

WOMEN IN THE SAN FRANCISCO BAY AREA TRANSPORTATION INDUSTRY

THE **2nd** OF A LONGITUDINAL STUDY
FOR BENCHMARKING OF WOMEN IN

LEADERSHIP ROLES

March 2014



Advancing Women in Transportation
San Francisco Bay Area Chapter



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Executive Summary

The link between diversity and business performance is beginning to be better understood and recognized within the professional community. Diversity has, for many years, been recognized as a public policy concern because it may indicate potential inequities in education, employment, professional opportunities, or even discrimination by employers. However, evidence is emerging that shows that diversity may help to increase business performance, and ultimately an organization's bottom line for a variety of reasons discussed in this report. It has been found that lower representation of a diverse workforce, including women which is the focal point of this study, is problematic not just for equity concerns, but also its potential negative impacts on business performance.

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"¹ and, if so, what programs and policies could be advocated by WTS 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. Conduct a literature review of related studies and best practices in diversity management,
2. Administer an anonymous survey to both public and private Bay Area employers, to try to better understand the current status of women in the local transportation industry, and
3. Develop recommendations to the WTS-SF Board to mitigate the "glass ceiling effect" and support the advancement of women in the local transportation industry.

¹ 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).

As has been well documented, Corporate America has a "leaky" talent pipeline: At each transition up the management ranks, more women are left behind. According to Sylvia Hewlett, founder of the Center for Work-Life Policy, women represent 53% of new hires. Catalyst estimates that at the very first step in career advancement — when individual contributors are promoted to managers — the number drops to 37%. Climbing higher, only 26% of vice presidents and senior executives are female and only 14% of the executive committee, on average, are women. At this point women are doubly handicapped because, as our research of the largest US corporations shows, 62% are in staff jobs that rarely lead to a CEO role; (in contrast, 65% of men on executive committees hold line jobs.) This helps explain why the number of women CEOs in Fortune 500 companies appears stuck at 2-3%. (Barsh and Yee, 2011)



In March 2012, the WTS-SF Task Force published a landmark report, *Women in the San Francisco Bay Area Transportation Industry: A Baseline Study for Future Benchmarking of Women in Leadership Roles*. In September 2013, a follow-up survey to regional transportation employers was conducted in order to collect a second set of demographic and program/policy data. This report presents those findings, representing the second of a longitudinal effort to benchmark the managerial and leadership positions women hold within the San Francisco Bay Area transportation industry and to what degree diversity and employee programs and policies contribute toward the advancement of women in our industry.

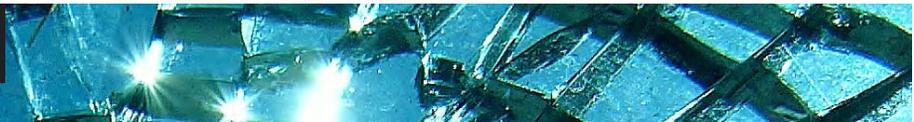
In this second survey effort, 30 of the 55 identified transportation employers in the San Francisco Bay Area participated in the survey, representing a 55% response rate. Private organizations participated in larger numbers compared to public organizations (63% and 37%, respectively). Key findings include:

- In 2010, study findings showed that 59% of participating organizations had less than 10% of their female employees in management positions. In 2012, 44% of participating organizations had less than 10% of their female employees in managerial positions, suggesting

approximately a 17% growth of women in managerial positions.

- When asked whether employees work from home or another location outside the office, 20% more survey participants reported yes for 2012 when compared to 2010, totaling 87% of survey participants reporting yes, and 13% of survey participants reported no.
- In 2010, 33% of survey participants reported having an official mentoring program in their organization. In 2012, 43% (a 10% increase) of survey participants reported yes while 57% reported no.

In 2013, a new section was included in the WTS Glass Ceiling Survey attempting to identify potential barriers to the recruitment, retention or advancement of women in the workplace. The intent of this section was to identify what barriers, if any, exist to the recruitment, retention, and advancement of women, and to inform a solutions- and action-oriented dialogue within the Bay Area transportation industry. According to survey respondents, the issue most often raised pertained to work culture (67%) followed by lack of a flexible work schedule (43%). In addition, a significant majority reported inequality of compensation and lack of promotion (77% and 60%, respectively) as never or rarely an issue.



The WTS-SF Glass Ceiling Task Force will continue to serve as a resource 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 offers the following lessons learned and steps for moving forward:

- 1.** Invest in organized mentoring and leadership development programs;
- 2.** Continue to benchmark progress every two years;
- 3.** Promote women-, local-, small-, and disadvantaged business enterprises;
- 4.** Support internal capacity building of other WTS chapters who wish to conduct similar studies; and
- 5.** Promote self-educated leadership development.





1. Introduction and Study Objectives

The San Francisco Bay Area Chapter of WTS (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 to help mitigate the “glass ceiling effect”. 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 (Hesse-Biber and Carter, 2005).

A WTS-SF Glass Ceiling Task Force was formed to lead this volunteer-based study effort, with the intention of providing a better understanding about the status of women working in the Bay Area’s transportation professional services industry. The Task Force issued the first regional report on the status of women in transportation entitled, *Women in the San Francisco Bay Area Transportation Industry: A Baseline Study for Future Benchmarking of Women in Leadership Roles* in March 2012. This baseline study assessed the employment data, policies and programs at public and private transportation organizations in the nine-county Bay Area.

This publication is a follow-up to the Baseline Study and provides an opportunity for WTS-SF to assess the status and progression

of women in the Bay Area’s transportation industry over the past few years. The major objectives of this study are to:

1. Report findings of the 2013 WTS-SF administered survey;
2. Provide an overview of related studies and best practices since the publication of the 2012 Baseline Study; and
3. Provide lessons learned and reflections on advancement in the transportation field from local executive leadership.

By asking survey participants the same questions in the 2013 survey as in the 2011 survey related to demographics, programs, and policies at their organizations, the Task Force was able to compare reported data in 2012 to the data reported for 2010. The results contained in this report provide a benchmark of women in leadership roles

*It’s a common business term related to women in industry. In my mind it also applies to minorities as well. Personally, I don’t see it as just a women’s issue; I see different interpretations of “glass ceiling” over time and locations.
(Matt Henry, Fehr & Peers)*



The Women's Transportation Seminar (WTS), founded in 1977, 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.

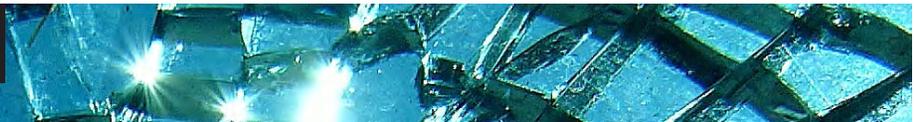
in the profession and also offers unique insights from various leaders in the Bay Area transportation industry to inform WTS in the development of new strategic goals and programs that attract and further develop women leaders in this field.

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 status of women in the San Francisco Bay Area transportation industry. This study represents the intersection of diversity, the glass ceiling, and the mission of WTS.

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 achieved, it may be necessary to revisit programs or policies 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 and the communities which are served.

Unless parity is achieved, the transportation industry risks losing proven, valuable contributions from a diverse workforce.

WTS provides the vital tools and support needed for women to succeed in the transportation industry. With programs aimed at equalizing leadership opportunities for both men and women, and encouraging a balanced and diverse labor force in the transportation profession, WTS is intimately familiar with the obstacles and challenges facing the industry.



2. Background

Understanding the business case for diversity is an important first step towards creating a culture of diversity within the transportation industry. Although diversity encompasses a multitude of factors, it is important to note that the scope of this study refers primarily to gender diversity.

2.1 The Business Case for Diversity: Why Diversity Matters

In the WTS 2012 Baseline Study, the business case for diversity was presented with brief case studies and best practices identified and implemented at Deloitte, AECOM, and IBM. These cases illustrated the link between diversity and improved business performance. Benefits identified through these case studies that improved business service offerings and the bottom line included:

- 1.** Diverse backgrounds bring diverse viewpoints — which in turn have positive impacts on innovation, problem solving capabilities, and other desirable business skills;
- 2.** Diversity at the top levels can help make the best use of existing staff, and help with staff retention and hiring practices; and
- 3.** A diverse workforce will appeal to a wider range of customers.

