

Beyond Representation—Measuring DEI Intersectionally



EQUAL REPRESENTATION. NOW.

Beyond Representation

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Working with the State of Utah

In 2022, Parity.Org began working with the State of Utah on a demonstration project. The state used the ParityINDEX, a new, sophisticated, yet easy-to-use, DEI dashboard to see its progress toward their DEI Goals, and also to see where they needed improvement.

Representation alone was not enough to tell the whole story.

5 Key Areas of Measuring Intersectionally

- **Representation by gender, race/ethnicity**
 - Filtered by state, department/division
 - To see the gender and racial gap by job level
- **Pay Parity (unadjusted and adjusted) by gender, race/ethnicity**
 - Filtered by state, department/division, education, age, tenure, and leave of absence
 - To see if women and people of color are paid less than their white, male counterparts for the same or similar work (the adjusted gap) or overall, (the unadjusted gap).
 - Filtered by the highest paid race and how other races/ethnicities compare to it
 - To see pay disparities by race
- **Recruitment by gender, race/ethnicity**
 - Filtered by job band
 - To see if women and POC are being overrepresented in lower levels and white men are overrepresented at higher levels.
- **Promotions by gender, race/ethnicity**
 - Filtered by tenure
 - To see if women or POC are getting more promotions than their white counterparts and in what years.
- **Attrition by gender, race/ethnicity**
 - Filtered by tenure
 - To see if women or POC are voluntarily leaving the organization in the first 2-3 years possibly due to a culture that is not inclusive or fair.



Representation by the numbers

What do State HR managers think?



HHS and the department of Education are large portions of state government budgets. Women account for [more](#) than 70 percent of workers in the health care sector and 64 percent of the public sector in education. But they represent [less than 38%](#) of administration roles.

SURVEY FINDINGS: STATE AND LOCAL GOVERNMENT WORKFORCE 2021

Q: Is there gender balance in the state workplace?

54% of HR managers said the workforce is balanced

Q: Does the racial and ethnic composition of the workforce represent the community?

[41% of organizations](#) with 500+ full-time equivalent employees (FTEs) said yes while only 20% of organizations with under 500 FTEs said yes

On both questions, **19%** indicated their organization is not as representative as it could be, and there are no targeted recruitment or retention efforts to address that.

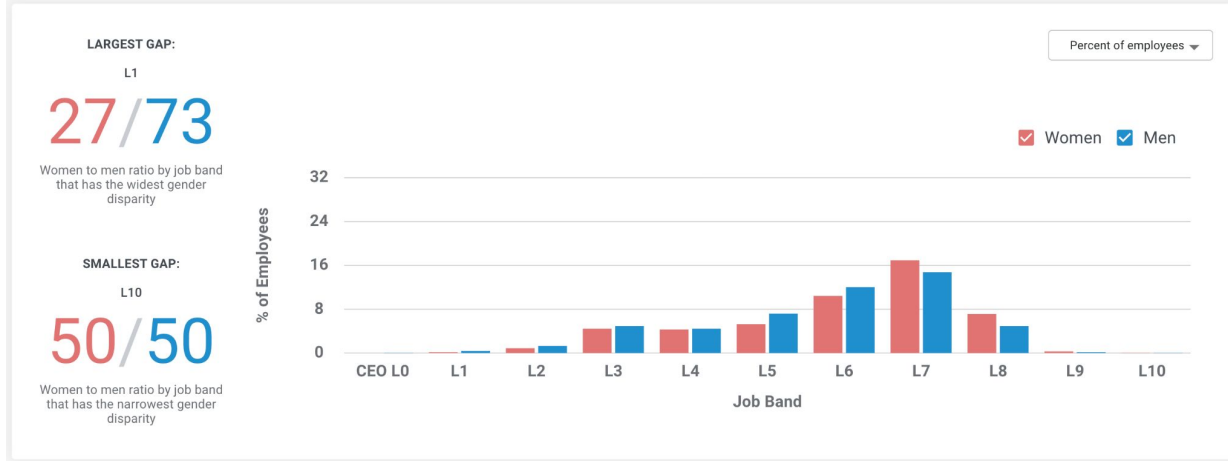
Source: 2021 Workforce Survey, MissionSquare Research Institute

Looking at Representation, Intersectionally

Gender Gap by Job Band ⓘ

Based on current employees only

ParityINDEX[®]



Are there more women than men at the lower ranks and more men than women at the top?

