city by race.

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34   Data via: City of Seattle Gender Equity in Pay Task Force, *Gender Equity In Pay at the City of Seattle*, April 4, 2014; Herb Dempsey, "Gender In the City," The Pierce Progressive, Sept. 4, 2014 & EEOC State and Local Government information (EEO-4), 2013, National Employment Summary – Table 3: City.

The City of Spokane has a smaller demographic gap than Tacoma when it comes to the percentage of people of color working for the city and percentage of people of color who work in our community, but we lag behind Seattle. There is a 4.5 percent gap in demographic representation of people of color at the City of Spokane, compared to a 16 percent gap in Tacoma and a 2 percent in Seattle.
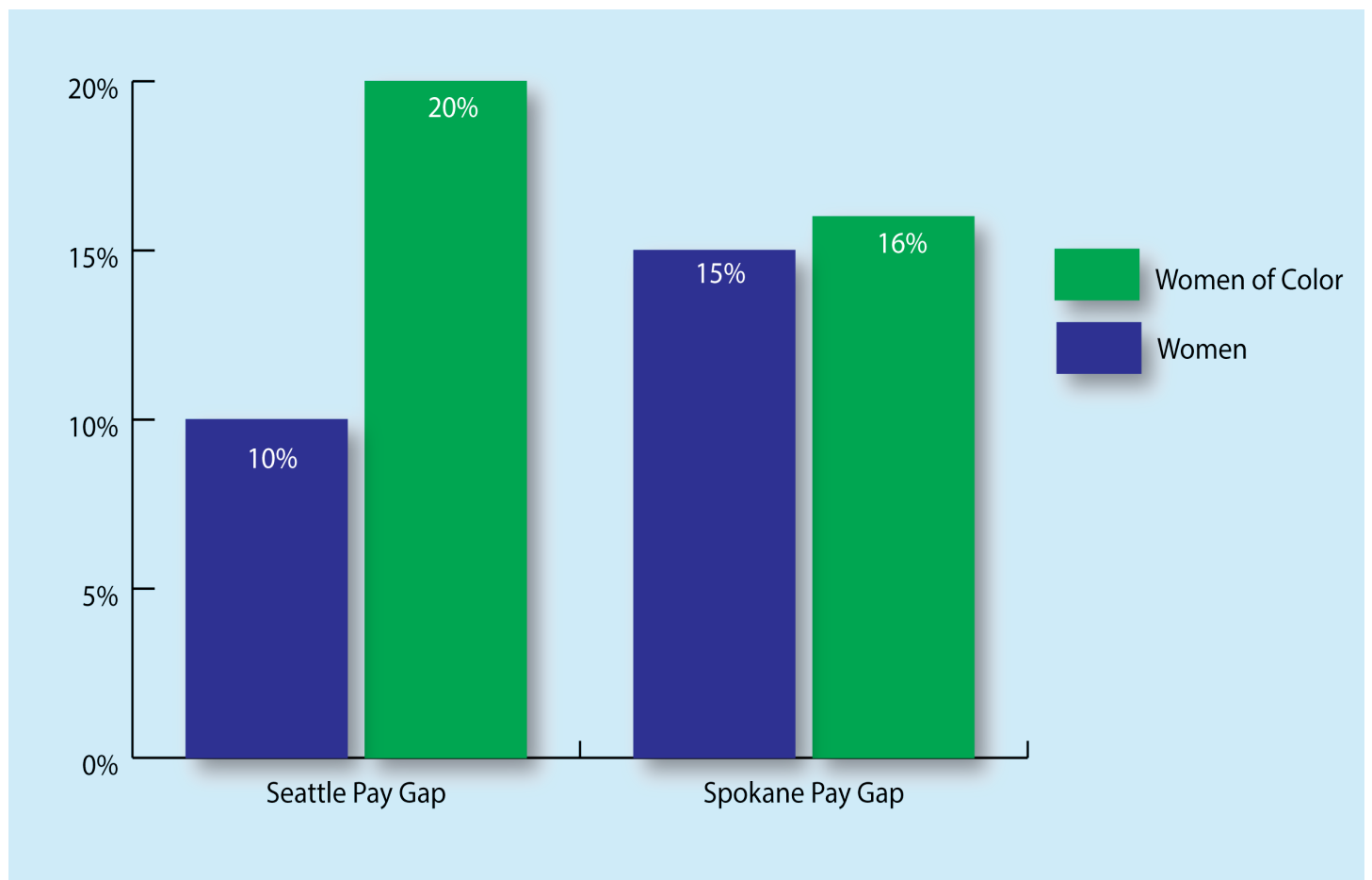

Chart 11 – The Pay Gap (%) at Seattle and Spokane by Gender and Race.

Seattle has a smaller gender pay gap, but a larger racial pay gap, than the City of Spokane. When taking into consideration gender and race, women of color made nearly 20 percent less than white men at the City of Seattle. In Spokane, that gap is 16 percent.

Closing the Gap: Solutions for a Better Future

Closing the wage gap at the City of Spokane would have profound impacts on everyone: If wages were equitable for employees at the city, it would increase income for women and people of color by more than a collective $4.8 million every year. Accounting for a multiplier effect, this means an extra $5.45 million in economic activity in the City of Spokane.[35]

This report is not just meant for government officials however. The Task Force hopes that private companies will join the City of Spokane in working to close the pay gap. Equitable wages across the city would result in an estimated $600 million in economic activity.

For families struggling to get by, the result would be especially impactful. Depending on the size of the household, the data used and variables considered, a family wage that affords households enough to cover essential costs can range anywhere $44,000 to $66,000.[36] For many women, and especially women of color, in a single-income household a family wage is currently out of reach.

The solutions presented in this report can be adapted to different occupations and industries, firm sizes and geographical locations. They are meant to provide a starting point to work from, not be an "end all, be all" list of recommendations.

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35   For an explanation of how this figure was determined, see the appendix.
36   See the appendix for an explanation of how this rage was established.

