



A Longitudinal Study Benchmarking Women in Leadership Roles

Report 3



*Women in the San Francisco Bay Area
Transportation Industry*

March 2016

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Executive Summary

The transportation sector has been male-dominated for decades, and remains so today. The lack of diversity in industry sectors has, for many years, been recognized as a public policy concern because it may indicate potential inequities in education and/or discriminative hiring practices. However, more recently, companies are realizing that diversity is good for business. As the business case for diversity becomes more widely accepted, companies are moving beyond their legal obligation to have non-discriminatory hiring practices and are implementing progressive programs to recruit and retain women. This report examines the state of gender diversity in the Bay Area Transportation Sector and the innovative programs being put in place to close the gender gap in male-dominated sectors.

This report represents the third installment of a longitudinal study effort initiated by the WTS-SF Glass Ceiling Task Force (referred to as Task Force) in Fall 2010. The purpose of the longitudinal study is to benchmark the leadership roles of women in the Bay Area transportation industry and to determine whether women working in the Bay Area transportation industry face a “glass ceiling”, and if so, what programs and policies could be advocated by WTS to mitigate the “glass ceiling effect.” The study effort is three-pronged: 1) conduct a literature review of related studies and best practices in diversity management, 2) administer an anonymous survey to Bay Area employers, both public and private, to better understand the current status of women in the local transportation industry, and 3) develop recommendations to local transportation employers and the WTS-SF Board to mitigate the “glass ceiling effect” and support the advancement of women in the local transportation industry.

Inspired by the large number of survey respondents who cited “work culture” as a significant barrier to employees’ success in the last survey (conducted in 2013), the literature review presented in this report focused on

the aspects of work culture that can hinder women’s ability to reach the executive level. Research has moved away from a focus on the deliberate exclusion of women and toward investigating “second-generation” forms of gender bias as the primary cause of women’s persistent underrepresentation in leadership roles. This bias manifests as the following barriers:

- A dearth of female role models;
- Gendered career paths for gendered work, meaning that organizations have pre-established career paths and opportunities that are gender-specific;
- Women’s lack of access to networks and sponsors;
- Double binds, where women who take on leadership characteristics traditionally deemed masculine are seen as competent but less likeable than their counterparts.

Some male-dominated sectors, such as the technology industry, are taking second generation bias head on. Technology firms have made strides to address second generation biases, such as implementing programs aimed to support new parents.

In late 2011 consultants analyzed the 360-degree leadership-effectiveness evaluations of more than 7,280 executives. The analysis revealed that at every management level, women were rated higher than men—and the higher the level, the wider the gap. At the same time, the data showed, the higher the level, the higher the proportion of men.

(Harvard Business Review Staff, 2015)

Motivated by a desire to attract and retain talent, companies like Google, Facebook, and Netflix have offered longer periods of paid maternity leave. For example, Google extended its paid maternity leave to 18 weeks from 12 weeks in 2007, and found that after the extension, returning mothers left Google at half the rate they had previously.

For this third survey effort, conducted by the Task Force in Fall 2015, 58 public and private Bay Area transportation organizations were invited to participate. The Task Force achieved a 66% response rate, higher than any previous year, with 61% of the 38 survey respondents representing a public agency and 39% representing a private employer.

The most remarkable finding from the 2015 survey is the overall trend in employers reporting a higher percentage of female employees in managerial positions.

In previous years, the mode (the most frequent value reported by the companies) for percentage of female employees in managerial positions was less than 10%. In 2014, the mode was 20-29%, indicating a healthy advancement of women to managerial positions. This is perhaps an outcome from the uptick in part-time, work from home and mentoring programs reported from 2010 to 2012, all of which have been attributed to

women's success in the workplace. The 2014 data showed a decrease in these areas, which may be an outcome of the greater in-office and hourly demands placed on workers during the robust economic times in the Bay Area from 2012 to 2014. The impact of these reductions may be reflected in the next report.

The Task Force will continue to serve as a reference point for assessing the future progress and status of women in the Bay Area transportation industry. To further promote the WTS 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. Continue to track progress every two years;
2. Learn from the Bay Area's technology sector and their innovative industries to see what policies and programs they have in place to support the advancement and retention of women;
3. Encourage organizations to institute programs and educational tools in place to eliminate second generation bias;
4. Support internal capacity building of other WTS chapters who wish to conduct similar studies.

If high-potential women are leaving their careers to care for their families, they're not doing it on purpose. That's the conclusion Hunter College professor Pamela Stone drew from a study of 54 female high achievers, recruited mostly from alumnae of four selective colleges and universities. The women pursued their careers an average of 11 years; 60% worked well past the birth of their second child. None was pushed out. Fully 90% left not to care for their families but because of workplace problems, chiefly frustration and long hours. Two-thirds of those who left tried part-time work but found it problematic; since they'd been putting in long weeks, part-time tended to mean 40 hours of work for 20 hours' worth of pay. Factoring even more into decisions to opt out entirely though, was the inability to work part-time without being marginalized.

(Harvard Business Review Staff, 2015)

Chapter 1: Introduction and Study Objectives

The expression “the glass ceiling” first appeared in the Wall Street Journal in 1986 and was then used in the title of an academic article by A.M. Morrison and others published in 1987. Entitled “Breaking the Glass Ceiling: Can Women Reach the Top of America’s Largest Corporations?”, it looked at the persistent failure of women to climb as far up the corporate ladder as might be expected from their representation in the working population as a whole. The idea behind the expression was that a transparent barrier, a glass ceiling, blocked them from ascending further. Invisible from the bottom, when women started their careers, it was steadfastly strong in stopping them attaining equality with men as they climbed the career ladder. (Hindle, 2009)

The WTS mission is to advance women in the transportation industry and, as a result, cannot ignore barriers that women face in the workplace. Increasing women’s representation levels within the transportation industry and equalizing management opportunities for women and men are essential.