This link between diversity and business performance is not only starting to be better

understood but is also being highlighted and further examined within the professional community. There is a growing body of work analyzing the lack of women's retention, representation in managerial roles, and direct correlation of positive financial performance with the number of women in senior and executive roles (Barsh and Yee, 2011). Not only has it been shown that women are strong contributors to an organization's bottom line, women have also played a critical role in growing the U.S. economy. McKinsey & Company reports that the productivity power of women entering the workforce between 1970 and today accounts for approximately a quarter of the United States' current GDP (Gross Domestic Product). "Without them, our economy would be 25% smaller today — an amount equal to the combined GDP of Illinois, California and New York" (ibid.). Yet in spite of women's contributions, gender disparity is still a significant issue in the workplace. For



It's still very seen to be a man's world, regardless of the progress made for and by women to improve gender equality. Only 17 countries out of 195 are led by women. 20% of parliamentary seats are occupied by women globally. Since the 1980's women have made up 50% of the graduating class, but this statistic does not match up to the percentages of women occupying mid to upper level positions in society and in professional organizations. There are only 21 Fortune 500 CEOs who are women; 14% of executive officer positions are held by women, they make up 17% of board seats, and 18% of elected congressional seats. (Sheryl Sandberg, Lean In)

example, although women comprise nearly half the workforce, less than 15 percent hold an executive level position (Catalyst, 2013).

Since the Baseline Study release in 2012, the issue of gender equity in the workplace has gained more awareness and momentum across the board. More research is being conducted analyzing the issues of gender equity, the glass ceiling, lack of women's retention, and lack of women in executive level positions. This is true for the transportation industry, but also true for many other fields, such as graduate business schools, careers in science, and the rapidly growing technology industry. All of these industries have started to look at the specific problems facing women today, and how they might be remedied. Over the last year, a plethora of new studies, articles, and publications have been released, including the top-selling *Lean In* by Sheryl Sandberg, Chief Operating Officer at Facebook. Other authors and researchers with publications in 2013 include but are not limited to:

- Harvard Business Review;
- Stanford University Clayman Institute for Gender Research;
- New York Times;
- Huffington Post (Week Long Series); and
- United Nations Human Rights Committee.

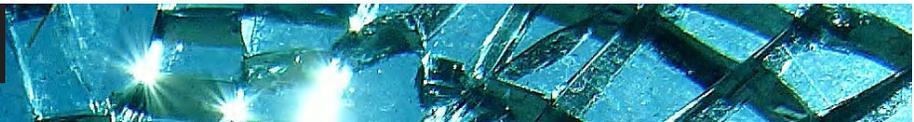
Summaries of recent studies can be found in Appendix B.

2.2 WTS-SF Baseline Study and Future Benchmarking

In 2010, the WTS-SF Glass Ceiling Task Force was formed and charged with spearheading a study to establish a baseline of 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?
- Is there a potential role for WTS-SF to play in helping women advance?

The release of the inaugural Baseline Study results in March 2012 highlighted the current disparity between men and women in the Bay Area transportation industry. Despite the Bay Area's progressive reputation, survey results indicated that gender disparity exists within the transportation industry, particularly at mid- and senior- management levels. While the Bay Area, according to survey data, had a larger number of women represented in transportation organizations than national or state averages, (on average



women comprised about 36% of Bay Area organizations participating in the study, compared to a national average of 25%) the data suggested that the percent of women managers in the Bay Area transportation industry falls short of national trends. In addition, the report indicated that more than half of the organizations surveyed reported less than 10 percent of their female employees holding management positions. The findings in this initial Baseline Study spurred the WTS-SF Glass Ceiling Task Force to recommend a set of actions designed to help support women in the transportation industry and encourage organizations to see the value of a diverse workforce. Below is a progress report on the actions recommended in the Baseline Study.

1. Track progress of an improvement plan every two years. The release of the Baseline Study assessing 2010 employment data, policies and programs in the transportation industry was the first of its kind in the San Francisco Bay Area. This first update, which analyzes similar data for the 2012 calendar year, is the first step towards establishing a set of metrics for evaluating the advancement of women in this field. As the survey findings will show in the following sections, the number of women advancing into management roles is slowly rising and the transportation workforce, according

to participating survey organizations, includes more female employees than it did in 2010. Additional survey findings support the conclusion that progress is being made towards the WTS mission of advancing women within the transportation industry, although much work still remains to be done.

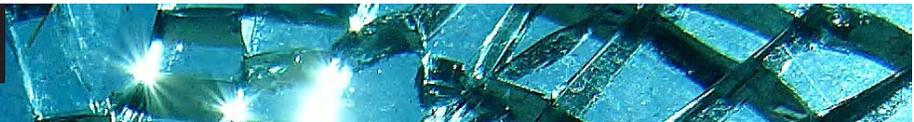
- 2. Promote internal capacity building by offering study templates and lessons learned for other WTS chapters who wish to conduct similar studies.** The WTS-SF Glass Ceiling Task Force is in the early stages of engaging with several WTS Chapters around the country who have expressed interest in conducting similar studies to aid in identifying barriers and tracking the advancement of women in the transportation industry. WTS-SF plans to provide a “toolkit” to other WTS Chapters interested in conducting a similar study within the next year. This toolkit will include survey templates, lessons learned, and advice for chapters interested in launching their own glass ceiling studies.
- 3. Promote best practices in diversity management.** Many 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. The 2012 Baseline Study identified and



outlined a set of diversity management best practices that promote a productive and equitable work environment for all employees. Instituting job flexibility policies (alternative work schedules, telecommuting, job-sharing, flex-time, part-time, etc.), nurturing employee development, providing leadership and diversity programs, and succession planning are just some of the approaches organizations can use to diversify and strengthen their workforce. Definitions and details of diversity management strategies can be found in Appendix B of the 2012 Baseline Study.

Initial recommendations for how to effectively promote these best practices and support organizations in their implementation included the development of a “Diversity Management Toolkit” and a facilitated workshop for human resource managers and executives to learn and share best practices. How this recommended action will be implemented is still under consideration and will be further refined upon distribution and discussion of the 2012 data findings in this report update.

The recommended actions outlined in the 2012 Baseline Study were intended as a starting point to help move the Bay Area’s transportation industry forward. Progress has been made in terms of elevating awareness of the “glass ceiling” for women in transportation, but more work remains to be done in terms of promoting the value and business performance benefits of diversity in the workplace within the transportation industry.



3. 2013 Survey Methodology

Similar to the 2011 survey, WTS-SF administered a second survey to build on and benchmark the baseline data collected, reflecting the status of women in the local transportation industry. Equal Employment Opportunity (EEO) reports were used again as the primary source of employee demographic data reported by survey participants. Survey distribution and participation are also described in this chapter.

3.1 Employee Demographic Data: Equal Employment Opportunity Reports

The U.S. Equal Employment Opportunity Commission (EEOC) requires Equal Employment Opportunity (EEO) Reports 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 ensure compliance with 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.

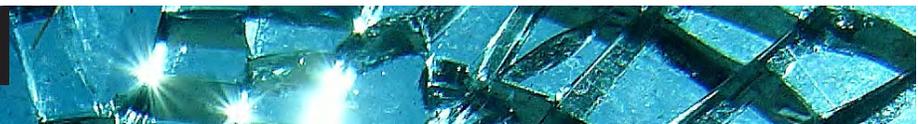
3.2 Survey Distribution and Participation

In September 2011, the WTS-SF Glass Ceiling Task Force distributed an employer survey requesting 2010 data, including questions related to the demographics, policies and programs at participating organizations. The WTS-SF Glass Ceiling Task Force reached out to approximately 50 public and private transportation employers in the nine-county Bay Area. Of the 50 employers that were contacted, 29 completed surveys were received, representing a 58% response rate. Of these survey respondents, 52% represented a private employer and 48% represented a public agency.

In September 2013, the Task Force distributed its second survey to approximately 55 identified public and private transportation organizations in the Bay Area. In order to ensure consistency of methodology, the 2013 survey mirrored the 2011 survey, with the addition of one new question that attempted to identify and understand potential barriers to advancement, recruitment or retention within Bay Area transportation organizations (see 2013 survey instrument in Appendix A).

