



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

February 20, 2020

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Sachi A. Hamai  
Chief Executive Officer

## **SECOND ANNUAL REPORT ON IMPLEMENTATION OF THE COUNTY'S WOMEN AND GIRLS INITIATIVE (ITEM NO. 9, AGENDA OF DECEMBER 13, 2016)**

On December 13, 2016, the Board of Supervisors unanimously adopted a motion by Supervisors Kuehl and Solis establishing the Los Angeles County Initiative on Women and Girls (WGI). The WGI is tasked 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 the County. Over the course of five years, the WGI will conduct:

1. A countywide study of the unique ways in which women and girls are impacted by the policies, programs, services, collaborations, and other actions undertaken by the County;
2. A thorough assessment of the County's recruitment, hiring, retention, promotion, testing, evaluation, and other Human Resources policies to ascertain any disparate impacts they may have on women; and
3. A thorough assessment of the County's abilities and deficits in ensuring gender equity, including an analysis of each department's programmatic impacts, positive and negative, on women and girls in the County.

The motion calls for written reports to the Board. This memorandum serves as a further response to efforts noted in previous progress reports. The *Women and Girls Initiative Annual Report* (Attachment I) details efforts underway aimed at improving the lives of

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women and girls in Los Angeles County. This is the second written annual report for the period of January 2019 through December 2019.

## Report Overview

The second annual report consists of the following sections:

- **Board Memorandum**  
Summarizes progress in each of the eight WGI focus areas.
- **Attachment I, *Women and Girls Initiative Report***  
Reports on progress made in the eight WGI focus areas outlined in the motion, as listed in Table 1. The report also details findings and recommendations aligned with the WGI Strategic Framework.
- **Attachment II, *Guide to Promoting Gender Equity in Recruitment and Hiring***  
Provides best practices for a gender free hiring process.
- **Attachment III, *Employee Climate Survey Analysis***  
Summarizes key findings and policy recommendations from the *Countywide Anonymous Employee Survey*.

If you have any questions or need additional information, you may contact Tiana Murillo at (213) 974-1186, or Abbe Land at (213) 974-4532 or via email at [aland@ceo.lacounty.gov](mailto:aland@ceo.lacounty.gov).

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Attachments

c: Executive Office, Board of Supervisors  
County Counsel

# ANNUAL REPORT



January 2019 - December 2019

## OVERVIEW

In response to the December 13, 2016 motion adopted by the Los Angeles County (County) Board of Supervisors (Board) establishing the Women and Girls Initiative (WGI), this second annual written report details the progress of the WGI. In the motion, the Board directed the Women and Girls Initiative Governing Council (WGI GC) to submit an annual report, and this report covers the period of January 2019 through December 2019.

The WGI is a five-year countywide initiative with a mandate to apply a gender lens: 1) when the County participates with other entities in consortiums, agreements, grants, contracts, partnerships, and cross-jurisdictional work; 2) when the County acts as an employer; and 3) when the County acts as a provider of services.

## **FUNDAMENTAL RESPONSIBILITIES AND ESSENTIAL ATTRIBUTES OF THE COUNTY'S WOMEN AND GIRLS INITIATIVE**

### *WGI Governing Council*

The WGI GC consists of 15 members, three from each Supervisorial District, as follows:

<b>First District</b>	<b>Second District</b>	<b>Third District</b>	<b>Fourth District</b>	<b>Fifth District</b>
<b>Sandra Mendoza</b>  Jan Perry (resigned)	<b>Araceli Campos</b>	<b>Kafi Blumenfield</b>	<b>Carmen Estrada-Schaye</b>	<b>Jennifer Quan</b>  Meghan Ginley (resigned)  Chanel Boutakidis (resigned)
<b>Katherine Spillar</b>	<b>Anita DeFrantz</b>	<b>Wendy Greuel (Vice Chair)</b>	<b>Perla Hernandez-Trumkul</b>  Leticia Mendoza (resigned)	<b>Alice Petrossian</b>
<b>Beatriz Stotzer</b>	<b>Sharon Shelton (Chair)</b>	<b>R. Christine Hershey</b>  Jai Lee Wong (resigned)	<b>Jane Templin</b>	<b>Angela Underwood-Jacobs</b>

## Staffing and Structure

The WGI staff consists of an Executive Director, an Administrative Manager, and a Senior Secretary III. The WGI also engages consultants to assist with research, community engagement, and outreach as needed. The WGI has also benefitted from the addition of a Sheila Kuehl Policy Fellow.

## Fundamental Responsibilities

The WGI made significant progress in the Board-identified eight focus areas for the WGI:

<b>WGI Focus Area No. 1</b>	Provide quarterly written status reports to the Board. Present an annual written and oral report to the Board on the WGI progress, including recommendations for actions that may be undertaken.
<b>WGI Focus Area No. 2</b>	Develop a Mission Statement or Set of Guiding Principles to shape the work of the WGI GC.
<b>WGI Focus Area No. 3</b>	Establish committees or working groups to focus on key issues. These committees may include members who are not on the Council, outside experts, advocates and community members, as well as County Department Heads, County Executives, County employees, and other experts.
<b>WGI Focus Area No. 4</b>	Conduct a countywide study of the unique ways in which women and girls are impacted by the policies, programs, services, collaborations, and other actions undertaken by the County.
<b>WGI Focus Area No. 5</b>	Conduct a thorough assessment of the County's recruitment, hiring, retention, promotion, testing, evaluation, and other human resources policies to ascertain any disparate impacts they may have on women. Evaluation must include an in-depth analysis of each department's workforce gender data in order to identify opportunities for immediate and long-term improvements in County workforce gender parity.
<b>WGI Focus Area No. 6</b>	Conduct a thorough assessment of the County's abilities and deficits in ensuring gender equity, including an analysis of each department's programmatic impacts, positive and negative, on women and girls in the County.
<b>WGI Focus Area No. 7</b>	Initiate and gather research concerning women and girls in the County, including: conduct surveys of community members, County employees and others; identify gaps in research; and collect and analyze the data obtained.
<b>WGI Focus Area No. 8</b>	Engage in extensive community outreach that is culturally and linguistically competent, including consulting community groups with established best practices in community engagement; hold at least two Town Hall meetings in each Supervisorial District to gather relevant information as identified by the WGI GC; and take any additional action to ensure the most robust community participation.

## **WGI Focus Area No. 1: Reports to the Board**

The motion requires the WGI to provide quarterly written status reports to the Board, including recommendations for actions that may be undertaken. The eighth quarterly report was submitted to the Board on December 26, 2019.

## **WGI Focus Area No. 2: Develop a Mission Statement or Guiding Principles to shape the WGI GC's work**

In August 2018, the WGI GC adopted the following mission statement:

*The mission of the Women and Girls Initiative is to establish Los Angeles County as a leader in creating opportunities and improving outcomes for women and girls. We 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.*

In October 2018, the WGI GC adopted a 'living' Strategic Framework which includes guiding principles to advance the mission and shape the work of the WGI. The WGI Strategic Framework is driven by the potential challenges raised in the motion. Specific priorities were determined based on data, input from community conversations, and experience of the WGI GC members and WGI staff, in collaboration with the Board.

The five strategic priority areas are:

<b>Strategic Priority No. 1</b>	Create an equitable workplace where all people regardless of gender and age have equal opportunities for employment, advancement, and leadership within the County of Los Angeles' workforce.
<b>Strategic Priority No. 2</b>	Ensure economic mobility for women and girls of Los Angeles County by increasing their assets and income throughout their lifespan.
<b>Strategic Priority No. 3</b>	All County services for women and girls are designed with a gender and age lens to ensure accessibility, responsive to needs, and provide for well-being throughout their lifetime.
<b>Strategic Priority No. 4</b>	Empower the next generation of leadership by preparing women and girls for success in their chosen careers and communities.
<b>Strategic Priority No. 5</b>	Design County internal and external partnerships to increase opportunities and improve outcomes for women and girls throughout Los Angeles County.

## **WGI Focus Area No. 3: Establish Committees or Working Groups**

In 2018, the WGI established six ad hoc committees aligned with the WGI Strategic Framework priorities. The following is a list of the year-long ad hoc committees that were scheduled to sunset in October 2019:

- Increasing the recruitment and retention of women in the Los Angeles County Sheriff's Department (Sheriff's Department) and the Los Angeles County Fire Department (LACoFD);
- Addressing Los Angeles County fees and fines detrimental to women's economic stability through possible collaborations with fee-imposing County departments;
- Identifying and connecting County Commissions that have a focus on the WGI Strategic Framework priorities;
- Redefining economic mobility in order to advance necessary work to improve the economic well-being of women and girls in Los Angeles County;
- Developing a framework of how to apply a gender justice lens when disseminating funds through public and private grant making in Los Angeles County; and
- Celebrating the 100<sup>th</sup> anniversary of women's suffrage.

The ad hoc committees regarding women's suffrage and public safety will continue through the fall of 2020, as extended by the WGI GC. In addition, the WGI GC established a community engagement ad hoc committee to plan late spring town hall meetings in each Supervisorial District. The ad hoc committees' work is further discussed in the sections below.

#### *WGI Department Working Group*

In November 2019, the WGI Department Working Group (Working Group) convened for its fifth meeting. At the semi-annual meeting, representatives from over 20 County departments gathered to share the work being done by their respective departments to meet the needs of women and girls. The Working Group continues to serve as a resource for the WGI by providing data and expertise that is used to inform the WGI's upcoming projects and Board recommendations.

#### *The Equity Summit*

The WGI worked with the Board Executive Office - County Equity Oversight Panel and the Departments of Arts and Culture (Arts and Culture); Human Resources (DHR); Workforce Development, Aging and Community Services; District Attorney; Registrar-Recorder/County Clerk (RR/CC); Mental Health; and Chief Executive Office (CEO) - Service Integration Branch to coordinate and plan the second annual Equity Summit for nearly 900 County employees. The theme was *Achieving Equity Today* and focused on eliminating implicit bias while increasing cultural competency. The WGI hosted two breakout sessions at the Equity Summit entitled, *Recognizing Gender Bias and What to Do*. Over 500 County employees attended the WGI's panels, which were moderated by the County Library's Director.

### *Interdepartmental Committees*

The WGI heads the Multidisciplinary Action Team (MAT) comprised of the LACoFD; DHR; CEO; and County Counsel. The team is charged with making recommendations to increase the number of women firefighters in LACoFD by examining its recruitment, hiring process, and organizational culture. MAT is awaiting a proposal from a firm that will develop a strategic recruitment plan to increase the number of female applicants. The MAT also released a Request for Statement of Qualifications to engage a consultant to identify cultural opportunities and barriers to hiring and retaining female firefighters.

