DENVER THRIVES WHEN WOMEN THRIVE!

A Guide for Employers

DENVER THRIVES
WHEN WOMEN
THRIVE

COMMITMENT TO EQUITY

OUR WHAT:

The Denver Women's Commission ("DWC") is committed to closing gender gaps in workforce participation and economic opportunity within the City and County of Denver. Women who are empowered to achieve their full potential become community and business leaders; they raise healthy families, contribute to vibrant communities, and support flourishing businesses.

The DWC believes that Denver can be a leader in this effort by instituting evidence-based best practices to operationalize gender equity in both the public and private sectors. To that end, the DWC offers **Denver Thrives When Women Thrive**, a guide to support City agencies, private businesses, and non-profits, as they assess gender equity within their own operations and strive to promote economic opportunity and broad participation for ALL of Denver's employees.

OUR GOALS:

1. To promote the importance of equity and inclusion in the workplace as a matter of good management;
2. To ensure that economic opportunities and upward mobility are equally available to all intersections by gender, race/ethnicity, and abilities;
3. To ensure that support systems directly address accountability in the workplace and promote transparency to encourage parity in the workforce.

YOUR CHOICE:

The **Denver Thrives When Women Thrive Guide** is a tool. There is no right or wrong way to do it; there is no big or small task to undertake; there is no formal carrot to seek or stick to fear. This is about **YOUR** organization, **YOUR** objectives, and **YOUR** people!

The Guide provides a means for employers with intentional goals around self-reflection and a willingness to enhance their working environments to begin charting their path forward. The Guide provides suggestions so that an employer can begin to focus on an issue, conduct thoughtful introspective exercises around that topic, and then devise action plans that will positively affect the changes they seek within their own policies, processes, and culture.

You know your organization best. Through our shared goals, we can work together to evolve Denver's sterling reputation as a premier City and ensure that Denver truly shines as a "city of opportunity *for all people*."[1]

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[1] Mayor Michael B. Hancock, "2014 State of the City Address" (emphasis added) (Denver Art Museum, Denver, CO, July 14, 2017).

WHY IS THERE A WAGE GAP?

UN-EQUAL PAY FOR EQUAL WORK

The DWC acknowledges the existence of pay inequities locally and nationally for women in the workplace. Denver women make, on average, 81 cents[2] to the dollar, compared to Denver men, with minority women making substantially less. And, while the DWC does not make any inferences as to whether a pay gap exists within your particular organization, we encourage all employers to proactively evaluate their workplace cultures, policies, and employee trends to ensure operations are functioning in a manner consistent with best practices and to prevent potential gender inequities.

IMPLICIT BIAS IN HIRING AND PERFORMANCE EVALUATIONS

Implicit bias occurs when supervisors *consciously* reject stereotypes but continue to make *unconscious* decisions in favor of certain groups. These so-called "mental shortcuts" can take several forms.

- *Confirmation Bias* occurs when supervisors focus on behaviors that support their beliefs about a particular "type" of employee.

- *Attribution Bias* occurs when implicit stereotypes are used to explain an individual's behavior.

- *Affinity Bias* occurs when supervisors—often unconsciously—favor those who look and behave most like them.

Research shows that implicit bias affects performance evaluations. In a laboratory study,[3] these trends were explored within the context of how motherhood stereotypes unconsciously affect hiring and compensation. Over an 18-month period, the "audit study" sent resume materials to employers advertising for entry and mid-level marketing and business openings. Lamentably, mothers were called back about half as often as women without children, but fathers were not similarly disadvantaged when compared to men without children. Based on this example, it is easy to see how barriers emerge through the actions of, most likely, well-intentioned individuals who may be unknowingly exercising implicit bias in their decision-making processes.

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[2] Denver Women and the Wage Gap Factsheet," *National Partnership for Women & Families*, (April 2013), accessed February 11, 2017, http://go.nationalpartnership.org/site/DocServer/Wage_Gap_Denver.pdf.

[3] Shelley J. Correll, Stephen Benard, and In Paik,"Getting A Job: Is there a Motherhood Penalty," *American Journal of Sociology*, 112 (March 2007): 1297-1339.

JOB SEGREGATION

Additionally, women are over-represented in lower paying jobs and under-represented in higher paying ones. An analysis by the Institute for Women's Policy Research found that median earnings are highest in male-dominated occupations and lowest in female-dominated occupations at every skill level, although the earnings were most pronounced among the most highly skilled occupations. For example, median earnings in highly skilled occupations that are predominately female (more than 75% female) are 66.9% of the median earnings in highly skilled occupations that are predominantly male (less than 25% female).[4] And, to compound the problem, decades of data reflects that when women move into a field in significant numbers, the wages in that field decline, even when controlling for experience, skills, education, race and region.[5]

CAREGIVING RESPONSIBILITIES

The high cost of child care and the lack of paid leave make it less likely that women with caregiving responsibilities are able to stay in the workforce consistently. Women without access to paid leave are significantly more likely to leave their jobs after giving birth than those with paid leave options.[6] Time out of work negatively impacts wages. And, research shows that even when family-friendly policies are provided, workers may be reluctant to utilize them if the workplace culture disfavors taking such leave.[7]

THESE ARE JUST A FEW OF THE REASONS THAT A WAGE GAP EXISTS.

TO BE SURE, THERE ARE MANY MORE. HOWEVER, IDENTIFYING TRENDS OR PHENOMENA WITHIN YOUR ORGANIZATION THAT MAY BE CONTRIBUTING TO SYSTEMATIC INEQUALITY IN THE WORKPLACE IS HALF THE BATTLE.