Looking further...

Race Gap by Job Band

Based on current employees only

LARGEST GAP:

L10

100/0

Ratio of white employees to employees of color of the Job Band that has the widest racial disparity

SMALLEST GAP:

L7

72/28

Ratio of white employees to employees of color of the Job Band that has the narrowest racial disparity

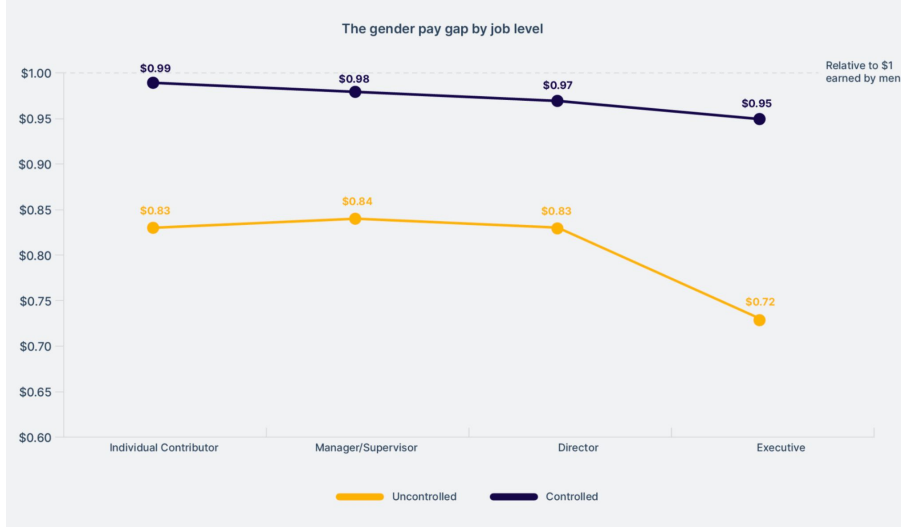


Across the US, people of color represent about 40% of the population.

We want to know, are there plenty of people of color at the lower ranks and few, if any, at the top?

Pay Parity by the Numbers

Public administration has one of the highest gender pay gaps of 21 industries and professions. Women in the field, on average, make 25 percent -- or \$16,900 -- less than men. The 7th widest among industries. (Only finance and insurance; professional, scientific and technical servicing; and mining and quarrying have a bigger gap)



As women move up in their career, the gap widens

Uncontrolled Gender Pay Gap (Opportunity Pay Gap):

Measures median salary for all men and all women regardless of job type, seniority, location, industry, years of experience, etc.

Controlled Gender Pay Gap (Equal Pay for Equal Work):

Measures pay for men and women with the same job and qualifications

Source: National Employment Matrix, U.S. Bureau of Labor Statistics, as included in Mission Square Research Institute infographic on State and Local Employment. 2021 and <http://www.payscale.com/data-packages/gender-pay-gap> 2023

Looking at Pay Parity Intersectionally

Pay Gap by Gender in Same Race

Based on current and past employees

LARGEST GAP:

Hispanic or Latino

43%

Race with the largest pay gap between genders by race

SMALLEST GAP:

Two or More Races

13%

Race with the smallest pay gap between genders by race

LARGEST GAP:

Asian

28%

Race with the largest pay gap between genders by race

SMALLEST GAP:

White

15%

Race with the smallest pay gap between genders by race

Are women paid less

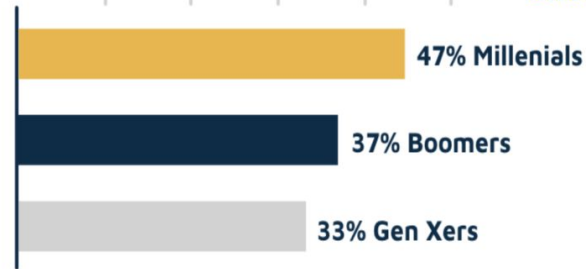


Recruitment by the numbers

"If I were looking for a new job tomorrow, a diverse and inclusive workplace would be important in my job search" (% agree)