With the adoption of the Purposeful Aging Los Angeles (PALA) report, the WGI serves on PALA's implementation workgroups for: Communication and Information; Community Support and Health Services; and Housing. The WGI also continued to support the Department of Parks and Recreation's Girls Empowerment Summits by connecting the planning committee with department liaisons and community organizations to present to girls on several topics including, teen dating violence and financial literacy.

### **WGI Focus Area No. 4: Conduct a countywide study of ways in which women and girls are impacted by actions undertaken by the County**

#### *Gender Impact Analysis*

While seeking to develop a framework of how to apply a gender justice lens with respect to public and private grant making in the County, a WGI GC ad hoc committee recognized the need for further research. The WGI generated a background research memorandum on the creation of a *Gender Impact Analysis* (GIA) tool for the WGI GC. The WGI engaged the Office of the Chief Information Officer (OCIO) and completed a *Phase Zero* analysis. The goal of *Phase Zero* was to identify current County data collection protocols and limitations, and to identify a pilot project that could explore the use of a GIA tool in County decision-making. The *Phase Zero* research revealed that County departments need assistance with refining data collection and standardizing data, and education and training on applying a gender lens. Departments would also be aided by more engagement on the importance of thoroughly assessing their abilities and deficits in ensuring gender equity.

Based on these findings, the WGI and OCIO began work to design the *Phase One* project. *Phase One* will consist of three parts: 1) creating a toolkit to guide data collection and analysis, including governance; 2) building awareness and engagement around using a gender lens; and 3) developing a data inventory for the County to track gender equity in internal operations and service provisions. The WGI anticipates that *Phase One* will be completed by summer 2020.

**WGI Focus Area No. 5: Conduct a thorough assessment of the County's recruitment, hiring, retention, promotion, testing, evaluation, and other HR policies to ascertain any disparate impacts they may have on women**

*Gender Equity in Recruitment and Hiring*

The WGI helped facilitate the Director of Personnel being a panelist at the League of California Cities' Los Angeles division's *Power of Partnership* event. At the June 27, 2019 event, the Director of Personnel discussed gender bias and highlighted the *Guide to Promoting Gender Equity in Recruitment and Hiring* (Attachment II), which uses best practices to educate human resources stakeholders about possible gender biases in employment processes. The *Guide to Gender Equity in Recruitment and Hiring* is featured as part of the Internal Services Department's newly-designed website making the *Guide to Promoting Gender Equity in Recruitment and Hiring* accessible to over 50,000 current and potential contractors. On September 24, 2019, the WGI presented on the *Guide to Gender Equity in Recruitment and Hiring* to approximately 80 department examination analysts who are responsible for assisting managers and candidates in the County's hiring process.

**WGI Focus Area No. 6: Conduct a thorough assessment of the County's abilities and deficits in ensuring gender equity**

The WGI continues to meet with departments to share information about the WGI's mandate and identify opportunities for interdepartmental collaboration to better assess the County's abilities and potential challenges in ensuring gender equity.

*Employee Climate Survey*

In March 2019, the WGI distributed its *Countywide Anonymous Employee Climate Survey* developed in consultation with DHR and County Counsel to assess employee satisfaction and gender equity perceptions in the workplace. The 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.

On November 26, 2019, the WGI released the *Employee Climate Survey Analysis* as a response to the Board's April 23, 2019 motion, *Expanded Parental Leave Policy for County Employees*. The WGI's completion of the *Employee Climate Survey Analysis* (Attachment III) is one of the most notable accomplishments of the year, as it is the culmination of over a year of cross-departmental work and a first of its kind, countywide employee climate survey. Over 36,000 County employees responded to the survey. Survey respondents closely mirrored the actual composition of the County workforce across all age and most racial categories. Given the close match of the survey respondents to the actual employment data, the WGI is confident that the aggregate response mirrors the larger County employee population. The *Employee Climate Survey Analysis'* key findings will be used to inform recommendations to further promote women's leadership, foster gender equality, and create a fair and inclusive work environment for all. In 2020, the WGI plans to use the survey's findings to make specific recommendations in the areas of childcare, mentorship, and equitable hiring.

## **WGI Focus Area No. 7: Initiate and gather research concerning women and girls in the County**

In 2019, the WGI GC ad hoc committees focused research in the areas described below.

### *Increasing the recruitment and retention of women in the Sheriff's Department and LACoFD*

The WGI-headed MAT is assessing LACoFD and DHR recruitment practices based on the August 29, 2019 Fire Fighter Trainee examination. MAT created and disseminated post-application surveys to identify challenges in the recruitment, examination, and hiring process. MAT plans to deliver a report on the August 2019 examination findings, including survey results in early 2020.

With regard to hiring in the Sheriff's Department, the WGI engaged Justice & Security Strategies (JSS) to develop evidence-based practices for recruitment and hiring; review the application of Peace Officers Standards and Training standards; evaluate and critique marketing materials; make best practices recommendations; review the International Association of Police Chiefs' report with a gender lens; and issue a written report with recommendations to increase the recruitment, hiring, and retention of women in the Sheriff's Department. JSS has been reviewing quantitative and qualitative data, meeting with Sheriff's Department officials and other key stakeholders, conducting literature reviews, and visiting sites to fulfill their contract deliverables. The WGI expects a preliminary report from JSS in spring 2020.

### *Redefining economic mobility to improve the economic well-being of women and girls in Los Angeles County*

The WGI prepared a research primer concerning economic mobility that supported the WGI GC's efforts to create the following unified definition of economic mobility within the County:

*"The ability to move up the economic ladder during one's lifetime by having the financial freedom to meet basic needs and personal achievements."*

In 2019, the WGI was named in several Board motions (Attachment IV), including:

### *Building a Gender-Responsive Justice System (February 12, 2019)*

The WGI participates on the executive steering committee charged with reestablishing the Gender Responsive Advisory Committee (GRAC), hiring a Director of Gender Responsive Services, and making recommendations regarding existing and new jail facilities for women. In September 2019, the Board appointed nominees to the newly-established GRAC. On November 14, 2019, GRAC held its first meeting. The WGI Executive Director co-chaired GRAC's first two meetings before the Director of Gender Responsive Services was officially hired. The Moss Group was engaged to develop GRAC's framework of gender responsive issues and a strategic implementation plan.

*Addressing Fines and Fees Associated with Criminal Justice System Involvement (April 16, 2019)*

In early 2019, the WGI GC's ad hoc committee addressing Los Angeles County fees and fines detrimental to women's economic stability compiled research on the subject and met with external stakeholders. After the *Addressing Fines and Fees Associated with Criminal Justice System Involvement* motion was approved, the WGI participated in the CEO – Public Safety Budget and Operations Management workgroup on fees and fines. The WGI connected the workgroup with stakeholders, shared research findings, and provided the workgroup with resources that were included in the CEO's report back to the Board.

*Facilitating the Creation of a Regional Women's Firefighters' Support Organization (June 4, 2019)*

The Board instructed the CEO and the WGI to identify funding to serve as a match to enable the hiring of a consultant for the newly-created regional professional support organization, Women's Fire Alliance (WFA). The WFA consultant will provide organizational and governance structure recommendations, conduct a membership needs assessment, and develop a sustainability plan to ensure viability. On August 27, 2019, the City of Los Angeles approved and matched the County funds in the amount of \$50,000. The funding allows the WFA to engage a consultant who will begin a thorough assessment in 2020.

*"Women in Tech" Hiring Initiative (December 17, 2019)*

The WGI participated in a workgroup that was convened to develop the *"Women in Tech" Hiring Initiative* motion. The motion seeks to remedy gender inequalities, specifically the shortage of women in strategically important information technology roles through the creation of a career pipeline program. The program will be tailored to help women, young workers, and at-risk youth between the ages of 14 and 24 become more competitive for County information technology jobs. The program will include training, mentorship, skills development workshops, and on-the-job experience that may translate into full-time County IT Aide positions.

**WGI Focus Area No. 8: Engage in extensive community outreach**

*Los Angeles County Celebration of 100<sup>th</sup> Anniversary of Women's Suffrage*

The WGI is spearheading the planning of the County's centennial celebration of Women's Suffrage. The WGI, along with the Los Angeles County Commission for Women (LACCW), Arts and Culture, RR/CC, LA County Library, Natural History Museum, and Los Angeles County Office of Education, is working to develop the timeline, County events that will showcase women's civic participation, and overall branding. Accordingly, the planning committee designed a logo to help launch the commemoration. The WGI partnered with the Los Angeles Metropolitan Transportation Authority to create Transit Access Pass (TAP) cards featuring the logo.

On August 6, 2019, Supervisors Kuehl and Solis presented a scroll, a proclamation, and the *Centennial Celebration of the 19<sup>th</sup> Amendment – Women’s Suffrage* motion to begin the County’s celebration of the centennial of women’s right to vote. The WGI and the LACCW will promote women’s civic participation by encouraging voter registration, registering households for the 2020 Census, and raising awareness of women’s roles in Los Angeles County civic life over the last 100 years. Additionally, the WGI partnered with Arts and Culture to draft a report back to the Board that includes a proposal for a permanent commemorative for the centennial celebration of the suffragette movement.

### *Engagement with Girls*

On March 29, 2019, the WGI in partnership with the Los Angeles County Metropolitan Authority’s Women and Girls Governing Council, hosted the first Girls Empowerment Summit. The event provided an opportunity for over 250 middle and high school age girls to learn about non-traditional career opportunities. The girls heard from accomplished speakers and participated in workshops featuring professionals from the transportation industry. There are plans for the Girls Empowerment Summit to occur annually.

### *Child Care*

The WGI, in collaboration with the Department of Public Health’s Office for the Advancement of Early Care and Education (OAECE), convened an employee parent focus group to learn about County employees’ childcare options and limitations. OAECE will use the focus group findings to inform OAECE’s report and recommendations that are expected to be released in February 2020.

### *Curbing the Impact of High-Cost Loan Products*

The WGI worked closely with the Department of Consumer and Business Affairs (DCBA) on focus groups in response to the Board’s October 16, 2018 motion entitled, *Curbing the Impact of High-Cost Loan Products*. The Board directed the DCBA to collaborate with the WGI and other departments to address predatory loans that are detrimental to women’s economic stability. The WGI coordinated the June 22, 2019 focus group and helped with recruitment for focus groups that occurred in August 2019.

### *County Commissions*

On March 29, 2019, the WGI GC’s LA County Commissions ad hoc committee celebrated International Women’s History Month by hosting the *County Commissioners Reception*. Over 30 commissioners attended the reception to learn about the WGI and network with other County commissioners. Attendees identified overlap between their commissions and the goals of the WGI, as well as provided feedback on collaborative efforts to ensure that a gender lens drives the work going forward. The WGI also received a commitment from the Board’s Commission Services to ensure that all County commissions would be instructed to use a gender lens when drafting annual reports.

