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Chief Executive Officer

January 24, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

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Fourth District

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Fifth District

EQUITY FOR WOMEN IN THE LA COUNTY WORKPLACE: FULL REPORT ON THE COUNTYWIDE EMPLOYEE CLIMATE SURVEY (ITEM NO. 3, AGENDA OF JANUARY 16, 2018)

On December 13, 2016, the Board of Supervisors (Board) unanimously adopted a motion by Supervisors Kuehl and Solis establishing the Women and Girls Initiative (WGI). The motion tasked the WGI with examining the systemic issues that lead to inequitable gender outcomes and recommending changes to improve the quality of life for women and girls in Los Angeles County (County). Specifically, the WGI was instructed to assess the County's abilities and deficits in ensuring gender equity, including an analysis of each County department's programmatic impacts, positive and negative, on women and girls.

On January 16, 2018, the Board adopted a motion by Supervisors Kuehl and Solis instructing a workgroup comprised of the Director of Personnel and County Counsel, in consultation with the Chief Executive Officer and the Executive Director of the WGI, to report back to the Board within 120 days on how the County could further promote women's leadership, foster gender equality, and create a fair and inclusive work environment for all.

On June 29, 2018, the workgroup provided the Board with a comprehensive evaluation of the County's policies, practices, and programs that impact women in the workplace in a report entitled *Equity for Women in the LA County Workplace*. To ensure continued responsiveness to the current and evolving needs of a diverse workforce, the workgroup successfully implemented the first *Countywide Anonymous Employee Climate Survey* (Survey) in March 2019. This Survey was designed to incorporate the WGI's Board-mandated assessment and to help County leadership gain a deeper understanding of the diverse needs of County employees. The Survey's findings helped to inform

evidence-based recommendations concerning employment policy and areas to advance the County's position as a leader in workplace satisfaction, diversity, equity, and inclusion.

In April 2021, a second Survey was distributed Countywide; approximately 42 percent of our employees responded. The results from the *2021 Countywide Anonymous Employee Climate Survey* (Attachment) show that employee satisfaction is up across gendered groups. Transgender was added as a gender category to the 2021 Survey and a strong majority of males, females, and transgender individuals would recommend their department as an employer to their friends. Moreover, there has been an increase in the percentage of nonbinary respondents who would recommend their department as an employer. Opportunities for improvement include access to childcare across all genders and increasing awareness of formal mentorship opportunities.

Report Overview

The full report consists of the following sections along with recommendations for improvement. The list below includes a summary of findings and abbreviated recommendations.

- **Section 1: General Satisfaction with County Employment** – The findings include overall and specific job satisfaction, and rates the County as a positive and fair work environment.

Recommendations: Recommendations include best practices regarding pronoun use, trainings, and awareness.

- **Section 2: Leadership, Mentorship, Fairness, and a Gendered Work Environment** – The findings include generally positive ratings on gender and fairness in the workplace, mentorship, and departmental leadership.

Recommendation: The recommendation is for the Department of Human Resources (DHR) to develop a mentorship program and training.

- **Section 3: Work-Life Balance and Employee Caregiving Responsibilities** – The findings in this section include ratings related to current support for the use of protected leave, shift scheduling, and flexibility.

Recommendations: Recommendations include increased communication about family leave policies for current and prospective employees, including notifying employees of promotional opportunities while they are out on leave.

- **Section 4: Childcare Need in the County Workforce** – The findings include ratings for the following categories: 1) parents and families in the County workforce; 2) future access to health care; 3) current usage of childcare; 4) the need for childcare during nontraditional work hours; 5) features of current and desired childcare; and 6) County policies impacting childcare. Overall, the findings indicate that the majority of parents need future access to childcare, and employees felt strongly that the County did not provide enough information on childcare resources available to them.

Recommendations: Recommendations within the scope of the WGI and DHR include providing a more robust employee assistance program that could also assist employees with screening potential day care programs; as well as providing educational sessions and marketing materials to promote the Dependent Care Savings account.

Should you have any questions concerning this matter, please contact Abbe Land, Executive Director of the WGI, at (213) 332-4942 or aland@ceo.lacounty.gov. You may also contact Lisa Garrett, Director of Personnel, at (213) 974-2406 or lgarrett@hr.lacounty.gov.