THE OTHER HALF IS TO **ELIMINATE THEM.**

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[4] Ariane Hegewisch, et al., "Separate and Not Equal? Gender Segregation in the Labor Market and the Gender Wage Gap," (briefing paper, Institute for Women's Policy Research, 2010): 10, IWPR C377, accessed January 7, 2017, http://www.iwpr.org/publications/pubs/separate-and-not-equal-gender-segregation-in-the-labor-market-and-the-gender-wage-gap.

[5] Asaf Levanon, Paula England, and Paul Allison, "Occupational Feminization and Pay: Assessing Causal Dynamics Using 1950–2000 US Census Data," *Social Forces*, *88* (December 2009): 865-891.

[6] Barbara Gault et al. "Paid Parental Leave in the United States: What the Data Tells Us about Access, Usage, and Economic and Health Benefits," *Institute for Women's Policy Research* (March 2014): 12, accessed March 8, 2017 from https://iwpr.org/publications/paid-parental-leave-in-the-united-states-what-the-data-tell-us-about-access-usage-and-economic-and-health-benefits/.

[7] U.S. Council of Economic Advisors, *Economic Report of the President*, (February 2015): 175, accessed January 7, 2017, https://obamawhitehouse.archives.gov/sites/default/files/docs/cea_2015_erp_complete.pdf.

THE BENEFITS OF CLOSING THE GAP!

GENDER PARITY IN LABOR FORCE PARTICIPATION LEADS TO A GROWTH IN GDP

The Organization for Economic Co-Operation and Development estimates that achieving gender parity in labor-force participation rates would increase national GDP by 12% in developed countries over the next 20 years. At a local level, the economic incentive for Colorado to tackle gender inequality could be significant. According to a report by the McKinsey Global Institute, Colorado's gender parity score (0.62) positions the state **below** the 50th of all state scores; if Colorado worked to increase women's labor force participation to match those states with the fastest rate of improvement toward gender parity, it would increase GDP in the state 5-10% by 2025.[8]

RETAINING AND PROMOTING WOMEN IMPROVES BUSINESS PERFORMANCE

Pay equity promotes retention of women, resulting in more diverse company leadership. Globally, companies with top quartile representation of women in executive committees perform better than companies with no women at the top—by some estimates with a 47% average return on equity and a 15% increase in their likelihood to have financial returns above their national industry peers.[9] Notably, however, in American companies, gender diversity does not affect company performance until women constitute at least 22 percent of a senior executive team. From that point, every 10 percent increase in gender diversity produces an increase of 0.3 percent in earnings before interest and taxes.[10] Increases in gender diversity also allow employers to "win the war for talent," strengthen customer orientation, increase employee satisfaction, improve decision-making, and enhance the company's image.[11]

CLOSING THE GAP REDUCES POVERTY

If women were compensated the same as men for their labor and human capital in their regional labor markets, the poverty rate would be cut in half—falling to 3.9 percent from 8.1 percent among working women.[12]

CLOSING THE GAP ENHANCES THE PURCHASING POWER OF WOMEN

"Women's spending priorities differ from men's, with women notably more likely to buy goods and services that improve the family's welfare. Thus, as women gain decision-making power, household spending patterns are likely to shift. Household savings rates are also likely to rise. Sectors to benefit from women's expanding buying power include food, healthcare, education, childcare, apparel, consumer durables and financial services."[13]

[8] Kweilin Ellingrud et. al., "The Power of Parity: Advancing Women's Equality in the United States," McKinsey Global Institute, (April 2016): 3-6.

[9] Sandrine Devillard et al., "Women Matter 2013: Gender Diversity in Top Management- Moving Corporate Culture, Moving Boundaries," McKinsey & Company, (2013): 5.
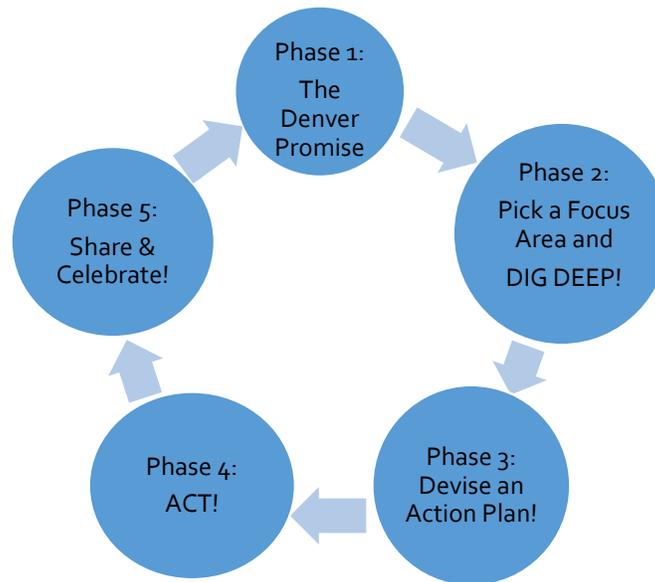
[10] Vivian Hunt, Dennis Layton, and Sara Prince, "Diversity Matters," McKinsey & Company, (January, 2015): 2.

[11] Ibid, 9.

[12] Heidi Hartmann, Jeffrey Hayes, and Jennifer Clark, "How Equal Pay for Working Women Would Reduce Poverty and Grow the American Economy," Institute for Women's Policy Research, (2014), IWPR C411.

[13] World Economic Forum *Global Gender Gap Report 2015* citing Goldman Sachs Global Markets Institute, "The Power of the Purse: Gender Equality and Middle-Class Spending,"(August 5, 2009): 1, accessed March 8, 2017, http://www3.weforum.org/docs/GGGR2015/cover.pdf

PROMOTING GENDER EQUITY –A STEP BY STEP GUIDE

Phase 1: The Denver Promise

Phase 2: Pick a Focus Area and DIG DEEP!

