WOMEN in the
San Francisco Bay Area
TRANSPORTATION Industry

A Baseline Study for Future Benchmarking of Women in Leadership Roles

March 2012

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Acknowledgements

The WTS San Francisco Bay Area Chapter Glass Ceiling Task Force consists of the following individuals, whose dedicated work over the last year and a half made this baseline report possible:

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Executive Summary

The link between diversity and business performance is starting to be better understood and recognized within the professional community. In addition, evidence is emerging that shows that the lower representation of women within the workforce is problematic because workforce diversity actually improves business performance. Understanding the business case for diversity is an important first step for creating a culture of diversity within the transportation industry. However, it is clearly not enough.

Although women have made great strides in workforce representation over the past few decades, many women still have difficulties attaining parity in executive and managerial positions. According to the Government Accountability Office (GAO), women made up 47% of the workforce in 2010, but were employed in only 40% of the managerial positions (GAO, 2010). Women make up only 7.6% of top earners and fill only 15.7% of board directors' seats in Fortune 500 companies (Catalyst, 2011).

Furthermore, women do not appear to be closing the managerial gap very quickly. According to the Equal Employment Opportunity Commission (EEOC), from 1990 to 2002, women's managerial representation in the private sector increased by only 7.4 percentage points (from 29% to 36.4%), an average increase of only .5% per year, even though women made up 48% of EEO-1 employment in 2002.

In October 2010, the San Francisco Bay Area Chapter of the Women's Transportation Seminar (WTS-SF) embarked on a research mission to determine whether women working within the transportation industry in the Bay Area face a "glass ceiling" and, if so, what programs and policies could be advocated by WTS-SF in order to help mitigate the "glass ceiling effect." A Glass Ceiling Task Force was formed to lead this volunteer-based study. The effort was three-pronged: 1) conducting a literature review of related studies and best practices in diversity management, 2) administering an anonymous survey to Bay Area employers, both public and private, to try to better understand the current status of women in the local transportation industry, and 3) developing recommendations to the WTS-SF Board to mitigate the "glass ceiling effect" and support the advancement of women in the local transportation industry.

Ultimately, the WTS-SF Glass Ceiling Task Force achieved a 58% response rate, with 29 of the 50 transportation employers identified in the San Francisco Bay Area participating in the survey. Public and private organizations were nearly evenly represented (48% and 52%, respectively) in our study efforts. Our survey findings corroborated those found in the literature:

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

Source: Includes language from Hesse-Biber, Sharlene N. and Gregg L. Carter. 2005. Working Women in America. New York, NY: Oxford University Press.

- On average women made up about 36% of all employees of the reporting Bay Area offices.

- Fifty-four percent (54%) of participating organizations reported having less than 10% of their female employees in management positions. Of the remainder of survey participants, about 23% had 10-19%, 12% had 20-29%, and 8% had 30-39% of females in management positions in 2010.

- Only 4% of survey participants had 50-59% of females in mid-level management positions in 2010.

Furthermore, while survey participants reported relatively high participation rates in job flexibility programs or policies (79% for part-time schedules being offered in the workplace, and 69% for telecommuting options being offered), only 31% reported official mentoring programs within their organizations. Fifty-two percent (52%) of participants reported providing diversity training programs, and 52% reported having succession plans in place.

The study efforts of the WTS-SF Glass Ceiling Task Force will serve as a reference point for assessing the future progress and status of women in the Bay Area transportation industry. To further promote WTS's mission in the advancement, recruitment and retention of women in the industry, the Task Force recommends the following actions:

1. Track progress of an improvement plan and update the study findings every two years;

2. Promote internal capacity building by offering study templates and lessons learned for other WTS chapters who wish to conduct similar studies; and,

3. Promote best practices in diversity management by:

   a. Developing a "Diversity Management Toolkit" and,

   b. Providing a facilitated workshop for Human Resource managers and professionals that will aid in the successful implementation of diversity management strategies.

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 San Francisco Bay Area transportation industry.

The primary mission of the Women's Transportation Seminar (WTS) is to advance the transportation industry and the professional women who are a growing part of it. With this mission and the business case for diversity in mind, increasing women's representation levels within the transportation industry and equalizing management opportunities for women and men is essential. For this to be possible, it may be necessary to provide programs or other support to retain women in the transportation sector, and help them succeed. WTS emphasizes the importance of attaining balance in the transportation industry to reflect the current labor force. Unless parity is achieved, the transportation industry risks losing valuable contributions from a diverse work force.

In fall 2010, the WTS San Francisco Bay Area Chapter formed a Glass Ceiling Task Force composed of industry volunteers. This group was charged with spearheading a study to establish a baseline reflecting the current status of women in the local transportation industry and to help find answers to the following questions:

- Do women working in the San Francisco Bay Area's transportation industry face barriers to advancement?

- In cases where these barriers exist, what are some practices that have been successfully deployed in organizations to address the issue?

The Women's Transportation Seminar (WTS) is an international organization of more than 4,000 transportation professionals - both women and men - with 45 chapters representing cities and states in the United States, Canada and Great Britain. The mission statement of WTS "Transforming the transportation industry through the advancement of women" is operationalized through programs including leadership training and mentoring, networking, education, and professional development.

http://www.wtsinternational.org

"My first true breaking of the glass ceiling was as CEO of the Los Angeles County Metropolitan Transportation Authority (LA Metro). I was their first woman CEO in 60 years."

Linda Bohlinger, Vice President and National Director of Management Consulting, HNTB Corporation

- Is there a potential role for WTS-SF to play?

The main objective of this report is to provide a better understanding about the current status of women working in the Bay Area's transportation professional services industry with regard to advancement, barriers, and other topics related to the "glass ceiling" effect. The three major elements covered to meet the study objective include: 1) conducting a literature review of related studies and best practices in diversity management, 2) reporting preliminary findings of a WTS-SF administered survey which revealed information about women's representation and family-friendly policies at participating public and private transportation organizations in the San Francisco Bay Area, and 3) developing recommendations to the WTS-SF Board to mitigate the "glass ceiling effect" and further support the advancement of women in the local transportation industry.