In 2010, the WTS-SF Chapter embarked on a research mission to determine whether women in the transportation industry in the San Francisco Bay Area face a glass ceiling, and if so, to advocate for programs and policies that could mitigate the glass ceiling effect. Since that time, the WTS-SF Glass Ceiling Task Force has been leading this volunteer-based study effort to gain insight into the status of women working in the Bay Area’s transportation professional services industry.

The Task Force surveyed public and private agencies in the San Francisco Bay Area and published its inaugural study in 2012, establishing a baseline for future studies. In 2014, the Task Force published results of its second survey, tracking women’s progress in

the Bay Area’s transportation industry, and this report reflects the results of the third survey conducted last year. The purpose of these studies is to: 1) report findings of the WTS-SF administered survey, and 2) provide an overview of related studies and best practices since the publication of the baseline study. This third study emphasizes that it is necessary to revisit existing programs and policies within the transportation industry to increase women’s representation at the executive tiers of the workforce. Unless parity is achieved, the transportation industry risks losing valuable contributions from motivated and engaged women in the workforce.

WTS provides 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.

The Women’s Transportation Seminar (WTS), founded in 1977, is an international organization of more than 6,000 transportation professionals with 45 chapters representing cities and states in the United States, Canada and the United Kingdom. The mission statement of WTS is *“to build the future of transportation through the global advancement of women”* and is operationalized through programs including leadership training and mentoring, networking, education, and professional development.

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Chapter 2: Literature Review

Gender Biases in the Workplace

Inspired by the large number of survey respondents who cited “work culture” as a significant barrier to employees’ success in the 2013 survey, the Task Force focused its literature review on the aspects of work culture that can hinder women’s ability to reach the executive level.

2.1 Second Generation Bias in the Workplace

Research has moved away from a focus on the deliberate exclusion of women and toward investigating “second generation” forms of gender bias as the primary cause of women’s persistent underrepresentation in leadership roles. This bias erects subtle but powerful and often invisible barriers for women that arise from cultural assumptions and organizational structures, practices, and patterns of interaction that inadvertently benefit men while putting women at a disadvantage (Ibarra, 2013.) This bias manifests as the following barriers:

A dearth of female role models

Role models in managerial- or executive-level positions are important as they can provide motivation and inspiration to others. Jennifer Siebel Newsom has said, “You cannot become what you cannot see.” A lack of female leaders in senior level positions means that finding female role models is difficult. The scarcity of female leaders can even suggest that the role is in itself a liability. (McKinsey & Co., 2015)

Gendered career paths for gendered work

Organizational structures were created when few women participated in the workforce, and thus women are disadvantaged by this outdated framework. For example, staff roles

in sales or operations frequently lead to senior leadership positions and men are more likely than women to hold those positions. (McKinsey & Co., 2015) This rigid structure poses a problem if women are not represented within those specific roles that lead to senior leadership and perpetuates the cycle of a scarcity of women in leadership positions. Additionally, women are often passed up for international positions because it is assumed they will not move based on a bias that women will not have a “trailing spouse,” one that will relocate for her job needs. (Ibarra, 2016)

Women’s lack of access to networks and sponsors

Informal networks are often gendered. This, compounded by weaker career prospects for women than their male counterparts, makes it difficult for women to find influential colleagues to sponsor them. (McKinsey & Co., 2015) Additionally, “men’s networks provide more informal help than women’s do, and men are more likely to have mentors who help them get promoted.” (Ibarra, 2016) Finally, men in high-level positions see junior men as more likely to succeed than women and thus give them more opportunities.

Double binds

Women who take on leadership characteristics

Women remain the minority in each level of the corporate pipeline decreasing from 45% of the Entry-Level workforce to 16% at the C-Suite.

(McKinsey & Co., 2015)

traditionally deemed masculine are seen as competent but less likeable than their counterparts. For instance, self-confidence or assertiveness is seen as arrogant when demonstrated by a woman. Women who act in a “conventionally feminine” style are not respected, and are deemed too emotional to make business decisions or be strong leaders.

2.2 Solutions Implemented to Address Second Generation Bias

To address these second generation biases, studies recommend deploying tactics that prevent gender bias in the hiring process and creating a work environment where people believe they will not be penalized for taking advantage of programs that support a healthy work-life balance, such as flexible work schedules or parental leave. (McKinsey & Co., 2015) Several companies have recognized second generation bias as a real threat to their workforces and have implemented programs to mitigate its effect.

The Corporate Executive Board Company, a best practice insight and technology company, cites a company that addressed the second generation bias in its hiring process. By removing the name, gender, and age information from the documents it used to evaluate potential candidates, the company saw a 10% increase in females being selected for a position within one year of implementation. (Corporate Executive Board Company, 2012)

Technology firms have made strides to address second generation biases, implementing programs aimed to support new parents. Motivated by a desire to attract and retain talent, companies like Google, Facebook, and Netflix have offered longer

periods of paid maternity leave. For example, Google extended its paid maternity leave to 18 weeks from 12 weeks in 2007, and found that after the extension, returning mothers left Google at half the rate they had previously. In late 2015, Netflix announced the most competitive and progressive policy yet: one year of paid maternity and paternity leave as well as the option to work part-time upon returning to work. Most recently, Mark Zuckerberg, Chief Executive Officer of Facebook, announced that he would take the full four months of parental leave at the birth of his baby, indicating a cultural acceptance of paternity leave at the company.