The revised survey and process were implemented based on survey expert recommendations and lessons learned from the Task Force's initial survey. The revisions as described in the 2012 Baseline Study were designed to increase response rate and, consequently, increase the statistical significance of the data, while minimizing survey bias and measurement errors. A clear and concise survey administration process was established that standardized and guided the follow-up effort. The process included the following steps:

1. Task Force Chair sent out an email notifying survey participants (previous respondents and non-respondents) about the new survey and advising that a Task Force member would be contacting them in the coming weeks.



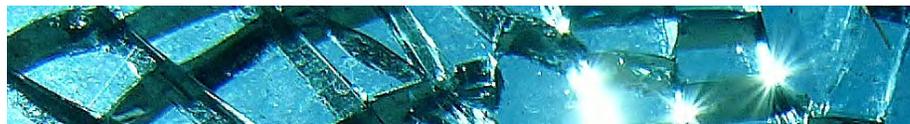
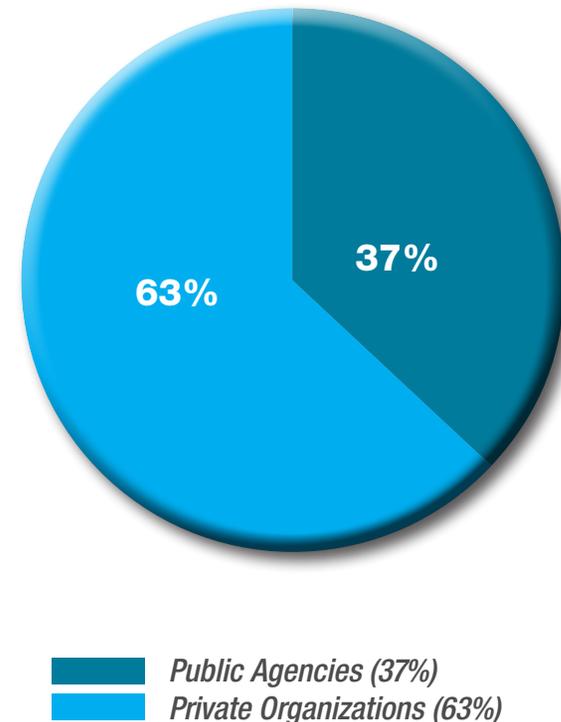
2. Task Force members contacted survey participants to schedule and administer a follow-up survey by e-mail or phone.
3. Task Force members followed up with multiple phone calls and emails to increase the response rate.
4. As needed, WTS-SF Board Members assisted in contacting non-respondents.

A total of 30 organizations participated in this survey (out of a survey pool of 55), reflecting a 55% response rate. 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 27 survey respondents that were able to provide demographic data. As differences between 2011 and 2013 survey results may reflect changes over time; they may also reflect differences between organizations and those that participated in the study that year. Thus, it is important to note that 67% of 2013 survey respondents represented organizations that also participated in the 2011 survey.

All 30 respondents answered questions related to policies and programs. Of all survey respondents, 37% represented public agencies and 63% represented private organizations in the San Francisco Bay Area, a less balanced representation than the 48%/52% ratio reported in 2011.

Similar to the first survey effort, when asked about workforce statistics in the 2013 survey, the focus was on obtaining 2012 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. The definition of an office

Figure 1: 2013 Survey Participation
Source: WTS Glass Ceiling Survey, 2013



in the San Francisco Bay Area includes having a physical location in any of the nine-county, metropolitan planning areas: San Francisco, Marin, Alameda, San Mateo, Contra Costa, Santa Clara, Napa, Solano, and Sonoma.



4. Survey Findings

For comparative analysis across years, the survey questions and findings are organized in the same manner as the 2012 Baseline Study with the exception of a new section on barriers. Survey findings are organized into the following three 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 women-supportive policies and programs ranging from part-time or alternative work schedule programs to mentoring and succession planning.
3. **Barriers to Advancement** — this is a new section that attempts to identify and understand what barriers exist, if any, to the advancement, recruitment or retention of women within transportation organizations in the San Francisco Bay Area. These findings are based on issues reported during the recruitment and exit interview process.

These findings are described in more detail below.

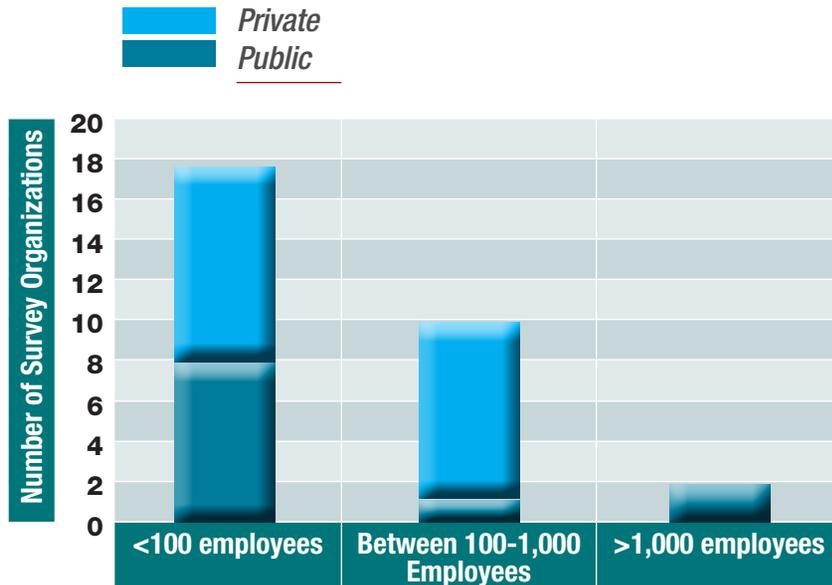
4.1 Demographic Information

Of the 30 participating organizations (representing a 55% survey response rate), the following reflects the number of employees working in Bay Area offices in 2012, as compared to those reported in 2010:

Table 1: Number of Employees Working in Bay Area Offices in 2010 and 2012

Reported Bay Area Workforce	2010	2012
Less than 100 employees	45%	60%
Between 100 and 1,000 employees	38%	33%
More than 1,000 employees	17%	7%





Source: WTS-SF Glass Ceiling Survey, 2013

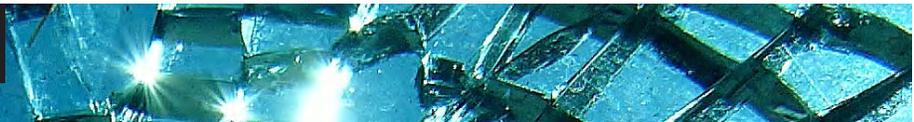
Figure 2: Number of Employees in Bay Area Offices (2012)

Out of all 2013 survey respondents, 63% of respondents represented private organizations while 37% of respondents represented public agencies. Participation by private companies was higher and public agency participation was lower in 2013 than 2011 (participation in 2011 survey was 48% public and 52% private).

When looking at the breakdown of local workforce size between public and private organizations, all organizations reporting over 1,000 employees in the San Francisco Bay Area were public. A large majority of respondents with 100 to 1,000 employees were private organizations, and respondents with less than 100 employees were split somewhat evenly between public and private organizations. **(See Figure 2).**

In 2010, and continuing through 2012, a large majority of survey respondents (about 90%) collected employment data that was disaggregated by gender. Out of those participants who reported disaggregated employment data by gender, females comprised up to 60-69% of the employee population. At the public sector level, the percentage of female employees had a large spread in 2010 (from less than 10% to 69%), while in 2012 the spread was more concentrated in the 20-29% and 50-59% categories. At the private sector level, a general increase was observed in the percent of females in Bay Area organizations from 2010 to 2012. In 2010, the percent of females in private organizations was concentrated in the 20-39% range, whereas in 2012, the concentration increased to the 30-49% range. **(See Figure 3).**

Survey participants were also surveyed on how many female employees were in managerial positions. In 2010, study findings showed that 59% of participating organizations had less than 10% of their female employees in managerial positions. In 2012, 44% of participating organizations had



less than 10% of their female employees in managerial positions, suggesting approximately a 17% growth of women in managerial positions. Of the remaining survey participants identifying women in managerial positions, 33% fell into the 10-19% range, 4% in the 20-29% range, and 7% in the 30-39% range. Only 4% of survey participants had 40-49%, 50-59%, and 60-69% of females respectively, in mid-level management positions in 2012. (See Figure 4).