The information provided in this study can be used as a tool to help the WTS-SF Chapter with future performance goal development. It could also start conversations with other WTS chapters that are interested in establishing baseline data related to the "glass ceiling" effect. Finally, this report identifies programs and tools that can be used by individual companies and agencies (or other WTS chapters) to support the advancement of women and/or minorities in the industry.

2. Background

2.1 The Business Case for Diversity: Why Diversity Matters

The link between diversity and business performance is starting to be better understood and recognized within the business community. Diversity has, for many years, been recognized as a public policy concern because it may indicate potential inequities in education, employment, and professional opportunities - or even as discrimination by employers. However, evidence is also emerging that shows that the lower representation of women within the business workforce is problematic because workforce diversity actually improves business performance. Some of the key arguments driving this realization include the following:

1. Diverse backgrounds bring diverse viewpoints – which in turn have positive impacts on innovation, problem solving capabilities, and other desirable business skills: Teulia Hanson, Vice President of Diversity & Inclusion at AECOM says: "Today, it is common for organizations to view diversity as a business imperative. Clients expect the best solutions that stem from diverse talent and perspectives. Emerging markets and talent pools are rapidly expanding, and companies must leverage the diversity of thought within their organizations to 'out-innovate' competitors. (Hanson, 2011)" Similarly, according to 65 Fortune 500 companies, a diverse workforce increases creative problem solving, improves product development and services, promotes effective cross-cultural communication, and decreases discrimination and stereotyping (Grutter v. Bollinger, 2003).

2. Diversity at the top levels can help make the best use of existing staff, and help with staff retention and hiring practices: Deloitte LLP started the Women's Initiative (WIN) to "accelerate the retention and advancement of women at Deloitte"
(Deloitte, 2010). Deloitte has discovered that businesses prosper by making the best use of talented people. They offer increased flexibility (e.g., allowing people to telecommute or job-share), training, and mentorship to women in an attempt to hold onto talent and advance it to the senior levels.

3. A diverse workforce will appeal to a wider range of customers: Lou Gerstner, ex-CEO of IBM, understood that increased diversity in the IBM workforce could increase revenue at the company by appealing to a broader set of employees and customers. "By deliberately seeing ways to more effectively reach a broader range of customers, IBM has seen significant bottom-line results," says Harvard Business School Professor David A. Thomas (Thomas, 2004). In addition to contributing to a harmonious and effective workplace, gender diversity within the workforce is also associated with increased profit (Herring, 2009).

4. Understanding the business case for diversity is an important first step for creating a culture of diversity. It can help to elevate the diversity discussion from a "desirable goal" to a "necessary goal" within an organization.

2.2 Women in Management: Is there a Diversity Problem?

Although women have made great strides in workforce representation over the past few decades, many women still have difficulties attaining parity in executive and managerial positions. According to the Government Accountability Office (GAO), women made up 47% of the workforce in 2010, but were employed in only 40% of the managerial positions (GAO, 2010). Women make up only 7.6% of top earners and fill only 15.7% of board directors' seats in Fortune 500 companies (Catalyst, 2011).

Furthermore, women do not appear to be closing the managerial gap very quickly. According to the Equal Employment Opportunity Commission (EEOC), from 1990 to 2002, women's managerial representation in the private sector increased by only 7.4 percentage points (from 29% to 36.4%), an average increase of only .5% per year, even though women made up 48% of EEO-1 employment in 2002.

Significant variation by career field may be masked by the aggregation of these figures. For instance, women represented 80% of non-managerial positions and 70% of managerial positions in the health care and social assistance industry. If women's representation in these fields were excluded, women would represent a much smaller percentage of all managerial positions. Women managers also tend to be clustered in fields (such as health and social assistance) that pay less than other, male-dominated fields. For example, female managers in the manufacturing industry earn a median salary of $67,000 compared to female managers' earnings of $52,000 in the health care industry. In most industries, mothers were also less than proportionately represented in management at approximately 14% (GAO, 2010). Although women managers were observed to be clustered in certain fields, the relationship with advancement and compensation is unclear.

2.3 Women in the Transportation Professional Services Industry

2.3.1 Defining the Transportation Professional Services Industry

Transportation is a large, visible, and growing industry in the United States. According to the General Accountability Office (GAO), the transportation and utilities industries employed 7.6 million workers (5% of all employees) in 2007 (GAO, 2010). In total, the transportation industry represents approximately 3–10% of the United States' Gross Domestic Product (GDP) (NSSGA, 2008). The transportation professional services industry encompasses a wide range of public and private agencies.

At the federal level, the United States Department of Transportation (DOT) oversees aviation, highways, motor carriers, railroads, mass transit systems, waterborne commerce, pipelines, and hazardous material shipments. The Department of Transportation employs approximately 60,000 workers and has an annual budget of approximately $77 billion dollars (DOT, 2010).

At the state level, the California Department of Transportation (also known as Caltrans), manages the state

highway system, including road and bridge construction, toll bridge corridors, and railway systems, among other responsibilities. In the 2008-2009 fiscal year, Caltrans spent $3.7 billion on various transportation projects throughout the state. Caltrans employs 22,277 permanent staff and has an annual budget of $12.1 billion dollars (California DOT, 2010).

Transportation professional services include both public and private agencies. At a the regional level, public transportation professional services can include organizations like the Bay Area Rapid Transit District (BART), Alameda-Contra Costa Transit District (AC Transit), and the Metropolitan Transportation Commission (MTC). With other agencies, these organizations plan, manage, operate and finance transportation services in the nine-county San Francisco Bay Area. Private sector companies, which also comprise a significant portion of the transportation professional services industry, may contract for federal, state, and local governments or private sector clients. Private firms range in size and scope from large, international firms with thousands of employees to smaller, regionally-focused transportation planning or engineering firms.