Companies that are addressing second generation bias are at the forefront of a growing movement. They have proven that their organizational changes have benefited women and the companies themselves.

Despite a lack of discriminatory intent, subtle, “second generation” forms of workplace gender bias can obstruct the leadership identity development of a company’s entire population of women.

(Ibarra, 2013)

Chapter 3: Survey Methodology

Similar to previous surveys conducted in 2011 and 2013, WTS-SF administered a third survey in 2015 to continue its benchmarking of the status of women in the Bay Area transportation industry. Equal Employment Opportunity (EEO) reports were used again as the primary source of employee demographic data reported by survey participants. Years of EEO data collected now include: 2010, 2012, and 2014.

3.1 Employee Demographic Data: Equal Employment Opportunity Reports

The U.S. Equal Employment Opportunity Commission (EEOC) requires 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.

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 Fall 2015, the Task Force distributed an employer survey requesting 2014 EEO data, and information related to policies, programs and identified barriers at surveyed organizations. The Task Force reached out to 58 public and private transportation employers in the nine-county Bay Area

Based on employee pipeline data from 118 companies in 2015 and 60 companies in 2012, two broad themes emerge: women are still underrepresented, and they face real barriers to advancement.

(McKinsey & Co., 2015)

(slightly more organizations than in years past).

Of the 58 employers that were contacted, 38 completed surveys were received, representing **a 66% response rate** which is the highest response rate achieved over the three survey periods (2011, 2013 and 2015). Of these survey respondents, 61% represented a public agency while 39% represented a private employer, which is the inverse of the participation rate of public-private organizations in 2013. In the first survey, the participation ratio was the most balanced of the three years. Lastly, over the last five years, there have been 11 organizations that have consistently participated in all three surveys, which is highly commendable and appreciated by the Task Force.

The Task Force distributed its third survey to a list of participants similar to years past. In order to ensure consistency of methodology, the 2015 survey mirrored the 2013 survey (see 2015 survey in Appendix A). The survey can be categorized into three sections: 1) EEO data, 2) work policies and programs that may be conducive to women in the workplace, and 3) identified barriers.

Chapter 4: Survey Findings

For comparative analysis across years, the survey questions and findings are organized in the same manner as the 2011 and 2013 surveys, as follows:

1. **Demographic Information** – these findings include an overview of the organization’s 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. **Identified Barriers** – this section attempts to identify and understand what barriers to advancement, recruitment, or retention exist within transportation organizations in the Bay Area. These findings are based on issues reported during the recruitment and exit interview process.

Our 2015 findings are presented in more detail below.

4.1 Demographic Information

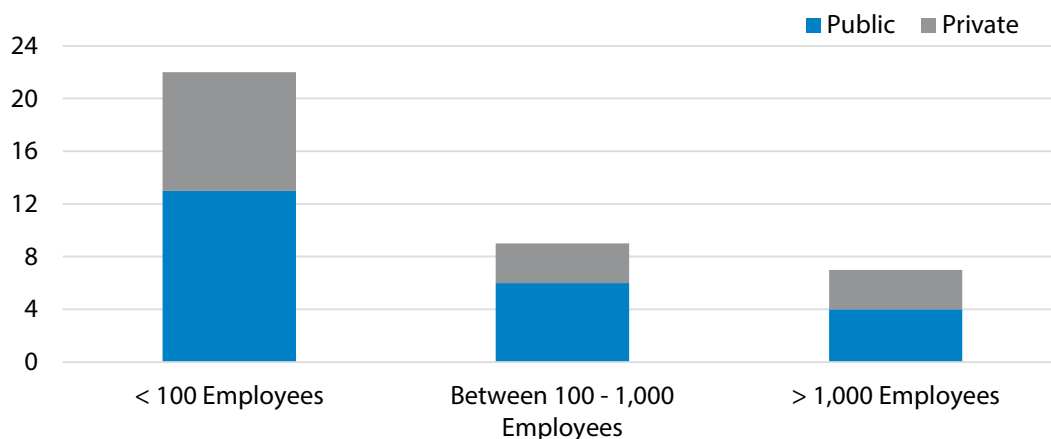
Table 1 presents the number of employees working in Bay Area offices in 2014 (for the 38 survey respondents), as compared to those reported in 2012 and 2010. The number of small organizations participating in the survey is comparable to 2012, while participation of large organizations (more than 1,000 employees) was more than double that in 2012 (although comparable to 2010).

For 2014, 61% of survey respondents represented private organizations, while 39% of respondents represented public agencies. When looking at the breakdown of local workforce size between public and private organizations, the split between the public and private organizations was fairly even in small-sized organizations (<100 employees) and large-sized organizations (>1,000 employees), but was more concentrated in the public sector for medium-sized organizations (between 100-1,000 employees) (see Figure 1).

Women are still underrepresented at every level in the corporate pipeline. Many people assume this is because women are leaving companies at higher rates than men or due to difficulties balancing work and family. However, our analysis tells a more complex story: women face greater barriers to advancement and a steeper path to senior leadership. (McKinsey & Co., 2015)

Table 1: Reported Number of Employees Working in Bay Area Offices in 2010, 2012 and 2014

Reported Bay Area Workforce	2010	2012	2014
<100 employees	45%	60%	58%
Between 100 and 1,000 employees	38%	33%	24%
>1,000 employees	17%	7%	18%
Total	100%	100%	100%

Figure 1: Number of Employees in Bay Area Offices (2014)*Source: WTS-SF Glass Ceiling Survey, 2015*

"One of the key findings of this year's survey was that women in managerial positions significantly increased in 2014 as compared to previous years."