% Agreement

0% 10% 20% 30% 40% 50%



Diversity attracts Millennials +

Source: Deloitte Millennial Survey (2018)



Looking at Recruitment Intersectionally

Recruitment by Gender and Job Band

Based on current and past employees

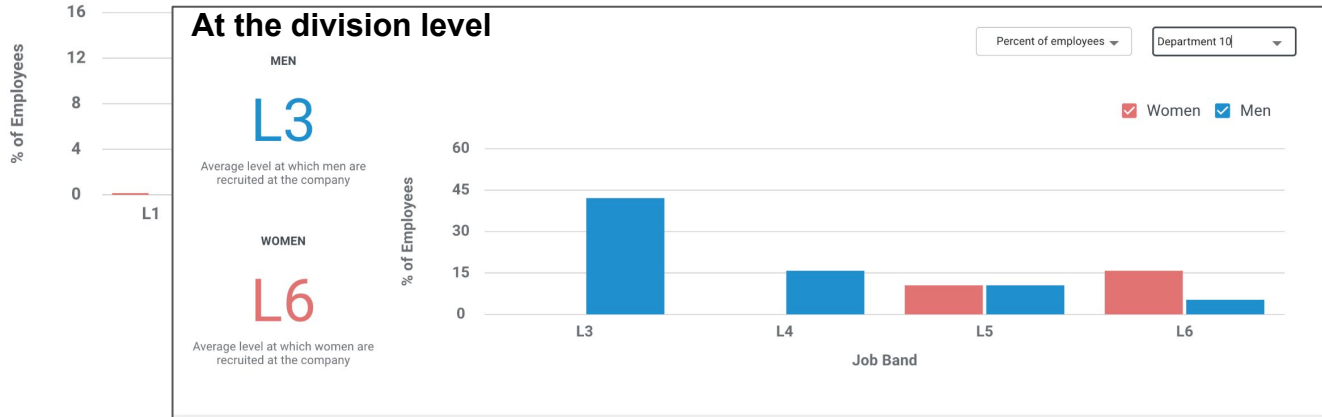
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Percent of employees | All Departments

Women Men

MEN
L7
Average level at which men are recruited at the company

WOMEN
L7
Average level at which women are recruited at the company



Attrition by the Numbers



Survey data: State and local workers say they are considering changing jobs because they want a higher salary or a better benefits package (52%), are burned out from stress during the pandemic (47%), and/or want better work-life balance (36%)



Looking at Attrition Intersectionally

Attrition by Race by Tenure

Based on past employees only

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People of color are leaving this organization 25% to 50% more than their white counterparts in the first three years of employment.