## **SUMMARY OF FINDINGS AND RECOMMENDATIONS**

The WGI is pleased to report the continued enthusiasm with which departments embraced the work outlined in the motion that created the WGI. Departments continue to participate in the WGI meetings and are responsive to requests for information. Every department has appointed one or more liaisons to the WGI. Over 5,000 community stakeholders have also engaged with the WGI through meetings, community conversations, and social media.

### **Findings**

The following findings were identified through the *Countywide Anonymous Employee Climate Survey, Phase Zero*, and extensive discussions with various stakeholders:

While the County does a great job of recruiting women into the County workforce (the majority of County employees are female and express being generally happy with working for the County), the presence of gender disproportionate employment suggests that the County has not sufficiently applied a gender lens to its recruitment and application procedures in certain job classifications.

There is a lack of existing measurements within the County for variables concerning economic mobility for women and girls. The WGI is working to determine how existing efforts could work synergistically to address gendered barriers. The WGI will also identify instruments and an implementation strategy to collect the necessary economic indicators.

Many community stakeholders identify through gender and a variety of intersections and seek additional conversations around issues of gender identity. Community stakeholders would like the County to meet them where they are geographically, making outreach important for long-term interaction.

There are several priority areas where critical data disaggregated by gender is incomplete or is missing altogether. The WGI will lead efforts to systematize data collection through a gender lens across the County.

As a result of an overwhelmingly positive response to the WGI's work, these findings, and continuing interest, the WGI recognizes the need for mechanisms to continue its vital work toward gender equity.

### **Recommendations**

In 2019, the WGI continued substantive issue-oriented research to establish the County as a leader in creating opportunities and improving outcomes for women and girls. In 2020, the WGI will continue work toward closing the gender gap by strategically addressing these findings with further analysis and evidence-based policy recommendations. The recommendations below, which require assessment of resources, are aligned with the WGI Strategic Framework priorities. In future reports, the WGI will return with further findings to support these recommendations, implementation plans, and vetted recommendations.

On November 18, 2019, the WGI GC approved the following recommendations:

1. *Create a Countywide Gender Equity Mandate:*

- Create a countywide data inventory
- Create a toolkit to guide data collection and analysis, including:
  - Gender Equity definition
  - GIA tools
  - Intersectional data collection
  - Best Practices/Resource Guides/Toolkits/Indicators
  - Bi-Annual Employee Climate Surveys
  - Ongoing Audits/Surveys/Training
  - Ongoing community feedback
- Build awareness and engagement of using a gender lens, including:
  - Adoption of a gender lens approach customer model to promoting and providing services
  - Encourage public accountability
  - Departmental report cards

2. *Enhance career pathway programs that encourage professional development for the advancement of women of all ages and levels, including:*

- Creating equitable educational reimbursement programs for County employees across all County departments.

3. *Create an operational pathway for at-risk girls, including:*

- Ensuring the well-being and safety of girls in the foster care system.

4. *Partner with the CEO's Economic Development Division in determining how best to apply a gender lens to its reports.*



# GUIDE TO PROMOTING GENDER EQUITY IN RECRUITMENT & HIRING



Powered by:

LOS ANGELES COUNTY  
**WOMEN  
+ GIRLS**  
INITIATIVE

&

Los Angeles  
County  
**Human Resources**  
YOUR CAREER STARTS HERE.



## **WOMEN AND 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 all 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.



## **DEPARTMENT OF HUMAN RESOURCES**

With more than 110,000 employees working across over 35 departments, Los Angeles County is the largest employer in Southern California. The Los Angeles County Department of Human Resources is dedicated to providing effective and efficient talent solutions to our County partners by recruiting, developing, and retaining exceptional and diverse talent for public service. The vision of the Department of Human Resources is to lead the way in HR excellence through innovation, collaboration, and customer service.

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# PROMOTING GENDER EQUITY IN RECRUITMENT AND HIRING

## I. PURPOSE

The Los Angeles County Board of Supervisors recognizes the significant impact of implicit bias on employee recruitment and selection, and other workplace practices that impact service delivery to County residents. As such, the Board has required that all County managers and employees be trained in recognizing and effectively reducing implicit bias in the workplace. In addition, the Board directed County departments and community partners to review and assess national best practices related to the development and implementation of implicit bias and cultural competency trainings. Accordingly, these guidelines and protocols serve as a model to increase the collective cultural competency of the County, community partners, and businesses that operate within the County, and to prevent actual and/or potential gender inequities that could result from the influence of implicit bias and systemic social and cultural conditioning.

Specifically, the purpose of this guide is to highlight the importance and value of incorporating gender-neutral language in all elements of recruitment and hiring as one means of reducing implicit bias. By being conscious of gender-related considerations and proactively applying a gender-neutral lens to recruitment and hiring materials and protocols, public and private employers within Los Angeles County can advance their efforts to attract and maintain the best talent, close gender gaps within the workforce, and make the delivery of all services within the County of Los Angeles inclusive and respectful of the diverse populations the County serves.

## II. LANGUAGE AND THE POTENTIAL FOR BIAS IN RECRUITMENT AND HIRING PROCESSES

Studies have shown that our minds create shortcuts to help us access information, navigate through the world and make decisions. It is human nature to categorize things, including people. “We create schemas, mental frameworks of beliefs, feelings and assumptions about people, groups, objects...We use these schemas to incorporate new information so that we do not have to treat all new information as through it is totally unfamiliar.”<sup>1</sup> Unfortunately, these shortcuts can become sources of unintentional implicit bias, which may influence our ongoing attitudes, understanding, actions, and decisions about people who fit into stereotypes we unconsciously hold.<sup>2</sup> As we are typically unaware that we view the world through selective lenses, these biases may be incorrectly perceived as fact, rather than opinion.

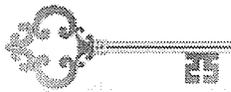
There are several types of implicit bias that can affect recruitment and hiring practices in the workplace:

- **Confirmation bias:** The tendency to seek out information that conforms to one’s pre-existing views, and ignore information that goes against those views
- **In-group bias:** The tendency to favor members of your own group

- **Projection bias:** The thinking that others have the same priority, attitude or belief as you do
- **Selective perception bias:** The process of relying on our own perceptions while in-taking information, and ignoring information that contradicts our beliefs and expectations
- **Status quo bias:** A preference for the current state of affairs<sup>3</sup>

Implicit bias can have a detrimental effect on the hiring process because unconscious bias in the search process makes it difficult to recruit and attract the most qualified candidates. Adopting strategies to promote the awareness of implicit bias in all steps of the hiring processes provides opportunities to diversify the candidate pool and ultimately, our workforce. "There is no design-free world. Organizations must decide how to search for and select future employees. How they advertise open positions, where they post job openings, how they evaluate applicants, how they create short lists, how they interview candidates and how they make their final selections are all part of choice architecture."<sup>4</sup>

#### Keys for Recruiting Women



As late as the 1970s only 5% of musicians performing in the top U.S. orchestras were women. By 2016, that number jumped to 35%. This was accomplished by implementing performance-based blind auditions, which increased the likelihood of females advancing past the first round of auditions by 50%, thereby increasing the opportunity for women to be selected.

This example shows why the design of hiring processes matter. It is important to consider potential built-in bias and design hiring processes that reduce the opportunity for bias. In the above example, female candidates were consistently ranked lower than male candidates, resulting in very few female hires. Removing evaluators' knowledge of the gender of the candidates as they auditioned created more objective evaluations of female candidates. A simple change in process significantly increased the likelihood that females would be hired for male-dominated orchestra positions.

### III. POTENTIAL HIRING BIAS (AN INTERSECTIONAL REVIEW)

There are several ways in which implicit or sometimes explicit bias has the potential to influence the hiring process:

- **Bias by Gender:** Resumes of candidates with male names are viewed as more competent and hireable and are offered higher starting salaries than candidates' resumes that use female names. Further, in studies a "Brian" was more likely to be hired than a "Karen" with the same qualifications.<sup>5</sup>

- Bias by Race: Applicants with traditionally African-American names (i.e. Jamal and Lakisha) were required to send out 50% more resumes to get the same number of callbacks as applicants with traditionally Caucasian names (i.e. Emily and Greg).<sup>6</sup>
- Bias by Sexual Orientation: With identical resumes, applicants listed as being the treasurer of a gay student organization got 40% fewer requests for interviews than applicants listed as being the treasurer of an environmental student organization.<sup>7</sup>
- Bias by Parental Status: With identical resumes, non-mothers received twice as many call backs as mothers. There was no difference in the number of call backs between fathers and non-fathers. Studies reflect that gender bias in this category only applies to women.<sup>8</sup>

As the Dean of Harvard Kennedy School of Public Policy, Co-chair of Harvard's Business Insights Group and author of "What Works: Gender Equality by Design." Dr. Bohnet concludes, "Our minds are stubborn beasts that are hard to change, but it's not that hard to de-bias the application process."<sup>9</sup> Employers have an opportunity to close gender gaps in the workforce by adopting gender neutral recruitment and hiring practices as a way of reducing implicit bias.

#### **IV. WHAT DO WE MEAN BY GENDER-NEUTRAL RECRUITMENT AND HIRING PRACTICES?**

The way gender is programmed into basic language is associated with societal gender equality.<sup>10</sup> The English language is inherently a gender-neutral language, meaning it does not include masculine or feminine forms of words. However, research shows that English speakers still strongly associate certain jobs or nouns that describe job duties with men or women. As a result, gender stereotypes are incorporated in their mental representations of jobs. These gendered associations can lead to gender discrimination in who applies and who gets hired.

##### ➤ **Examples of obvious gender coding: fireman, craftsman and lineman**

**Problem:** The use of "man" in these job titles can and do discourage women from applying.

**County of Los Angeles uses instead: firefighter, crafts support, and power equipment technician**

The most visible aspect of recruitment that influences the makeup of a candidate pool is job postings. In job advertisements or postings, words are the primary tool for employers to communicate with potential employees, and academic research has shown that many common words used in job descriptions have male or female associations.<sup>11</sup> Creating a gender-neutral approach to recruitment and hiring is essential because language used to describe job opportunities matters most to potential applicants at this initial stage.<sup>12</sup> The concept of "gender coded" job listings refers to the use of male-skewing or female-skewing terms in job descriptions. Simply put, the words used in job descriptions could repel or attract candidates based on their gender. The

most qualified candidates may not apply to opportunities because they are “turned off” by the language used in the job posting.