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AL:AW:pp

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Human Resources

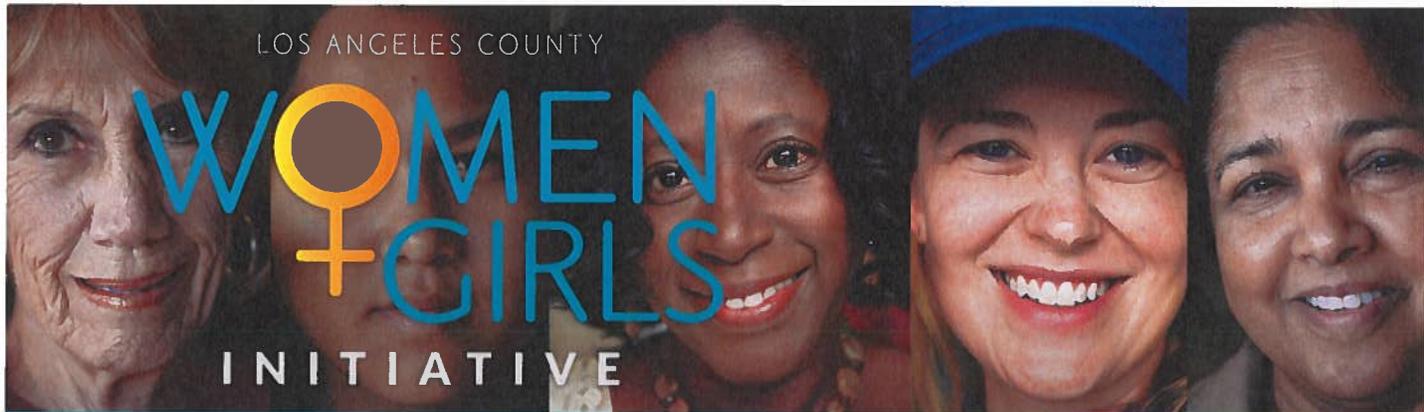
LOS ANGELES COUNTY
**WOMEN
+ GIRLS**
INITIATIVE



2021

**EMPLOYEE CLIMATE
SURVEY ANALYSIS**





About

WOMEN + GIRLS INITIATIVE

On December 13, 2016, the Board of Supervisors adopted a motion establishing the Los Angeles County Initiative on Women and Girls (WGI). Through partnership with County departments and public partners, the WGI aims to establish Los Angeles County as a leader in creating opportunities and improving outcomes for women and girls. To support these efforts, the WGI will apply a gender lens when the County acts as an employer, a service provider, and as a partner to enhance equity and justice, increase leadership opportunities and capacity, and create innovative pathways and partnerships.



EXECUTIVE SUMMARY

INTRODUCTION

The “Los Angeles County Employee Climate Survey 2021” is the second survey of its kind to be taken of Los Angeles County employees, after the first was conducted in 2019. The survey was created in partnership with the Chief Executive Office, Women and Girls Initiative, Department of Human Resources and County Counsel to take the temperature of various aspects of County culture and establish baseline measures concerning employee satisfaction and perceptions of fairness in the County workforce. The “Los Angeles County Employee Climate Survey 2021” offered expanded gender options for survey respondents to choose from. Gender categories included female, male, non-binary and transgender. Finally, the 2021 survey was fielded at the height of the COVID-19 crisis, thus findings reflect employees’ efforts to navigate their work while balancing at-home work environments, quarantine orders, closed schools, and ever-changing public health orders. This report will present the findings from the 2021 survey, provide a relevant reflection of attitudinal changes from the 2019 survey, reflect upon the efforts the County has made from 2019, and provide new recommendations to assist the County in its efforts to attract, develop, and retain diverse talent pools and heighten the cultural competencies of County leadership and workforce.

SURVEY VALIDATION

The “Los Angeles County Employee Climate Survey 2021” survey responses were gathered on April 26, 2021 and was open for employee responses until June 11, 2021. The survey population was County employees, excluding contract employees and some hourly employees with no access to email or the internet at their workstations. The overall response rate was 42% (43,101 individual employee respondents), representing all departments within the County. This is up from participation in 2019, which was 35%. Among respondents, females were overrepresented by approximately 9% and males were underrepresented by approximately 12%, non-binary survey respondents were in-line with County statistics, .09% of survey respondents were transgender, and 4% of respondents declined to state their gender. Respondents closely mirrored the actual composition of the County workforce across racial categories, varying from about one to three percent. Asians were underrepresented by 2% and Latinos were underrepresented by 3%. American Indians and Native Hawaiians were each overrepresented by 1%. The majority of those surveyed have had lengthy careers with the County, as is consistent with County employment numbers. Given the close match of our respondent pool to actual employment data we are confident that our aggregate response represents County employees.

¹ Los Angeles County Department of Human Resources, Strategic Plan 2017-2021
² The survey was fielded in the height of the COVID-19 pandemic.
³ According to Forbes (2017) the average completion rate for employee surveys is 30-40%.
⁴ The County does not currently have a population statistic in its workforce for transgender employees.
⁵ Across genders, males and females had similar general non-response rates of approximately 6-7%; non-binary and transgender respondents frequently had a non-response rate double to males and females. Across racial categories, the non-response rate was generally 6-8%.

KEY FINDINGS

Overall, results from the 2021 survey closely mirrored the results of the 2019 survey. In this section we will draw attention to key differences between the two surveys.

- Employee satisfaction is up in the County across all genders from 2019. A large majority of all respondents are satisfied with their jobs and feel respected generally for their work contributions by their co-workers. This increase is particularly encouraging given that the survey was fielded at the height of the COVID-19 pandemic when employees were often reassigned and working in new and different environments.
- A strong majority of respondents of all genders and racial categories reported agreement across measures of job satisfaction and preparedness.
- A majority of respondents did not feel that employees were selected for jobs based on their competencies, which represent a decline from the 2019 survey findings.
- Slightly over a third of transgender employees reported having an effective mentor, while under a quarter of male, female and non-binary respondents reported having an effective mentor. This is down from 2019, where 37% of respondents reported having effective mentorship. Like 2019, more employees have informal mentors than formal mentorship through official County programs.
- County departments made notable plans for new mentorship programs following the 2019 survey, however, with the exception of Internal Services Division (ISD), remote work and social distancing upended or postponed these plans.
- In 2021, a majority of transgender and men felt that if they needed to take time off or reduce their time because of family or personal needs, it does not hurt their chances for promotion or transfer AND they did not feel pressured to choose between advancing in their job or dedicating time to their family/caregiving responsibilities. A majority of females and non-binary respondents did not agree with these statements.
- In 2021, a majority of respondents of all genders and household types reported that they did not have access to childcare services. This is a significant difference from 2019 where a majority of women (68%) and men (53%) reported having access to childcare. We feel this is reflexive of the COVID-19 related strain on childcare felt throughout the County and also reflected unique new childcare needs caused by pandemic-prompted school closures.
- In 2021, across genders, respondents in single-parent households reported needing childcare during non-traditional hours to accommodate their work schedules the most. Male-headed single-parent households (71%) were most likely to need childcare during non-traditional hours, while females in two-parent households were least likely to need such childcare.