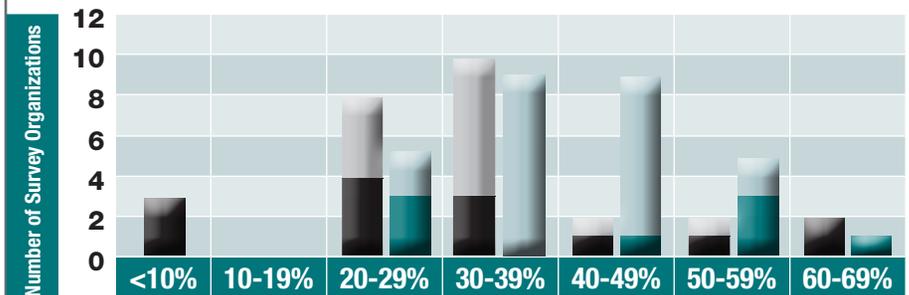
4.2 Policies and Programs

Many 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, programmes, 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.

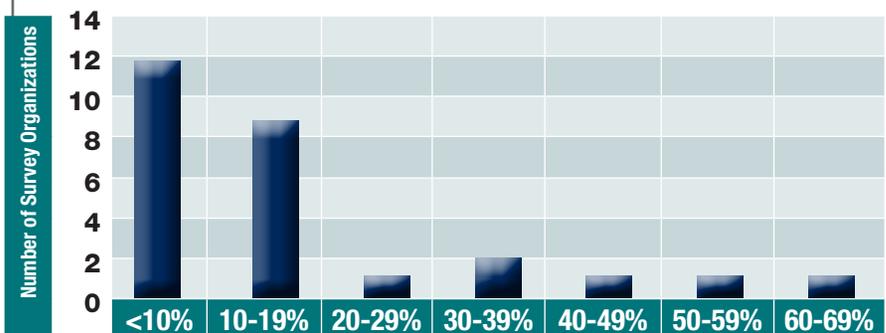
Figure 3: Percentage of Female Employees in the Bay Area (2010 and 2012)



Source: WTS-SF Glass Ceiling Survey, 2011 and 2013

Public 2010, Private 2010
 Public 2012, Private 2012

Figure 4: Percentage of Female, Bay Area Employees in Managerial Positions (2012)



Source: WTS-SF Glass Ceiling Survey, 2013



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 offering part-time positions, job sharing opportunities, allowing an alternative work schedule, and telecommuting programs.

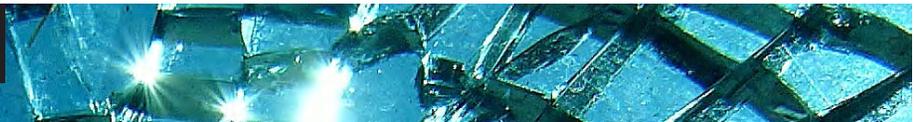
Job sharing allows two individuals to share one job by working on a part-time basis. Job sharing arrangements may be

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).

Survey findings showed a 6% increase in organizations with part-time employees from 2010 to 2012, which may in part be a result of a changing economy. Out of all participating organizations, 87% of survey respondents reported that their organization has employees working part-time, and 13% of organizations reported that they do not have part-time employees (**See Figure 5**).

When asked whether employees alter their work schedules with supervisor approval, 93% of survey participants reported yes, and 7% of survey participants reported no for 2012.

Telecommuting is another employment policy that offers an employee flexibility in terms of work location. In essence, the employee “commutes” to work via a telecommunications link. According to a study by the Mineta Transportation Institute, telecommuters responded that they enjoyed work and were more committed to their employer in greater numbers 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).

Although telecommuting is generally viewed to be beneficial for both men and women, a recent national study conducted by the Flex+Strategy Group/Work+Life Fit, Inc. found that “men outpaced women by a wide margin when it comes to telework—doing work from home, business center or another location—while women are more likely putting their hours in at their employer’s office. This new research dispels long-standing telework myths and explores the increasing struggles of the open office trend. Findings included that women are much more likely to work in a cubby or open office space, rather than a private office. ‘And those cubicle, open-office-space workers were significantly more likely to say they did not increase or improve their flexibility last year, for fear of being perceived as not working hard, and [out of] fear it will hurt their career,’ said Cali Williams Yost, a workplace flexibility strategist and CEO of the Flex+Strategy Group.” (Flex+Strategy Group/Work+Life Fit, Inc. 2014)

When asked whether employees work from home or another location outside the office, 20% more survey participants reported yes for 2012 when compared to 2010, totaling 87% of survey participants reporting yes and 13% of survey participants reported no (**See Figure 6**).

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

Figure 5: Organizations with Part-time Employees (2012)

Source: WTS-SF Glass Ceiling Survey, 2013

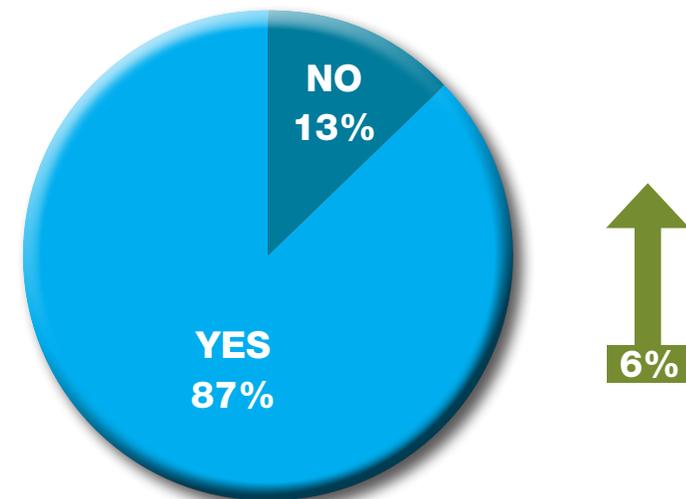


Figure 6: Organizations with Employees Working from Home or Another Location Outside the Office (2012)

Source: WTS-SF Glass Ceiling Survey, 2013

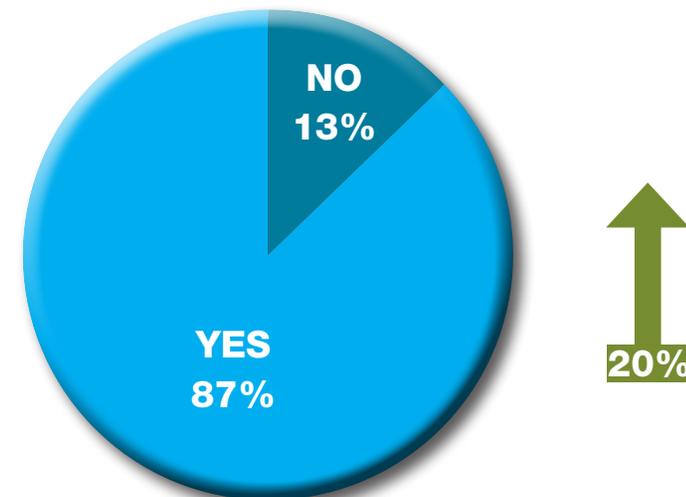
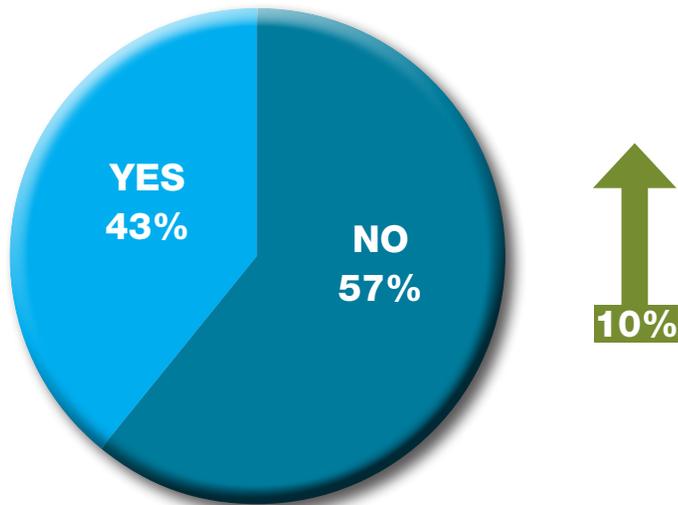
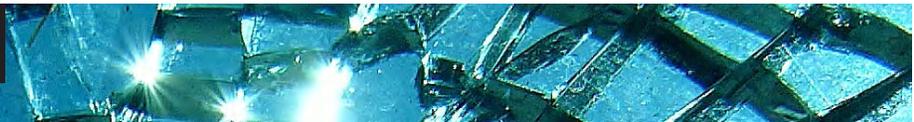


Figure 7: Organizations with an Official Mentoring Program (2012)
Source: WTS-SF Glass Ceiling Survey, 2013



they are feeling isolated in a male-dominated organization. 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, and occasionally 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).