➤ **Example of signal gender coding:** Elementary school ad seeking “a committed teacher with exceptional pedagogical and interpersonal skills to work in a supportive, collaborative work environment.”

**Problem:** “Supportive” and “collaborative” are traditionally associated with feminine traits and statistically will reduce the number of male applicants for the position.<sup>13</sup>

In both examples where gender coded language is obvious (fireman) and where gender coded language is a signal (supportive elementary school teacher), the results can be the same, the applicant pool may be heavily male or female, and the profession could continue to skew towards a specific gender concentration. In other words, men are drawn to jobs that are traditionally done by men, and women are drawn to jobs that are traditionally done by women.

## **V. WHY IS GENDER-NEUTRAL LANGUAGE IMPORTANT?**

Research shows that implementing a gender neutral approach to recruitment and hiring language **improves** the attraction of potential candidates and supports a more equitable subsequent hiring process because the employer is expanding the applicant pool to allow for a reflection of the diversity of experiences, talents and qualifications of the entire population. Research has shown that removing bias language from recruitment materials increases the number of applicants for a position,<sup>14</sup> reduces the time it takes to hire qualified candidates,<sup>15</sup> and leads to higher retention rates of employees.<sup>16</sup> Further, increasing gender diversity in the workforce is also good for business. Gender diverse companies in the private sector are 15% more likely to outperform those that are not gender diverse,<sup>17</sup> and private industry companies that have at least 30% female executives in their boardrooms make as much as 6% more profit than companies without women at the executive level.<sup>18</sup>

## **VI. ELEMENTS OF RECRUITMENT AND HIRING**

Within the recruitment and hiring processes, there are several sources of potential gender bias that can 1) reduce the number of men/women applying for a certain position or 2) harm an applicant’s chance of being selected for the position. These sources include the following documents or practices:

- A. Job Advertisements
- B. Positions Descriptions/ Requirements
- C. Resumes/Curriculum Vitae (CV)
- D. Letters of Recommendation
- E. Interviews

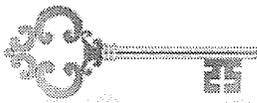
The following information provides guidelines to promote a more gender neutral approach for each of the processes listed above. The goal is to promote gender equity

across all professions within the County and its community partners, and to address common recruitment and hiring practices that are known to impact women's participation and success rates in obtaining jobs.

### A. Gender-Neutral Job Advertisements

A job advertisement or posting is the very first stage in the process of attracting talent. Hence, it is important that recruitment efforts do not exclude female or male candidates at the onset of the process. Research shows that job advertisements used in historically male-oriented sectors; such as technology, finance, science, and construction; showed a greater use of words with male connotations such as 'leader', 'competitive' and 'dominant'. The study also found that when more masculine wording was used in the advertisements, it was perceived by potential applicants that more men worked in that sector. Masculine wording also made this sector less appealing for women, making them less likely to apply for jobs.<sup>19</sup> According to research, 70% of job listings across all industries contain masculine words.<sup>20</sup>

#### Keys for Recruiting Women



Simple word choices can keep women, especially women of color, from applying. The term "the best of the best" is typically taken as a signal that the company is looking for males and that the work environment is ultra-competitive. For example, "competitive salary" can be problematic because women, who are less likely to negotiate, may take it as a signal that they'll have to haggle over pay. The phrase "we need a killer sales representative" may discourage females from applying. In all instances, women will be significantly less likely to apply for the job.<sup>18</sup>

The following best practices can be used to improve the language in job ads<sup>21</sup> and as a result, the outcomes:

**Recommendation 1: Use gender-neutral titles.** Male-oriented titles can inadvertently prevent women from clicking on a job in a list of search results. Avoid including words in titles like "hacker," "rock star," "superhero," "guru," and "ninja," and instead use neutral, descriptive titles like "engineer," "project manager," or "developer."

- Example: On average, on the job site Indeed, 800+ job listings include the word "ninja" intending to mean that the company is looking for an aggressive candidate and/or expert in the field. However, the Japanese origin of ninja was a man and suggests physical combat or prowess.<sup>22</sup>

**Recommendation 2: Check pronouns.** When describing the tasks of the ideal candidate, use "their," "the candidate," or "you."

- Example: "As Product Manager for XYZ, **you** will be responsible for setting the product vision and strategy."

**Recommendation 3: Avoid (or balance) the use of gender-charged words.** Analysis from augmented language tools found that the gender language bias in an organization’s job posting can predict the gender of the person hired. For example, the words “analyze” and “determine” are typically associated with male traits, while the words “collaborate” and “support” are associated with female traits.

Below are examples of gender-coded language often featured in job advertisements.

Feminine-Coded Words	Masculine-Coded Words
agree, commit, cooperate, depend, honest, interpersonal, loyal, support, together, understood	active, adventurous, challenge, confident, decision, driven, independent, lead, objective, opinion
Recommended Gender Neutral Words	
<b>collaborative, team, positive, goal oriented, motivated</b>	

The use of an augmented language tool can help eliminate problematic language and provide suggestions for more gender inclusive language in advertisements. For example, the following firefighter job advertisement was scored by the augmented writing software system Textio as an 18 out of 100 for gender inclusiveness:

**ESSENTIAL JOB FUNCTIONS:** *Performs firefighting and rescue duties in all types of fires and in other emergency situations, and enforces the fire prevention code.*

Review by an augmented language tool returned a score of 64 out of 100 for gender inclusiveness by implementing the following changes:

**ESSENTIAL JOB FUNCTIONS:** *A job is a job, right? Not for us. We spend our time at work helping people in their greatest times of need. Are you like us? Are you passionate about helping others? Are you interested in being in the right place at the right time?*

*We want people like you to help us support the 10 million residents of the area we call home. Join our team. In this job, you will perform firefighting and rescue duties in all types of fire and emergency situations while following and ensuring our California Fire Prevention Code.*

Language programs created to analyze the impact of language on job applications have identified over 25,000 problematic phrases that have statistically been proven to bias applicant pools toward males/females. The table below provides the most frequently used male gendered language in job advertisements and should be avoided when posting County job advertisements.

Most frequent gender problematic terms:

Ambitious	Boastful	Foosball	Stock options
Analytical	Chairman	Ninja	Strong
Assertive	Competitive	Hierarchical	Takes risks
Autonomous	Salary	Rigid	Workforce
Best of the best	Dominate	Silicon Valley	

The use of language specifically designed to attract women has been implemented in industries that have traditionally had problems recruiting women with positive results. For example, the augmented language software system Textio has reported substantial use of its product by technology firms, including Netflix, Airbnb, Medium, and Pandora.<sup>23</sup> Below is a list of most common language for attracting female applicants to job advertisements.

Common language used to attract more female applicants:

Adaptable	Multitasking	Self-aware
Choose	Health	Socially responsible
Collaborate	Imaginative	Thoughtful
Creative	Intuitive	Trustworthy
Curious	Leans in	Up-to-date
Excellent	Plans for the future	Wellness program
Flexible schedule	Resilient	

**Recommendation 4:** Avoid superlatives. Excessive use of superlatives such as “expert,” “superior,” or “world class” can deter female candidates who are traditionally more collaborative than competitive in nature. Research also shows that women are less likely than men to brag about their accomplishments.<sup>24</sup> In addition, superlatives related to a candidate’s background can limit the pool of female applicants because there may be very few females currently in leading positions at “world class” firms.<sup>25</sup>

#### B. Gender-Neutral Position Descriptions:

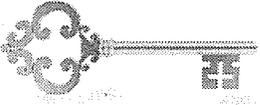
Eliminating the use of gendered language in position descriptions can also impact the number, experience, and diversity of an applicant pool. ZipRecruiter summarized this impact the following way:

When employers write job descriptions, the goal is that the person with the right skills and experience will read the job ad and apply. What we found was that many employers were lowering their chances at finding the right candidate and didn't even realize it. When gendered language is removed from the equation, companies are left with a higher chance of scoring the best candidate for the job. Job listings with gendered language attracted an average of 12 responses, while job listings with gender-neutral language attracted an average of 17 responses.<sup>26</sup>

Further research shows that women felt less personal investment, were more ostracized and had lower expectations of how long they will stay in a particular job when recruitment materials feature masculine language and masculine pronouns.<sup>27</sup> When considering job position listings, here are some additional best practices to follow to create gender-neutral postings:<sup>28</sup>

**Recommendation 1:** Focus on the quality, not quantity, of requirements. Identify which requirements are “nice to have” versus “must have” (i.e., minimum requirements) and eliminate any nonessential “nice to have” from the mandatory position requirements.

**Keys for Recruiting Women**



Studies have shown that many women won't apply for a job they do not 100% qualify for, whereas men will apply for a position they feel they're only 60% qualified for. The more qualifications or requirements you list, the more you reduce the likelihood of female applicants.<sup>29</sup>

**Recommendation 2:** Reconsider the major requirements for the position. Listing a specific college major as a requirement can limit the number of applicants to one gender in favor of the other. Glassdoor Economic Research found that choice of college major can vary by gender, and you may be limiting your candidate pool by unnecessarily requiring completion of a specific degree. Emphasizing physical requirements that are not common or are infrequent features of the job also limits the candidate pool.<sup>30</sup>

- Example: A standard clerical office job that requires applicants to “lift 50 lbs.” will result in fewer women applying for this job due to the physical requirement. Instead, the requirement should focus on the essential clerical duties such as entering data into a computer and answering telephone calls, and leave off a weight lifting requirement.
- Example: Specifically requiring a BS degree, when women are more likely to have a BA degree in a similar major, i.e., BA in Biology vs. BS in Biology will result in limiting your female applicant pool. Instead, the requirement should read: “bachelor’s degree in biology or bachelor’s degree in science” to maximize your applicant pool.

Employers that include the following additional policy statements in their position descriptions are viewed as more equitable and as having more favorable work environments to prospective employees (females in particular):<sup>31</sup>

- Express your commitment to equality and diversity. Candidates want to know they’ll be welcome in the culture before they make the effort to apply. A simple statement toward the end of a job description lets candidates know that you intend to make the workplace a friendly one.
- Infuse well-defined value statements that promote diversity into your job descriptions, or list them out.

- Promote volunteer and employee activities that involve career building or mentorship opportunities.
- State your family-friendly benefits in position descriptions. Parental leave, flextime, and child care subsidies benefit families and your future base of employees.

The following is a checklist of questions to ask when writing position descriptions. Your answers to these questions will inform you of the presence of gendered language or gender bias in how your job vacancies are presented to the job seeking world.