Respondents provided employment data that was disaggregated by gender. In 2014, the largest category of all female employees was 30-39%, not too dissimilar from 2012 and 2010 data. The private sector's largest concentration was in this percentage range (30-39%), as was the case in 2012 and 2010. For the public sector, the largest concentration was in the 50-59% range, which was similar to 2012 (tied with the 20-29% range). From these findings, it

appears that there is a larger concentration of female employees at public agencies than private employers (See Figure 2).

In addition to total female employees in the Bay Area, survey participants were asked how many female employees were in managerial positions. As illustrated in Figure 3, the surveyed employers overall reported **higher percentages of female employees in managerial positions as compared to previous years**. The highest concentration

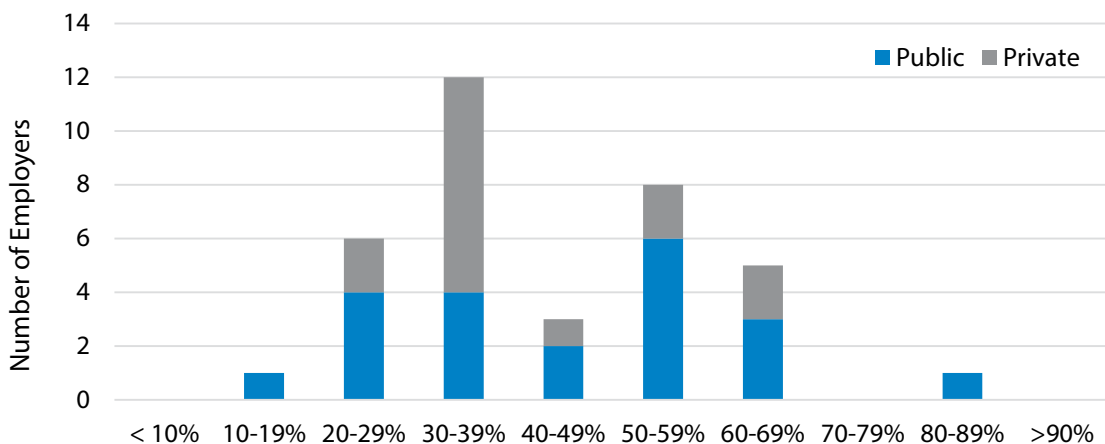
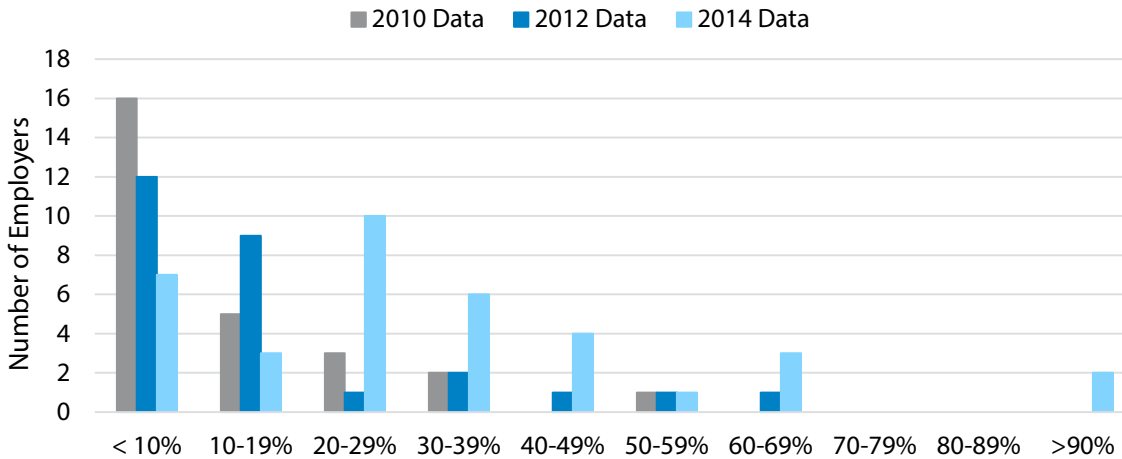
Figure 2: Percentage of Female Employees in the Bay Area (2014)*Source: WTS-SF Glass Ceiling Survey, 2015*

Figure 3: Percentage of Female, Bay Area Employees in Managerial Positions (2010, 2012, and 2014)

Source: WTS-SF Glass Ceiling Survey, 2015, 2013 and, 2011



was in the 20-29% range, a **tenfold increase from 2012**. The next highest category was the 30-39% range, representing a threefold increase from 2012. Furthermore, there was a significant decline in the lowest concentration of female managers (<10%) over the three data points. Despite having nine additional companies respond to the survey, it is clear that the percentage of female employees in managerial positions is increasing across the industry!

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

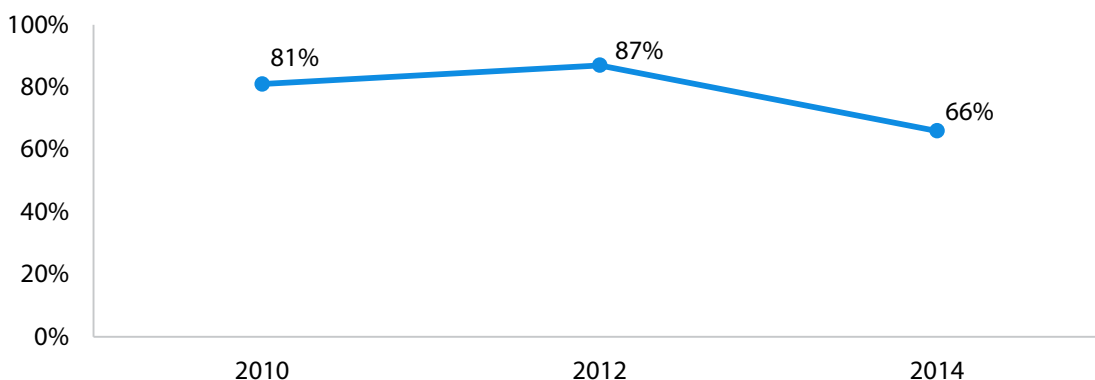
programs to mentoring and succession planning programs.