Phase 3: Devise an Action Plan!

Phase 4: ACT!

Phase 5: Share & Celebrate!

PHASE 1: The Denver Promise	PHASE 2: Pick a Focus Area & Dig Deep	PHASE 3: Devise an Action Plan!	PHASE 4: ACT!	PHASE 5: Share & Celebrate Results
Commit to the shared values of a fair and equitable workplace for everyone and to taking action to ensure that these values thrive in your work place.	Pick an area of concern as a starting point, and assess your organization within that chosen focus area. Dig deep and discover where your organization performs well, and where you may want to improve function.	Develop a plan to address opportunities for improvement or transitions that were identified in Phase 2.	Implement the action plan! Make the changes needed to pursue policies and practices within your organization that foster a workplace culture built on the strength of the entire team.	Share your results! Sharing your results will inspire other organizations to utilize this Guide, in addition to operationalizing our three goals: 1. Promoting the importance of gender equity as a matter of good management; 2. Ensuring that economic opportunities and upward mobility are equally available to all intersections by gender, race/ethnicity and abilities (etc.); and 3. Ensuring that support systems directly address accountability in the workplace and promote transparency to encourage parity in the workforce.

PHASE 1 – THE DENVER PROMISE
Affirm & Commit!

AFFIRM YOUR VALUES!

Meaningful progress in closing the gender gaps within the City and County of Denver *requires* an affirmation of the shared values that will promote fair and equitable workplaces. This includes a commitment to annually reviewing progress towards parity and making the changes needed to promote these values. We encourage all employers in the City & County of Denver to affirm their values by taking—

THE DENVER PROMISE:

Our Values

Equity and Inclusion are Key to Long-Term Success and Growth.

Communities that support and encourage all people to thrive and reach their full potential are better places to live, work and invest. Employers who respect, value, and engage all employees are better able to attract and retain talent and will be more competitive in the marketplace by fostering diverse ideas and innovation.

When Women Thrive, Our Communities Thrive!

Women who are empowered to achieve their full potential become leaders who raise healthy families, live in vibrant communities and support flourishing businesses. The effects of gender parity in all workplaces will directly impact all marginalized communities and demographics across Denver.

Our Promise

WE AGREE that Denver should be the best place in the country for everyone to live and work, and we commit to doing our part by working to achieve parity and by removing barriers to advancement for all people. We will join with this effort to:

- **Understand** the root causes of the gender wage gap;

- **Evaluate** our internal systems and policies and address any inequities we identify;

- **Commit** to advancing women in the workplace by annually reviewing our strengths and challenges, making the changes needed to be fair and equal, and fostering a workplace culture that is built on the talents and contributions of our entire team; and

- **Communicate** the importance of this effort across the city and state and encourage widespread participation.

COMMIT RESOURCES

Research clearly demonstrates that a commitment to an equitable workplace requires dedicated oversight. We encourage supervisors to identify a responsible party for this effort and to include progress toward this goal as a part of their performance review. This signals that your organization highly values the advancement of these principles.

PHASE 2 – PICK A FOCUS AREA AND DIG DEEP
What gets measured, gets managed!

IDENTIFY A FOCUS AREA

Recognizing that the gender gap is a complex issue caused by a myriad of factors, we encourage employers to focus on the factor most salient to their workforce at this time.

While we recognize the list below is by no means comprehensive, it is a starting point for important dialogue and the process of self-analysis. Organizations should select at least one focus area per year and prioritize which challenges are the most significant to them for the purpose of evaluating and committing resources.

And, don't forget—it is important to engage staff in identifying the focus area. To achieve the ultimate goal of harnessing everyone's experience and talent, staff must know that their feedback and participation is essential.

To help your organization get started, the DWC suggests the following possible focus areas:

FOCUS AREAS
Compensation Structure
Career Advancement Opportunities & Succession Planning
Organizational Culture
Family Friendly Policies

DIG DEEP!

(1) IDENTIFY CONTRIBUTING FACTORS

Next, we mine the gap and dig deep!

Mining the gap is a process that involves critical thinking about the social, political, environmental, and economic factors affecting the opportunities of individuals in your workforce setting.

Once your organization has chosen a focus area, the individual responsible must begin meticulously analyzing and identifying the contributing factors relevant to your chosen focus area. In other words, identify both formal and informal processes/policies/or anecdotal evidence of behavior in your workplace that may be contributing to the state of your particular focus area.

For example:

FOCUS AREAS	POSSIBLE CONTRIBUTING FACTORS
Compensation Structure	- Salary Determinations at Hiring - Salary Negotiation Policies - Opportunities for Bonus - Performance Evaluations - Advancement Structure
Career Advancement Opportunities & Succession Planning	- Pathways for Advancement - Regular Employee/Employer Dialogue - Programs Facilitating Advancement - Job Segregation Trends - Professional Development Opportunities - Workforce Readiness
Organizational Culture	- Cultural Responsiveness of Workplace - Training Opportunities - Trends of Implicit/Explicit Bias - Interpersonal Relationships - Purposeful Attention to Culture/Trends
Family Friendly Policies	- Caregiver Policies vs. Practices - Maternity/Paternity Leave Policies - Lactation Support for Nursing Mothers - Sick Leave Policies - Transition Plans for Caregivers - Re-integration Process for New Mothers

DIG DEEP!