In the WTS Baseline Survey, 33% of survey participants reported having an official mentoring program in their organization in 2010. In our 2013 survey update, 43% (a 10% increase) of survey participants reported yes and 57% 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. Additionally, where formal mentoring programs did not exist within the organization, external mentoring and leadership programs were sought out for employee participation **(See Figure 7).**



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 (57%) of the survey participants reported that their organization conducts diversity training, while 43% reported that diversity training was not offered. When asked whether the organization formally states its commitment to diversity (not counting equal employment opportunity statements), these same percentages held true for the number of survey respondents reporting on diversity training. Additionally, 69% of all survey

participants reported having an affirmative action plan² 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 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)

When asked whether organizations have succession plans in place in 2010, about 52% of all survey respondents reported yes, while 48% reported no. However, when asked again for year 2012, 17% more (a total of 69%) of survey respondents reported having a succession plan in place, while 31% indicated there was no established succession plan.

² *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.*



In 1970, American women earned 59 cents to every dollar made by men; in 2010 that number went up to 77 cents to the dollar... forty years later. (Sheryl Sandberg, Lean In)

4.3 Barriers to Advancement

In 2013, a new section was included in the WTS Glass Ceiling Survey on potential barriers to the recruitment, retention or advancement of women in the workplace. The intent of this section was to identify what barriers exist and to inform a solutions- and action-oriented dialogue within the Bay Area transportation industry. Identified barriers could also help WTS and other organizations begin thinking about applicable program or policy improvements.

Survey participants were asked to rank how often identified barriers or issues were raised in recruiting and exit interviews conducted at their organizations (with response options of “never,” “rarely,” “often” or “not sure”). Issues included:

- Flexible work schedule;
- Child care (on site) or subsidized child care;
- Maternity leave;
- Work culture;
- Inequality of compensation;
- Lack of promotion; and
- Lack of sponsorship³.

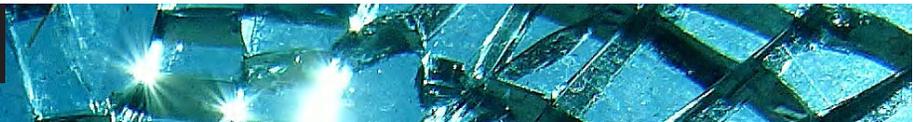
The issue most often raised by survey respondents pertained to work culture (67%) followed by flexible work schedule (43%). Perhaps surprisingly, a significant majority reported inequality of compensation and lack of promotion (77% and 60%, respectively) as never or rarely an issue or barrier. A breakdown of how often these issues were raised at organizations is provided in **Table 2**.

Issue/Barrier	How Often Issue/Barrier Raised at Organizations			
	Never	Rarely	Often	Not Sure
Flexible work schedule	7%	37%	43%	13%
Child care (on site) or subsidized child care	63%	23%	0%	13%
Maternity leave	37%	33%	17%	13%
Work culture	7%	13%	67%	13%
Inequality of compensation	40%	37%	7%	17%
Lack of promotion	20%	40%	20%	20%
Lack of sponsorship	33%	33%	3%	30%

Source: WTS-SF Glass Ceiling Survey, 2013

Table 2: Frequency of Issues/Barriers Raised During Recruitment and Exit Interview Process (2012)

³ “Sponsorship” (as opposed to “mentorship” — providing advice and guidance) is when an employee is being advocated for within the organization, connecting them to important players and assignments, making a measurable difference in one’s career progression.



5. Lessons Learned and Steps Moving Forward

The WTS-SF Chapter now has available two important datasets for the years 2010 and 2012, supporting the launch of a region-wide benchmarking effort. These early data points will continue to serve as a reference point for assessing the future progress and status of women in the San Francisco Bay Area transportation industry.

As discussed in the background section of this report, recommended actions outlined in the 2012 Baseline Study were intended as a starting point to help move the Bay Area's transportation industry forward. In addition to quantitative data collection, the Glass Ceiling Task Force conducted a number of interviews with transportation leaders in the San Francisco Bay Area to supplement our 2014 report findings with lessons learned and executive perspectives on how we can move forward, together, both within our own organizations and within our region. Below is an overview of how WTS-SF can take steps towards progress based on lessons learned from the most recent benchmark survey.

1. Continue to track progress every two years. Regular survey distribution

every two years to all identified public and private transportation organizations in the Bay Area's nine counties is essential to tracking the progress within the region. Future study updates would identify any changes or trends since the Baseline Study and continue to help the local WTS chapter understand how they can best continue to support women in this field. Study updates would include identification of potential areas for improvement and additional opportunities to support leadership development — whether internally within an organization, externally within the industry, or other opportunities available to individuals who choose to develop critical leadership qualities.

As we found in this 2014 report update, the number of women advancing into management roles is slowly rising, and the transportation workforce included more female employees in 2012 than it did in 2010. Future and ongoing questions include:

- Are some parts of the local industry advancing faster than others or at

Watching mom and her generation back in the 1970s, she modeled it for me. It was an opportunity and a choice. You see women coming out with more advanced degrees than men. They are go-getters and networkers, hard workers. You see it here, in the Bay Area, recognizing women leaders. We want to be leading the nation and the field, recognizing that we have at least 50% or greater. (Tilly Chang, San Francisco County Transportation Authority)

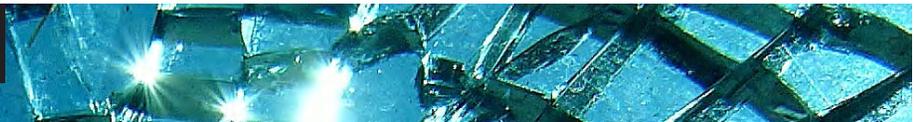


the same rate? How does our region compare to other regions in the US or nationally?

- What policies, programs, and practices were successful?
- What should we continue to do and possibly expand?

2. Invest in Mentoring and Leadership Development. As reported in the previous section, research has shown that mentoring can significantly assist employees in advancing their careers. 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 organization.

In the 2012 Baseline Study, it was found that only 31% of survey participants had a formal mentoring program in 2010. Although this has increased to 43% in 2012, more mentoring opportunities are needed, specifically opportunities to develop leadership skills based on a 21st century marketplace. Examples of best practices being implemented at Fehr & Peers and Harris & Associates are provided in a spotlight section below.



Best Practices Spotlight

Fehr & Peers Mentoring Program

Fehr & Peers initiated a formal internal training program in 1999, which primarily consisted of technical courses taught by firm experts in classroom settings. They soon realized, however, that although that type of training is beneficial, it did not really address staff development needs at an individualized level. Subsequently, they decided to start a formal mentoring program in 2003 as a more concerted effort to accelerate the leadership development of staff throughout the firm.

The program pairs individuals for a full year of intensive one-on-one mentoring. Prospective protégés apply for admission by describing their motivations, expectations, and desired outcomes. They also suggest potential mentors that they or their manager feel might be a good fit to serve as the mentor. Prospective mentors are then contacted by program coordinators to explore their interest and availability. After much consideration by all, mentors are ultimately selected by the protégé.

The program is open to any staff member who is passionate about developing his/her talent and is committed to making the program a success. A mentor is any staff member who has extensive experience in the area the protégé wants to develop, and is committed to stewarding the growth of that individual. This is a partnership of two equals, both sharing full responsibility for communication, growth, feedback, and follow-through.