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SECTION 1

GENERAL EMPLOYEE SATISFACTION WITH COUNTY EMPLOYMENT

FINDINGS

Overall Job Satisfaction

We found that the COVID-19 pandemic, and the extra County responsibilities many employees took on did not detract from the high levels of employee satisfaction we saw in 2019. In fact, overall employee satisfaction was up 1-2% across all genders.

Overall job satisfaction

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	77.87%	78.09%	55.93%	68.57%
UNDECIDED	10.97%	10.37%	19.49%	8.54%
DISAGREE	10.63%	10.87%	10.87%	17.15%

My co-workers treat me with respect

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	86.33%	88.05%	71.67%	80.00%
UNDECIDED	5.46%	5.01%	10.00%	0.00%
DISAGREE	7.60%	6.40%	18.33%	14.28%

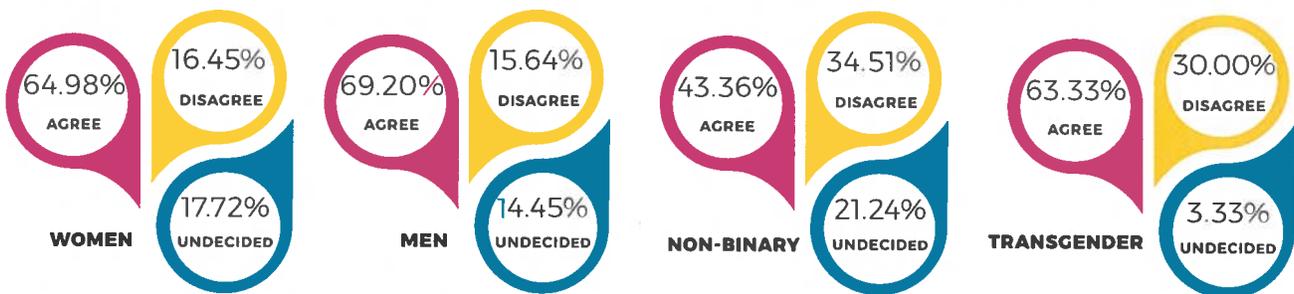
Non-binary respondents, while they responded in the majority to being satisfied with their job (71.6%), had lower levels of agreement than female, male, and transgender respondents. Non-binary respondents reported much lower levels of agreement on all questions relating to job satisfaction.



General Department Satisfaction

- A strong majority of male (69%), female (65%), and transgender (74%) respondents would recommend their department as an employer to their friends of all genders.
- 43% of non-binary respondents would recommend their department as an employer.
- These finding represents an increase across all genders from the 2019 survey results where a majority of respondents reported that they would recommend their current employer to friends (approximately 55%).

I would recommend my department as an employer to my friends of all genders



Job Specific Satisfaction

The County features high levels of agreement concerning individual job characteristics that contribute to employee satisfaction across all genders (60-90%).¹

- 92% of male and female, 85% of non-binary, and 80% of transgender respondents reported that they were familiar with their class specification and knew what was expected of them at work.
- A strong majority of respondents (74.64% of female, 75.05% of male, 65.03% of non-binary, and 62.86% of transgender respondents) reported that their class specifications accurately reflected their actual duties and that they were given the materials and equipment to do their jobs well.
- A majority of respondents (66.44% of female, 64.55% of male, 46.67% of non-binary, and 57.14% of transgender respondents) reported that they had access to the training and career development they needed to succeed in their jobs.

Desired trainings

	FEMALE	MALE	NON-BINARY	TRANS GENDER
NONE OF THE ABOVE	33.33%	32.04%	40.43%	21.43%
OTHER	4.53%	5.72%	11.65%	17.86%
DIVERSITY TRAINING	50.27%	43.88%	49.51%	60.71%
RACIAL BIAS	40.89%	36.81%	43.69%	42.86%
GENDER BIAS	57.14%	43.69%	31.12%	34.11%
IMPLICIT BIAS TRAINING	40.59%	39.26%	43.69%	53.57%

¹ The percentages within the parentheses represent the range in which all of the gender responses fall, for a particular question.

Positive and Fair Work Environment

A majority of respondents did not feel that employees were selected for jobs based on their competencies. 51% of transgender respondents felt employees were selected for their jobs based on their competencies, while 43% of men, 41% of women and 27% of non-binary respondents felt employees were selected for jobs based on their competencies. These results represent a decline from the 2019 survey findings, where approximately half (49%) of respondents felt people were selected for their jobs based on their competencies or abilities to do the job.