2.3.2 Is there a diversity Issue within the Transportation Professional Services Industry?

Unfortunately, the same patterns of underrepresentation of women appear to hold true within the United States transportation professional service industry. Although women comprise 47% of the total workforce in the United States,

women make up less than 13% of the total workforce in transportation-related occupations such as urban and regional planning, civil engineering, architecture, surveying, and construction management. In addition, women comprise only 17.4% of transportation managers (BLS, 2010).

Few studies have been conducted on transportation professional services within the United States. However, in 2007, the Transportation Cooperative Research Program (TCRP) and National Cooperative Highway Research Program (NCHRP) conducted a benchmark scoping report on racial and gender diversity in State Departments of Transportation (DOTs) and transit agencies in the United States. The study examined EEO-4 reports for 90% of DOTs and 60% of the largest transit agencies and calculated the disproportionality, or underutilization, rates for women and minority workers. The following list illustrates how TCRP calculated disproportionality rates for DOTs:

1. *Review the EEO-4 and affirmative action plan.*

2. *Enter the incumbency numbers (number of employees for each racial/gender category).*

3. *Calculate utilization rates for women and minorities by dividing incumbency numbers by total number of employees.*

4. *Access the Census Bureau's database to collect EEO-1 employment counts for women and minorities in each of the seven EEO-4 job categories.*

5. *Collect the availability numbers for women and minorities for each of the EEO job categories.*

6. *Calculate the availability rate for women and minorities by dividing the*

number of women and minorities by the total number of available workers for each job category.

7. *Calculate the disproportionality (underutilization or overutilization) by dividing the utilization rate by the availability rate. There is no disparity if the ratio is at least 80%.*

The TCRP study found that in DOTs, all women, regardless of ethnicity, were underutilized in the professional and service maintenance categories. White, Latina, Asian, and American Indian women were underutilized in the official and administrator occupational category while white, black, and Asian women were underutilized in technician and protective service categories in DOTs. State DOTs also underutilized Latina, Asian, and American Indian women in the skilled craft occupations. The only occupational category where all women, regardless of ethnicity, were not underutilized in DOTs was in administrative support.

In transit agencies, white women are underutilized in every occupational category. Latina and American Indian women are underutilized in every category except for skilled crafts. Asian women are also underutilized in the majority of occupational categories, with the exception of the official and administrator occupational category (TCRP & NCHRP, 2007).

There also appears to be disparity between compensation levels of women and men within the transportation professional services industry. The Bureau of Labor and Statistics (BLS) does not provide disaggregated median salary data for women within urban planning, surveying, architecture, civil engineering and other related professions because women do not constitute the minimal employment base necessary for salary comparison. Thus, BLS combines women in architecture and engineering occupations for annual salary statistics. Women in architecture and engineering occupations mirror the national trend by earning 80 cents for every dollar a man earns annually. Furthermore, women in professional and general occupations earn 74 cents to every

Table 1: *Underutilization of Women in State DOTs in Occupational Categories*

	White	Latina	Black	Asian	American Indian
Professionals	✓	✓	✓	✓	✓
Service maintenance	✓	✓	✓	✓	✓
Officials and administrators	✓	✓		✓	✓
Technicians	✓		✓	✓	
Protective services	✓		✓	✓	
Skilled craft		✓		✓	✓

Source: TCRP & NCHRP, 2007

dollar a man earns annually (BLS, 2010). Therefore, it appears that diversity issues exist within the transportation services industry, and that it applies to the public sector as well as the private sector.

In addition to issues of under-representation and lower compensation, women face significant barriers in retaining employment. Women's barriers in employment include gender-based stereotyping, reluctance to promote female employees, lack of succession and career planning, exclusion from communication channels, and counterproductive behavior of male co-workers (Catalyst, 1990).

Several studies, including those by Cell Associates and InterAcademy Council have specifically examined barriers that hinder female scientists. Similar to women transportation professional services employees, women scientists are also underrepresented in their field. Scientists believed that balancing life and career and raising children were the top two barriers that caused their women colleagues to leave the profession (Cell Associates, 2010).

In order to address the burden of caregiving, many organizations have incorporated family-friendly policies into their diversity management strategies. Some of the "best practices" from various companies, agencies and industries are summarized in the following sections.

3. Survey Methodology

Prior to outlining steps for improvement, it is critical to determine what equity within the transportation industry would entail and establish a baseline reflecting the current status of women in the local transportation industry. This section explains the purpose and use of Equal Employment Opportunity (EEO) reports, one of the primary sources used by survey participants for reporting employee demographic data. Survey procedures followed by the WTS-SF Glass Ceiling Task Force are also described including initial survey efforts, follow-up survey efforts, and resulting improvement in response rate.

3.1 Employee Demographic Data: Equal Employment Opportunity Reports

The United States Equal Employment Opportunity Commission (EEOC) requires the Equal Employment Opportunity (EEO) Reports in order to document gender and racial diversity at certain organizations across the United States. The purpose of EEO Reports is to record and monitor employment data to enforce federal laws banning employment discrimination. Employers with over 100 employees and federal contractors with over 50 employees and contracts over $50,000 must submit an Employer Information Report–EEO-1. The EEOC uses these reports to monitor employment data and enforce nondiscrimination laws throughout the United States. State and local governments in odd-number years submit Form EEO-4, the State and Local Government Report EEO-4 forms provide salary, gender, and racial data for various job categories.

The EEO-1 reports include data on annual racial and gender workforce for various job categories. The listed job categories are:

- 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.

State and local governments in odd-number years submit Form EEO-4, the State and Local Government Report. Data for each department within the reporting government must be reported. EEO-4 forms provide salary, gender, and racial data for various job categories. The job categories for both full- and part-time employees documented in the EEO-4 reports are:

- Officials and administrators;
- Professionals;
- Technicians;
- Protective service;
- Para-professionals;
- Administrative support;
- Skilled craft; and
- Service maintenance.