(2) SEEK THE RIGHT INFORMATION—ASK THE RIGHT QUESTIONS

Now that your organization has broken down the factors that likely contribute to the outcomes in your chosen focus area, the next step is to concentrate the scope of your data search to those identified factors.

To propel this Phase forward, the individual assigned to oversee this effort must cull through existing data, reports, catalog policies/procedures, conduct employee surveys, conduct individual interviews with relevant personnel, and engage in any other activity that allows them to gather information about the chosen focus area.

This exercise is critically important – this is where your organization's areas of success and areas of concern will emerge. Be on the lookout for trends and standards that either directly or indirectly contribute to barriers in your workplace. Remember, there is no right or wrong here. This is the process of self-analysis that will drive these essential dialogues around what values your organization wants to promote.

To get you started, attached are categorized appendices by focus area. Organizations should consider these appendices as examples of the types of resources, questions, or activities that may yield meaningful data.

FOCUS AREAS	*APPENDIX*
Compensation Structure	Appendix A
Career Advancement Opportunities & Succession Planning	Appendix B
Organizational Culture	Appendix C
Family Friendly Policies	Appendix D

PHASE 3 – DEVISE AN ACTION PLAN

Let's make a plan to DO something!

REVIEW WHAT YOU HAVE LEARNED

You now have at least some of the knowledge you need to start implementing effective solutions in your workplace! Within this process of self-evaluation, it is very tempting to continue evaluating and to never feel "finished" with the process. While we encourage a comprehensive self-evaluation, it is also very important to understand that, at some point, self-evaluation must transition to action. Once you have enough information to move forward, pursue the next Phase by creating and implementing action steps that will affect real, tangible change in your workplace! Here are some helpful strategies for reviewing your information:

- **DO NOT DELAY!** It is well-accepted that procrastination, perfectionism and underestimating a project can undermine the best of intentions. So, review the information you gathered in a timely manner. The longer you wait, the less effective this process becomes and the momentum behind the effort is more likely to wane. Also, stagnant data is useless. Do not let all of your efforts go to waste, act right away!

- **RE-ORGANIZE!** The data or information you gathered may come in many forms. Synthesize and organize the data so that it is an effective source of information to accomplish your objectives. This should be in a form or medium that can be comprehensively utilized by all of those tasked with implementing the Action Plan.

- **CONSIDER THE BARRIERS OR LIMITATIONS!** Do not stick your head in the sand. Now that you are armed with data and information, you likely know where the problems may lie. Don't ignore them--anticipate them. Consider what types of problems you may encounter in the action planning process and determine whether they can be avoided, overcome, or absorbed.

MAKE AN ACTION PLAN!

A. List the **OBJECTIVES** of the Action Plan. Ensure they are ACHIEVABLE and MEASURABLE!
B. List the **TASKS** to be completed with clearly defined steps to completion.
C. Of those, **PRIORITIZE** the tasks which are most important or which must happen first.
D. List the **INDIVIDUALS** responsible for each task, as well as the project overall.
E. List the **TIMEFRAMES** for achievement of each task, as well as overall.
F. List the **RESOURCES** needed for each task.
G. Set up an **ACCOUNTABILITY** process for this Action Plan. It must be made a priority!
H. Discuss **CONTINGENCY** plans, if at first you don't accomplish the objective.

Example Action Plan can be found at Appendix E.

PHASE 4 – ACT!

DO that something!

EXECUTE YOUR ACTION PLAN!

AND….YOU'RE OFF! Execute your Action Plan by taking the first step outlined therein. Soon, the energy and engagement around your goals will create momentum around the mission.

Some helpful tips during this execution phase include:

- **JUMP IN WITH BOTH FEET!** Don't hesitate—this is a project to benefit your people and should be touted as such.

- **WHAT IS SUCCESS TO YOU?** Figure out what "success" looks like for your Action Plan and be on the lookout for it!

- **REGULARLY REVIEW!** Commit to reviewing the outcomes of your Action Plan every 30 days. Better to know where things are heading, than to be surprised by where you end up.

- **RESOURCES!** Contact the Denver Women's Commission for support and to brainstorm strategies to support execution.

SET YOUR ORGANIZATION UP FOR SUCCESS!

The success of any workplace initiative hinges upon the support of individuals in key leadership roles. More often than not, a top-down approach to an Action Plan process is critical to setting the tone and conveying the importance of the mission, while also encouraging transparency and trust.

In executing your Action Plan, involvement by your executive team will create a sense of ownership and encourage the process that will result in necessary improvements within your workplace.

Never underestimate the importance of a strong commitment to a cause by a strong leader, and how instituting a culture that values its people leads to healthy dialogue and increased employee satisfaction.

PHASE 5 – SHARE & CELEBRATE!

Spread the word and be PROUD to be an Employer who cares about its people!

BE PROUD! CELEBRATE!

As the old saying goes, "*actions speak louder than words.*"

Along with making **THE DENVER PROMISE** and expressing your commitment to closing the wage gaps and removing barriers to advancement for all people, you have now implemented ACTIONS that demonstrate your organization is serious about equality and walks the walk.

SHARE BIG!

Be proud of this achievement! Share it both internally and externally in whatever forms you feel are most appropriate.

- Press Release
- Newsletters
- Letter to Employees
- Letter to Chambers of Commerce
- Listserve Notifications
- Participation in "The Denver Promise" Event
- General Discussions of your Experience and Engagement with Other in Panel Discussions and Roundtables

SHARE SMALL!

- Send internal kudos to the individuals responsible for executing the Action Plan and to all responsible parties within your organization.
- Help the DWC select, engage, and encourage other organizations, state agencies, or companies thatmay be interested in implementing the "Denver Thrives When Women Thrive" Employer Guide.