A strong majority of transgender (67%), male (63%), and female (59%) respondents felt they were praised for their work. Meanwhile, 47% of non-binary respondents reported being praised for their work. This represents an increase from the previous survey. In 2019, 45% of respondents felt they were regularly praised for their work. One third of employees reported being recognized with honors or awards for their work, and men reported being recognized the most.

People are selected for jobs based on ability to do the job

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	40.77%	43.26%	26.85%	51.72%
UNDECIDED	22.19%	21.28%	21.30%	10.34%
DISAGREE	35.47%	34.44%	50.93%	34.48%

Compensation

Approximately half of respondents reported their pay was fair for the work they do.

- Men reported the highest agreement with this statement at 58%, followed by women and transgender respondents at 50% and non-binary respondents at 46%.
- Transgender respondents reported the highest perception of pay equity at 60%, followed by men at 56%, women at 49% and non-binary individuals at 45%.
- These numbers represent an increase in perception of fair pay from 2019.



FINDINGS AND RESPONSES FROM 2019

FINDING 1

Gender non-binary respondents had lower levels of agreement than female and male respondents, with 55% reporting satisfaction. Gender non-binary respondents reported lower levels of agreement with all questions.

County Response

Ongoing progress to increase representation of non-binary employees in County communication and training by involving the community in more “Faces of LA” videos. DHR has also successfully produced a DIALOGUE Series focused on LGBTQIA population. Administering ongoing review of the County’s Pronoun policies including PPG 813: Gender Identity and Gender Expression Non-Discrimination Policy.

FINDING 2

Approximately half (49%) of respondents felt people were selected for their jobs based on their competencies or abilities to do the job.

County Response

DHR has worked to reduce exam time and has made notable strides in this effort. DHR is encouraged by the reduction in exam time across the county and believe the efforts made to simplify and create gender neutral job descriptions were a part of that. DHR’s efforts for the marketing job group have been put on hold due to COVID. This group will begin again once challenges from the pandemic are decreasing. DHR also completed a pilot project that applied the augmented language software program Textio to help departments reduce the use of gendered language in job advertisements to improve a more gender-neutral hiring process.

2021 RECOMMENDATIONS

- Ensure annual recognition of International Pronoun Day and encourage departments and employees to embrace the practice of using pronouns in their everyday communications.
- Market the use of DHR’s developed Pronoun Toolkit including resources and guides covering: 6 Places to Share Your Personal Pronouns, Transgender Awareness Glossary of Terms, Ways to Share your Pronouns, and DHR’s micro learning video: Becoming a Pro at Pronouns.
- Advertise DHR’s Pronoun related trainings including: Transgender Awareness for Managers and Supervisors (Webinar), Transgender Awareness for Line Staff (Webinar), Transgender Awareness: Working with Constituents and Colleagues (web-based), and Becoming a Pro at Pronouns Micro Learning video.
- Complete production of additional pronoun guides, best practices, and checklists for departmental and management use in areas of pronoun use, transitioning staff, and avoiding outing and deadname use.
- Bring awareness to the many initiatives related to pronouns, LGBTQ+, and SOGIE currently being worked on in partnerships with board offices and other departments like DCFS, WDACS, and more.
- DHR will conduct an in-depth study to understand where the perception comes from and develop strategies to address and overcome the perception in the future.

SECTION 2

LEADERSHIP, MENTORSHIP, FAIRNESS, AND A GENDERED WORK ENVIRONMENT

FINDINGS

Gender & Fairness in the Workplace

Across all measures of an equitable work environment for women, a majority of employees of all genders agreed women were treated fairly. Concerning comfort and ability to raise concern regarding issues of bias against employees of all genders in the department, a majority of male, female, and transgender respondents agreed that they were encouraged and felt comfortable raising issues of bias. Non-binary respondents agreed 46% on these items.

Equal opportunities to serve in strategic decision-making roles

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	59.47%	64.20%	45.37%	55.17%
UNDECIDED	21.21%	17.50%	24.07%	13.79%
DISAGREE	15.39%	15.58%	27.78%	27.59%



Mentorship

Just over a third of all employees across genders felt they were aware of mentorship opportunities that exist within the County.

- Transgender (39%) respondents reported the most knowledge, followed by men (36%), women (32%) and non-binary at (21%).
- Slightly over a third of transgender employees reported having an effective mentor, while under a quarter of male, female and non-binary respondents reported having an effective mentor. This is down from 2019, where 37% of respondents reported having effective mentorship.
- Across all genders categories, more employees have informal mentors than formal mentorship through official County programs.

I have an effective mentor in the County

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	20.11%	23.94%	15.15%	35.71%
UNDECIDED	14.52%	16.27%	17.17%	7.14%
DISAGREE	47.05%	43.28%	55.56%	39.29%

Departmental Leadership

A strong majority of employees across all genders believe their supervisors treat them with respect.

- Among female, male, and transgender respondents the agreement rate was 87%. The agreement rate for non-binary respondents was much lower at 71%. This represents an increase from 2019, the most significant gain was among non-binary respondents, with an increase in agreement of 7%.
- Across all measures of supervisors promoting respect and value of employees, a majority of all genders reported agreement. However, there were significant difference between the highest and lowest levels of agreement among different gender groups.