3.2 Survey Distribution and Participation

3.2.1 Initial Survey

In March 2011, the WTS-SF Glass Ceiling Task Force distributed a survey to approximately 50 public and private transportation employers in the Bay Area. Despite significant outreach efforts, the response rate was relatively low. After a survey expert examined the survey, it was determined that the survey was inadequate for addressing the interests of the glass ceiling study objectives. With the consultation of a survey expert, however, the Task Force was able to identify valuable lessons learned, including the following:

- Engage survey experts and advisors early on in the process to guide the survey instrument development process;
- Significantly reduce the number of data points requested from each survey participant (the initial survey requested 353 separate data points);
- Simplify the survey and focus only on women's employment in the follow-up survey;
- Reword survey questions to improve clarity and brevity and to make sure that answers are comparable;

- Pre-test the survey instrument, to identify and resolve any issues;
- Focus on personalized communications, follow-up and notifications; and,
- Consider incentives to improve the response rate.

It was concluded that the administration of the survey and the format of the survey instrument created challenges that limited the usefulness of the data. In particular, the survey expert recommended that a follow-up survey be developed and conducted in a manner that:

- Reduces non-response errors;
- Reduces measurement errors;
- Targets the survey population in an appropriate manner;
- Improves the survey administration process; and,
- Simplifies the survey instrument.

3.2.2 Follow-up Survey

Based on the survey expert's recommendations and lessons learned from the initial study, the Task Force developed a revised follow-up phone survey with 15 close-ended questions (see Appendix A). The follow-up survey was designed to increase the response rate and, consequently, increase the statistical significance of the data, while minimizing survey bias and measurement errors.

Furthermore, a clear and concise survey administration process was established that standardized and guided the follow-up effort. The process, began in August 2011, with the following steps:

1. Task Force Chair sent out an email notifying survey participants (previous respondents and non-respondents) about the new survey

and that a Task Force member would be contacting them in the coming weeks.

2. Task Force members contacted survey participants to schedule and administer a follow-up survey by e-mail or phone.

3. Task Force members followed up with multiple phone calls and emails to increase the response rate.

4. As needed, WTS-SF Board Members assisted in contacting non-respondents.

3.2.3 Survey Participation

As a result of the revised process and survey, the Task Force received 29 completed surveys. This represents a 58% response rate – a significant improvement from the initial survey. It should be noted, however, that three organizations were not able to provide a quantitative breakdown of males and females in their organizations. Thus, the numbers reported in the following section represent the twenty-six survey respondents that were able to provide demographic data. All twenty-nine respondents answered questions related to policies and programs. Out of all survey respondents, 48% represented public agencies and 52% represented private organizations in the San Francisco Bay Area. When asked about workforce statistics, the focus was on 2010 San Francisco Bay Area office data and less so on organization-wide data, in order to get a more accurate assessment of the local workforce. Offices in the San Francisco Bay Area cover locations in any of the nine-county metropolitan planning area: San Francisco, Marin, Alameda, San Mateo, Contra Costa, Santa Clara, Napa, Solano, and Sonoma.

> *"The glass ceiling has been raised as there have been vast opportunities for women to move up the ranks. My experience, however, has lead me to believe that they are often stymied at the 'number two' position and not often enough provided the opportunity to be 'number one'. "*
>
> **Debra A. Johnson,** Director of Administration, San Francisco Municipal Transportation Agency (SFMTA)

4. Survey Findings

Survey findings are organized into the following categories:

1. Demographic Information – these findings include an overview of the organizations' number of employees, gender splits, and number of women in management positions.

2. Policies & Programs – these findings include an overview of the women-supportive policies and programs ranging from part-time or alternative work schedule programs to mentoring and succession planning.

These findings are described in more detail below.

4.1 Demographic Information

Of the survey respondents, the following reflects the number of employees working in the Bay Area offices:

- 45% reported a Bay Area workforce of less than 100 employees;

- 38% of respondents reported between 100 and 1,000 employees; and,

- 17% reported more than 1,000 employees.

When looking at the breakdown of size of local workforce between public and private organizations, any organization that reported over 1,000 employees in the San Francisco Bay Area was public and the other two segments were split fairly evenly between public and private organizations *(see Figure 1)*.

In 2010, most survey respondents collected employment data that was

Figure 1: *Number of Employees in Bay Area Offices (2010)*
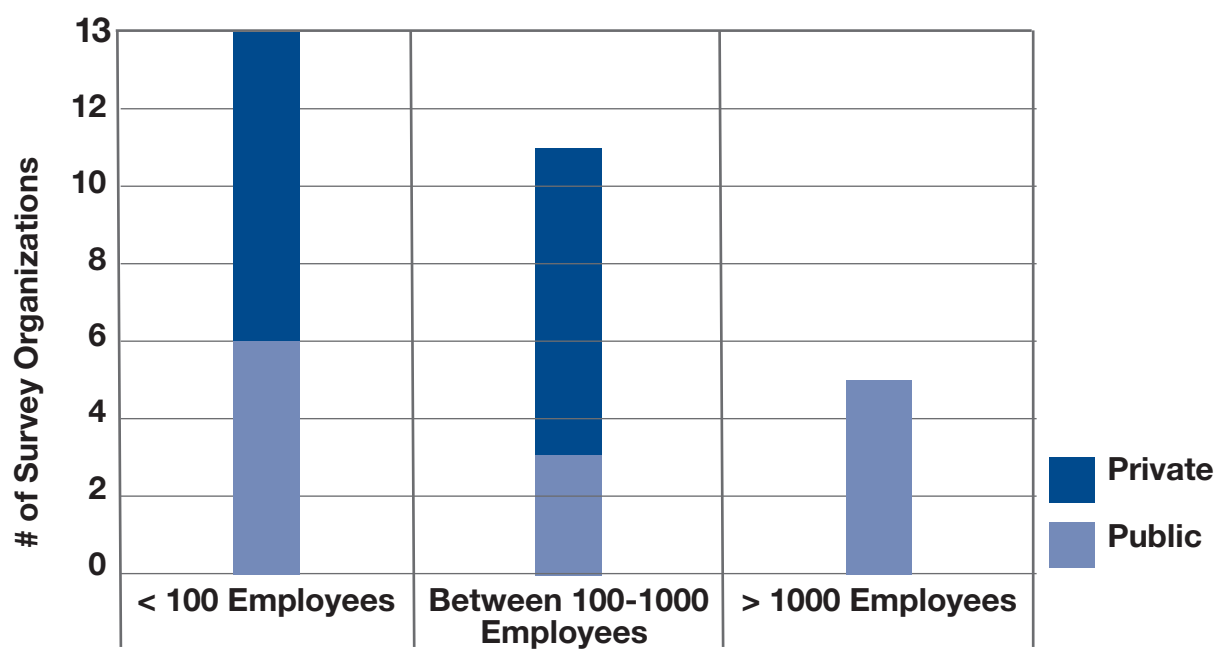
Source: WTS-SF Glass Ceiling Survey, 2011