The DWC will continue working to ensure Denver is known as the **BEST** city in the nation to live and work because Denver is leading the charge and challenging all employers to join us in our efforts to ensure that Denver Thrives AND Women Thrive.

APPENDIX A

COMPENSATION STRUCTURE

Take a Look at Your Workforce Composition

The DWC suggests getting to know your organization's demographics. The questions below are a starting point to help you gain a better understanding of your workforce. This is NOT an exhaustive list, but it may provide context for your organization when evaluating your focus area and its respective considerations.

Structure/Compensation
What are the types of employment (i.e. full-time, part-time, contracted, etc.) offered by your organization?
What are the types of positions (i.e. individual contributor, management, executive, etc.) offered by your organization?
What types of compensation are available within your organization (i.e. salary, hourly, base pay, commission, overtime, bonuses, stock options, benefits, etc.)?
What is the spread of salary and/or compensation values for each of the respective role/types at your organization?
Do you have formal human resources policies and/or protocols? If so, are they generally observed?
Demographics
Total number of employees within your company or organization.
Total number of staff who are women.
Do you track staff retention?
How many women did you hire in 2016?
Provide the number of staff your organization retained within the following demographics in 2015/2016/2017:   Hispanic or Latino (M):   Hispanic or Latina (F):   Other (specify):   Black/African American (M):   Black/African American (F):   White (M):   White (F):   American Indian/Alaska Native (M):   American Indian/Alaska Native (F):   Asian (M):   Asian (F):   Native Hawaiian or other Pacific Islander (M):   Native Hawaiian or other Pacific Islander (F):   Other (specify):

Number of women in the following categories:
     1.   Individual Contributor (non-supervisory role)
     2.   Management Tier (supervises 1 or more staff)
     3.   Executive Level (leads the agency/department)

How many women have you promoted in the last year?
Provide the number of promotions within your agency/organization in 2015/2016:   (use demographics breakdown above)

Compensation Structure Considerations

Now that you have a sense of your organization's demographics, you should delve into some more data points that will serve as indicators for gender equity in your compensation structure. Again, some of these questions will also require you to think about the demographic make-up of your answers/results.

In looking at your data points, consider this: The Colorado Gender Earnings Ratio in 2015 was 81%.[14] The median annual earnings for full-time year-round employed women in 2015 was $41,690, compared to the $51,268 median earnings of Colorado men.[15] Although the gap is greater for all women when their earnings are compared only to the earnings of full-time, year-round employed white, non-Hispanic men, it is significantly larger for women of color in Colorado.[16] In 2015, African-American women earned 64%, Native American women 58% and Latina women 54% of the earnings of Colorado white men.[17]

Factor(s) to Consider:	Possible Questions to Ask:
Compensation	Have you ever conducted a compensation study? Are men and women receiving equal pay for work requiring equal skill, effort, and responsibility?
	Are men and women receiving equal opportunities to earn bonuses or other forms of extra compensation?
	Are men in your division being hired with higher starting salaries than women hired in comparable roles?
Salary Determinations at Hiring	What are the driving considerations behind salary determinations?
	How is salary-at-hire determined – merit, market, or budget?
	Are lateral hires more likely to be men or women?
	How is education versus years of experience valued in your hiring practices?
Salary Negotiation Policies	How often do you provide a starting salary higher than what is advertised?
	In what ways do you encourage/discourage salary negotiation upon hiring?
	Do you have transparent wage data and records available to employees?
Criteria for Raises	Do you have a formal process for determining raises or is it discretionary?
	If there are criteria for providing raises, is it a blind decision-making process?
	Whether formal or discretionary, how transparent is your raise protocol and/or decision-making process?
	How often do you give raises? How often are employees reviewed for raises?

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[14] American Association of University Women, "The Fight for Pay Equity: A Federal Roadmap," AAUW, (February, 2107), accessed March 18, 2017, http://www.aauw.org/files/2017/02/Colorado-Pay-Gap-2017.pdf.
[15]Ibid.
[16] Cynthia Hess et.al., "Status of Women in the States 2015," Institute for Women's Policy and Research, (2015): 44, accessed March 8, 2017, http://statusofwomendata.org/wp-content/uploads/2015/02/IWPR-Final-Report-6-5-2015.pdf.
[17] American Association of University Women, "The Fight for Pay Equity: A Federal Roadmap," AAUW, (February, 2107), accessed March 18, 2017, http://www.aauw.org/files/2017/02/Colorado-Pay-Gap-2017.pdf

Factor(s) to Consider:	*Possible Questions to Ask:*
Opportunities for One-Time Bonuses and/or Other Types of Compensation	Do you have a formal process for determining bonuses or is it discretionary? Do you provide monetizable indirect benefits (i.e. professional development opportunities, flexible work schedules, etc.)?
Performance Evaluations	Do you offer training to identify performance evaluation bias? How do the mean, median, and spread of performance evaluation scores compare across different demographics?
Advancement Structures	Do you have a metric-based or a benchmark advancement protocol? Are advancements determined by metrics made in a blind decision-making process? How transparent are advancement structures? How are advancement opportunities advertised or promoted? Do they reach a diverse audience? Who might be excluded?

Where to find the Data

When looking for answers to the questions above, the best place to begin your research is with your human resources department. You also might try setting up an interview with hiring managers to learn more about their staffing data. If time allows, you may consult with individual employees to get a sense of your compensation structure. Keep in mind, any data acquired through interviews or questionnaires with managers or employees may be driven by perception. When at all possible, try to find reports with reliable quantitative and qualitative information to draw results. Finally, some of the questions above can also be answered through observational data collection.