Summary of Recommendations

Opportunity Area	Recommendations
1. Pay Equity	• Publish salaries of current employees in an easily accessible format. • Provide salary negotiation workshops for women at the City of Spokane. • Audit the point factor system Human Resources uses to determine salaries for exempt and classified positions.
2. Recruitment	• Actively recruit women and people of color for Exempt and Managerial positions. • Build a recruitment plan with local colleges and community organizations to increase diversity. • Market jobs at the City of Spokane in a way that attracts a diverse workforce. • Train staff who engage in direct outreach and recruitment strategies to diversify the applicant pool. • Set performance measures for departments and divisions at the City of Spokane by 2017.
3. Retention	• Survey employees to gauge perceptions of the workplace climate and areas where the city can improve. • Create multi-year Workplace Climate plans that include specific deliverables on how divisions and departments will improve the job environment. • Train supervisory and management staff to be aware of gender and racial bias. • Restart exit interview program at the City of Spokane.
4. Flexible Workplace	• Provide on-site or subsidized childcare and a nursing lounge at city hall. • Promote and expand flexible workplace policies.
5. Unbiased Hiring	• Review job descriptions to ensure an equitable balance of masculine and feminine language exists. • Create an applicant screening process that is gender and race blind. • Conduct anonymous surveys of test takers to discern areas to improve upon.
6. Opportunity	• Conduct annual analysis of the demographics of Boards and Commissions to discern areas for improvement. • Perform outreach to diverse communities for inclusion on Boards and Commissions. • Seek input from employees and labor representatives on performance evaluation criteria. • Establish a formal mentoring program for women and people of color at the City of Spokane. • Conduct comparative performance reviews.

Pay Equity

Wage Transparency

Wage secrecy masks inequality experienced by women and people of color in the workplace.

- If women and people of color are not aware of inequities in pay within their own company or organization, they will not have the ability to address them. This dynamic is illustrated in cases like *Ledbetter v. Goodyear Tire and Rubber Co.*[37]

- Research has shown that women have higher earnings in places that outlaw wage secrecy or promote a culture of transparency on wages.[38]

Causes: In pay negotiations, employers generally have more leverage than current or prospective employees due to an imbalance in information. This impacts women and people of color more than other groups because their salary expectations are likely to be based on comparisons to what other women or people of color make or previous earnings. This only serves to expand the pay gap.[39]

Recommendation
Publish salaries of current employees in an easily accessible format. While employee salaries at the City of Spokane are already subject to public record the City should take a proactive approach to wage transparency by posting salary information under our Open Data initiative.

Wage Negotiation

Current social norms disadvantage women in salary negotiations.

- In 2003, Linda Babcock found that only 7% of women at Carnegie Mellon University negotiated a higher starting salary in comparison to 57% of men. Further research found that men initiated negotiations more frequently and planned to initiate negotiations four times earlier than women.[40]

- Experimental research has found that while men and women do not differ behaviorally in the process of alternating offers after a first offer and counteroffer is made, men initiate their offers at a higher wage.[41]

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37 Ledbetter v. Goodyear Tire and Rubber Company.
(n.d.). Oyez. Retrieved November 9, 2015, from https://www.oyez.org/cases/2006/05-1074
38 Kim, M. (2015). "Pay Secrecy and the Gender Wage Gap in the Unted States." *Industrial Relations: A Journal of Economy and Society*, 54(4), 648-667.
39 Institute for Woen's Policy Research, "Fact Sheet: PaySecrecy and Wage Discrimination," June, 2011.
40 Linda Babcock and Sara Laschever, (2003). *Women Don't Ask: Negotiation and the Gender Divide*.
41 Dittrich, M., Knabe, A., & Leipold, K. (2014). "Gender differences in experimental wage negotiations." *Economic Inquiry,* 52(2), 862-873.

Causes: Social norms inform how men and women in our society are expected to behave. Through childhood activities and other means, boys are taught competitiveness, self-interest and aggression;[42] while women are taught to be less assertive and indirect about their needs and desires.[43] These social norms harm women because negotiations require assertiveness to get favorable outcomes, and they make it more difficult for women who are assertive to influence the outcome of negotiations positively.[44]

Recommendation
Provide salary negotiation workshops for women at the City of Spokane. Organizations like the Women Are Getting Even (WAGE) Project and the American Association of University Women (AAUW) have been providing wage negotiation workshops across the country for years that empower women with tools to negotiate better salaries and benefits.[6]

Point Factor Analysis

To determine the salary range of a job at the City of Spokane, a "Point Factor Analysis" (PFA) is conducted. A PFA awards points based on skill/task levels, where a higher number indicates a greater skill level, and the frequency at which employees will need to use those skills or perform the tasks outlined. In the case of the city, the categories are broken down as follows:

Factor	Level Range	Frequency (Each Level)
Job Knowledge	1-10	N/A
Human Relations Skill	1-5	Regular or Occasional
Mental Effort	1-7	N/A
Physical Effort	1-5	Regular or Occasional
Effect of Actions	1-7	N/A
Policies and Procedures	1-6	N/A
Amount of Discretion	1-6	N/A
Surroundings	1-4	Regular or Occasional
Hazards	1-4	Regular or Occasional
Work Direction & Control	1-7	N/A

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42   Linda Babcock and Sara Laschever, (2003). *Women Don't Ask: Negotiation and the Gender Divide.*
43   *Id.*
44   Wade, M. E. (2001). "Women and salary negotiation: the costs of self-advocacy." *Psychology of Women Quarterly*, 25(1), 65-76.

For Local 270, the highest score that can be attained for a job is 1,889 points. For the Managerial and Professional's Union, the highest score is 1,840. The points awarded determine the salary range. A job that receives a point total of 1,005 for M&P-B is in range 41, which means they have an hourly salary of anywhere from $31.56/hr. to $38.86/hr. depending on the "step" level.

Recommendation
Audit the point factor system Human Resources uses to determine salaries for exempt and classified positions. To ensure point factor analyses are being used consistently, it is recommended that a random sample of PFA's from lower, medium and high pay exempt and classified be analyzed thoroughly, with results of the analysis reported to the task force.

Recruitment

Reliance on informal networks for new job recruits and promotions can disadvantage women and people of color.

- Men are less likely to refer women for jobs or recommend their promotion.[45]

- Racial segregation in housing, school and employment limits the reach of informal job information networks for people of color.[46]

Causes: Informal job networks – or social networks – are a major source of recruitment for most firms in the United States. Up to 50% of all jobs are acquired through informal networks such as employee referrals.[47] Due to current social norms and racial segregation, this reliance on informal networks places women and people of color at a disadvantage.[48]

45   Beaman, L., Keleher, N., & Magruder, J. (2013). "Do job networks disadvantage women? Evidence from a recruitment experiment in Malawi." Working Paper, Department of Economics, Northwestern University.
46   DiTomaso, N. (2013). *The American non-dilemma: Racial inequality without racism*. Russell Sage Foundation.
47   Ioannides, Y. M. and L. D. Loury (2004). "Job information networks, neighborhood effects, and inequality." *Journal of Economic Literature* 42, 1056ñ1093.
48   Waldinger, Roger D. (1996), *Still the Promised City?* Harvard University Press, Cambridge, MA.