disaggregated by gender. Out of those participants who reported disaggregated employment data by gender, females on average, made up about 36% of the local San Francisco Bay Area offices. Females comprised up to 60-69% of the employee population of a couple public Bay Area organizations. While the public sector has a broader range for the percentage of female employees, the private sector generally has 20-39% female employees in their Bay Area offices.

Figure 2: *Percentage of Female Employees in the Bay Area (2010)*
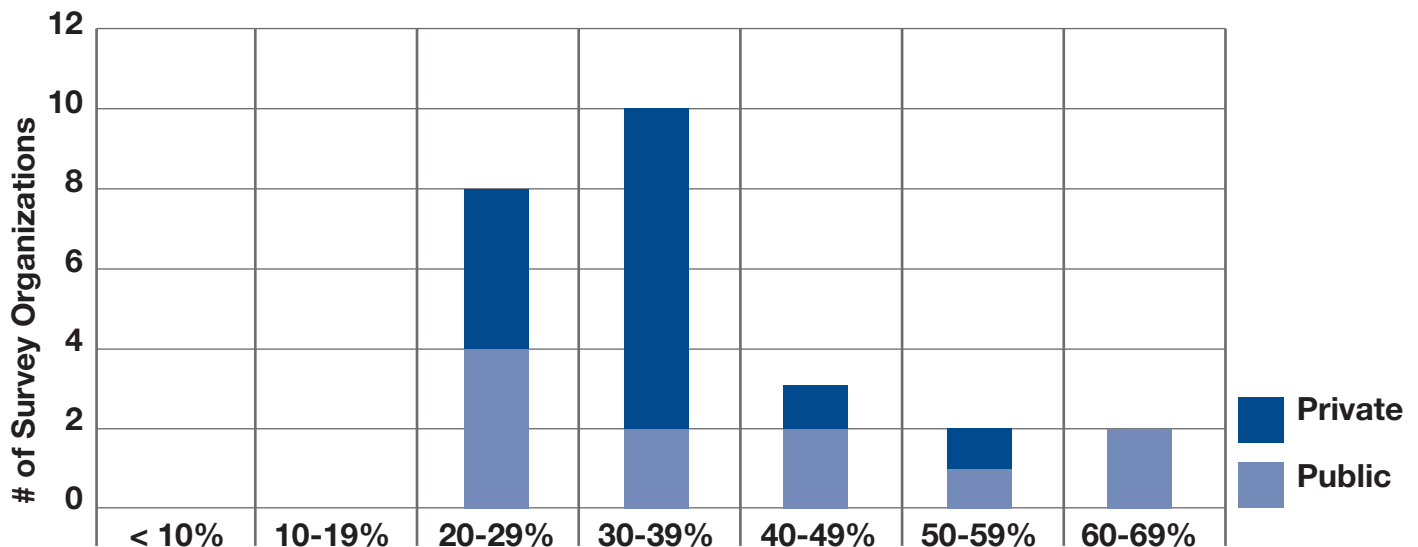
Source: WTS-SF Glass Ceiling Survey, 2011

In addition to total female employees in the San Francisco Bay Area, survey participants were asked how many female employees were in managerial positions. Our study findings show that of the 36% of females represented in the reporting organizations more than one-third (36%) of them held management positions. Furthermore, 54% of participating organizations were found to have less than 10% of their female employees in management positions. Of the remaining survey participants, about 23% had 10-19%, 12% had 20-29%, and 8% had 30-39% of females in management positions in 2010. Only 4% of survey participants had 50-59% of females in mid-level management positions in 2010. *See Figure 3 below.*