The protégé is expected to be the catalyst for initiating the interactions with their mentor, setting the agendas for each meeting, and putting the information gleaned into action. The mentor is expected to make the program a very high priority and engage fully in its success. The firm insists that mentors and protégés not be located in the same office so the mentor has the opportunity to offer a fresh perspective to the protégé.

The firm's program coordinators are primarily responsible for overseeing the application and selection process, arranging three in-person events each year (i.e., a kick-off meeting, mid-year check-in, and wrap-up meeting) and monitoring progress. The firm also pays for all time and expenses associated with the program.

Most pairs meet between once and twice per month, either by phone or in-person. The participants make their own decisions about frequency of interactions, format, and timing. Interactions have ranged from traditional meetings to job-shadowing to working together on a project. Pairs are also encouraged to interact at venues outside of the office such as conferences or industry events.

The program continues and in its 10-year history, over 150 employees have participated, either as a protégé or a mentor. In fact, a number have served as a mentor several years after having completed the program as a protégé.

Leadership Academy, Harris & Associates

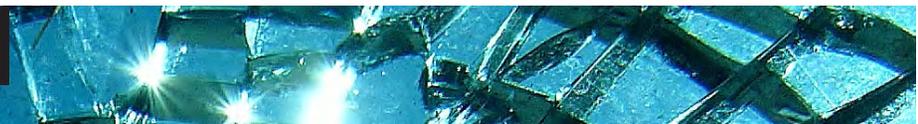
Harris & Associates started its own internal Leadership Academy in 2013 as a key initiative to accelerate the firm's leadership competencies for the benefit of its employees, clients, and community/industry contributions. This key initiative helps with issues around workplace diversity in our industry because the learnings explore the benefits, obligations, and ways to overcome challenges associated with creating and leading a highly diverse culture.

The rigorous program runs over the course of one year and involves homework from leading sources of leadership writings (e.g., Harvard Business Review), classroom instruction, 360 reviews, leadership assessments, one-on-one coaching, individual development plans and learning action projects.

The program was created in partnership with an external organization development consultant and was based on key leadership competencies such as strategic thinking, financial acumen, team development and management. The instruction was a combination of senior executives and the external consulting firm.

A total of 12-14 individuals are selected for the program and the first graduating class was in the fall of 2013; the second cohort is starting its journey in late spring of 2014. To learn more about Harris & Associate's Leadership Academy, please view the video at: <http://vimeo.com/72382409>.

Now entering its sixth year, the **WTS-SF Chapter also offers a mentoring program** to its membership. The program offers seminars with experts in our field and covers such topics as: navigating your career path; navigating organizational culture; resume writing and interview skills; how to get yourself noticed in your organization; balancing your professional and personal life; and, public speaking. While the program hosts group events for all of its current participants for a year, the relationships built during the program continue long after the program ends. Through our study and interviews, it has been suggested that the chapter consider expanding this program.



Additionally, Transportation YOU, a partnership between WTS and the U.S. Department of Transportation, is a hands-on, interactive, mentoring program that offers young girls, ages 13-18, an introduction to a wide variety of transportation careers. Through the program, WTS chapters work to make a difference in the lives of young girls by offering programs and activities that will spark their interest in all modes of transportation and encourage them to take courses in math, science, and technology, which are the stepping stones to exciting careers that can change the face of the transportation industry.



3. Promote Women-, Local-, Small-, and Disadvantaged Business Enterprises.

A feature in the WTS-SF newsletter on different Disadvantaged Business Enterprises (DBE)/Women Business Enterprises (WBE)/Local Business Enterprises (LBE)/Small Business Enterprises (SBE) helps promote women in business and those in smaller businesses. San Francisco County Transportation Agency (SFCTA) has also noted that such promotions, along with workshops on how to become DBE can help small business and minority programs understand how to get certified. This can be especially helpful in coordinating for larger projects, as seen in the success of the Doyle Drive Replacement Project in San Francisco.

- 4. Support Internal Capacity Building of Other WTS Chapters Who Wish to Conduct Similar Studies.** The WTS-SF Chapter's Glass Ceiling Task Force is in the early stages of engaging with several WTS Chapters around the country and state who have expressed interest in conducting similar studies to aid in identifying barriers and tracking the advancement of women in the transportation industry. WTS-SF plans to provide a "toolkit" complete with survey templates and lessons learned for other WTS Chapters interested in conducting a similar study within the next year. WTS-SF will also share their lessons learned with other chapters and interested organizations through presentations at future conferences and panel events.

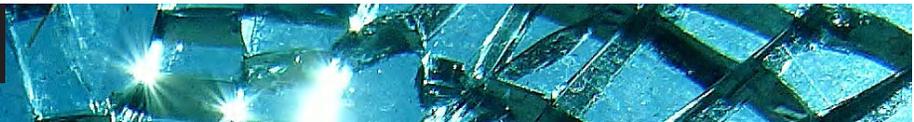


It's who we think of when recruiting minorities and women: Society of Hispanic Professional Engineers (SHPE), National Society for Black Engineers (NSBE), Society of Women Engineers (SWE), WTS. In our viewpoint, it's WTS and then everyone else. The organization has done a great job at promoting women and NOT at the exclusion of men and minorities. It's not a "me instead of you" kind of group, which it could be. It's a "me in addition to you" kind of group, which is really an accomplishment.

(Matt Henry, Fehr & Peers)

5. Promote Self-Educated Leadership Development. In addition to mentoring and leadership development program participation, reading books on leadership development (in addition to literature providing history or context for your field) can serve as a good supplement or alternative to suit an individual's schedule or preferences. Through interviews with leaders in the local transportation industry, the following represents a short list of recommended reads that can help professionals better understand industry, organizational, and individual context and styles of leadership:

- *Bossy Pants*, Tina Fey
- *Death by Meeting*, Patrick Lencioni
- *Great by Choice*, Jim Collins
- *Leadership on the Line*, Martin Linsky and Ronald Heifetz
- *Lean In*, Sheryl Sandberg
- *Managing The Professional Services Firm*, David Maister
- *Senior Leadership Teams*, Ruth Wageman
- *Silos, Politics, and Turf Wars*, Patrick Lencioni
- *Strengths Finder*, Tom Rath
- *The Art of Possibility*, Benjamin Zander
- *The First 90 Days*, Michael Watkins
- *The Five Dysfunctions of a Teams*, Patrick Lencioni
- *The Speed of Trust*, Stephen M.R. Covey
- *The War for Talent*, Ed Michaels



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Appendix A — WTS Survey Instrument

Women's Representation and Transportation Policies and Programs Survey⁴

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 an updated report as a follow-up to the Baseline Study released in March 2012. This will help us to:

- Better understand the current status of women in the transportation industry and how this data compares to baseline data collected;
- Track the progress of women's advancement in the Bay Area transportation industry;
- Identify any barriers to women's advancement; and
- 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.

There are 16 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

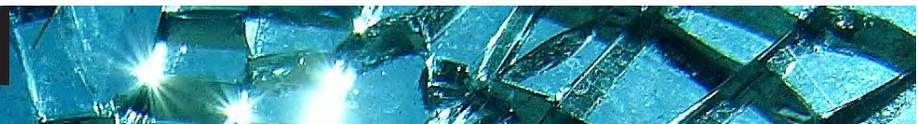
⁴ Adapted from Salant & Dillman, 1994



WTS Glass Ceiling Task Force

Respondent Name	
Name Of Organization	
Phone Number	
Email	

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 2012. Please provide counts for calendar year 2012, not 2013. 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 2012? (Calendar year).	<p><i>Please do not include consultants affiliated with the Bay Area office but physically working outside the Bay Area.</i></p> <p><i>Please also do not include consultants that are on-site but not employed directly by the organization itself.</i></p>	
4. Did your organization collect employment data that was disaggregated by gender in 2012?	<i>If answer is "no" or "I don't know," please skip to question #8.</i>	
5. How many female employees worked in your Bay Area office in 2012?	<i>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.</i>	
6. How many female first to mid-level managers worked in your Bay Area office in 2012?		
7. How many female senior-level managers worked in your Bay Area office in 2012?		
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?	<i>This question would include job sharing and any employment less than 35 hours a week. If "Yes", please move on to #8b. If "No", please move on to #9a.</i>	
8b. If the answer to #8a is "yes", Is this a new policy adopted in 2012 or 2013?"		
9a. Do some employees alter their work schedules with supervisor approval?	<i>This includes flex time and work that varies from the traditional 9-5 working hours. If "Yes", please move on to #9b. If "No", please move on to #10a.</i>	