Policy and program-related survey questions included:

- Do some employees work part-time?
- 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?

Figure 4: Organizations with Part-time Employees (2010, 2012, and 2014)

Source: WTS-SF Glass Ceiling Survey, 2011, 2013 and 2015



Nearly two-thirds of men say that the senior leaders who have helped them advance were mostly men, compared to just over a third of women.

(McKinsey & Co., 2015)

4.2.1 Job Flexibility Policies

Job flexibility policies include offering part-time positions, job sharing opportunities, alternative work schedules, 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 25.8% of the female labor force works part-time, compared to 12.7% of men. (United States Department of Labor, 2016) Part-time work is generally seen as a family-friendly policy, since women are the primary caretakers and utilize this policy most frequently.

While there had been an increase in those reporting part-time workers between 2010 and 2012, in 2014 there was a significant decrease in organizations reporting part-time

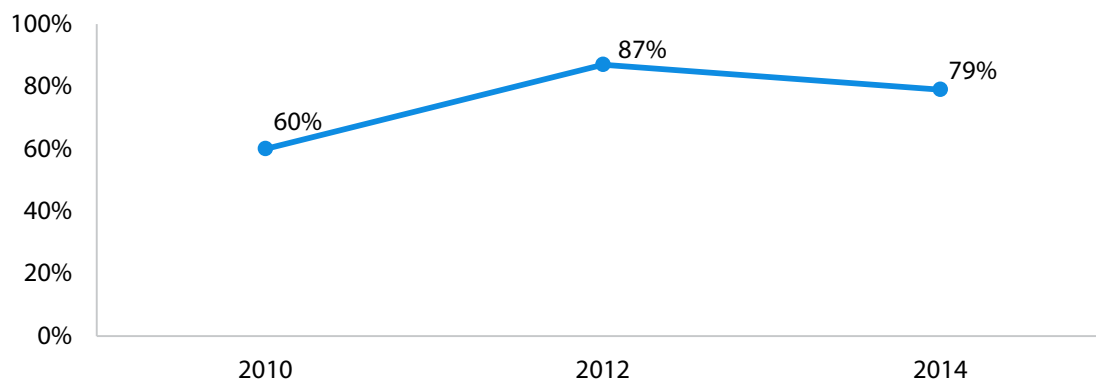
workers as compared to 2012 and 2010 (see Figure 4). Possible explanations include: public agencies are not as likely to allow part-time work schedules; more organizations are becoming less family-friendly as demands on employees intensify; the booming Bay Area economy is placing greater pressures on employees.

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 the 2010 study by the Mineta Transportation Institute, telecommuters enjoyed their work and were more committed to their employer than non-telecommuters. (DaSilva, 2010)

Similar to the part-time worker findings, while there had been an increase in employees working from home or another location outside the office between 2010 and 2012, in 2014 there had been a decrease as compared to 2012 (79% vs. 87%), as illustrated in Figure 5.

Figure 5: Organizations with Telecommuters (2010, 2012, and 2014)

Source: WTS-SF Glass Ceiling Survey, 2011, 2013 and 2015



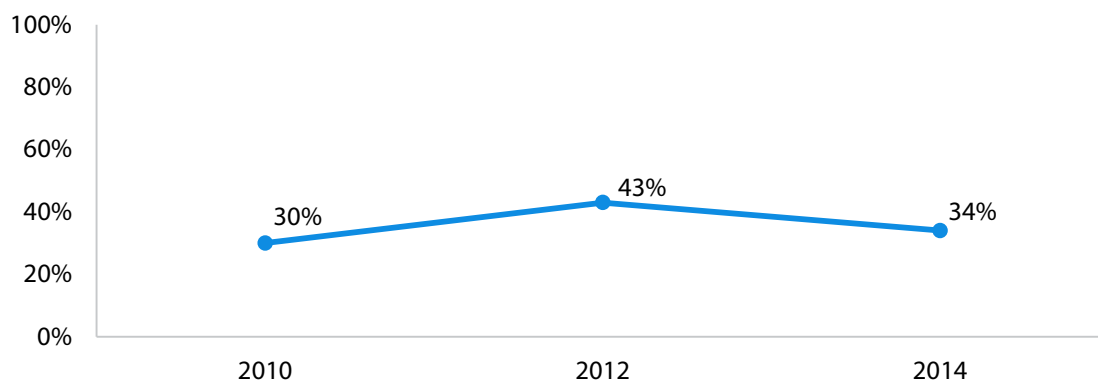
4.2.2 Employee Development Policies

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 or 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 the 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

Figure 6: Organizations with an Official Mentoring Program (2010, 2012, and 2014)

Source: WTS-SF Glass Ceiling Survey, 2011, 2013 and 2015



her applications for promotion. This is often referred to as “sponsoring.” 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, 2012.)

Similar to the previous two findings, there was a decrease in reported mentoring programs between 2014 and 2012 (34% vs. 43%), as illustrated in Figure 6.