Figure 3: *Percentage of Female, Bay Area Employees in Managerial Positions (2010)*
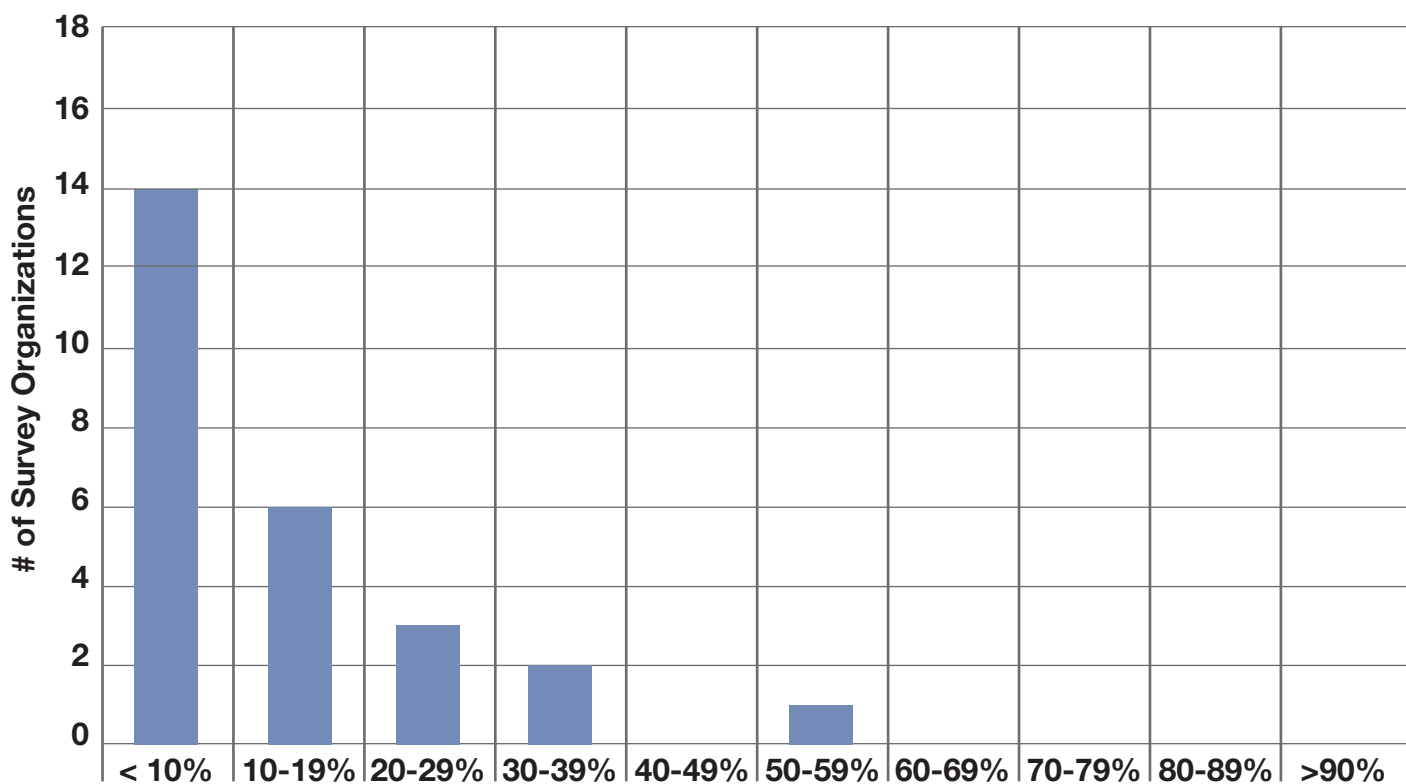
Source: WTS-SF Glass Ceiling Survey, 2011

4.2 Policies and Programs

Various public and private sector organizations have invested in diversity management strategies to ensure that qualified individuals are valued, regardless of their differences, in the recruitment and promotion process. Good management practices can be defined as:

Consideration of the differential impact on women and men of all policies, programs, and practices that an organization puts into place. This strategic approach goes well beyond "equal treatment," or making discrimination based on sex illegal. Equal treatment (gender neutrality) often works to the disadvantage of women by not taking into account the differences in employment characteristics of women and men. Good management practice also transcends "positive action," or the introduction of special measures to redress disadvantages that women have experienced (InterAcademy Council, 2006).

By incorporating good management practices, organizations will allow employees the opportunity to thrive. Thus, survey participants were 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:

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

- Does your organization conduct diversity training?
- Does your organization have succession planning?
- Not counting Equal Employment (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?

4.2.1 Job Flexibility Policies

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

Job sharing allows two individuals to share one job by working on a part-time basis. Job sharing arrangements 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. Part-time employment generally consists of those individuals working under 35 hours a week. Over 26.5% of the female labor force works part-time, compared to 13.2% of men (BLS, 2010). Part-time work is generally seen as a family-friendly policy, since women are the primary caretakers and utilize this policy most frequently.

Out of all participating organizations, 81% of survey respondents reported that their organization has employees working part-time, and 21% of organizations reported that they do not have part-time employees. *See Figure 4.*

Figure 4: *Organizations with Part-time Employees (2010)*
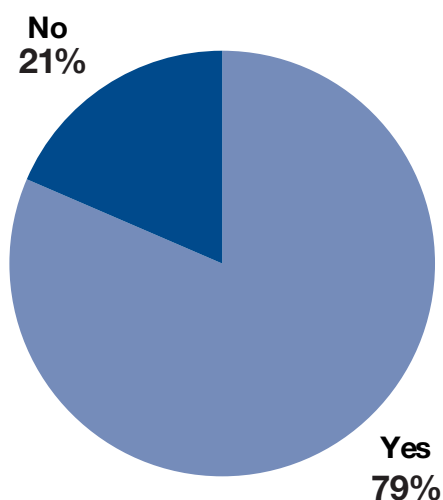
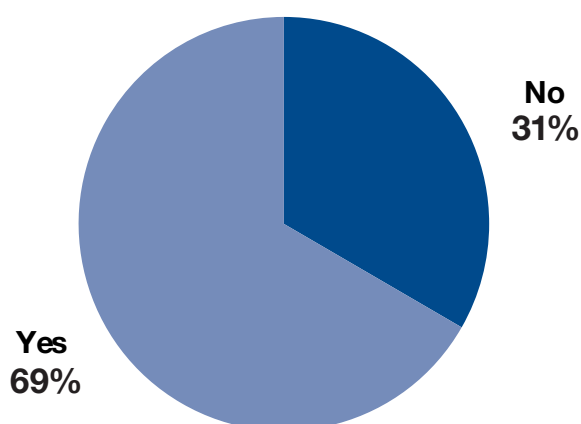*Source: WTS-SF Glass Ceiling Survey, 2011*

When asked whether employees alter their work schedules with supervisor approval, 93% of survey participants reported yes, and 7% of survey participants reported no.