My supervisor treats me with respect

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	86.42%	87.13%	70.69%	87.50%
UNDECIDED	5.98%	5.72%	15.52%	3.12%
DISAGREE	7.24%	13.79%	13.79%	6.25%

FINDINGS AND RESPONSES FROM 2019

FINDING 1

Male respondents had the highest levels of agreement on all indicators of departmental promotion of equal access/opportunities and gender fairness. Gender non-conforming respondents had considerably lower levels of agreement on all indicators of departmental promotion of equal access/opportunities and gender fairness compared to men and women. Gender non-binary respondents reported lower levels of agreement with all questions in survey section II.

County Response

The WGI has promoted an increase in gender bias training across County workforce. Further, in conjunction with the celebration of the centennial of women's suffrage in 2020 each department was asked to commemorate this milestone in their work and report on their efforts to honor women via MAPP goal. Departments were also asked to develop strategies to collect data through a gendered lens, to help management understand and incorporate gender into their decision making.

The most expansive project currently undertaken to enhance the use of a gendered lens in department decision making and make this approach pervasive in County culture is the development of a customized Gender Impact Assessment (GIA). In consultation with a county-wide workgroup and piloted by three departments, the LA County GIA will ask departments to set gender equity goals and assess the gendered state of leadership, programs and services and department employment through a gendered lens annually.

FINDING 2

Over one third (37%) of respondents reported having effective mentorship, with substantially more employees reporting participating as a mentor and a mentee in informal mentorship (26%) programs over formal mentorship (16%) programs. More men than women and gender non-conforming respondents viewed female employees receiving equal treatment concerning mentorship and career advancement opportunities.

County Response

The WGI conducted a series of four focus groups on "County Mentorship Opportunities" which included 30 participants from 25 departments across the County. Responses prompted work on the following recommendations:

1. Develop short-term informal Countywide mentorship program based on flexibility, use of technology and best practices and
2. Develop Countywide marketing/communication campaign when newly established mentorship programs kick off.

"With everything going on with the pandemic and recent isolating lockdowns, there has never been a time as important as now to find vehicles to connect people. Mentorship is a real way to do that, allowing that dedication and interaction to happen, and a great byproduct of that is the grown of both the mentees and mentors."

Trinh Mac
Deputy General Manager
ISD/ITS/Customer Applications Branch

2021 RECOMMENDATION

- DHR will develop a mentorship program guide and training based on best practices and lessons learned.

SECTION 3

WORK LIFE BALANCE AND EMPLOYEE CAREGIVING RESPONSIBILITIES

FINDINGS

Current Support for Use of Protected Leave Usage Among County Employees

- A strong majority of male (67%), female (65%), and transgender (60%) employees reported being aware of policies and opportunities offered by the County of Los Angeles to support their family/care giving needs.
- A strong majority of all genders (79-63%) reported their co-workers are supportive when they need to take time for family life. These numbers are an improvement from 2019, where respondents of all genders understood the family-friendly policies offered by the County (62% agreed) and felt supported by their colleagues when discussing family care.

I do not feel pressured to choose between family needs and career advancement

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	43.93%	54.26%	30.53%	55.56%
UNDECIDED	22.03%	20.65%	18.95%	18.52%
DISAGREE	30.83%	22.31%	49.47%	22.22%



Current Use of Protected Leave Caregiving for Dependent Adult Family Members

Approximately 25% of respondents reported having the responsibility to care for a dependent adult family member. Female respondents (25%) reported the greatest responsibility to care for a dependent adult family member.

- An overwhelming majority (92-78%) of each gender group felt their immediate supervisors were supportive of them taking their most recent leave to care for a dependent family member.
- An overwhelming majority (100-71%) of each gender group felt their co-workers were supportive of them taking their most recent leave to care for a dependent family member.
- An overwhelming majority (85-72%) of each gender group felt their co-workers were supportive of them taking their most recent leave to care for a dependent family member.

Current Use of Protected Leave for Caregiving for Birth or Adoption of a Child Among County Employees

- An overwhelming majority (100-82%) of all gender groups felt their immediate supervisors and co-workers were supportive of them taking their most recent leave for the birth or adoption of a child.
- A strong majority (100-58%) of gender groups felt their co-workers were supportive of them taking their most recent leave to care for birth or adoption of a child.

Current Use of FMLA Caregiving for Care of a Dependent Child Among County Employees

- A strong majority (91-60%) of all gender groups felt their immediate supervisors and co-workers were supportive of them taking their most recent leave for the birth or adoption of a child.
- A strong majority (84-60%) of all gender groups felt their co-workers were supportive of them taking their most recent leave to care for birth or adoption of a child.

Scheduling

- A majority of male, transgender, and female respondents reported they had the flexibility to change their shift start- and end-times if there is a family issue they need to take care of. Meanwhile only 37% of non-binary respondents agreed with this statement.
- A majority of transgender and male respondents felt that if they needed to take time off or reduce their time because of family or personal needs, it would not hurt their chances for promotion or transfer AND they did NOT feel pressured to choose between advancing in their job or dedicating time to their family/caregiving responsibilities. A majority of female and non-binary respondents did not agree with these statements.