Additional Helpful Resources

http://hrcouncil.ca/hr-toolkit/home.cfm
http://www.bayareaeconomy.org/files/pdf/BuildingGenderEquityInTheWorkplace.pdf
https://www.shrm.org/pages/default.aspx
https://www.shrm.org/hr-today/news/hrmagazine/0416/pages/should-hr-ask-for-job-candidatessalary-histories.aspx
World Economic Forum International Center for Research on Women: https://www.icrw.org/wp-content/uploads/2016/10/International-Men-and-Gender-Equality-Survey-IMAGES.pdf

APPENDIX B

CAREER ADVANCEMENT OPPORTUNITIES & SUCCESSION PLANNING

<u>How does your organization promote opportunities for advancement?</u>

Companies are investing a record amount of resources toward career development programs. By some estimates, corporate training expenditures hit a record high of $61.8 billion in the United States in 2014.[18] Thus, "spending those dollars wisely is a top priority for all Human Resources and Learning and Development professionals," and should be for your organization as well.[19] With that in mind, consider some of the following questions and see where your organization stands on these important issues:

Factor(s) to Consider:	*Possible Questions to Ask:*
Pathways for Advancement	Has your organization allocated resources focusing on increasing and retaining women employees?
	Does your organization maintain career path information, such as orientation programs, guidebooks, or a talent management system?
	How can employees gain information about what is required of positions within your organization as they advance along their career path? Is it formally posted, or is it through word-of-mouth?
	Does your organization employ any competency assessment tools to provide information on any gaps an employee might have that is hindering their advancement within your organization?
Regular Employee/Employer Dialogue Regarding Professional Growth	How often do your employees and supervisors meet to discuss career advancement opportunities?
	Does your organization ensure that performance and behavioral expectations are clear through regular communication between supervisors and employees? Do supervisors communicate with employees about long and short-term organizational goals?
	Is an employee's personal competence monitored, outside of performance reviews, to document advancement in areas of value for your organization?
	What other opportunities do your employees have for expressing interests in their career development?
	Does your organization have individual personal development plans to record and track an employee's progress within their career goals?
	What types of cross-training opportunities or buddy assignments are permitted for employees who are not in the same department or unit?
	Do supervisors take on a "coaching" relationship with their employees?

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[18] Sarah Beckett, "Top 8 Tools for Career Development," *Human Resource Systems* Group, (blog), September 11, 2015, accessed January 12, 2017, http://www.hrsg.ca/top-8-tools-for-career-development/

[19] Ibid

Programs Facilitating Advancement	Does your organization conduct and/or sponsor professional development and career advancement programs? For example, does your organization implement any trainings (online or in person), assessments, videos, job rotation/shadowing, knowledge sharing opportunities? Does your organization connect junior employees with senior employees through mentorship programs? Do you offer training and support for mentors/mentees? Do you encourage men to mentor and sponsor women in your workplace? Does your organization encourage micro-mentorship through such practices as inviting junior women to: (1) attend business meetings; (2) join boards; (3) attend important social networking events?
Job Segregation Trends	After reviewing your organization's demographics, do you notice a certain department or unit that is dominated by one gender? Why might that be? Have any efforts been taken to balance the demographics in those sections that are under-represented by women? If yes, what additional efforts might be helpful? Has your organization ever been involved in pipeline initiatives? How can your organization partner with other organizations to help balance your workforce in those areas?
Professional Development Opportunities	How many women are on your organization's board or in senior leadership positions? What percentage of your organization's board or senior leadership team is composed of women? Is your organization's current president or chairperson or equivalent held by a woman? What percentage of your organization's management team are women? Does your organization have a Chief Diversity Officer or an executive with a primary function of managing the organization's diversity and inclusion initiatives? What percentage of your organization's top 10% compensated employees are women?

Additional Helpful Resources

https://data.bloomberglp.com/professional/sites/4/2017_BFGEI_Overview.pdf
http://www.bayareaeconomy.org/files/pdf/BuildingGenderEquityInTheWorkplace.pdf
http://resources.hrsg.ca/blog/top-8-tools-for-career-development
http://www.eatyourcareer.com/2013/07/the-most-important-tool-for-accelerating-your-career-growth/
https://www.yourerc.com/blog/post/6-Tools-to-Develop-Employees-Careers.aspx
https://iwpr.org/publications/separate-and-not-equal-gender-segregation-in-the-labor-market-and-the-gender-wage-gap
http://equitablegrowth.org/human-capital/gender-segregation-at-work-separate-but-equal-or-inequitable-and-inefficient/

APPENDIX C

ORGANIZATIONAL CULTURE

Take a Look at Your Workplace Culture and Environment

Workplace culture is a combination of an organization's values, processes, attitudes, behaviors and beliefs. Promoting a positive and inclusive workplace culture can lead to greater employee engagement, collaboration, satisfaction, productivity, and retention.

Factor(s) to Consider:	*Possible Questions to Ask:*
General Culture	What core values are important to your organization? Is inclusivity part of your organization's core values? What process did your organization use to reach agreement on shared values? How do cultural values impact day-to-day operations? How does your organization engage the workforce to embrace any shared values?
Transparency	"Managers who are required to justify the decisions they make and describe the criteria they use to hire, evaluate, and distribute job opportunities among individuals are less likely to discriminate against women. In other words, organizations that enforce a transparent decision-making process will encourage manager accountability for the decisions they make, thus reducing discrimination."[20] Are your cultural values codified in any written statement or handbook available to employees? Do you have transparent wage data and records available to employees? Do you have clear performance objectives or written standards for employees? Are managers held accountable for making bias-free decisions?
Employee Engagement	"When employees feel included, they report higher levels of innovation and team citizenship."[21] Do employees have an opportunity to contribute to decisions, both large and small? Do employees feel equally included and valued? How is your organization measuring employee engagement?