Recommendations

Actively recruit women and people of color for Exempt and Managerial positions.
An analysis of exempt positions in the City of Spokane reveals that while women make up a larger share of exempt positions than classified positions, people of color make up only 7% of exempt positions, many of which are high paying managerial positions

Build a recruitment plan with local colleges and community organizations to increase diversity. Area colleges and many community organizations in Spokane are more diverse than the general population of the city, and provide an opportunity for the city to establish pipelines of opportunity for traditionally disadvantaged communities.[7]

Market jobs at the City of Spokane in a way that attracts a diverse workforce.
A growing body of literature recognizes the importance of organizational culture for the recruitment and retention of diverse employees.[8] An important way applicants and employees recognize organizational culture is through official declarations such as mission statements.[9] Currently, the City of Spokane lacks a mission statement in recruiting employees. Our commitment to diversity and inclusion should be explicitly identified in any mission or values statement.

Train staff who engage in direct outreach and recruitment strategies to diversify the applicant pool. Efforts to increase the diversity of applicants and employees require an allocation of resources. As a result of the work they have done on Gender Pay Equity, the City of Seattle hired dedicated staff to conduct targeted outreach and recruitment.[10]

Set performance measures for departments and divisions at the City of Spokane by 2017. Setting goals for a more diverse applicant pool, better outreach and other performance measures can mitigate the likelihood that unconscious bias and stereotypes enter the recruitment the process. One analysis found that an applicant pool with even 25% women reduced bias.[11]

Spotlight: Recruiting Women and People of Color in Law Enforcement

Due to a variety of factors, police departments around the country are having difficulty recruiting candidates for law enforcement, especially women and people of color.[12] In Spokane, only 9.6% of uniformed officers are women, and only 7.4% are people of color.[13] This crisis has pushed many police departments to begin expanding recruitment efforts. In discussions with several Police Departments,[14] the authors of this report found some of the most successful strategies identified thus far include:

- Partnering with local, regional or state workforce development agencies. The Atlanta Police Department works with the Atlanta Workforce Development Agency to advertise job openings, testing dates and minimum qualification for recruits. Their relationship goes beyond these typical strategies however. The agency also provides a personal trainer to help candidates prepare for the physical examination, and performs targeted outreach to minority youth communities.

- Innovative targeted outreach and training strategies. To boost the diversity of their department, the Providence, Rhode Island Police partnered with Omni Development Corporation and the Urban League of Rhode Island to hold a series of community-based study halls in diverse neighborhoods for recruitment of women and people of color. To help potential candidates overcome barriers to entry, the study halls utilized mentors and coaches to help with physical fitness, grammar, reading comprehension, test taking and incident report writing.

- Recruitment that engages the community. In 2004, the Police Department of Sacramento initiated an innovative recruitment program where identified community leaders are trained to become "community recruiters." Community recruiters underwent a three-hour orientation about the department, and received handbooks with information about the hiring process. The program has proven successful, and recruiters became so involved in the process that Sacramento PD now utilizes the recruiters on entry-level and promotional oral panels.

Retention

Women and people of color often face subtle workplace discrimination, bias and inequities that impact their intentions to stay with an organization.

- When perceptions of diversity climate at a workplace are negative, studies have found that people of color and women are more likely to leave their job.[49]

- A negative diversity climate can lead to greater interpersonal conflict and job related stress.[50]

Causes: Gender norms and racial stereotypes contribute to experiences of bias and prejudice in the work place. When businesses fail to confront these dynamics, they can escalate to the point where women and people of color no longer comfortable at work, leading to burnout or turnover.

Recommendations
Survey employees to gauge perceptions of the workplace climate and areas where the city can improve. The City of Spokane should conduct routine organizational climate surveys of employees. These surveys can be modeled off of widely used surveys such as the Workplace Wellbeing Questionnaire, the Situational Outlook Questionnaire or the Team Climate Inventory. Results should inform administrative efforts on improving the workplace climate.   **Create multi-year Workplace Climate plans that include specific deliverables on how divisions and departments will improve the job environment.** These plans should guide divisions and departments on what steps will be taken to address deficiencies in the job environment. Deliverables may include, but are not limited to, core values/mission development, re-examination of personnel policies, training programs for supervisors and employees, and enhanced support services for women and people of color.

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49   See: McKay, P. F., Avery, D. R., Tonidandel, S., Morris, M. A., Hernandez, M., & Hebl, M. R. (2007). "Racial differences in employee retention: Are diversity climate perceptions the key?" *Personnel psychology*, 60(1), 35-62.

50   Sliter, M., Boyd, E., Sinclair, R., Cheung, J., & McFadden, A. (2014). "Inching Toward Inclusiveness: Diversity Climate, Interpersonal Conflict and Well-Being in Women Nurses." *Sex Roles*, 71(1/2), 43-54

Recommendations Cont.

Train supervisory and management staff to be aware of gender and racial bias.[15]
Recent literature suggests organizations can use a number of training strategies to
reduce implicit bias, including:

- Counter-stereotypic imagining (Actively replacing stereotypical images and ideas
  with real world examples that counter those stereotypes)

- Perspective-taking (Stepping in to the shoes of a person who is being stereotyped
  and imagining how you might feel experiencing the bias they do)

- Increasing opportunities for outreach and dialogue (Providing opportunities for
  people to collaborate with other people of different genders, races & ethnicities)

Restart exit interview program at the City of Spokane. Exit interviews provide a
unique opportunity to learn why employees have decided to transition to other work
or retire. These interviews can inform the city of efforts that need to be made to better
compete for new talent and retain current employees.

Flexible Workplace

Women with children face a "motherhood penalty" in employment, where they make less than men and women of similar age and qualifications without children.

- Working women with children are consistently perceived as less competent than women without children, and are less likely to receive interviews or be hired than women without children.[51]

- Controlling for experience and education does not close the gap: working women with children earn 10-15 percent less than women without children even after considering these factors.[52]

Causes: Despite more women entering the workforce than ever before, women still do more housework and childcare work than men. The last American Time Use Survey showed that 49% of women did housework on a given day whereas 20% men did housework, and women spent an average of one hour per day providing physical care for children while men spent an average of 23 minutes a day providing physical care.[53]

Recommendations
Provide on-site or subsidized childcare and a nursing lounge. Onsite or subsidized child care services can increase women's participation in the workforce, as well as decrease stress that arises from work-family conflicts. A 2012 study by the Organisation for Economic Cooperation and Development found that countries with higher rates of child care enrollment had lower pay gaps.[16] Surveys of employees who utilize employer provided care have also found that employees are more satisfied with their job and less likely to be absent from work.[17] **Promote and expand flexible workplace policies.** The City of Spokane offers flex time, compressed work week and telecommuting to employees under certain circumstances.[18] Effort should be made to ensure that employees understand these policies, and understand how to ask for these benefits should they need them.