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 (Amant, 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 (55%) of the survey participants reported that their organization conducts diversity training, which is comparable to the 2012 findings (57%).

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, about 57% of all survey respondents reported “yes”, which is less than those reported in 2012 (69%) but comparable to those reported in 2010 (52%).

4.3 Identified Barriers

The WTS-SF Glass Ceiling Survey included a section on the potential barriers to the recruitment, retention, or advancement of women in the workplace. The intent of this section was to identify what barriers exist related to the root causes 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 (with response options of “never”, “rarely”, “often” or “not sure”) identified barriers or issues were raised in recruiting or exit interviews conducted at their organizations. Issues included:

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

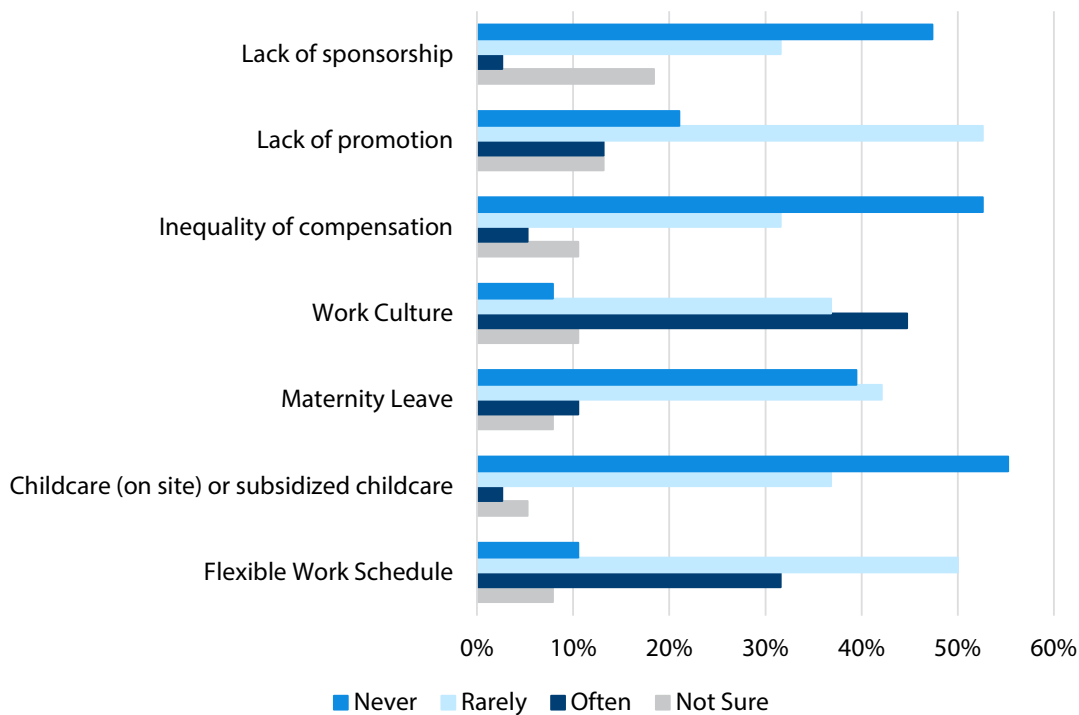
- Lack of promotion;
- Lack of sponsorship.¹

Similar to findings in 2013, the issue most often raised according to survey respondents pertained to work culture (albeit at a lower rate -- 45% vs. 67%), followed by flexible work schedule (also at a lower rate -- 32% vs. 43%).

A majority of responses fell in the “never” or “rarely” categories for most questions except work culture. A breakdown of how often these issues were rated at organizations is provided in Figure 7.

Figure 7: Frequency of Issues/ Barriers Raised During Recruitment and Exit Interview Process (2015)

Source: WTS-SF Glass Ceiling Survey, 2015



¹ “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.

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Chapter 5: Lessons Learned and Steps Moving Forward

"I really think you need to...move away from just talking about people as women to talking about their accomplishments, and talking about their expertise and their skills, and not always about the challenge...it gets negated when we talk about the fact that she is a woman – that takes away from her accomplishments." (Galer, 2015)

The WTS-SF Chapter now has available three important datasets for the years 2010, 2012, and 2014 to support 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.

Recommended actions outlined in the previous two studies were intended as a starting point to help move the Bay Area's transportation industry forward. From these data points and the recent literature review, four key lessons learned and recommended steps are outlined below.

1. **Continue to track progress every two years.** Regular survey distribution every two years to all identified public and private transportation organizations in the nine-county Bay Area is essential to tracking progress within the region. Future study updates would identify any changes or trends since the base year 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 individuals can seek out and take upon themselves.
2. **Learn from the Bay Area's technology sector to see what policies and programs they have in place to support the advancement and retention of women.** The technology sector has struggled for years to attract and retain women. (Miller, 2013) Just 5.7% of employed women in the United States work in the computer industry, and only about 2% of women have a degree in a high-tech field. (Catalyst, 2013) Over the last few years, the technology industry has introduced innovative policies and programs to reverse these trends that the Bay Area transportation industry can learn from.
3. **Encourage organizations to institute programs and educational tools in place to eliminate second generation bias.** As described earlier in this report, second generation bias has recently been identified as a significant cause for women's persistent underrepresentation in leadership roles. For this reason, it is vitally important for Bay Area transportation organizations to educate their employees on this phenomenon, communicate the importance of this

message from the executive level to all staff, and implement programs that support gender bias prevention in the hiring process and creating a work environment where people believe they will not be penalized for taking advantage of programs that support a healthy work-life balance.