If I needed to take time off or reduce my time because of family or personal needs, it would not hurt my chances of promotion or transfer

	FEMALE	MALE	NON-BINARY	TRANS GENDER
AGREE	43.93%	54.26%	30.53%	55.56%
UNDECIDED	22.03%	20.65%	18.95%	18.52%
DISAGREE	30.83%	22.31%	49.47%	22.22%



FINDINGS AND RESPONSES FROM 2019

FINDING 1A

Slight majorities of all respondents agreed that taking leave for family needs would not hinder their career advancement, but fewer agreed that they were not pressured to choose between family needs and career advancement. In both of these areas, males reported higher levels of agreement than females and gender non-binary respondents.

FINDING 1B

One third (30%) of respondents felt that taking time off for family responsibilities might affect their career advancement, while 46% did not. Women and gender non-binary respondents felt that taking time off would harm their careers far more than men.

County Response

The WGI conducted a series of three follow-up focus groups on "Family Friendly Leaves" which

included 28 participants from 22 departments across the County. Responses prompted work on the following recommendations:

- The Board of Supervisors should proclaim February as "Protected Leave Awareness Month," and build an awareness and education campaign to support the designation Countywide.
- The creation of the "Family Friendly Department Certification" a WGI collaboration with DHR. This designation would be awarded to county departments based on their performance against metrics defined by the Gender Impact Assessment; these metrics measure a department's practice in education their employees about family friendly policies and departmental programs, and proactively conducting education and outreach to employees to promote awareness and utilization.

2021 RECOMMENDATIONS

- Implement a campaign highlighting the County's family-friendly employment policies.
- The County should create communication pieces about its family-friendly policies, including protected leaves of absence (the Family and Medical leave Act (FMLA) the California Family Rights Act (CFRA), Pregnancy Disability Leave (PDL), etc.) and about programs that may be available at the department level, such as flexible work hours, alternate work schedules, and job-sharing opportunities. These communication pieces would be incorporated into new hire orientations and would be featured throughout the year in a variety of avenues, used for outreach and education conducted by DHR.
- Develop a communication piece (electronic and print) to educate employees on how to stay up to date with interdepartmental promotion or new job opportunities while they are on leave of absence. Include information about taking exams, returning for interviews, etc. The communication would be included in a packet of information that employees receive when going out on leave.
- Ensure activation and promotion of the creation and use of static email boxes for leave coordinator at each department.