51   Correll, Shelley J., S. Benard, and I. Paik, "Getting a Job: Is There a Motherhood Penalty?" *American Journal of Sociology*, (Mar. 2007): 1297- 1339, available at http://gender.stanford.edu/sites/default/files/motherhoodpenalty_0.pdf.
52   Waldfogel, Jane, "Understanding the ''Family Gap'' in Pay for Women with Children," *Journal of Economic Perspectives*, Volume 12-1, Winter 1998, 137–156.
53   American Time Use Survey – 2014 Results, Bureau of Labor Statistics (http://www.bls.gov/news.release/pdf/atus.pdf)

> **Spotlight: A Tale of Two Messages**
>
> On municipal government websites across the country, the question is often asked, "Why work for us?" For the City of Spokane, the answer is largely recreational activities and parks. On our official website, events such as Hoopfest and Bloomsday receive mention, as does the Spokane River, Manito Park and Riverfront Park.[19] These are all worthy events and attractions, but they say little about our philosophy, values or culture.
>
> In contrast, the City of New York answers the question of "Why work for NYC" by noting, "… City government is filled with opportunities for talented individuals looking to improve their communities and make an important difference in the lives of the fellow New Yorkers."[20] The website then articulates the city' commitment to equal opportunity, opportunities for career development, job security, compensation and benefits and career satisfaction that potential applicants can expect.

Unbiased Hiring

Women and people of color are less likely to be called for interviews than comparable male or white applicants, particularly in industries or jobs where they are underrepresented.

- A review of twenty four studies of gender bias in hiring decisions found that all but one study confirmed that men are evaluated more positively than comparable women in applicants in male dominated industries.[54]

- Recent studies on gender bias in STEM fields shows that men are rated as more competent and hirable than women with the same qualifications.[55]

- Studies have consistently shown that "black sounding" names result in less callbacks for interviews, even when controlling for education, experience and other qualifications.[56]

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54   Isaac, C., Lee, B., & Carnes, M. (2009). "Interventions That Affect Gender Bias in Hiring: A Systematic Review." *Academic Medicine : Journal of the Association of American Medical Colleges*, 84(10), 1440–1446. http://doi.org/10.1097/ACM.0b013e3181b6ba00

55   See: Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J., & Handelsman, J. (2012). "Science faculty's subtle gender biases favor male students." *Proceedings of the National Academy of Sciences*, 109(41), 16474-16479 & Steinpreis, R. E., Anders, K. A., & Ritzke, D. (1999). "The impact of gender on the review of the curricula vitae of job applicants and tenure candidates: A national empirical study." *Sex roles*, 41(7-8), 509-528.

56   See: Bertrand, M., & Mullainathan, S. (2003). *Are Emily and Greg more employable than Lakisha and Jamal? A field experiment on labor market discrimination* (No. w9873). National Bureau of Economic Research; Pager, D., Western, B., & Bonikowski, B. (2009). "Discrimination in a Low-Wage Labor Market: A Field Experiment." *American Sociological Review*, 74(5), 777–799. http://doi.org/10.1177/000312240907400505 & Cotton, J. L., O'neill, B. S., & Griffin, A. (2008). "The "name game": affective and hiring reactions to first names." *Journal of Managerial Psychology*, 23(1), 18-39.

Causes: When an evaluator learns the gender or race of an applicant, gender and racial biases are activated.[57] From a young age, people are exposed to norms, assumptions and stereotypes that emphasize the qualities of others based on gender and race.[58] People who act outside or challenge these norms may be penalized for doing so.

Recommendations
Create an application screening process that is gender and race blind. The City of Spokane should consider removing names of applicants during initial screening; using numbers or other easily coded identifiers to track and catalogue applications. Anonymous job applications have been found to reduce bias against women and people of color, resulting in higher callback rates for interviews.[21] Results of this intervention should be tracked and reported at regular intervals.
Conduct anonymous surveys of civil service test takers. It is recommended that Civil Service conduct anonymous surveys of test takers to discern areas where tests could be improved upon. Post-test surveys should be voluntary and anonymous.

Job Descriptions

Job descriptions at the City of Spokane contain significantly more masculine language than feminine language. An analysis of 388 job descriptions from the City of Spokane based on research by Gaucher, Friesen and Kay (2011) suggests that nearly 77 percent of job descriptions contain more masculine than feminine language. Only 6.8 percent of job descriptions had an equal amount of masculine and feminine language[59]

- Research shows that job descriptions that contain more masculine language make women less likely to apply for the position.[60]

Causes: Our work force is still heavily segregated by gender.[61] Job descriptions reflect and reinforce that segregation by using language that is masculine for jobs that are traditionally occupied by men and language that is feminine for jobs that are traditionally occupied by women.

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57   See: Bohnet, Iris et al. "When Performance Trumps Gender Bias: Joint Versus Separate Evaluation." Harvard Business School Working Paper, 12-083. March 16, 2012. [http://www.hbs.edu/faculty/Publication%20 Files/12-083.pdf] & Holbrook, C., Fessler, D. M., & Navarrete, C. D. (2015). "Looming large in others' eyes: Racial stereotypes illuminate dual adaptations for representing threat versus prestige as physical size." *Evolution and Human Behavior*.

58   See: Leaper, C., & Friedman, C. K. (2007). "The socialization of gender." *Handbook of socialization: Theory and research*, 561-587 & Hughes, D., & Chen, L. (1999). *The nature of parents' race-related communications to children: A developmental perspective.*

59   For more information on the words used, as well as the methodology, see the appendix.

60   Gaucher, D., Friesen, J., & Kay, A. C. (2011). "Evidence that gendered wording in job advertisements exists and sustains gender inequality." *Journal of personality and social psychology*, 101(1), 109.

61   Cohen, P. N. (2013). "The persistence of workplace gender segregation in the us." *Sociology Compass*, 7(11), 889-899.

Recommendation

Update job descriptions to have a more equitable balance of masculine and feminine language. Job descriptions contain important cues about the type of candidate the city would like to see in the position. Biased language can result in qualified candidates being turned off to the possibility of working in that position.

Spotlight: Job Descriptions and Gender Bias

Substantial literature exists documenting how widely held certain gender stereotypes are (e.g., Glick & Fiske, 1996), and the differences in the way men and women use and understand everyday language (e.g., Pennebaker,Mehl, & Niederhoffer, 2003). Drawing on this research, Gaucher, Friesen and Kay (2011) conducted a study on gendered wording in job advertisements to determine whether it sustains gender inequality.[22]

They created a list of masculine and feminine words based on the research noted above, scoured through 4,000 job advertisements and rated whether these advertisements had more masculine or more feminine language. Then they conducted two studies to determine a) whether gendered wording effected how people perceived diversity within occupations and b) the extent to which gendered language impacted a persons desire to apply to a job.