9b. If the answer to #9a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
10a. Do some employees work from home or another location outside the office? (i.e. telecommute)	<i>If “Yes”, please move on to #10b. If “No”, please move on to #11a.</i>	
10b. If the answer to #10a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
11a. Does your organization have an official mentoring program?	<i>If “Yes”, please move on to #11b. If “No”, please move on to #12a.</i>	
11b.	<i>If the answer to #11a is “yes”, Is this a new policy adopted in 2012 or 2013?”</i>	
12a. Does your organization conduct diversity training?	<i>If “Yes”, please move on to #12b. If “No”, please move on to #13a.</i>	
12b. If the answer to #12a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
13a. Does your organization have succession planning? <i>Defined in this survey as “...a comprehensive, ongoing strategic process that provides for forecasting an organization’s senior leadership needs; identifying and developing candidates who have the potential to be future leaders; and selecting individuals from a diverse pool of qualified candidates to meet executive resource needs (GAO, 2005).”</i>	<i>If “Yes”, please move on to #13b. If “No”, please move on to #14a.</i>	
13b. If the answer to #13a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
14a. Not counting Equal Employment Opportunity (EEO) statements, does your organization formally state its commitment to diversity?	<i>If “Yes”, please move on to #14b. If “No”, please move on to #15a.</i>	
14b. If the answer to #14a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
15a. Does your organization have an affirmative action plan?	<i>If “Yes”, please move on to #15b. If “No”, or “I don’t know”, please move on to #15c.</i>	
15b. If the answer to #15a is “yes”, Is this a new policy adopted in 2012 or 2013?”		
15c. Does your organization have a committee or staff person officially overseeing diversity efforts?		
The next set of questions will ask you to rank how often the following issues are raised in recruiting and exit interviews in your organization. Please answer with ‘never,’ ‘rarely,’ ‘often,’ or ‘not sure.’		
16a. Flexible work schedule		
16b. Child care (on site) or subsidized child care		
16c. Maternity leave		
16d. Work culture		
16e. Inequality of compensation		
16f. Lack of promotion		
16g. Lack of sponsorship		





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Appendix B — Literature Review Summary

Since the Baseline Study was released in 2012, the issue of gender equity in the workplace has gained more awareness and momentum. More researchers are analyzing the issues of gender equity, the glass ceiling, lack of women's retention, and lack of women in managerial roles. This is true for the transportation industry, but also true for many other fields, such as graduate business schools, careers in science, and the technology industry. All of these industries have begun to look at the specific problems facing women today, and how they might be remedied. This section briefly summarizes some of the recent studies undertaken by these industries. Links to the full articles and/or studies can be found in the References chapter.

1. Harvard Business School Case Study: Gender Equity (2013)

The New York Times published an article on September 7, 2013 entitled "Harvard Business School Case Study: Gender Equity." The article describes the experiences of women at Harvard Business School. The school recognized there was a gender equity problem: "Year after year, women who had arrived with the same test scores and grades as men fell behind. Attracting and retaining female professors was a losing battle; from 2006 to 2007, a third of the female junior faculty left." Women also lagged behind in class participation, and the

cause was determined to be that women felt that they had to choose between academic success and social success.

In 2010, Drew Gilpin Faust, Harvard's first female president, appointed a new dean who pledged to do far more than his predecessors to remake gender relations at the business school. He and his team tried to change how students spoke, studied and socialized. The administrators installed stenographers in the classroom to guard against biased grading, provided private coaching — for some, after every class — for untenured female professors, and even



departed from the hallowed case-study method. Despite some initial opposition, by graduation, the school had become a markedly better place for female students, according to interviews with more than 70 professors, administrators and students, who cited more women participating in class, record numbers of women winning academic awards and an overall much-improved environment. This issue has not been resolved, but progress has been made since these programs were implemented.

2. Why are There Still So Few Women in Science? (2013)

The New York Times published an article on October 3, 2013 entitled “Why are there still so few women in science?” It explored the large disparity between the number of female versus male scientists and why women are less likely to pursue careers in science. Some of the reasons more women in the United States do not pursue a career in the sciences are because it is deemed “uncool” and an assumed lack of encouragement from parents and teachers. Even women in graduate school and female professors experience gender discrimination in science that hampered their careers.

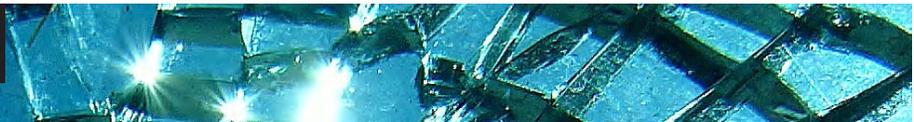
In February 2012, the American Institute of Physics published a survey of 15,000

male and female physicists across 130 countries. In almost all cultures, the female scientists received less financing, lab space, office support and grants for equipment and travel, even after the researchers controlled for differences other than sex. The researchers concluded, “women physicists could be the majority in some hypothetical future yet still find their careers experience problems that stem from often unconscious bias.” The article stresses the importance of encouraging more women to pursue careers in science and ignoring gender stereotypes, and notes that things are improving.

3. Negative+Math+Stereotypes=Too Few Women (2011)

Susan Fisk wrote an article published on the Stanford University Clayman Institute for Gender Research website entitled “Negative+Math+Stereotypes=Too few women.” In this article, Fisk describes the point of view of Shelley Correll, the director of the Clayman Institute for Gender Research. Correll believes the lack of women in STEM (science, technology, engineering, and math) fields is due to stereotypes, and not a lack of ability or desire.

Correll detailed the ways in which negative stereotypes about women can



hinder their performance, depress their self-assessments of ability, and bias the evaluations made of them by key decision makers. She asserts that the combination of these effects can subtly influence women's aspirations and career decisions, funneling them away from degrees and careers in male-dominated STEM subjects. Correll explained that extensive empirical research on stereotype threats has demonstrated that if a person is exposed to a negative stereotype about a group to which they belong (e.g. women, Asians, Sexual Orientation, etc.), they will then perform worse on tasks related to the stereotype.

She named three key things that organizations can do to affect change.

- a. They can control the messages they are sending, by making sure there are no negative gendered beliefs operating in the organization.
- b. They can make performance standards unambiguous and communicate them clearly because, "When people don't know what to do, gender stereotypes fill in the gaps."
- c. *Organizations can hold gatekeepers in senior management accountable for reporting on gender disparities in hiring, retention and promotion of employees.*

4. Climbing the Technical Ladder (2013)

The Anita Borg Institute for Women and Technology and the Michelle R. Clayman Institute for Gender Research at Stanford University undertook a study called "*Climbing the Technical Ladder*" consisting of female scientists and engineers at seven mid to large, publicly traded Silicon Valley high-tech firms. The study provides an in-depth look into the barriers in place to retention and advancement of technical women in Silicon Valley's high tech industry, providing practical recommendations to employers on how to overcome these barriers.

The study shows that technical women in management positions are likely to be viewed as less technically competent than their male peers; are more likely to suffer poor health due to excessive work; and over a third of mid-level technical women have delayed having children to achieve their career goals. While some of the findings show the career challenges specifically facing women (e.g. the positive impact flexible working patterns can have on the recruitment and retention of women), others demonstrate that women want the same things as their male colleagues. The single most profitable step high-



tech companies can take to advance technical women and retain all technical talent, male and female, is to invest in professional development. The study provides numerous recommendations in the following categories: professional development; fostering a positive work culture; flexibility, work pace, and family; managers and executives; and a diverse leadership team.