1. Are all of the “required” criteria listed necessary for doing this job well?
2. Do the criteria allow candidates to demonstrate important life experiences that may not show up on traditional resumes?
3. Do any of the criteria reflect unnecessary assumptions or biases about the “kind of person” who usually does the job?
4. Do you include criteria such as “ability to work on diverse teams or with a diverse range of people?”
5. Could additional criteria be included that would open up possibilities for a broader range of excellent candidates?
6. Does any of the language in the description describe people rather than behaviors or subtly reflect stereotypes?<sup>32</sup>

### C. Gender Bias in Resume/Curriculum Vitae (CV) Evaluation

In Section III. Potential Hiring Bias (An Intersectional Review), we discussed ways in which implicit bias in resume review can help/hinder an applicant’s ability to be selected for an interview. Research finds that the same resume will receive different scores across gendered and racial lines. To further illustrate potential gender bias in resume reviews, Harvard conducted a series of selection studies where participants were asked to hire a candidate for a typically male task: performing a math problem, and a typically female task: a word assignment. Participants were paid based on the performance of the individual they hired. The researchers found that when participants were presented with one candidate at a time, they almost always selected males for the math task and females for the word task, even though they had sometimes performed lower than the candidate of the opposite gender. When participants evaluated candidates in groups comparatively, the gender gap completely vanished, and the participant chose the top performer.<sup>33</sup>

The following are good rules to follow concerning reviewing Resumes/CVs:<sup>34</sup>

**Recommendation 1:** Establish clear criteria before reviewing materials and have them available during reviews and apply them uniformly.

**Recommendation 2:** Create standard candidate information checklists—for all candidates.

Following these two rules will help reduce bias in the way criteria are considered and weighted by evaluators and ensures resume review is based on only essential qualities/qualifications to being successful in the advertised position.

#### D. Gender Bias in Reference Review

Even the most enthusiastic references often use gender-coded language in their evaluation of an individual, particularly when summarizing their work habits. Typically, when people recommend men for a given position, they are more action-oriented descriptors—ambitious, dominant, self-confident, and provide more references to individual accomplishments. By contrast, when people recommend women for a given position, they are more communal descriptors—affectionate, nurturing, and provide more references to personal life and team achievements.<sup>35</sup> Recommendations that feature more personal/affectionate language or reference personal situations are taken less seriously by those evaluating letters of recommendation.

**Recommendation 1:** To reduce gender bias introduced into the hiring process by outside references replace the requirement for letters of recommendation with references that employers can contact to access the relevant information for review.

**Recommendation 2:** It is important to screen reference materials for bias triggers by unaffiliated third parties that are out of control of the applicant. It is also important to flag potential triggers for ways bias may be activated, i.e., recommendations that lead to assumptions about social identity rather than professional qualification.<sup>36</sup>

- Example: A recommender is emphasizing that “Jennifer is a rising star within the company.” References to youth in recommendations for female applicants trigger bias against mothers in the workforce. Employers may overlook female applicants that they believe will take time off for family activities. Such bias does not exist for male applicants.
- Example of an evaluation that is received differently for male and female applicants: “One of Emily’s/Tim’s main attributes is her/his persistence and diligence, sometimes even ranging with obsession, with work.” Emily is perceived as shrill and her work ethic makes her difficult to work with; Tim is perceived to be a go-getter and his work ethic is valued.

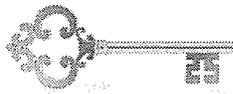
#### E. Interview Process

To reduce gender bias in the interview process, the primary recommendation is to install a significant degree of structure before interviews, during interviews, and following interviews. Lack of formalized structure in the interview process can lead to a great deal of bias being introduced into the hiring process.

In a study across several traditionally gendered professions, sociologist Lauren Rivera found that interviewers commonly looked for someone like themselves in interviews. Concluding, “Replicating ourselves in hiring contributes to the prevalent gender segregations of jobs, with, for example, male bankers hiring male bankers and female teachers hiring female teachers.”<sup>37</sup> Further research found that a lack of structure in the interview process leads interviewers to grade candidates on their *perceptions* of the candidate rather than more objective measures.<sup>38</sup> The following rules will help reduce bias in interviews, gender bias in particular:

### ***Pre-Interview:***

**Recommendation 1:** Discussing implicit bias with the interview committee.<sup>39</sup> Providing hiring managers with training, like Los Angeles County’s implicit bias and cultural competency workshops, is invaluable in helping interviewers to see bias of which they may be unaware. A refresher update on this training may be a good way to begin pre-interview steps.



**Keys for Recruiting Women**

Not all implicit bias training incorporates gender; it is important that interviewers receive gender-specific implicit bias training. Gender bias training should also include an intersectional approach, as research shows candidates judged the most harshly are consistently African-American women.<sup>40</sup>

**Recommendation 2:** Providing the interview committee with recommended procedures and strategies for evaluating candidates.<sup>41</sup> Streamline the evaluation criteria and make procedures and scoring sheets clear to interviewers before interviews take place. Script the interview! Apply predetermined criteria to all levels of deliberation. Good process predetermines follow ups, who asks, and the order of the discussion.<sup>42</sup>

**Recommendation 3:** Provide questions in advance. Providing the questions to interviewees in advance assures you are not privileging specific response skill sets and that the committee is getting the best answers from all candidates.<sup>43</sup>

### ***Post Interview:***

**Recommendation 1:** Leave ample time for interview committee members to formulate their evaluations and deliberate on group decisions. When people feel rushed they tend to fall back on stereotypes and schemas to evaluate new information and make decisions. This increases bias in decision-making.<sup>44</sup>

**Recommendation 2:** Look for bias. After all interviews are conducted, it is recommended the panel of interviewers answer the questions listed below about their process.<sup>45</sup> If the team responds “no” to all questions, the interview process was conducted in a gender-neutral manner (these questions also consider intersectionality

of candidates, which is also important to evaluate). Should your team respond “yes” to these questions, the interview process should be further reviewed:

- Are women, men and gender non-conforming candidates subjected to different expectations?
- Have women, men and gender non-conforming candidate accomplishments been undervalued by attributing them to colleagues or their previous supervisors?
- Are assumptions about family responsibilities or structures influencing assessments of merit?

## **VII. CONCLUSION**

Language is the basis of our societal norms and cultural expectations. The language used to attract and recruit potential employees shape which experiences, talents and qualifications ultimately make up the workforce. By being mindful of the implicit bias and subtle cues associated with certain words in how jobs are presented to the public and by applying a gender-neutral lens to how the hiring process is conducted, employers within the County of Los Angeles, and across the nation, can attract and maintain the best talent.

The adoption of these best practices by public and private employers across Los Angeles County will improve the experiences of employees and clients alike, and further the County’s mission “to enrich lives through effective and caring service.”

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<sup>3</sup> Bohnet, Iris. Search Committee Training: Bias and Inclusive Strategies. PowerPoint presentation.

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<sup>9</sup> Bohnet, Iris. 2016. *What Works: Gender Equality by Design*. Cambridge: Harvard University Press.

<sup>10</sup> Sczesny et al. 2016. "Can Gender-Fair Language Reduce Gender Stereotyping and Discrimination?" *Frontlines in Psychology* 7(25).

<sup>11</sup> Glassdoor. 2017. "10 Ways to Remove Gender Bias from Job Descriptions" <https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/>

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<sup>13</sup> Bohnet, Iris. 2016. *What Works: Gender Equality by Design*. Cambridge: Harvard University Press.

<sup>14</sup> Florentine, Sharon. 2016. "How gender-neutral job postings decrease time to hire." *CIO*.

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<sup>23</sup> Textio, [www.textio.com](http://www.textio.com)

<sup>24</sup> Glassdoor. 2017. 9 Ways to Reduce Gender Bias from Interviews. <https://www.glassdoor.com/employers/blog/9-ways-to-remove-gender-bias-from-interviews/>

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<sup>26</sup> ZipRecruiter. 2016. "Big Data Doesn't Lie: Removing These Gendered Key Words" <https://www.ziprecruiter.com/blog/removing-gendered-keywords-gets-you-more-applicants/>

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<sup>29</sup> BROOKS, CHAD. 2016. "WANT MORE JOB APPLICANTS? USE GENDER-NEUTRAL WORDING" BUSINESS NEWS DAILY. [HTTPS://WWW.BUSINESSNEWSDAILY.COM/9434-GENDER-NEUTRAL-JOB-AD.HTML](https://www.businessnewsdaily.com/9434-gender-neutral-job-ad.html).

<sup>30</sup> Glassdoor. 2017. "9 Ways to Reduce Gender Bias from Interviews". <https://www.glassdoor.com/employers/blog/9-ways-to-remove-gender-bias-from-interviews/>

<sup>31</sup> Glassdoor. 2017. "9 Ways to Reduce Gender Bias from Interviews". <https://www.glassdoor.com/employers/blog/9-ways-to-remove-gender-bias-from-interviews/>

<sup>32</sup> Bohnet, Iris. 2016. What Works: Gender Equality by Design. Cambridge: Harvard University Press.

<sup>33</sup> Bohnet, Iris. 2016. What Works: Gender Equality by Design. Cambridge: Harvard University Press, pg 126-127.

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<sup>40</sup> Rudder, Christian. 2014. *Dataclysm: Who We Are (When We Think No One's Looking)*. New York: Crown Publishing.

<sup>41</sup> Smith et al. 2013. "Interrupting the Usual: Successful Strategies for Hiring Diverse Faculty." *Journal of Higher Education* 75(2): 133-160.

<sup>42</sup> Olberding, et al. 2014. *APA Newsletter, Feminism and Philosophy*.

<sup>43</sup> Olberding, et al. 2014. *APA Newsletter, Feminism and Philosophy*.

<sup>44</sup> Smith et al. 2013. "Interrupting the Usual: Successful Strategies for Hiring Diverse Faculty." *Journal of Higher Education* 75(2): 133-160.