Consistent with their initial hypotheses, gendered language in job advertisements impacted perceptions of diversity, such that occupations advertised with masculine wording were perceived to have fewer women and vice versa. They also found that women saw jobs as less appealing, and felt a smaller sense of belonging, if the advertisements included more masculine than feminine language.

<u>Opportunity</u>

Mentors and Role Models

Women and people of color have fewer mentors and role models in professional careers than their male or white counterparts.

- When young women and people of color do not see mentors or role models in professional positions, they implicitly learn that men and white people are better suited to hold positions of authority of power.[62]

- Formal mentoring helps women increase their professional networks and social capital, both of which lead to better career outcomes.[63]

- In workplace settings, people of color who have mentors in early stages of their professional

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62   Carnegie Forum on Education and the Economy, Task Force on Teaching as a Profession. (1986). *A nation prepared: Teachers for the 21st century.* Washington, DC: Carnegie Forum.
63   Srivastava, S. B. (2015). "Network Intervention: Assessing the Effects of Formal Mentoring on Workplace Networks." *Social Forces*, sov041.

career are much more likely to climb their way up the corporate ladder.[64]

Causes: Bias, discrimination and a lack of opportunity have led to women and people of color being underrepresented in higher paying professions. This contributes to lower expectations and less opportunity for children, adolescents and young professionals.

Recommendations
Establish a formal mentoring program for women and people of color at the City of Spokane. Mentoring programs can be effective way to increase opportunity for women and people of color in underrepresented departments and fields. Any mentoring program should be implemented with consideration to best practices that maximize the effectiveness of the program for participants. **Showcase success stories of women and people of color at the City of Spokane.** Stories are a powerful tool for transmitting our values, thoughts and ideas. Stories that highlight the success of women and people of color at the City of Spokane offer a positive narrative and show our commitment to diversity and inclusion.

Performance Evaluations

Inequities and bias in employee evaluations negatively impacts women and people of color workplace.

- Men are often promoted based on future potential, while women are judged on past actions and performance.[65]

- People of color are judged more negatively in evaluations even when controlling for all other variables.[66]

Causes: Evaluators often rely on mental shortcuts to judge performance. This increases the likelihood that bias or prejudice can seep into the evaluation process and result in a candidate being judged not on her and his work but on characteristics beyond one's control.

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[64]   Thomas, D. A. (2001). "The truth about mentoring minorities." *Harvard business review*, 74(5), 99-105.

[65]   Bohnet, Iris et al. "When Performance Trumps Gender Bias: Joint Versus Separate Evaluation." Harvard Business School Working Paper, 12-083. March 16, 2012. [http://www.hbs.edu/faculty/Publication%20 Files/12-083.pdf]

[66]   Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). "Effects of race on organizational experiences, job performance evaluations, and career outcomes." *Academy of management Journal*, 33(1), 64-86.

Recommendations
Seek input from employees and labor representatives on performance evaluation criteria. Establishing clear performance evaluation criteria has been shown to reduce bias, but all too often that criterion is established without employee input. When criteria is widely agreed upon and understood, there is less of a chance managers will deviate from that criteria or rely on biases to judge the performance of their employees. **Conduct comparative performance reviews.** When a pool of candidates is evaluated under a set of standardized criteria, it can lessen the implicit gender and racial bias of evaluators.

Boards and Commissions

There is a lack of diversity of Boards and Commissions that make decisions on behalf of the citizens of the City of Spokane.

- A preliminary analysis of boards and commissions at the City of Spokane shows that 34 percent of current board and commission positions are held by women.[67]

Causes: Due to a lack of resources and working multiple jobs, people with lower incomes are often less civically engaged in politics than those with higher incomes.[68] Without an exerted effort from government, this creates a system where diverse populations are not represented on critical decision making bodies.

Recommendations
Perform outreach to diverse communities for inclusion on Boards and Commissions. Boards and commissions play an important role in city governance. A lack of diversity means critical voices in our community are not currently being heard. The city should establish an outreach plan for boards and commissions that includes concrete steps to diversify the applicant pool. **Conduct annual analysis of the demographics of Boards and Commissions to discern areas of improvement, and add categories for sexual orientation and gender identity to EEO forms.** To date, there has been no in-depth analysis of the demographics of boards and commissions at the City of Spokane. The City should extend its commitment to diversity and inclusion to these bodies by conducting a regular demographic analysis and establishing work plans for greater outreach in areas the city is deficient.

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67   This analysis does not include any boards or commission that the city does not have some control over appointments, and does not include positions filled by elected officials by statute. Analysis is based on data from EEO-1 forms, and publicly available data. An analysis of race could not be conducted due to limited data collection.
68   McBride, A. M., Sherraden, M. S., & Pritzker, S. (2006). "Civic Engagement Among Low Income and Low Wealth Families: In Their Words." *Family relations*, 55(2), 152-162.

Spotlight: Municipal Mentor Programs

As city governments face a looming employment crisis with the retirement of baby boomers, many jurisdictions have implemented mentorship programs to prepare new employees for a career in government. Examples include:

- In the City of Santa Clara, a voluntary mentor program was initiated in 2002 that all regular employees can participate in. Employees who apply to the program pick their mentor, and work on a year-long development plan that includes comprehensive training and network schedules. The program grew from 35 employees in its first year to 133 by 2006-2007.[23]

- In 2014, the City of San Antonio started the Women Leadership Mentor Program that pairs women in managerial and leadership positions with women in mid-level positions to help career development. The program includes one-on-one work sessions, networking events, group activities, project management and a capstone project.[24]

Transparency and Follow Through

In order to ensure that the above list of recommendations is explored or implemented, the Task Force recommends the following:

1. Annual reporting from divisions and departments on progress.

    - The Task Force recommends that regular updates from Division and Department Heads be discussed in public meetings and published in an easily accessible format for citizens to track progress.

    - Workplace Climate Survey and Action Plans should be completed by the middle of 2017, with a report to Council and members of the Task Force.

2. Task Force audits of wage and classification data.

    - The Task Force will conduct annual audits of wage and classification data from the Human Resources Department. Analysis of the data will be published in an easily accessible format.

3. Mentorship between divisions/departments doing well, and those that are struggling.

    - The Task Force recommends that Division or Department heads from successful divisions or departments be paired with those that are struggling to achieve the goals and recommendations outlined in this report.

4. Subcommittee to examine recruitment, hiring and retention process more in-depth.

    - The Task Force recommends a subcommittee of Task Force members be created to further explore the recruitment, hiring and retention processes at the City of Spokane.