4. **Support internal capacity building of other WTS chapters who wish to conduct similar studies.** The WTS-SF and WTS-DC Chapters' Glass Ceiling Task Forces are continuing to engage 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. The San Francisco and Washington D.C. Chapters plan to provide a "toolkit" complete with survey templates and lessons learned for other WTS chapters interested in conducting a similar study. WTS-SF will also share their lessons learned with other chapters and interested organizations through presentations at future conferences and panel events.

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Appendix A – WTS Survey Instrument 2015

Survey Questions	Comments / Instructions
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 2014. Please provide counts for calendar year 2014, not 2015. If your organization completes EEO-1 forms, you will find the information on that form. Please only consider jobs that are filled- i.e. vacancies should not be included in your answers.	
3. How many total employees (full and part-time) worked in this office in 2014? (Calendar year).	<i>Please do not include consultants affiliated with 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.</i>
4. Did your organization collect employment data that was disaggregated by gender in 2014?	<i>If answer is "no" or "I don't know," please skip to question #8.</i>
5. How many female employees worked in your Bay Area office in 2014?	<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 2014?	
7. How many female senior-level managers worked in your Bay Area office in 2014?	
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 2014 or 2015?"	
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 2014 or 2015?"	
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 2014 or 2015?"	
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. If the answer to #11a is "yes", Is this a new policy adopted in 2014 or 2015?"	

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 2014 or 2015?"	
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 2014 or 2015?"	
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 2014 or 2015?"	
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 2014 or 2015?"	
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	
16e. Lack of sponsorship	
17. If you ranked "16d. Work culture" as "Often," can you please elaborate on it?	

Appendix B – WTS Literature Review

Companies and organizations across the country are in agreement that diversity in the workforce is good for business. In an effort to increase the number of women in leadership roles, companies have been implementing mentoring programs and diversity trainings but continue to be disappointed with the results.

The WTS-SF Glass Ceiling Committee conducted a full literature review to find new solutions. The Committee found that all current research surrounding women's leadership in the workplace asserts that mentorship programs are not enough. While mentorship programs encourage women to seek leadership positions, they do not address the ingrained gender biases women face in the workplace. In sectors that are predominantly male, such as transportation, it is imperative that companies take strides to dismantle these biases—"the context must support a woman's motivation to lead and also increase the likelihood that others will recognize and encourage her efforts—even when she doesn't look or behave like the current generation of senior executives."

The literature reviewed below illuminates the issues facing women's advancement in the workplace, highlights damaging manifestations of gender bias, offers solutions and provides useful case studies for companies who wish to increase diversity in their organizations.

Ibarra, Hermina, Robin Ely, and Deborah Kolb. "Women Rising: The Unseen Barriers." Harvard Business Review. Harvard University, 01 Sept. 2013. Web. 01 Dec. 2015.

This piece, co-authored by three experts in their fields write that their "research, teaching, and consulting reveal three additional actions companies can take to improve the chances that women will gain a sense of themselves as leaders, be recognized as such, and ultimately succeed." The actions are:

1. Educate everyone in the workplace on second generation gender bias
2. Create safe "identity workspaces"
3. The importance of leadership purpose

Second Generation Gender Bias

Second generation gender bias is a term used to describe the inadvertent discrimination women continue to face in the workplace today. This bias manifests as the following barriers:

1. **A lack of female role-models.** A lack of female leaders at the top means that finding female role models is difficult and the scarcity can even suggest that being a female leader is liability.
2. **Gendered career paths for gendered work.** Organizational structures were often created during a time where few women were in the workforce. For instance, often certain staff roles

lead to advancement despite the experience having anything to do with the leadership skills required to perform the advanced role. This becomes a problem if those staff roles, for whatever reason, do not have many women represented. The organization's operation will continue to exclude women from leadership positions. Additionally, women are often passed up for international positions because it is assumed they will not move based on a bias that women will not have a "trailing spouse."

3. **Women's lack of access to networks and sponsors.** Informal networks are often gendered. This, compounded by weaker career prospects for women than their male counterparts makes it difficult for women to find influential colleagues to sponsor them. Additionally, "Men's networks provide more informal help than women's do, and men are more likely to have mentors who help them get promoted" (Ibarra 5.) Finally, men in high-level positions see junior men as more likely to succeed than women and thus give them more opportunities.
4. **Double binds.** Women who take on leadership characteristics traditionally deemed masculine are seen as competent but are less well-liked than their counterparts. For instance, self-confidence or assertiveness is seen as arrogant when demonstrated by a woman. Women who act in a "conventionally feminine" style are not respected, and are deemed too emotional to make business decisions or be strong leaders.

"Women are twice as likely as men to think their gender will make it harder to advance."

McKinsey & Co. 2015

"Women in the Workplace 2015." <http://womenintheworkplace.com/>. McKinsey & Company and LeanIn.org, n.d. Web. 1 Dec. 2015.

Women in the Workplace 2015 is the second comprehensive study of the state of women in corporate America conducted by McKinsey & Company and LeanIn.org. The study had 118 participating companies with 30,000 employees. The information garnered from the study shows that corporate America is not on a path to gender equality, describes reasons why, and offers some proactive solutions to getting on the path.

Major conclusions from the study include:

1. Women are underrepresented at every level of the corporate pipeline.
2. Women experience an uneven playing field, and it becomes more uneven at the top of the leadership pipeline.
3. As women face obstacles on the path to leadership due to not holding roles that lead to the C-Suite and therefore women have lower odds of reaching senior leadership.
4. The path to leadership is disproportionately stressful for women.
5. Employees do not believe that gender diversity is a priority of their organization.
6. Women and men have very different networks that are gender based, so women may have less exposure to senior-level sponsorship (as that there are fewer females in these roles).