<sup>45</sup> 2008. [www.feministphillosopers.wordpress.com](http://www.feministphillosopers.wordpress.com)



LOS ANGELES COUNTY  
**WOMEN  
+ GIRLS**  
INITIATIVE

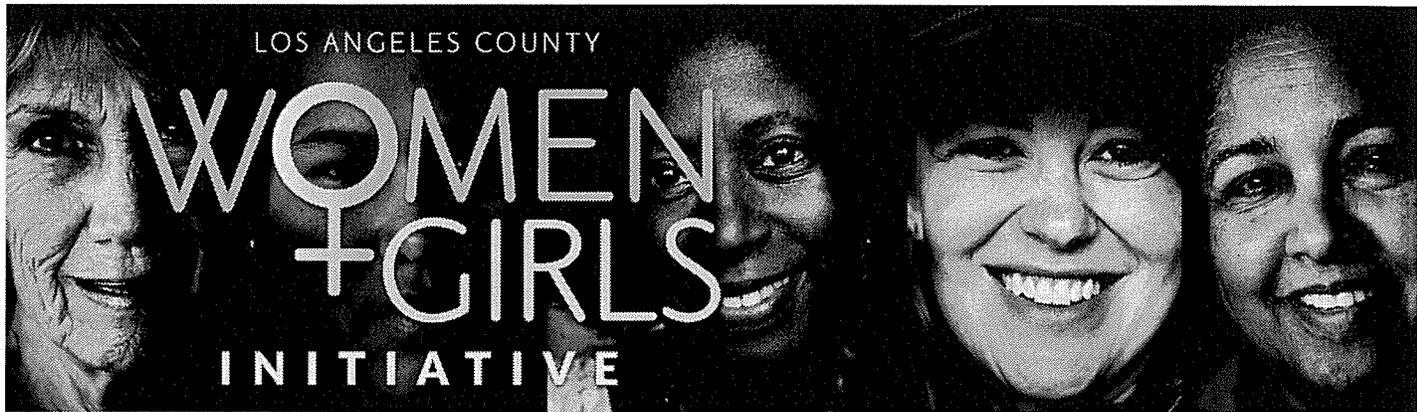
E M P L O Y E E

C L I M A T E

S U R V E Y

A N A L Y S I S





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.



## Employee Climate Survey Analysis

# EXECUTIVE SUMMARY

## INTRODUCTION

The "Los Angeles County Employee Climate Survey" was created in partnership with the Chief Executive Office, Women and Girls Initiative, Department of Human Resources (DHR) 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. These findings represent an opportunity to work in partnership with the departments to enhance departmental operations by elevating best practices, identifying opportunities for innovation and providing recommendations to be adopted by departments. Our goal is to conduct this survey bi-annually in order to track these important measures to assist the County in its efforts to attract, develop, and retain diverse talent pools and heighten the cultural competencies by County leadership and its workforce.<sup>1</sup> The findings and recommendations provided in this summary are not meant to be prescriptive, but to give a snap shot of current employee perceptions of their work environments and resources to enhance perceptions of gender equity and equitable outcomes through a series of evidence-based recommendations. When this report references "County employees," it is referencing only the County employees (35%) who responded to the survey.

## SURVEY VALIDATION

The "Los Angeles County Employee Climate Survey" was fielded on March 11, 2019. 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 35% (36,103 individual employee respondents), representing all departments within the County.<sup>2</sup> Of the respondents, nearly 70% completed the survey. Among respondents, females were over-represented by approximately 5% and males were under-represented by approximately 10%. 5% of respondents reported being gender non-binary<sup>3</sup> and 4% of respondents declined to state their gender. Respondents closely mirrored the actual composition of the County workforce across all age categories, by about one to four percent. Respondents also closely mirrored the composition of the County workforce among most racial categories. The majority of those surveyed have had lengthy careers with the County, similar to the length of service of the current County workforce. Given the close match of our respondent pool to actual employment data we are confident that our aggregate response mirrors the larger County employee population.<sup>4</sup>

## KEY FINDINGS

- Employees are generally happy with working for the County and a majority would recommend their department as an employer to their friends.
- A majority of employees feel respected by their co-workers and 1/3 report being recognized with honors or awards for their work.
- Across genders, about 1 in 3 employees reported having effective mentorship; with substantially more employees reporting participating as a mentor and/or a mentee in informal mentorship programs over formal mentorship programs.
- Half of the employees felt they were being paid fairly for the work they performed and that their pay was equal to other employees performing similar work. Female agreement with these statements was lower than male employees' level of agreement.
- A majority of employees felt supported by the County and their supervisors when taking protected leaves of absence, but 1/3 felt that taking such leaves or focusing on managing family demands might harm their careers.
- There were no significant differences between how employees of male and female supervisors perceived their supervisors' attention to workplace fairness and family/life balance issues.
- An overwhelming majority of employees felt that the current childcare providers met their childcare needs, however more child care options are needed. Among parents who reported needing childcare during non-traditional work hours, the majority of these parents did not feel that childcare needs were currently being met.
- A strong majority of employees believed that their supervisor adequately addressed inappropriate behavior that occurred in their workplace in a timely manner.

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<sup>1</sup> Los Angeles County Department of Human Resources. Strategic Plan 2017-2021.

<sup>2</sup> According to Forbes (2017) the average completion rate for employee surveys is 30-40%.

<sup>3</sup> The population statistic for gender non-binary individuals in the US as estimated by the National Institute of Health is .4%, closely reflecting the County respondents' population .5%. In general, the non-response rate on many of the survey items was higher among gender non-binary respondents and agreement/satisfaction levels were generally and consistently lower than male and female respondents. The County will begin to address inequities perceived by our gender non-binary employees through the implementation of many recommendations identified in the first section of this report.

<sup>4</sup> The survey featured the collection of new values for the gender and race variables. The survey represents the first time the County has collected gendered data with a "gender non-binary" option and racial data with an option to select "two or more" as a racial category is not typically an option for respondents in County data collection. Factoring in these additional options and the decline to state rate our respondents closely mirror the demographic composition of the County workforce.

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# SECTION 1

## GENERAL EMPLOYEE SATISFACTION WITH COUNTY EMPLOYMENT

### FINDINGS

#### Overall Job Satisfaction

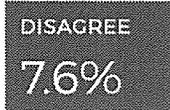
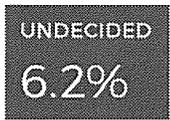
Overall, a large majority of respondents (75%) are satisfied with their jobs and (86%) feel respected generally for their work contributions by their co-workers.

#### "Overall Job Satisfaction"

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>AGREE</b>	75.3%	75.8%	77.1%	54.9%
<b>UNDECIDED</b>	12.8%	12.7%	11.7%	19.9%
<b>DISAGREE</b>	11.8%	11.5%	11.1%	25.1%



#### "My Co-Workers Treat Me With Respect"



#### FEMALE

AGREE 85.8%  
UNDECIDED 6.0%  
DISAGREE 8.0%

#### MALE

AGREE 88.9%  
UNDECIDED 5.4%  
DISAGREE 5.9%

#### GENDER NON-BINARY

AGREE 69.5%  
UNDECIDED 10.6%  
DISAGREE 21.1%

Gender non-binary respondents, while the majority reported being satisfied (55%), had lower levels of agreement than female and male respondents. Gender non-binary respondents reported much lower levels of agreement on all questions relating to job satisfaction.

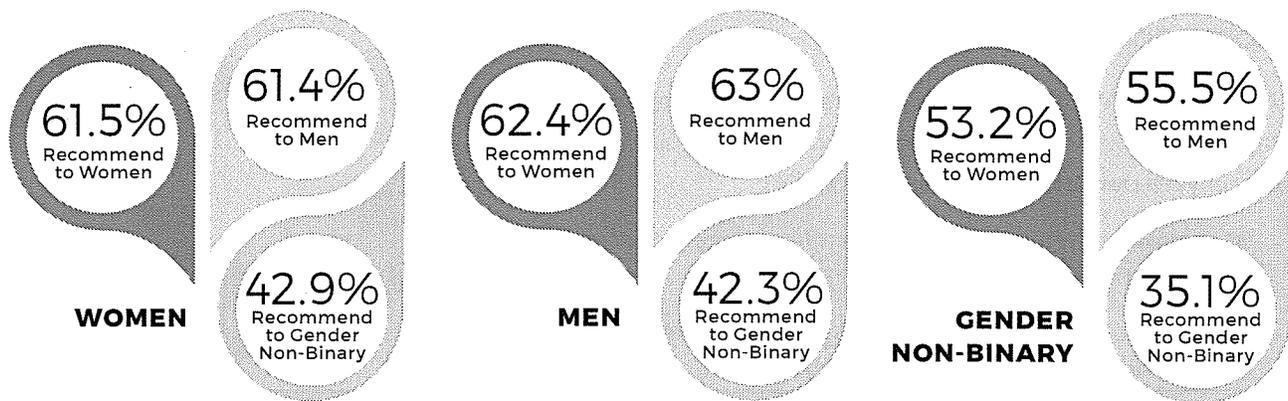
## General Department Satisfaction

Across all employees, there was almost identical support for recommending their current department to their female, male and gender non-binary friends.

- A majority of respondents reported that they would recommend their current employer to friends (approximately 55%).
- Males and females would recommend their department to their friends at the same rate: approximately 60% for male and female friends; approximately 40% for their gender non-binary friends.
- Gender non-binary respondents were the least likely to recommend their department to their friends. Approximately one third would recommend their department to their gender non-binary friends.

"I would recommend my department to my female/male/gender non-binary friends"

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## Job Specific Satisfaction

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

- Nearly 90% of all respondents reported that they were familiar with their class specification and knew what was expected of them at work.
- A majority of respondents (63%) reported that they had access to the training and career development they needed to succeed in their jobs.

## Positive and Fair Work Environment

Approximately half (49%) of respondents felt people were selected for their jobs based on their competencies or abilities to do the job. 45% of respondents felt they were regularly praised for their work, while one third of respondents reported being recognized with honors or awards for their work. Men reported being recognized the most.

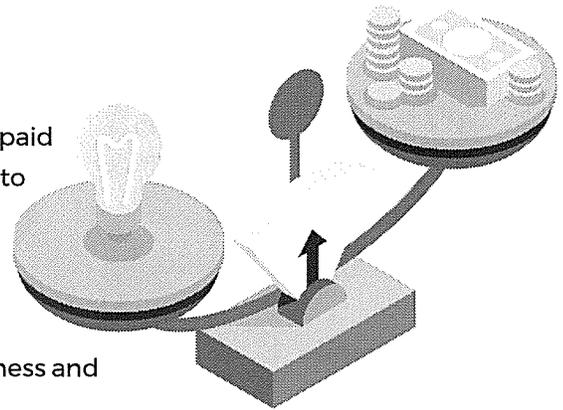
"People are selected for jobs based on ability to do the job"

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>AGREE</b>	48.9%	49.3%	50.6%	25.3%
<b>UNDECIDED</b>	18.2%	18.3%	18.2%	20.0%
<b>DISAGREE</b>	32.5%	32.3%	31.4%	54.5%

## Compensation

Almost half (47%) of all respondents believed that they were paid fairly for the work they performed and that their pay was equal to employees performing similar work (48%).

- Male respondents had the highest level agreement on pay fairness and pay equity.
- Female respondents reported 8% less agreement on pay fairness and 6% less agreement on pay equity than men.