Appendix

Full Time Employee Demographics by Department (Table)

Department	Total Employees	% Women	Wage Ratio (Women)	% People of Color
Accounting	44	72.7%	93.6%	6.8%
Advanced Wastewater Treatment	102	5.9%	89%	8.8%
Asset Management	11	36.3%	75.7%	0%
Building Services	46	30.4%	90.2%	0%
CD/HS and Code Enforcement	21	42.9%	90.8%	9.5%
Combined Communications Center	19	52.6%	96.1%	21%
Council	14	35.7%	130%	14.3%
EMS Fund	301	4.7%	83.9%	10.7%
Engineering Services	54	12.9%	87%	11.5%
Finance	10	60%	54.6%	10%
Fleet Services	34	0%	N/A	5.9%
Golf Fund	9	0%	N/A	22.2%
Human Resources	9	77.8%	112%	0%
Integrated Capital Management	12	25%	92.9%	0%
IT Fund	46	15.2%	99.8%	15.2%
Legal	35	54.3%	78.4%	5.7%
Library Fund	71	69%	82.9%	9.9%
Municipal Court	36	91.7%	55.5%	5.5%
Parks and Recreation	65	29.2%	89.9%	4.8%
Parking Meter Revenue Fund	14	14.3%	N/A	21.4%
Planning Services	10	50%	96.1%	0%
Police	387	24.5%	69%	7.8%
Probation Services	14	71.4%	104%	14.3%
Public Defender	23	47.8%	92.9%	17.4%
Public Works and Utilities	24	79.2%	66.4%	12.5%
Sewer Maintenance Fund	65	7.7%	107%	7.8%
Solid Waste Disposal	68	17.6%	84.4%	8.8%
Solid Waste Management	118	11.9%	95.6%	6.8%
Street Fund	99	8.1%	114%	5.1%
Water Division	148	10.1%	91.1%	7.4%

Economic Multiplier Methodology

This paper uses a multiplier based on the Making Work Pay (MWP) credit.[69] The MWP credit provided a refund of anywhere from $400 (individual) to $800 (joint) for taxpayers making less than $95,000 ($190,000 joint).[70] According to Mark Zandi of Moody's Analytics, the multiplier for the MWP credit 1.2; meaning that for every dollar increase in compensation to workers leads to $1.20 increase in economic activity.[71]

It is then assumed that 5.3% of the increase in wages is put into personal savings. This estimate was derived by averaging the personal savings rate over the last ten years via the seasonally adjusted annual rate from the Federal Reserve's Economic Data website.[72]

Workplace Climate Survey Methodology and Information

As part of this report, members of the Task Force created a "Workplace Climate Survey." The purpose of the survey was to measure employee perceptions of equity, openness and professionalism in the workplace. Questions were culled from previously validated surveys administered to large companies and other municipalities. The survey was explicitly noted as being voluntary and provided respondents with complete anonymity.

The first wave of surveys were sent out via email to members of the Police Guild and Fire Department in late October, with a reminder email sent two weeks later in early November. The second wave of surveys was sent to members of the Managerial and Professional Union through postal mail. Approximately 822 three page surveys were sent to members with a pre-stamped return envelope. These waves generated 267 responses; with 220 complete surveys, 30 partials and 6 incomplete, for an initial response rate of 30.5 percent.[73]

Online responses were pulled from Survey Gizmo into a comma separated value (CSV) spreadsheet. Mail responses were then entered manually into the spreadsheet to match the response language of the online survey. Responses were then coded based on gender/gender identity, race and sexual orientation. A full breakdown of the demographics and responses is below.

Limitations of the survey stem primarily from the fact that questions are based on self-reporting, which means incidences of harassment or bullying may be undercounted, and answers relating to equal/unequal treatment for items such as discipline are based on perception rather than hard data.[74]

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69   This was chosen due to the income range for the tax credit, which is above average wages for City of Spokane employees. The limitation of this model is that the Making Work Pay credit was a one-time cash payment, as opposed to longer-lasting change in disposable income.
70   The credit was reduced by 2% of adjusted gross income above $75,000 ($150,000 for joint filers).
71   See: http://www.economy.com/mark-zandi/documents/2012-02-07-JEC-Payroll-Tax.pdf.
72   See: https://research.stlouisfed.org/fred2/series/PSAVERT
73   Incompletes were removed from the survey analysis.
74   This does not necessarily mean those perceptions are entirely inaccurate. Further research should be conducted to see whether those perceptions are confirmed by data on the items identified in the survey.

1. I feel competent in my interactions with people who are different than me.

    a. Strongly Agree = 75.1%

    b. Agree = 22.5%

    c. Not Sure = 1.6%

    d. Disagree = 0.4%

    e. Strongly Disagree = 0.4%

2. I think it is valuable to discuss the impact of gender/gender identity in the workplace.

    a. Strongly Agree = 15.2%

    b. Agree = 27.7%

    c. Not Sure = 19.3%

    d. Disagree = 21.7%

    e. Strongly Disagree = 16.1%

3. I feel comfortable talking about gender/gender identity within my department.

    a. Strongly Agree = 22.5%

    b. Agree = 41.4%

    c. Not Sure = 14.1%

    d. Disagree = 13.6%

    e. Strongly Disagree = 8.4%

4. My department offers support or services to resolve workplace issues that involve discrimination or harassment against women.

    a. Strongly Agree = 28.3%

    b. Agree = 43.3%

    c. Not Sure = 17.8%

    d. Disagree = 6.9%

    e. Strongly Disagree = 3.7%

5. I think it is valuable to examine and discuss the impacts of race in the work place.

    a. Strongly Agree = 14.2%

    b. Agree = 38.5%

    a. Not Sure = 15.4%

    b. Disagree = 21.4%

      c. Strongly Disagree = 10.5%

6. I feel comfortable talking about race within my department.

      a. Strongly Agree = 27.8%

      b. Agree = 48.8%

      c. Not Sure = 9.3%

      d. Disagree = 8.5%

      e. Strongly Disagree = 5.6%

7. My department offers support or services to resolve workplace issues that involve discrimination or harassment against people of color.