5. Redesigning Redefining Work Initiative (2013)

The Huffington Post featured a week-long series of op-eds from the Redesigning Redefining Work group in early November 2013, in coordination with the Stanford Clayman Institute's Redesigning Redefining Work summit. Five op-eds were published on the following topics: the need to change workplace culture, the problem of overworking employees, and flexible work policies, or lack thereof. They described how flexible work schedules were often cut during the recession and how today's average professional employee also spends more time at the office, according to a research by Lawrence Mishel, Jared Bernstein and Heidi Shierholz (is there a citation we can reference?). The typical middle-income American worked an average of 11 more hours a week in 2006 than in 1979 and

professionals are increasingly working 50 or more hours per week as opposed to the traditional 40. This overwork was determined to be one of the main issues resulting in higher rates of women's turnover and lack of promotion. The op-eds also emphasize the importance of having flexible work policies. These policies reduces stress (including work-family conflict) and promotes healthy behaviors (i.e. adequate sleep, regular doctor visitation, reducing or quitting smoking, increasing exercise, etc.). The end goal is to benefit the businesses, employees, and the industry.

6. Seeing Through the Glass Ceiling (2013)

Alison Wynn wrote an article published on the Stanford University Clayman Institute for Gender Research website entitled "*Seeing Through the Glass Ceiling.*" She studied if differences in work or family situations impact whether women see inequality more as a result of the organization (structural reasons) or as a result of individual efforts (meritocratic explanations). The researchers found that work and family factors affect whether women recognize glass ceilings. Women who are most likely to encounter powerful barriers due to their work and family circumstances (long hours, being the family breadwinner, having young



children) are also most likely to recognize how structural factors affect their own and other women's success. In other words, these women are more likely to see the glass ceiling because of their work and/or family circumstances.

In contrast, the most successful women, and women with strong connections to certain institutions such as graduate business school, are more likely to believe that individual actions drive success. Put differently, these women do not see the glass ceiling. In both cases, policymakers must actively work to raise awareness about the drivers of inequality. Women at the top are in a great position to create new policies, and they (women and men) must be equipped with an understanding of how organizations create obstacles for workers. They must help create policies that enable workers to break through enduring glass ceilings.

7. Survey Reveals 6 Important Truths about Men, Women and Success (2013)

This *Huffington Post* article focuses on how men and women oftentimes perceive and define success. Based on the survey carried out by Citi and LinkedIn, polling a total of 1,023 people (512 women and 511 men), discovered

that the overall consensus seemed to be women value marriage and children more than men, and that success is defined by more than status and income.

Ultimately, it appears that when considering hiring or promoting management-level professionals, hiring managers are more than likely to look for male 'stereotypical' attributes. The six main things highlighted by the Citi/LinkedIn survey showed that firstly, women are increasingly including relationships, children or marriage into their definition of success. In 2012, 5% of women fell into a category which did not believe being married or being in a relationship defined their success, that number has increased 9% in 2013, thus defying the stereotypical image of women being 'wired' to stay home and raise a family.

On the other hand, men appear to see having children as a sign of success. The poll showed that 86% of men believed having children defines their successful status, while only 73% of women agreed with this definition. The ability to unplug from work during time-off was shown to be a trait that affected both men and women, where 58% of men and women were more likely to work over



the weekend at least once or twice per month, and 62% were more likely to work while on vacation.

Furthermore, when defining themselves men are more likely to use words such as 'confident', 'ambitious' and 'family-oriented'. Women, however, would use words such as 'good listeners', 'loyal', 'collaborative', 'detail-oriented' and 'happy'. Women appeared to be more concerned with their finances than men. Paying off debts, student loans or getting a raise being some of the main reasons for their concern, with the expectation that this concern will only increase as more women become the primary wage earner.

Finally, the survey showed that more women are likely to describe themselves as being 'ambitious', which defies the idea that women of this generation are entitled and lazy. It would appear that although women define success differently from men in the long run, their definitions of success have been shaped through the generations of stereotypes and ideas of how men and women should behave in the work place.

8. Report On Sex-Based Discrimination In The American Workplace Under The International Covenant on Civil and Political Rights (2013)

The United Nations Human Rights Committee presented a report from which an executive summary was prepared by the San Francisco Department on the Status of Women from the 109th session held in Geneva in October 2013, addressing the need for better responses to gender inequity and discrimination that exists in the workplace.

The U.S. government has responded to various inequities affecting the American woman in the workplace including: unequal pay, family leave, child care, discrimination based on pregnancy and caregiver status, and high-paying STEM jobs for women. The Lilly Ledbetter Fair Pair Act of 2009 was a first step towards addressing a woman's right to speak up and file a claim for pay discrimination. This report touches on the discrimination women often face during pregnancy which leaves them with one of two options: to be forced out; or risk jeopardizing their health due to stereotypes about their ability to work while pregnant. Additionally, since many women are caregivers for parents, disabled siblings and/or children, they face possible discrimination unless they are able to participate in a work-life flexibility process.



Also, addressed is the critical Family and Medical Leave Act (FMLA) allowing for up to 12 weeks of unpaid maternity leave. Academic research from 2011 shows that out of 190 countries, 178 guarantee paid maternity leave under national law. Nine of these countries have unclear laws regarding paid maternity leave, and three countries definitively have no guarantee of paid maternity leave: Papua New Guinea, Swaziland and the United States.

Overall, one can see that with the Lilly Ledbetter Fair Pay Act, steps are being taken to push for a more gender equality in the workplace but there are still gaps that are yet to fixed and addressed, including means of implementation and enforcement; just knowing the issues as they exist does not fix it.

9. The Great Debate: Flexibility vs. Face Time- Busting the Myths Behind Flexible Work Arrangements (2013)

There are some myths and statistics attached to Flexible Work Arrangements (FWAs) as researched by Anne Beninger and Nancy M. Carter of Catalyst. Some of the myths attached to FWAs include:

- **FWAs are the exception and not the rule.** It was found that 81% of the research respondents indicate that their

firms offer FWAs of some kind; 82% of global firms and 79% of local firms are equally likely to offer FWAs.

- **Only young, entry-level employees working at small, nonprofit firms value FWAs.** Respondents found that the mean age of high potentials (need to define “high potentials” reporting the importance of FWAs was 41 years old. Half of high potentials at every leadership level considered FWAs as being very or extremely important.
- **FWAs are only important to people with children.** There was no difference in perceived importance of FWAs for people with or without children living at home. 54% of high potentials with children living at home and 50% of those living without children at home considered FWAs to be extremely important.
- **Women think FWAs are more important than men do and use FWAs to a greater extent.** More than 52% of high potentials consider FWAs to be extremely important. However, women are 1.5 times more likely to report FWAs compared to men, i.e. 67% women and 46% men.



Other FWA options used most often in careers and the percentages of women and men are as follows:

- Flexible Arrival and Departure: 64% of women and 64% of men;
- Telecommuting: 39% of women and 29% of men;
- Flex Time: 32% of women and 30% of men;
- Compressed Work Week: 7% of women and 7% of men;
- Reduced Work/Part Time: 5% of women and 2% of men; and
- Job Share: 1% of women and 1% of men

10. The Sponsor Effect: Breaking Through the Last Glass Ceiling (2010)

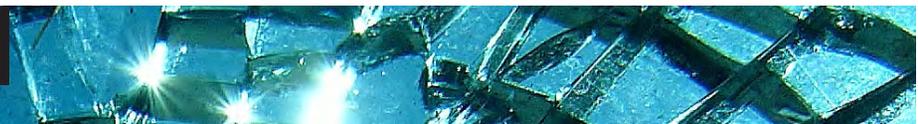
This report addresses the issues with the reduction in the number of women in middle management to executive level positions. Although the surveys show that there are similar numbers of men and women who start out at entry-level positions.

Furthermore, it appears the gender gap stems from how men and women see themselves. Women have a tendency to downplay their achievements and try not to be too assertive lest they be labeled as aggressive, self-serving or that they want to be liked; whereas men

do the opposite and see opportunities to compete and win.

The article goes on to address how seeking a sponsorship is one way of overcoming the gender gap that exists. Surveys shows that women feel better with men as their sponsors because they perceive that men are more powerful, know how to succeed, and have more time to invest in sponsorship; more importantly though, women believed that men are “better connected” than women. The downside, however, seemed to be that men were either unavailable or unwilling to invest time in junior level female staff and that men were not very communicative, thus giving inadequate feedback.

It would appear though, that while there are advantages to having a sponsor, it is either ‘undervalued’ or ‘underutilized’ by both men and women. The only difference is in the belief that the “old-boy” networks still favor men over women. For women it appears they have to push more to reap the benefits of having a sponsor by asking for sponsorship and by actively pushing for more assignments and new challenges.



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