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[20] Brian Welle and Madeline E. Heilman, "Formal and Informal Discrimination Against Women At Work, the Role of Gender Stereotypes," Center for Public Leadership, working paper 34, 2005, accessed March 31, 2017, https://dspace.mit.edu/bitstream/handle/1721.1/55933/CPL_WP_05_02_HeilmanWelle.pdf.

[21] Jeanine Prime and Elizabeth R. Salib. *Inclusive Leadership: The View From Six Countries.* (Catalyst: NY, 2014).

Factor(s) to Consider:	Possible Questions to Ask:
Implicit & Explicit Bias	"Research shows that managers who were trained to exhibit diversity role behaviors (i.e. attempting to personally get to know each employee, to remove barriers for all employees, not use language that excludes some employees) are much more likely to be rated as developing high-quality relationships with group members (Chrobot-Mason, 2004). Employees of such trained managers have higher productivity, leader loyalty, satisfaction, intrinsic motivation and reduced job problems and stress."[22] Are your managers and human resources staff aware of the concept of unconscious bias? Do you provide professional development training/workshops on implicit/explicit biases, equity, or inclusivity? Do you provide cultural responsiveness training?
Interpersonal Relationships & Communication	"When we all learn and continue to practice essential dialogic skills including demonstrating vulnerability, self-disclosing, suspending judgment, inquiring across difference, and exploring conflicts, over time interactions with people from whom we differ become positive and rewarding opportunities to learn and connect. With this positive reinforcement, reaching out to colleagues who differ from us can become habits that slowly shift the work culture into a more inclusive one."[23] What are the formal and informal mechanisms for handling conflict in your organization? Do employees have a safe opportunity or avenue for sharing feedback regarding all aspects of the workplace? Are there formal or informal opportunities for employees to discuss topics related to gender, race, ethnicity, ability, equity etc.? Have you ever conducted an anonymous employee survey regarding employee satisfaction and any issues of unfair treatment or bias?

Additional Helpful Resources
http://www.bayareaeconomy.org/files/pdf/BuildingGenderEquityInTheWorkplace.pdf
http://www.cookross.com/docs/UnconsciousBias.pdf
http://cookross.com/wp-content/uploads/2015/02/Is-Your-Organization-Ready-to-Explore-Unconscious-Bias.pdf
http://www.thinkbusinessthinkequality.org.uk/toolkit/
http://www.gov.pe.ca/photos/original/iws_workplaces.pdf

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[22] Lisa H. Nishii and David M. Mayer, "Paving the Path to Performance: Inclusive Leadership Reduces Turnover in Diverse Work Groups," *Cornell Center for Advanced Human Resource Studies Research Link*, no. 3 (February 2010).
[23] Sarah Dinolfo, Jeanine Prime, and Heather Foust-Cummings, *Anatomy of Change: How Inclusive Cultures Evolve* (Catalyst: NY, 2013), accessed March 8, 2017, http://www.catalyst.org/system/files/anatomy_of_change_how_inclusive_cultures_evolve.pdf.

APPENDIX D

FAMILY FRIENDLY POLICIES

Is your organization a family friendly workplace?

Now, let's take a deeper dive into your organization by evaluating your policies and practices around individuals who take on caregiving responsibilities—a responsibility that we may all face at some point in our lives.

Do you support your employees when they embark on creating a family or are faced with an unexpected life event? This exercise is intended to provide employers with a starting point to evaluate the scope and degree to which they provide their employees with options for balancing their responsibilities in today's dynamic world. This will facilitate an important dialogue wherein your organization must consider how best to support your employees in their personal lives so that they can meaningfully contribute in their professional lives.

Factor(s) To Consider:	Possible Questions to Ask:
Caregiver Policies vs. Caregiver Practices	The American Association of University Women reported that in 2011 the U.S. Department of Labor estimated that nearly 64 percent of women in the U.S. workforce have children under the age of six and that AARP estimated that approximately 48.9 million people in the U.S. provide care for an adult (constituting of a family member or friend).[24]
	How does your company define "family" in its policies?
	Based on that definition, is there any potential for certain family structures to be excluded (i.e. same sex couples, adoptive parents, caring for older adults, single parents, etc.)?
	Have you asked what a "family unit" or means to your employees?
	How frequently are organizational policies evaluated to assess the changing needs of employees or market trends?
	If you have policies in place, have you assessed whether your employees are utilizing the benefits you have afforded?
	If not, have you identified any basis for why those benefits are not being used (i.e. management does not use, lack of information, workplace culture, etc.)?

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[24] American Association of University Women, "AAUW Public Policy Program,"(September 2011), accessed March 8, 2017, http://www.aauw.org/files/2013/02/position-on-work-life-balance-112.pdf.