      a. Strongly Agree = 25.2%

      b. Agree = 43.9%

      c. Not Sure = 25.2%

      d. Disagree = 2.4%

      e. Strongly Disagree = 3.3%

8. My department offers reasonable accommodations for people with disabilities.

      a. Yes = 87%

      b. No = 11.7%

      c. Not Sure = 1.3%

9. My starting salary at the City of Spokane was fair compared to other employees who work similar jobs.

      a. Strongly Agree = 33.2%

      b. Agree = 46.8%

      c. Don't Know = 7.6%

      d. Disagree = 8.4%

      e. Strongly Disagree = 4%

10. I am given recognition for my positive performance at work.

      a. Strongly Agree = 16.9%

      b. Agree = 46.6%

      c. Don't Know = 8.4%

      d. Disagree = 22.9%

      e. Strongly Disagree = 5.2%

11. Everyone's hard work is equally recognized in my department.

      a. Strongly Agree = 12.4%

      b. Agree = 31.3%

      c. Don't Know = 15.7%

      d. Disagree = 27.7%

      e. Strongly Disagree = 12.9%

12. I feel I am given the same opportunities for advancement as others in my department.

      a. Strongly Agree = 29.2%

      b. Agree = 43.2%

      c. Don't Know = 7.2%

      d. Disagree = 14.8%

      e. Strongly Disagree = 5.6%

13. There are factors beyond work performance and qualifications that influence which people are successful at the City.

      a. Strongly Agree = 31.5%

      b. Agree = 43.1%

      c. Don't Know = 15.3%

      d. Disagree = 6.5%

      e. Strongly Disagree = 3.6%

14. Is there any occasion where you feel you were bullied or harassed due to your gender?

      a. Yes = 6.9% *(% of women who answered yes = 31.9%)*

      b. No = 93.1%

15. Is there any occasion at work where you feel you were harassed or bullied due to your race?

      a. Yes = 4% *(% of people of color who answered yes = 21.4%)*

      b. No = 96%

16. Is there any occasion at work where you feel you were harassed or bullied due to your sexual orientation or gender identity?

      a. Yes = 2% *(% of LGBT people who answered yes = 21.4%)*

      b. No = 98%

17. Based on your experience, do you feel that men and women at your workplace are treated equally in the following areas?

	Men & Women Treated Equally	Women Treated Less Favorably	Men Treated Less Favorably
Recruitment & Selection	74.3%	11%	14.7%
Wages	91.5%	8.5%	0%
Appraisal/Performance	82.7%	9.8%	7.5%
Training & Development	81.6%	11.5%	6.9%
Disciplinary Process	69.9%	7.4%	22.7%

18. Based on your experience, do you feel that people of different races at your workplace are treated equally in the following areas?

	All Races Treated Equally	People of Color Treated Less Favorably	White People Treated less Favorably
Recruitment & Selection	74.2%	7.6%	18.2%
Wages	98.3%	1.3%	0.4%
Appraisal/Performance	91.5%	4.7%	3.8%
Training & Development	91.9%	5.1%	3%
Disciplinary Process	87.3%	3.8%	8.9%

19. Based on your experience, do you feel that lesbian, gay, bisexual and transgender (LGBT) and heterosexual/straight people at your workplace are treated equally in the following areas?

	LGBT and Heterosexual/Straight Treated Equally	LGBT Treated Less Favorably	Heterosexual/ Straight Treated Less Favorably
Recruitment & Selection	87.5%	10.3%	2.2%
Wages	97.8%	1.8%	0.4%
Appraisal/Performance	91.5%	5.8%	2.7%
Training & Development	91.9%	5.4%	2.7%
Disciplinary Process	90.2%	4%	5.8%

Family Wage Calculation

Housing: The United States Department of Housing and Urban Development (HUD) estimates that the Fair Market Rent for a two-bedroom dwelling is $773.[75] This is actually higher than the average rent of $688 for a two bedroom apartment estimated by the Runstad Real Estate Center, who surveyed over 11,000 apartment units in Fall 2014 as part of their bi-annual Washington Apartment Market Survey.[76] While there are some general issues with how HUD calculates Fair Market Rent, it still represents a reasonable picture of rent prices in the city. For renters, the average annual household operations cost is estimated to be $647 a year.[77]

- Range: $742-$827 a month

Food: The United States Department of Agriculture calculates a "Food Plan" every month of the year. The food plan is meant to be a general representation of a nutritious diet for *at home* food costs at four different cost levels: thrifty, low-cost, moderate-cost and liberal. According to their most recent release available online (March 2015), monthly food costs range anywhere from $94 a month for a 1 year old child on a thrifty plan to $373 for a male aged 19-51 on the liberal plan. A family of two is estimated to spend $366 to $772 a month depending on the age of the two family members and the plan adhered to.[78]

This is not necessarily representational of what people actually spend on food however. The USDA food plan neglects to account for money spent on food away from home, which is a significant portion of people's food budget these days. The Bureau of Labor Statistics' Consumer Expenditure Survey estimates that married couples spend $7,256 a year on food, while a single parent with at least one child under 18 spends $5,820 a year.[79] This translates to anywhere from $485 a month to $604 a month. The amount of variables to take into consideration when estimating food budgets varies to such a large degree that no single estimate is likely to encapsulate everyone's experience.

- Range: $366-$772 a month

Utilities: For residents inside the City of Spokane, there are a set of monthly, flat fees related to sewer, storm water, water service and integrated capital. Those charges amount to $73.27.[80] Assuming that a two person household would need at least a 68 gallon refuse cart for solid waste, the cost increases to $101.69. According to the Environmental Protection Agency, the average person uses 100 gallons of water a day.[81] If a two person household uses a minimum of 200 gallons a day, this results in a total City utility bill of $104.01.

This does not include electricity and heating costs however, which can vary wildly depending on the size of the house itself and the current condition. The Edison Electric Institute estimates that the average electric bill in the City of Spokane is $83.06.[82] If we assume this represents the cost incurred by a two person household, this puts the total utility bill cost at $187.07.

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75   HUD, *The Final FY 2015 Spokane County FMRs for All Bedroom Sizes*.

76   University of Washington Runstad Real Estate Center, *Washington Apartment Market Survey,* Fall 2014.

77   Bureau of Labor Statistics, Consumer Expenditure Survey: 3rd Quarter 2013 through 2nd Quarter 2014. Table 1702.

78   Official USDA Food Plans: Costs of Food at Home at Four Levels, U.S. Average, March 2015.

79   Bureau of Labor Statistics, Consumer Expenditure Survey: 3rd Quarter 2013 through 2nd Quarter 2014, Table 1502.

80   City of Spokane: Residential Utilities Rates, Single Family Residential (2015).

81   U.S. Geological Survey, Estimated Use of Water in the United States in 1995, U.S. Geological Survey Circular 1200. Denver, Colorado. 1995

82   Edison Electric Institute, Typical Bills and Average Rates Report (2014).

- Estimate: $187.07 a month

Childcare: The latest data available from Child Care of Washington estimates that median child care costs range from $477 to $823 in Spokane County depending on the age of the child and the type of child care being received.[83]

- Range: $477-$823 a month

Transportation: Every year, the American Auto Association releases a brochure entitled "Your Driving Costs," which is meant to provide an estimate of just how much it costs to own and operate a vehicle. In 2015, operating costs for a medium sized sedan are estimated to be 17.18 cents per mile; with ownership costs estimated at $16.82 per day.[84] The Federal Highway Administration estimates that drivers in Washington drive 12,800 miles per vehicle.[85] This translates to a monthly cost of $694.84.