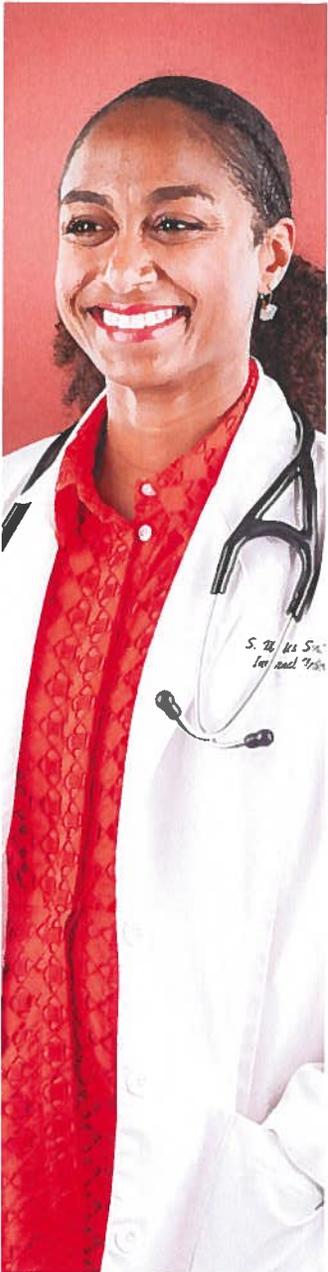
SECTION 4

CHILDCARE NEED IN THE COUNTY WORKFORCE

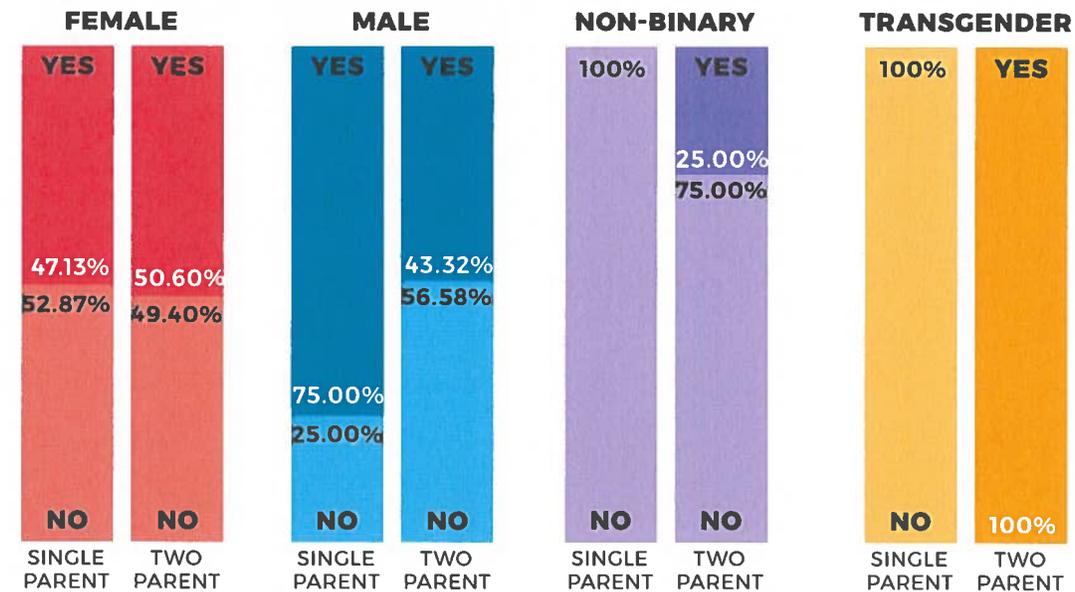
FINDINGS

Parents and Families in the County Workforce

- Transgender (68%) respondents reported being a parent or legal guardian of a child under 4 most often, followed by non-binary (39%), male (32%), and female (29%) respondents.
- A majority of respondents of all genders and household types reported that they did not have access to childcare services.
- Transgender two-parent respondents reported 100% access to childcare. This represents a sharp decline for male and female respondents from 2019. In 2019 a majority of women (68%) and men (53%) reported having access to childcare.
- Single-parents across all genders reported having less access to childcare compared to two-parent households.



Do you have current access to childcare



Future Access to Childcare

A strong majority of all current parents across gender groups reported they would need future access to childcare.

- Mothers reported needing the most future access at 75% in both household types. One-third of fathers reported needing future access in both household types.
- The majority of childcare needs are ranked as immediate to soon, in less than 1 year. Across all genders few parents reported needing access to childcare in more than 5 years.

Time on waitlist for childcare (15% of respondents who identify as parents)

	FEMALE		MALE	
	SINGLE	2 PARENT	SINGLE	2 PARENT
LESS THAN A MONTH	7.8%	17.86%	5.56%	13.99%
1 TO 3 MONTHS	22.55%	29.17%	16.67%	28.67%
4 TO 6 MONTHS	21.57%	20.54%	11.11%	14.69%
7 TO 12 MONTHS	18.63%	11.31%	11.11%	11.90%
MORE THAN A YEAR	29.41%	21.13%	55.56%	31.47%

Current Childcare Usage Among County Parents

The current usage of childcare by respondents mimics the traditional work week. A strong majority of females and males and all household type utilized childcare 4-5 days a week. Once a week and drop-in childcare services were rarely utilized respondents. In 2019, the usage of childcare by also respondents mimicked the traditional work week. 80% of parents reported using childcare four to five days a week.

- Less than 1% of mothers used childcare on an “as needed” basis, while 9% of fathers reported using irregular childcare.
- The majority of women-headed (50%) single-parent households utilized childcare centers not affiliated with the County, while a majority of men-headed (62%) single-parent households utilized family or a stay-at-home parent for their childcare.
- The most commonly utilized childcare by females (49%) in two-parent households was family or a stay-at-home parent, while males (48%) and non-binary parents (100%) in two-parent households most reported utilizing childcare centers not affiliated with the County.
- 100% of transgender parents marked other.

The Need for Childcare during Non-Traditional Work Hours

Across genders, respondents in single-parent households reported needing childcare during non-traditional hours the most to accommodate their work schedules. Male-headed (71%) single-parent households were most likely to need childcare during non-traditional hours, while females in two-parent households were least likely to need such childcare.

- A strong majority of all genders in all households who needed childcare during non-traditional hours reported needing access to evening childcare, and approximately half reported needing access to weekend care. 42% of males in two-parent households and one third of all female respondents reported childcare needs on holidays. All non-binary parents in two-parent households reported needing all three non-traditional care hours.
- A majority of females in all households and males in two-parent households stay home with their child without teleworking when the child is sick and cannot be taken to childcare, while the majority of men-headed single-parents have a family member they can rely. Non-binary parents all reported using all options except the staying home and teleworking. Transgender parents reported staying home with and without teleworking.

In 2019, approximately 40% of respondents who are parents reported needing childcare during non-traditional work hours. Females reported slightly higher needs for non-traditional work hour care than male respondents (+3%). Single parents reported the greatest need for childcare during non-traditional work hours, with 8% more need than respondents in two parent households. Single mothers (48%) reported needing this service to be available the most.

Non-traditional childcare hours needed to accommodate work schedules

	FEMALE		MALE		NON-BINARY	TRANSGENDER
	SINGLE	2 PARENT	SINGLE	2 PARENT		
EVENINGS, WEEKENDS & HOLIDAYS	48.52%	39.21%	71.43%	38.48%	50.00%	100.00%



Features of Current and Desired Childcare

A strong majority of all parents added less than an hour to their commute to and from work to drop their children at their childcare provider. Across single-parent households the mode was 31 to 60 minutes. Two-parent households had shorter commute times, the mode across all respondents was 15-30 minutes.

- In 2019, a strong majority of parents (63%) added less than an hour to their commute to and from work to drop their children at their childcare provider; the mode across all respondents was 15 to 30 minutes, with 38% of parent respondents citing this as their childcare commute time. Single mothers were most likely to have childcare commutes ranging from one to more than two hours, 12% had childcare commutes over an hour, compared to 8% of mothers in two-parent households (+4%).
- Across genders and household types, the top three most common problems experienced by parents concerning childcare were: the cost of childcare (52-57%), scheduling care to match work schedule (49-38%) and finding temporary care (39-38%). In 2019, the top three problems were the same among all genders.