Factor(s) To Consider:	Possible Questions to Ask:
Maternity & Paternity Leave Policies	According to a 2013 report published by the Institute for Women's Policy Research, accessibility of maternity and paternity leave leads to improved morale in workforce environment and productivity.[25] Additionally, researchers with the Organization for the Economic and Cooperation Development found that paid parental leave is correlated to reduced reliance on public assistance programs and increased paternal involvement in childcare.[26] Finally, there are direct correlations between paid-family leave and increased health benefits to both mother and infant and relates to improved psychological health of parents and children.[27] In considering this information, reflect upon the following questions: Does your organization's policy provide insurance and/or paid leave for any of the following: Maternity? Paternity? Adopted Parent? Caregiver? Unmarried partner care? Is the insurance and/or paid leave policy the same for all the above family structures? Does it cover families of caregivers (i.e. grandparents caring for grandchildren, other family members caring for each other)? What type of leave is offered (full pay, reduced, etc.)? What is the duration of the paid and/or unpaid leave provided to employees? Does it cover pregnancy in the case of same sex couples? Does your company offer paid time off or extended absence in the event of a miscarriage or still birth? Of the employees returning from parental leave in 2015/2016, what percentage of them used the full parental leave allotted by your organization? Does your company cover any costs related to adoption or foster care? Adoption assistance, such as reimbursement of agency fees, travel fees, legal assistance, paid time off before or after adoption, etc.? And, if so, is adoption or foster care coverage provided to all employees regardless of their relation to the child, sex or marital status? Are lactation rooms provided to new mothers? Are any of the following features provided in the lactation rooms: comfortable seating; lighting; a refrigerator; privacy screens or curtains?

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[25] Barbara Gault et al., "Paid Parental Leave in the United States: What the Data Tells Us about Access, Usage, and Economic and Health Benefits," Institute for Women's Policy Research, (March 2014): 12, accessed March 8, 2017 from https://iwpr.org/publications/paid-parental-leave-in-the-united-states-what-the-data-tell-us-about-access-usage-and-economic-and-health-benefits/.

[26] Ibid, 10.

[27] Ibid,13-16

Factor(s) To Consider:	Possible Questions to Ask:
Transition Plans • New Parents • Employee Health	Last year, the Work Group for Community Health and Development at the University of Kansas created a Community Toolbox that identified key solutions to creating family-friendly practices that promote positive employer/employee relationships. Among their findings, the authors noted that employees may find family-friendly policies more valuable than monetary incentives.[28] What percentage of your employees return after pregnancy or a new family addition? Is extended leave offered in the event of a diagnosed case of post-partum depression? Does your organization offer continued training or any engagement with the new parents to assist in their transition back to work? Does your organization engage in a formal transition plan for new parents to transition work to others during their absence and reintegrate work back to the new parent upon their return? What does this look process look like? Could it be more robust? If your organization offers flexible work arrangements, are there any processes in place to ensure equality in work distribution (i.e. policies in place to ensure extra work is not solely distributed to non-caregivers)? Are all or part of employees' full- or part-time childcare paid, either on a regular basis or during specific seasons? Is time off or flexible scheduling offered if a caregiver needs to bring an individual to the hospital or tend to sickness? Does the company offer back-up child care if an employee's regular caregiver is suddenly not available? Are there limits to this assistance? Are the limits the same for single vs. married or partnered family units? Does the company offer after-school or summer programs for school-aged children of employees? Do you work with your human resources leave team to modify job duties for employees suffering health problems? Do you have a process in place for employees to transfer back to their full duties/positions after having been on a reduced schedule due to health problems? Do you offer flexibility in working hours, i.e. reduced hours or working from home? Do you provide support to employees in overcoming barriers when returning to the workplace after an extended absence?

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[28] Work Group for the Community Health and Development, "Section 11, Promoting Family-Friendly Policies in Business and Government," *The Community Toolbox*. University of Kansas, (2016), accessed March 8, 2017, http://ctb.ku.edu/en/table-of-contents/implement/changing-policies/business-government-family-friendly/main.

Factor(s) To Consider:	Possible Questions to Ask:
Family Engagement	The authors of the Community Toolbox identified several low-cost approaches organizations could implement to encourage family-friendly practices. These include allowing job sharing, allowing employees to work from home when appropriate, allowing flexibility in work schedules when available, creating family-friendly events for employees, and allowing flexible emergency leave for employees. [29] In considering this information, reflect upon the following questions: Does your organization provide any additional benefits, trainings, or time off for potential new families? How do you ensure your employees feel that they have a happy life inclusive of their families to contribute to your organization? What other policies do you have that help your employee and their families that may not be thought of as a family friendly policy? Examples: • Transit to work policy, ie: Eco Pass; • Cab to an event when you have an emergency; • Company parties with family and/or kids; • Take your child to work day events; • Childcare: for school days off; spring break; summer; • Continuing Education with support to employee's and their families (kids). What other policies encourage managers and other employees to get to know each other and their families?

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[29]Ibid

APPENDIX E

ACTION PLAN

Objectives	Tasks Prioritize	Accountability Person/Group Responsible	Resources Needed	Timeline	Completion Date	Identify Contingency Plans

A. List the **OBJECTIVES** of the Action Plan. Ensure they are ACHIEVABLE and MEASURABLE!

B. List the **TASKS** to be completed with clearly defined steps to completion.

C. Of those, **PRIORITIZE** the tasks which are most important, or which must happen first.

D. List the **INDIVIDUALS** responsible for each task, as well as the project overall.

E. List the **TIMEFRAMES** for achievement of each task, as well as overall.

F. List the **RESOURCES** needed for each task.

G. Set up an **ACCOUNTABILITY** process for this Action Plan. It must be made a priority!

H. Discuss **CONTINGENCY** plans. If at first you don't accomplish the objective.

Mission Statement: The Denver Women's Commission promotes the social, economic and political quality of life in Denver by assisting women in the attainment of equality and full opportunity by:

- ➢ **Advocating for women;**
- ➢ **Empowering women through coalition building, disseminating information and sharing community resources;**
- ➢ **Monitoring and recommending legislation and proposed policy changes affecting women.**

Commission Contact Information

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Notes