Telecommuting is another employment policy that offers the employee flexibility in terms of work location. In essence, the employee "commutes" to work via a telecommunications link. This option can especially benefit people with families, as it supports working from home. According to a recent study by the Mineta Transportation Institute, telecommuters enjoyed their work and were more committed to their employer than non-telecommuters (Mineta Transportation Institute, 2010). Women also tend to view telecommuting as a helpful

resource in combining their dual role as a homemaker and employee (Hillbrecht, Shaw, Johnson, & Andrey, 2008). When asked whether employees work from home or another location outside the office, 69% of survey participants reported yes, and 31% of survey participants reported no. *See Figure 5.*

Figure 5: *Organizations with Employees Working from Home or Another Location Outside the Office (2010)*

Source: WTS-SF Glass Ceiling Survey, 2011

4.2.2 Employee Development Policies
Research has shown that mentoring can significantly assist women in advancing their careers (Jewell, 1990). Mentoring can also be a useful practice 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 lesser-experienced colleague. The mentor serves as a role model, guide, and support to the mentee to assist 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 her protégée and support 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).

When asked whether an official mentoring program exists within the organization, 31% of survey participants reported yes and 69% reported no. In most cases where there was no "official" mentoring program, survey respondents reported that supervisors and other senior managers served as mentors to their staff, but not in a formal program capacity. *See Figure 6.*

Figure 6: *Organizations with an Official Mentoring Program (2010)*
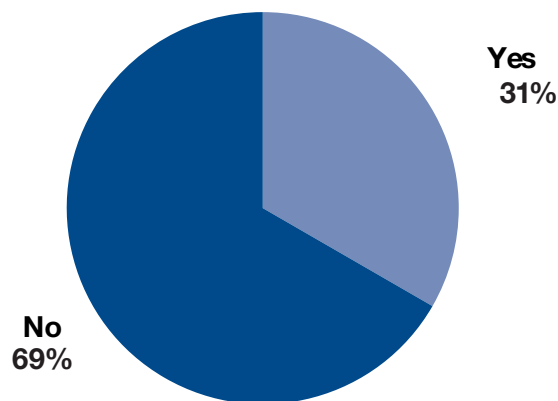
Source: WTS-SF Glass Ceiling Survey, 2011

4.2.3 Diversity Programs

Survey participants were also asked about diversity training. Diversity training encompasses a wide range of short-term activities that are designed to highlight the effects of bias on decision-making within an organization and make employees more cognizant of and sensitive to

cultural differences and discriminatory behaviors. Diversity training can consist of team-building, communication styles, decision-making, and conflict resolution trainings (St. Amant & Mays, 2002). The goal of diversity training 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 workplace culture.

Slightly more than half (52%) of the survey participants reported that their organization conducts diversity training, while 48% reported that they do not conduct diversity training. However, when asked whether the organization formally states its commitment to diversity (not counting equal employment opportunity statements), 66% of respondents reported yes, and 34% of respondents reported no. Additionally, 69% of all survey participants have an affirmative action plan[1] in place and a committee or staff person officially overseeing diversity efforts.

Lastly, another area of employment policy beneficial to women considered in this study is succession planning. The GAO definition of succession planning is as follows:

> *…a comprehensive, ongoing strategic process that provides for forecasting an*

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1 *Affirmative Action Plans (AAP) are established to address and eliminate discrimination. As described by the U.S. 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, person with disabilities, and covered veterans. Employers with written affirmative action programs must implement them, keep them on file and update them annually.*

*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)*

About 52% of all survey respondents
reported that their organization does have
a succession plan in place, while 48%
reported that they do not.

5. Recommendations Moving Forward

This baseline study, assessing 2010 employment data, policies and programs, will be used as a reference point for assessing the future progress and status of women in the San Francisco Bay Area transportation industry. To further promote the WTS mission to advance, recruit and retain women in the industry, the Task Force recommends the following actions:

1. Track progress of an improvement plan and update the study findings every two years;

2. Promote internal capacity building by offering study templates and lessons learned for other WTS chapters who wish to conduct similar studies; and,

3. Promote best practices in diversity management by:

   a. Developing a "Diversity Management Toolkit" and,

   b. Providing a facilitated workshop for Human Resource managers and professionals that will aid in the successful implementation of diversity management strategies.

5.1 Track progress of an improvement plan every two years

As this is the first study of its kind in the San Francisco Bay Area transportation industry, the Task Force recommends that the study be updated every two years to track progress of the advancement and status of women in the local industry. Future study updates would apply lessons learned from this effort, identify any

changes as compared to the 2010 baseline, and help the local WTS-SF chapter understand what the future needs are to continue to support women in this field.

5.2 Promote internal capacity building by offering study templates and lessons learned for other WTS chapters who wish to conduct similar studies

The Task Force also recommends sharing the study efforts with other WTS chapters who may be interested in conducting similar studies. A "How to" toolkit can be provided with study templates and lessons learned to improve the survey response rate. The Task Force may also share their study experience and findings at future WTS (and other professional organizations like the Transportation Research Board) conferences or programs.

5.3 Promote Best Practices in Diversity Management

Various public and private sector organizations have invested in diversity management strategies to ensure that qualified individuals are valued, regardless of their differences, in the recruitment and promotion process.

Good management practices are defined in section 4.2 and include job flexibility policies (e.g., flex time, part-time, alternative work schedule, job sharing, telecommuting), employee development

policies (e.g., reintegration, mentoring, diversity training, leadership training), diversity programs, and succession planning. Further details on these practices can be found in Appendix B.

Promoting best practices in diversity management would involve the following two major components for the WTS San Francisco Bay Area Chapter:

1. Developing a "Diversity Management Toolkit;" and,

2. Providing a facilitated workshop for human resources managers and professionals that will aid in the successful implementation of diversity management strategies.