Childcare-Related Problems Experienced by County Parents

Cost of care

SINGLE	FEMALES 57.4%	MALES 52.38%
2 PARENT	FEMALES 49.72%	MALES 44.65%
NON-BINARY	50%	
TRANSGENDER	100%	

Scheduling care to match work schedule

SINGLE	FEMALES 49.26%	MALES 38.10%
2 PARENT	FEMALES 48.69%	MALES 42.39%
NON-BINARY	50%	
TRANSGENDER	100%	

Finding temporary care

SINGLE	FEMALES 38.89%	MALES 38.10%
2 PARENT	FEMALES 40.34%	MALES 37.24%
NON-BINARY	100%	
TRANSGENDER	100%	

Quality of care

SINGLE	FEMALES 26.30%	MALES 14.29%
2 PARENT	FEMALES 28.68%	MALES 24.90%
NON-BINARY	50%	
TRANSGENDER	100%	

Location of care

SINGLE	FEMALES 27.04%	MALES 28.57%
2 PARENT	FEMALES 24.67%	MALES 27.57%
NON-BINARY	50%	
TRANSGENDER	100%	

Dependability of care

SINGLE	FEMALES 35.93%	MALES 28.57%
2 PARENT	FEMALES 31.05%	MALES 27.57%
NON-BINARY	50%	
TRANSGENDER	100%	

Transportation to and from care

SINGLE	FEMALES 30.74%	MALES 23.81%
2 PARENT	FEMALES 26.64%	MALES 22.84%
NON-BINARY	50%	
TRANSGENDER	100%	

Finding care for a child with special needs

SINGLE	FEMALES 3.70%	MALES 9.52%
2 PARENT	FEMALES 3.66%	MALES 5.56%
NON-BINARY	50%	

County Policies Impacting Childcare

- A majority of ALL parents reported being knowledgeable of the County's Dependent Care Spending Account.
- A majority of ALL parents reported being enrolled in the County's Dependent Care Spending Account.
- Among two-parent households, transgender parents (100%) were most likely to be enrolled and non-binary parents (50%) were least likely to be enrolled.
- A majority of ALL parents felt they benefited from their enrolled in the County's Dependent Care Spending Account.
- Among two-parent households, transgender parents (100%) were most likely to feel they benefited and non-binary parents (50%) were least likely to feel they benefited.



FINDINGS AND RESPONSES FROM 2019

FINDING 1

A strong majority (60%) of current parents reported that they would need future access to childcare, mothers (68%) reported needing the most future access.

FINDING 2

15% of respondents that identify as parents are currently on a waiting list for childcare enrollment. 14% of mothers, 9.4% fathers are currently on a waitlist for childcare enrollment. The mode was one to three months currently on a waiting list; 27% of parents reported waiting this amount of time. A quarter of parents reported currently being on a waiting list for over a year. Ten percent of parents reported currently being on a waiting list less than a month.

FINDING 3

A majority of respondents indicated they stayed home from work when they had a sick child. Females reported higher instances of staying home to care for sick children (+20%) and relying on a family member to care for sick children (+5%) than males; indicating that females may have more responsibility for arranging the care of sick children among County parents.

FINDING 4

Approximately 40% of respondents who are parents reported needing childcare during non-traditional work hours. Females reported slighter higher needs for non-traditional work hour care than male respondents (+3%). Single parents reported the greatest need for childcare during non-traditional work hours (+8% to respondents in two parent households), with single mothers (48%) reporting needing this service to be available the most.

FINDING 5

A majority (58%) of respondents who reported needing non-traditional childcare hours did not feel that these needs were currently being met. Single parents reported 16% less access to non-traditional childcare, with only 30% of single mothers reporting having access to non-traditional childcare.

FINDING 6

An overwhelming majority (73%) of parents felt the County did NOT do enough to provide information to assist parents inquiring about childcare services. Fathers were most likely to agree with the statement at 37%; while a quarter of mothers and gender non-binary parents agreed with the statement.

County Response

The Women and Girls Initiative conducted a series of follow-up focus groups of parents in the County workforce to provide an in-depth understanding of current gaps in childcare needs among County employees. 19 participants from 18 departments across the County. The information from the focus groups provided a series of recommendations in the Closer Look Report. <https://lacounty.gov/wp-content/uploads/ATTACHMENT-III-LACECS-FINAL.pdf> However, the pandemic had an enormous impact on the County's progress in implementing the recommendations. Many childcare centers had to close, or reduce available slots, which has only exasperated the challenges of finding childcare. But the pandemic did accelerate the County's review of its telework policies. With many employees shifting to telework in March of 2020 the County was able to update its telework policy to reflect best practices that were developed, as well as encourage departments to explore making permanent or offering more flexibility in combination tradition and telework schedules.

2021 RECOMMENDATIONS

- The County will consider contracting with a vendor to provide a more robust employee assistance program (EAP). In addition to providing the standard anonymous and confidential 1:1 coaching support and crisis intervention services DHR will explore an EAP that can help employees with identifying and screening potential day-care programs for children and adults.
- The Employee Benefits (EB) and Workplace & Community Programs (WCP) divisions in DHR will partner to create educational sessions and marketing material to promote the Dependent Care Savings account to support the next annual enrollment season.



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