- Estimate: $694.84 a month

Health Care: Health care costs will vary any household depending on factors such as general health and well-being, the presence of chronic mental and physical conditions and whether or not the employed member of the household has employer provided health care or has an individual plan under the current individual market. An analysis by the National Conference of State Legislatures shows that coverage in the individual market ranges from $229 a month to $420 a month depending on the metal tier.[86] With respects to employer provided health care, the latest data from the Kaiser Foundation/Health Research & Educational Trust Employer (HRET) Health Benefits Survey suggest that the average worker contribution for a family plan is $4,823 a year, or about $402 a month.[87]

This does not include out-of-pocket costs, which will also vary by coverage. In the individual market, the maximum allowable out-of-pocket cost is $13,200;[88] but out-of-pocket costs can range from $12,518 to $3,240 depending on the metal tier level.[89] For employer provided coverage, a recent Aon Hewitt report suggests that the average worker will pay $2,487 in out-of-pocket costs.[90]

- Range: $609-$1,285 a month

Clothing: Data from the National Compensation Survey suggests that money spent on apparel and related services ranges from $1,721 (married couple) a year to $1,796 (single parent with a child).[91]

- Range: $143-$150 a month

Taxes: For purposes of this analysis, we will utilize the same tax numbers used in the Self-Sufficiency Standard.

- Range: $365-$654 a month

83   Child Care of Washington, 2014 Data Report: Trends, Child Care Supply, Cost of Care & Demand for Referrals, Jan. 31, 2015.

84   American Auto Association, *Your Driving Costs 2015*, Operating and Ownership Costs, pgs. 6-7.

85   Federal Highway Administration, State & Urbanized Areas: Selected Statistics by State. See: http://www.fhwa.dot.gov/ohim/onh00/onh2p11.htm

86   National Conference of State Legislatures, Exhibit 1: Premiums and Premium Increases, Single Coverage, by Metal Tier and State, 2014-2015. See: http://www.ncsl.org/research/health/health-insurance-premiums.aspx

87   Kaiser Family Foundation & HRET, *2014 Employer Health Benefits Survey*, Sept. 10, 2014.

88   Healthcare.gov, Out-of-pocket maximum/limit. Accessed on May 14, 2015.

89   HealthPocket, Out-of-Pocket Costs for Individual Health Insurance. See: http://www.healthpocket.com/individual-health-insurance/out-of-pocket-costs/#.VVZuWPlVhBc

90   CNN, "Employees pay more out of pocket for health care," November 13, 2014.

91   Bureau of Labor Statistics, Consumer Expenditure Survey: 3rd Quarter 2013 through 2nd Quarter 2014. Table 1702.

Emergency Savings: For purposes of this analysis, we will utilize the same emergency savings numbers used in the Self-Sufficiency Standard.

- Range: $81-$109 a month

<div align="center">Final Estimate</div>

Using the data above, it is estimated that a "family wage" for the City of Spokane could range anywhere from $44,002.92 to $66,022.92 depending sources and variables that would affect any of the categories that would have to be taken in to consideration to calculate this wage.

Job Description Analysis Methodology and Information

A spreadsheet of masculine and feminine words,[92] based on the research of Gaucher, Friesen and Kay (2011) was coded where the following variables were entered: SPN #, female coded words, male coded words and the overall gender bias of the language in the descriptions. For each job description, a number value of 1, 2 or 3 was given; a 1 meaning the job description had more feminine than masculine language, a 2 meaning the job description had more masculine than feminine language, and a 3 meaning there are an equal amount of masculine and feminine words in the job description. Words used to analyze the job descriptions are listed below.[93]

Masculine Words	Feminine Words
Active	Affectionate
Adventurous	Child*
Aggress*	Cheer*
Analy*	Commit*
Assert*	Communal
Athlet*	Compassion*
Autonom*	Connect*
Challeng*	Considerate

92   Word choice in Gaucher, Friesen and Kay was based on: Bartz, J. A., & Lydon, J. E. (2004). "Close relationships and the working self-concept: Implicit and explicit effects of priming attachment on agency and communion." *Personality and Social Psychology Bulletin*, 30, 1389–1401; Rudman, L. A., & Kilianski, S. T. (2000). "Implicit and explicit attitudes toward female authority." *Personality and Social Psychology Bulletin*, 26, 1315-1328; Hoffman, C., & Hurst, N. (1990). "Gender stereotypes: Perception or rationalization?" *Journal of Personality and Social Psychology*, 58, 197–208.
93   * Asterisks denote acceptance of all letters, numbers of hyphens following its appearance

Masculine Words	Feminine Words
Compet*	Cooperat*
Confident	Depend*
Courag*	Emotiona*
Decide	Empath*
Decisive	Feminine
Decision*	Gentle
Determin*	Honest
Dominant	Interpersonal
Domina*	Interdependen*
Force*	Kind
Headstrong	Kinship
Hierarch*	Loyal*
Impulsive	Modesty
Independen*	Pleasant*
Individual*	Polite
Intellect*	Quiet*
Lead*	Respon*
Logic	Sensitiv*
Masculine	Submissive
Objective	Support*
Opinion	Sympath*
Outspoken	Tender*
Persist	Together*
Principle*	Trust*
Superior	Understand*
Self-confiden*	Warm*
Self-sufficien*	Whin*
Self-relian*	Yield*

After coding all job descriptions in the analysis, the amount of descriptions with gender biased language or parity in language was calculated. Data is available upon request.

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(Footnotes)

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6   See: AAUW Salary: Negotiations for Women (http://www.aauw.org/what-we-do/salary-negotiation-workshops/) and WAGE Project: What Is a Startsmart Workshop (http://www.wageproject.org/files/WhatIs$tart$martWorkshop.php)

7   According to the Department of Education College Scorecard tool, the Spokane college with the least amount of racial diversity is Whitworth, with a student body that is 79% white. This is still more diverse than the general population of the City of Spokane. (See: https://collegescorecard.ed.gov/)

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13   Author calculations based on Human Resource Data.

14   Phone conversations with Atlanta Police Department (October 9, 2015), Providence Police Department (October 23, 2015) and Sacramento Police Department (November 6, 2015).

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24   Sheryl Sculley, "Fostering Leadership: The City of San Antonio's Women Leadership Mentoring Program," International City/County Management Association (http://icma.org/en/Article/104788/Fostering_Leadership_the_City_of_San_Antonios_Womens_Leadership_Mentoring_Program)