By incorporating good management practices, organizations will allow all employees the opportunity to thrive. Therefore, the Task Force recommends the development of a "Diversity Management Toolkit" to assist in the development and implementation of these strategies in organizations where they currently do not exist. The Toolkit may also be used for organizations that currently have these programs, but are looking for ways to improve them.

A facilitated workshop with human resources managers should also be offered by WTS-SF to support these organizations in the successful implementation of these strategies and to provide a platform for peer exchanges to share industry best practices and lessons learned.

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Appendix A –
WTS-SF Survey Instrument

Women's Representation and Transportation Policies and Programs Survey[2]

On behalf of the Women's Transportation Seminar (WTS) San Francisco Chapter, we thank you in advance for your willingness to participate in this survey effort, and for your support of WTS. We believe that this effort will help us to better understand the current state of women's professional advancement in both public and private transportation sectors throughout the San Francisco Bay Area. These efforts will culminate into a "Glass Ceiling Report" which will help us to:

- Better understand the current status of women in the transportation industry;
- Track the progress of women's advancement in the Bay Area transportation industry;
- Identify programs that companies and agencies provide in the workforce that support women's advancement in the profession, and transfer knowledge of "best practices" to industry colleagues.

Earlier this year the WTS San Francisco Bay Area Chapter's Glass Ceiling Task Force distributed surveys to about 50 public and private transportation organizations in the San Francisco Bay Area. This is a short follow-up survey, in order to advance the Chapter's Glass Ceiling Study. There are 15 questions in total, 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 Glass Ceiling Task Force

Respondent Name:_____

Name Of Organization: _____

Phone Number: _____

Email: _____

_____
5 Adapted from Salant & Dillman, 1994

Survey Questions	Comments / Instructions	Answer
1. In what city is your Bay Area office located?		
2. Is your organization public or private?		
The next four questions will ask for employment data in 2010. Please provide counts for calendar year 2010, not 2011. 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.		
3. How many total employees (full and part-time) worked in this office in 2010? (Calendar year).	Please do not include consultants affiliated with the Bay Area office but physically working outside the Bay Area. Please also do not include consultants that are on-site but not employed directly by the organization itself.	
4. Did your organization collect employment data that was disaggregated by gender in 2010?	If answer is "no" or "I don't know," please skip to question #8.	
5. How many female employees worked in your Bay Area office in 2010?	Please note: ideally, if you have more than one Bay Area office, we'd like a separate survey for each office. If this is cumbersome, please focus on your largest office.	
6. How many female first to mid-level managers worked in your Bay Area office in 2010?		
7. How many female senior-level managers worked in your Bay Area office in 2010?		
The next few questions focus on your organization's policies and programs. Please answer with a 'yes,' or 'no.'		
8a. Do some employees work part-time?	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.	
8b. If the answer to #8a is "yes", Is this a new policy adopted in 2010 or 2011?"		
9a. Do some employees alter their work schedules with supervisor approval?	This includes flex time and work that varies from the traditional 9-5 working hours. If "Yes", please move on to #9b. If "No", please move on to #10a.	
9b. If the answer to #9a is "yes", Is this a new policy adopted in 2010 or 2011?"		
10a. Do some employees work from home or another location outside the office? (i.e. telecommute)	If "Yes", please move on to #10b. If "No", please move on to #11a.	
10b. If the answer to #10a is "yes", Is this a new policy adopted in 2010 or 2011?"		
11a. Does your organization have an official mentoring program?	If "Yes", please move on to #11b. If "No", please move on to #12a.	
11b. If the answer to #11a is "yes", Is this a new policy adopted in 2010 or 2011?	"	

Survey Questions	Comments / Instructions	Answer
12a. Does your organization conduct diversity training?	If "Yes", please move on to #12b. If "No", please move on to #13a.	
12b. If the answer to #12a is "yes", Is this a new policy adopted in 2010 or 2011?"		
13a. Does your organization have succession planning?	If "Yes", please move on to #13b. If "No", please move on to #14a.	
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)."		
13b. If the answer to #13a is "yes", Is this a new policy adopted in 2010 or 2011?"		
14a. Not counting Equal Employment Opportunity (EEO) statements, does your organization formally state its commitment to diversity?	If "Yes", please move on to #14b. If "No", please move on to #15a.	
14b. If the answer to #14a is "yes", Is this a new policy adopted in 2010 or 2011?"		
15a. Does your organization have an affirmative action plan?	If "Yes", please move on to #15b. If "No", or "I don't know", please move on to #15c.	
15b. If the answer to #15a is "yes", Is this a new policy adopted in 2010 or 2011?"		
15c. Does your organization have a committee or staff person officially overseeing diversity efforts?		

Appendix B – Diversity Management Strategies

Job Flexibility Policies

Since women are disproportionately responsible for family caretaking duties, industries that offer job flexibility may be more likely to attract and retain female workers. 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, workplace 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 5.2 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 greater 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 workplaces 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 workplace 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 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

Shortcomings in meritocracy have 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 just 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 workplaces; 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 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 5.2 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 Figure below highlights best practices for building diversity into the business model.*

Building Diversity into the Business Model – Best Practices	
Deloitte, LLP	• Reviewing proposals and assignments – specifically to ensure gender-balanced representation on all client engagements, • Hosting networking programs – to teach women to gain skills, connections, and visibility, • Career and succession planning programs – to help women map their careers, • Development programs – to help promote growth for talented professionals, and • Committed leaders – to mentor, guide, and support their female and male colleagues.
IBM	• Demonstrated leadership support – IBM included the diversity officer as a partner with the CEO, as well as a coach and advisory to other executives, • Ensure mentorship and active professional development – Focusing on high-potential minority and female executives, • Encouraged employees to participate through a task force that mattered to them, and • 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.

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% in the odds of having white women in management while the odds of having black women increase by 27% (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). 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 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 2011 WTS survey. 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 workplace 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.