LeanIn.org and McKinsey & Co.'s study paints a bleak picture of the likelihood of women's success reaching leadership positions in the workplace, but provide advice on how to improve the current state of affairs. The study recommends:

1. Develop and track metrics that provide the organization with an understanding of program effectiveness.
2. Make sure that senior leadership is demonstrating that gender diversity is a top priority.
3. Recognize and disrupt gender bias by educating all employees that it is indeed real and by deploying tactics that prevent gender bias in hiring, promoting, and overall operations.
4. Create a level playing field by encouraging senior-level men to support women's career advancement.
5. Create a work environment where people believe they will not be penalized

for taking advantage of programs that support a healthy work-life balance, such as flexible work schedules or parental leave.

The Women in the Workplace 2015 study is full of enlightening facts and is a must-read for all organizations trying to advance women in the workplace.

"Creating Competitive Advantage Through Workforce Diversity: Seven Imperatives and Inventive Ideas for Companies That Want to Get It Right." White Paper (2012): n. pag. Corporate Executive Board Company. Web.

Understanding that diversity is good for business, the Corporate Executive Board (CEB) developed a white paper to provide organizations with tools and insights into building a more inclusive and diverse workforce. CEB provides these seven imperatives to achieve this outcome are listed in Table A1.

Table B1: Seven tools to build more inclusive and diverse workforce

Pillars of Success	Imperatives for Success
Define relevant diversity and inclusion objectives.	Enable regional ownership of diversity and inclusion challenges. Assess and reward progress, not just outcomes.
Build a diverse workforce.	Leverage trusted sources to expand the pool of diverse talent. Hire for inclusive behaviors. Reinforce inclusive behaviors during critical moments.
Create a diverse leadership pipeline.	Promote a leadership value proposition that attracts diverse high performers. Neutralize biases in talent management decisions.

Source: *Creating Competitive Advantage Through Workforce Diversity*, page 3

CEB's White Paper is full of helpful case studies. One company removed the name, gender and age information from the documents they used to evaluate potential candidates and saw a 10% increase in females being selected for a position within one year of implementation. One company tied year-end bonuses to successfully achieving diversity and inclusion goals set annually.

The White Paper also shared advice on how to recruit for diversity:

We know from our data that 90% of diverse candidates turn to and trust more personal sources of career leads, such as referrals from people they know—teachers, career counselors, family and friends. However, organizations tend to focus their diversity recruitment efforts on impersonal channels, such as job boards, print media and social networking sites. Those impersonal strategies have the organization fighting to find the best talent in the same pool every other recruiter is targeting.

Influence the career influencers, such as teachers and career counselors, to draw diverse individuals into the talent pool and make the organization more attractive to those individuals. (CEB, 10)

For example, one engineering company demonstrates new technologies developed by the company and provides teachers with educational materials to work into their lessons. They also work with career counselors to educate them on encouraging students into the field. The company attributes its higher share of female engineers to this program (7% vs. the UK national average of 2%). This case study seems extremely applicable to the transportation sector.

Harvard Business Review Staff. "Women in the Workplace: A Research Roundup." Harvard Business Review. Harvard University, 01 Sept. 2013. Web. 01 Dec. 2015.

The Harvard Business Review Staff provide an overview of women's experience in the workplace research conducted by business, psychology and sociology scholars in this piece. We have included it in the literature review because the article identifies some important manifestations of second generation gender bias in hiring and business operations.

Highlights from the study include:

1. A recent study from the nonprofit organization Catalyst examined the nature of projects given to 1,660 high-potential employees. The study found that, on average, men's projects were given budgets two times that of women, and three times as many staffers. More than one-third of these men reported that the project brought them attention from the C-Suite, while about only one-quarter of the women in the study reported receiving positive attention.
2. A recent study by Hunter College professor Pamela Stone dispelled the myth that women are leaving work to take care of their families. About 90% of her 54 female high achiever study participants left their workplace because of frustration and long hours, and 60% had worked well passed the birth of their second child. This is particularly important in understanding that women may be leaving due to obstacles that prevented them from succeeding in the

workplace, not because they prefer to care for children.

Sociology professors Shelley Correll, In Paik, and Stephen Benard performed an experiment to see if a parenting bias exists during the application process. They sociologists found that mothers were significantly less likely to be recommended for hire, were offered at least \$10,000 less than childless women in starting salary, and that fathers were not penalized at all. When mother applicants could show incredible performance at a previous job they were able to overcome some of this bias, though female raters judged the mothers as “less likable” than the fathers and childless women which led to the same result of less offers and less salary.

The results of an evaluation of 7,280 executive’s 360-degree leadership effectiveness evaluations by consultants Jack Zenger and Joseph Folkman questions if the best people are actually being promoted. The results showed that, “at every management level, the women were rated higher than the men, and the higher the level, higher the gap. At the same time, the data showed, the higher the level, the higher the proportion of men.”

The article also included a survey conducted by psychology professor Eden King, George Mason, and five colleagues implemented to study benevolent sexism that may shed some light on the Zenger/Folkman study. Mason and King surveyed managers in the energy industry and the women reported receiving less criticism and less challenging assignments than their male colleagues. Follow up studies concluded that less criticism was a sign of condescension.

The meta-narrative of the literature review

is that second generation gender bias exists and continues to create barrier for women to advance in the workplace. Organizations must identify the bias, educate staff on it, put value behind getting rid of it and change processes that perpetuate it.