## RECOMMENDATIONS

- Increase gender bias training across County workforce.
- Develop innovative ways to utilize employees in the recruitment process, particularly in gender disproportionate classifications in County employment since 55% of male and female respondents said they would recommend their current employer to friends of all genders.
- Increase representation of gender non-binary employees in County communication and training by involving the community in more "Faces of LA" videos and producing a Dialogue Series to focus on LGBTQIA populations.
- Publicize existing County policies for LGBTQIA employees.
- Seek ways to enhance engagement of LGBTQIA employees' resource group as a partner in promoting greater workplace satisfaction among the membership and all LGBTQIA employees.

## SECTION 2

# LEADERSHIP, MENTORSHIP, FAIRNESS, AND A GENDERED WORK ENVIRONMENT

## FINDINGS

### Gender & Fairness in the Workplace

Overall, a majority of respondents (56%) agreed that their department promoted equal access/opportunities and gender fairness. 42-46% of respondents reported that they were encouraged to report gender bias across all genders. Male respondents had the highest levels of agreement and gender non-binary individuals had the lowest levels of agreement across all questions in this section.

#### "Equal opportunities to serve in strategic decision-making roles"

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>AGREE</b>	55.8%	55.3%	59.5%	43.7%
<b>UNDECIDED</b>	21.7%	22.3%	19.9%	18.8%
<b>DISAGREE</b>	22.4%	22.4%	20.5%	37.6%

### Mentorship

More men than women and gender non-conforming respondents viewed female employees receiving equal treatment concerning mentorship and career advancement opportunities.

- Over one third (37%) of respondents reported having effective mentorship; with substantially more employees reporting participating as a mentor and/or a mentee in informal mentorship (26%) programs over formal mentorship (16%) programs.
- Respondents in management positions were more likely to participate and have a positive opinion of mentorship opportunities than employees not in management positions.

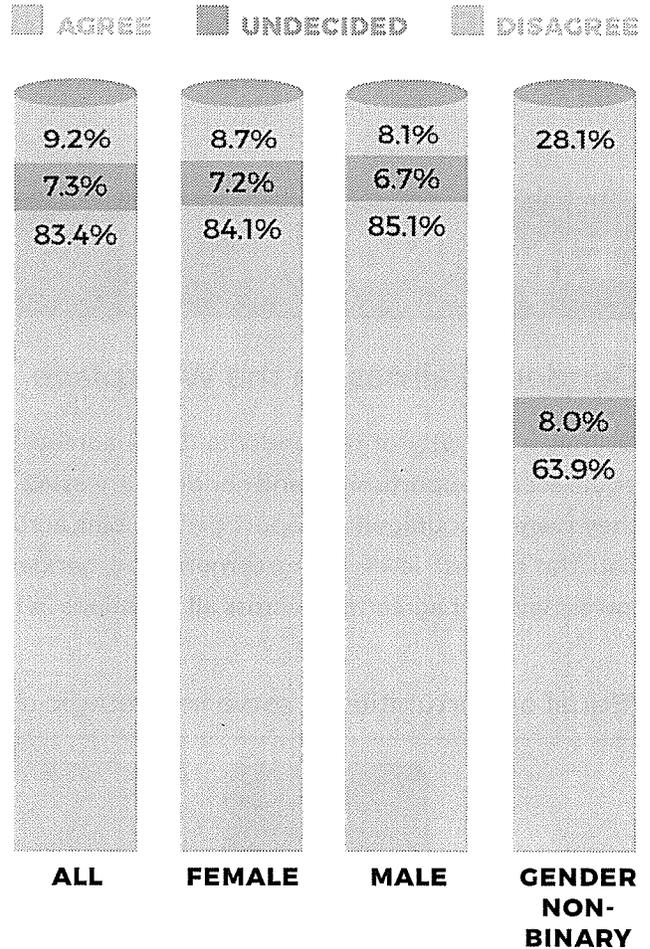


## Departmental Leadership

An overwhelming majority of all respondents (83%) reported that their supervisor treated them with respect.

- Concerning questions of supervisors promoting fairness and pro-work/family life balance, a strong majority of all respondents (61-65%) agreed they worked in these supportive environments. Males had the most agreement, followed by females (consistently 5% less than males) and gender-non-binary respondents (consistently 20% less than males).
- There are no significant differences between how employees of male and female supervisors perceived their supervisors' attention to fairness and family/life balances issues.

## "My Supervisor Treats Me With Respect"



## RECOMMENDATIONS

- Inventory current mentorship programs within County departments and employee affinity groups to assess availability and scope of existing mentorship programs.
- Conduct further research on the availability of mentorship opportunities and preferences of employees concerning mentorship programming to develop innovative mentorship programs across the County that utilizes internal research, best practices and technology.

## SECTION 3

# PROTECTED LEAVES AND MANAGING WORK AND FAMILY CARE RESPONSIBILITIES

## FINDINGS

### Current Support for Use of Protected Leave Usage Among County Employees

A majority (52%) of all respondents agreed that they were not pressured to choose between family needs and career advancement; there was less agreement that taking leave for family needs would not hinder their career advancement (46%). In both areas, males reported higher levels of agreement than females and gender non-binary respondents.

- Respondents understood the family-friendly policies offered by the County (62% agreed) and felt supported by their colleagues when discussing family care.
- A large majority (76%) of all employees felt supported by co-workers and managers in their use of the Family Medical Leave Act (FMLA) (77%).

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

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>AGREE</b>	51.8%	49.4%	58.2%	33.6%
<b>UNDECIDED</b>	21.8%	21.9%	21.4%	23.3%
<b>DISAGREE</b>	26.5%	28.7%	20.4%	43.0%

### Current Use of Protected Leave Caregiving for Dependent Adult Family Members

One fifth of respondents had the responsibility to care for dependent adults, gender non-binary respondents had the highest percentage of these care responsibilities.

- Overall, supervisors were supportive of employees taking dependent adult care leave (85% agreement), although gender non-binary respondents were considerably more likely not to feel supported by supervisors during adult care leaves (63% agreement).



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

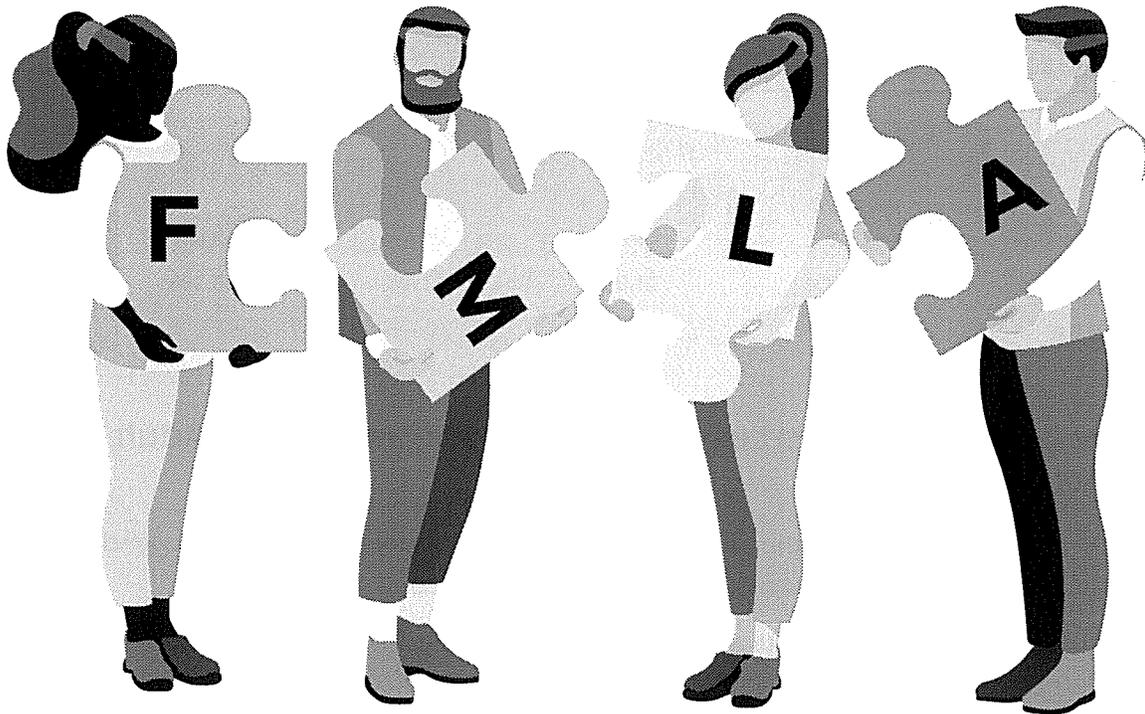
A large majority of all genders (90%) felt supported by their co-workers when taking this leave. Seven percent of the respondent pool took a leave for the birth or adoption of a child in the last five years, 20% of all respondents identifying themselves as parents took this leave.

- Males and females were equally likely (22%) to take leave for the birth or adoption of a child, gender non-binary respondents were more likely (28%) to take this leave.
- An overwhelming majority (89%) of males and females felt supported by their supervisor when taking this leave; less than half (44%) of gender non-binary respondents felt supported by their supervisors.

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

An overwhelming majority of respondents (84%) felt supported by their supervisor when taking this leave. Males felt the most supported (88%), followed by females (83%) and then gender-non-binary respondents (74%).

- Six percent of all respondents took leave to care for a dependent child in the last 5 years.
- Approximately one fifth of males and females who identified as parents took leave for the care of a child; while a quarter of gender non-binary parents took leave for the care of a child.



## Scheduling

Overall, 76% respondents felt that their co-workers were supportive of them taking time off to attend to family needs.

- 46% of respondents felt their family needs were taken into account when scheduling work. 56% of respondents believed they had flexibility to change their work schedules to accommodate family needs. Men felt more supported in these scheduling practices than females and gender non-binary respondents.
- Approximately 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.

"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"

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>AGREE</b>	46.0%	43.3%	54.6%	36.8%
<b>UNDECIDED</b>	23.9%	24.1%	23.9%	21.7%
<b>DISAGREE</b>	29.6%	32.7%	22.4%	41.4%

## RECOMMENDATIONS

- Implement a campaign highlighting the County's family-friendly employment policies. Each department should communicate about employee use of family-friendly policies, flex scheduling, leave policies, shared jobs etc.
- Condense and standardize scheduling policies so they are easier to understand by employees. There should also be clear communication concerning the different scheduling available and who qualifies.
- Continue to explore why the majority of individuals taking protected leaves reported taking time less than they were legally entitled to. Explore the impact paid leave options would have on employees use of protected leaves.
- Further focus group research to better understand employees' perspective on family demands affecting their career.

# SECTION 4

## CHILDCARE NEED IN THE COUNTY WORKFORCE

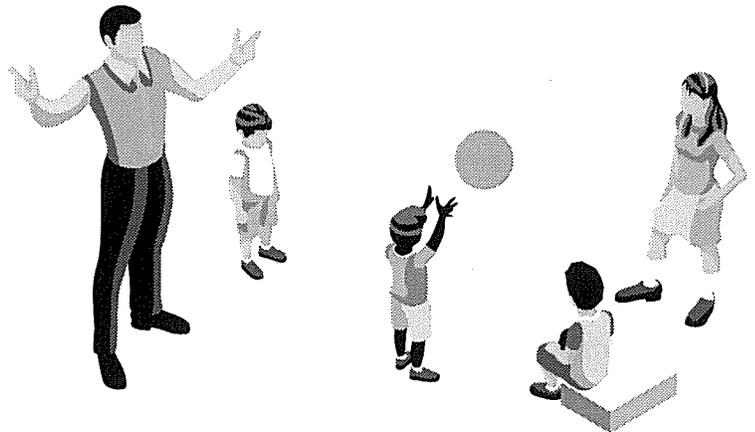
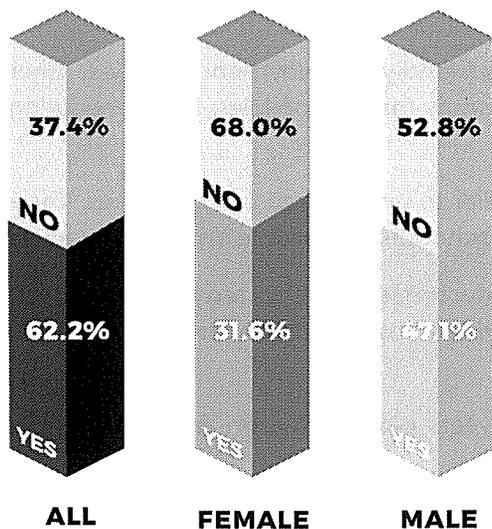
### FINDINGS

#### Parents and Families in the County Workforce

Approximately 45% of respondents reported having responsibility to care for a dependent child. 10% of current parent respondents reported that they would have childcare needs in the next three years. Double the amount of respondents who are not currently parents, reported having childcare needs in the next three years. Female respondents had the highest reported future childcare needs.

- One in five (21%) mothers head a single parent household, while only 6% of fathers head a single parent household. 80% of gender non-binary respondents head single parent households.
- Mothers of children under the age of four in two-parent households had 5% more access to childcare than female single parent households.

"Do you have current access to childcare?"



\*Insufficient data on gender non-binary parents.

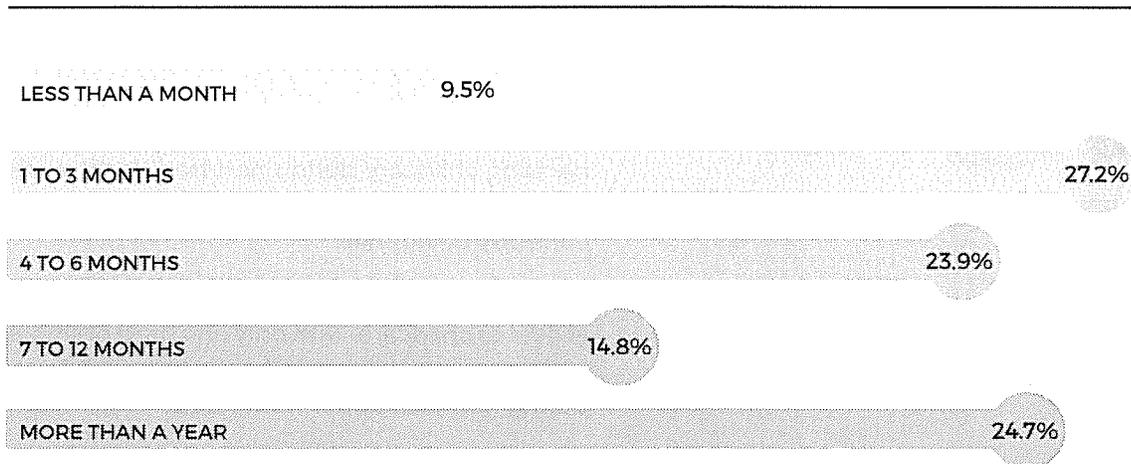
## Future Access to Childcare

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

- The greatest demand for future childcare needs appears to be immediate or soon. Half of future childcare needs were predicted to occur in the next two years. The greatest demand for future childcare was among mothers needing childcare within the next year (37%).

15% of parents in the County workforce are currently on a waitlist for some form of childcare.

### Current wait times



## Current Childcare Usage Among County Parents<sup>5</sup>

The majority of respondents who are parents in the County have one child enrolled in childcare (65%). The current usage of childcare by respondents mimics 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 infrequent childcare.

- The childcare service used the most by parents of children under the age of four was services for toddlers (63%), followed by pre-K services (37%) and infant services (25%).
- The majority of childcare was provided to respondents by childcare centers not affiliated with the County (57%), only about 8% of respondents use a childcare facility affiliated with the County.
- An overwhelming majority of childcare providers (both County affiliated and unaffiliated) were in Los Angeles County (80%). Females were 8% more likely to have a childcare provider located in the County than males.
- Single mothers were 7% less likely to have a childcare provider in the physical boundaries of the County than mothers in two parent households. Among men, single fathers were 10% more likely to have a childcare provider in the County than fathers in two-parent households.

<sup>5</sup> Gender non-binary parents did not answer the questions in this section.



## The Need for Childcare Among County Employees

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

We will hold focus groups to take a deeper dive into why childcare is needed during non-traditional work hours; specifically, to understand if these needs are to fulfill required work outside of traditional schedules, to make use of overtime work opportunities or the opportunities for career advancement by working non-traditional hours.

A majority of respondents indicated they stayed home from work when they had a sick child. Women 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.

## Features of Current and Desired Childcare<sup>6</sup>

An overwhelming majority of respondents (87%) felt that the current childcare providers met their childcare needs. 12% fewer single mothers and fathers felt their needs were being met when compared to mothers and fathers in two-parent households.

- An overwhelming majority of the respondents who were parents have childcare providers close to their homes 81%, compared to 19% who have childcare providers close to their jobs.
- Approximately 8% of parent respondents reported that they would prefer their childcare provider be closer to their work than their home.
- Across all respondents, 97% reported that they have reliable transportation to and from their childcare providers.
- 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.



## The Most Common Challenges Experienced by Parents Concerning Childcare

### Cost of care

**ALL** 55.0%    **FEMALES** 56.8%    **MALES** 56.5%

### Scheduling care to match work schedule

**ALL** 44.4%    **FEMALES** 44.1%    **MALES** 44.2%

### Finding temporary care

**ALL** 31.7%    **FEMALES** 28.7%    **MALES** 29.4%

### Quality of care

**ALL** 20.6%    **FEMALES** 18.2%    **MALES** 19.2%

### Location of care

**ALL** 18.1%    **FEMALES** 19%    **MALES** 18.5%

### Dependability of care

**ALL** 17.7%    **FEMALES** 15.9%    **MALES** 16.3%

### Transportation to and from care

**ALL** 17.7%    **FEMALES** 18.4%    **MALES** 18.4%

### Finding care for a child with special needs

**ALL** 6.3%    **FEMALES** 3.8%    **MALES** 4.5%

<sup>6</sup> Gender non-binary parents did not answer the questions in this section.

## County Benefits and Services Impacting Childcare

A large majority (68%) of parents had knowledge and understanding of the County's Dependent Care Spending Account. 70% of mothers and fathers reported they knew of the program, while only 24% of gender non-binary parents reported that they knew of the program.

- A strong majority (61%) of parents are enrolled in the County's Dependent Care Spending Account. 61% of mothers and fathers reported they were enrolled in the program, while only 27% of gender non-binary parents reported that they were enrolled in the program.
- An overwhelming majority (73%) of parents felt the County did not do enough to provide information to assist parents inquiring about childcare services, while 37% of fathers were most likely to think information was adequate. A quarter of mothers and gender non-binary parents agreed the information given was adequate.

"Does the County provide enough information to assist parents inquiring about childcare services"

	ALL	FEMALE	MALE	GENDER NON-BINARY
<b>YES</b>	26.9%	23.8%	37.2%	24.2%
<b>NO</b>	73.1%	76.2%	62.8%	75.8%

## RECOMMENDATIONS

- Increase childcare access to reduce waitlists currently used by many County parents given that the parental population is expected to grow as future parents have children in need of services.
- Work with Department of Public Health's Office of Early Care and Education (formerly the Office of Child Care) and the Child Care Planning Council to explore creation of additional County-run child care Centers - open to children of both County and non-County employees.
- Create an informational campaign regarding assistance the County has available to parents including information on County run facilities.
- Produce an interactive and engaging introductory video concerning the County's Dependent Care Spending Account benefit to increase enrollment in the program.
- Investigate the business case for increasing County childcare options, alternative scheduling, and telework days for sick or on demand childcare needs as the majority of parents stay home from work when their children are sick.

## SECTION 5

# SEXUAL HARASSMENT & THE COUNTY POLICY OF EQUITY (CPOE)

## FINDINGS

- A strong majority (65%) of respondents believed that their supervisor adequately addressed inappropriate behavior that occurred in their workplace in a timely manner. Male respondents had the greatest level of agreement.
- Approximately 17% of respondents indicated knowing of sexual harassment in the workplace. 30% of gender non-binary respondents indicated knowledge of sexual harassment.
- Managers who are mandated reporters, reported more perceived sexual harassment in the workplace than non-management employees.
- Of respondents who indicated knowing of sexual harassment and not reporting it to County Equity Oversight Panel (CEOP), fear of retaliation was the largest cited reason (24%) for not reporting the harassment, followed by concern of not being taken seriously (12%). Only 4% said they did not know they could report it. 59% selected “other” as their reason for not reporting perceived sexual harassment.

## RECOMMENDATIONS

- Support CEOP and DHR’s ongoing actions to assess the training market to secure and implement enhanced, high-quality, customized Sexual Harassment Prevention training for the County.
- Support DHR’s actions to implement its new training compliance dashboards which track Sexual Harassment Prevention training compliance rates and provide the capability for Departments to drill down to the employee level in real time allowing for easy ongoing non-compliance identification.
- Support continued CEOP evaluation of sexual harassment claims, as well as CEOP recommendations for appropriate handling of discipline when findings warrant these actions.
- Empower CEOP to take the lead on future studies of sexual harassment cases and enhance monitoring.

# CONTRIBUTORS

## RESEARCH AND ANALYSIS

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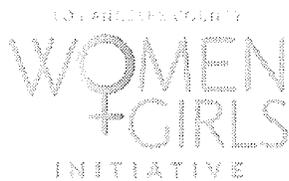
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