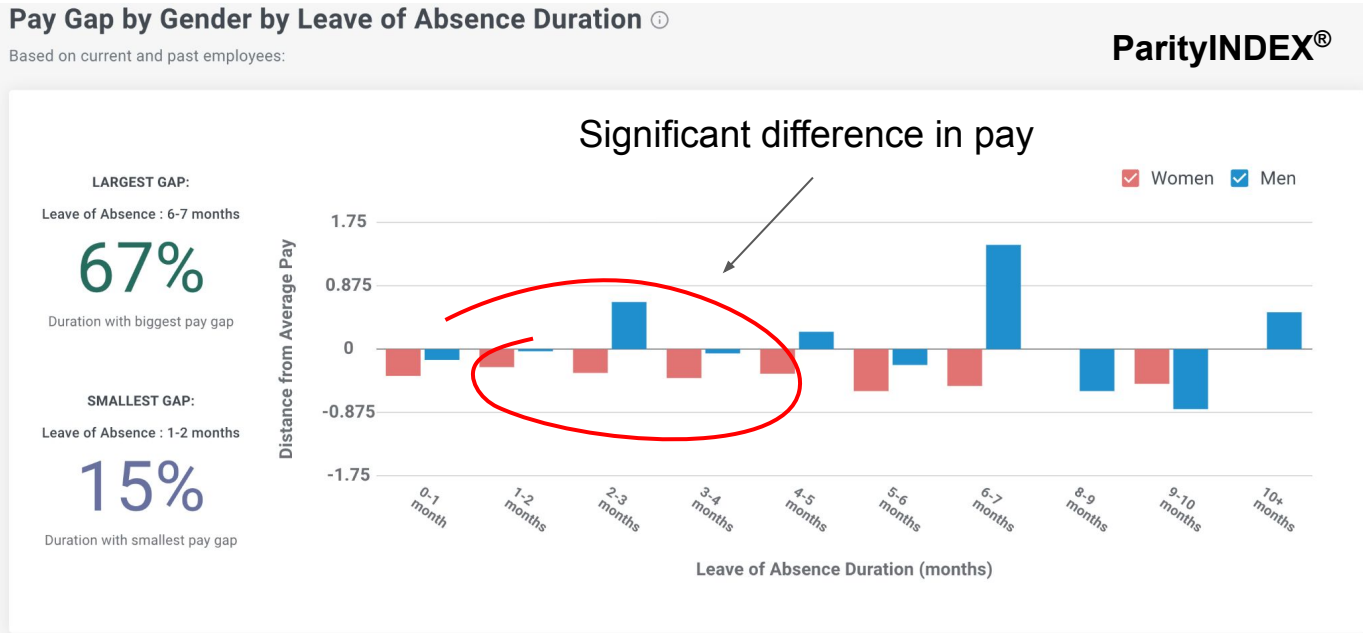
Leave of Absence by the numbers

A [study](#) by Census Bureau researchers found that between two years before the birth of a couple's first child and a year after, the earnings gap between opposite-sex spouses doubles. This is also known as the Motherhood Penalty (where earnings decrease for the mothers) and the Fatherhood Bonus (in which fathers' earnings actually increase) with the addition of a child into the family.



Looking at Leave of Absence Intersectionally

Are women paid less than their male counterparts when they both take the same amount of time off for family and other types of leave?



Looking further...

Pay Gap by Race by Leave of Absence Duration

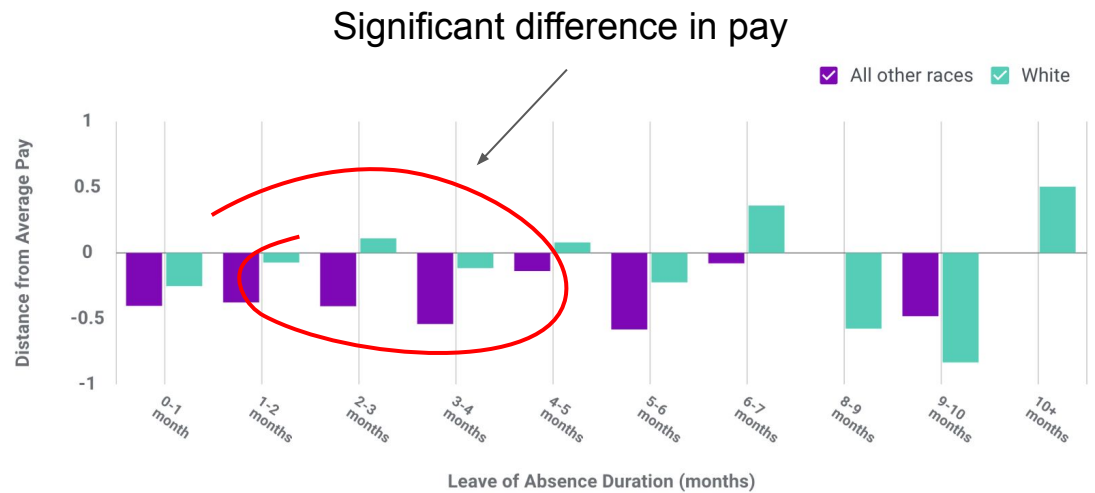
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Based on current and past employees

What about people of color compared to their white counterparts?

LARGEST GAP:
9-10 months
49%
Duration with biggest pay gap

SMALLEST GAP:
0-1 month
12%
Duration with smallest pay gap



Case Study: State of Utah

Need for an Updated Recruitment Strategy

The Problem: Who we are vs Who we serve

We used the ParityINDEX to look at our data intersectionality:

- Internal/External representation
- Recruitment by level
- Promotion pipeline

Impact:

- Community integration
- Outreach
- Skills based hiring



Case Study: State of Utah

Need for Meaningful Initiatives

The Problem: Intent vs Impact

We used the Parity INDEX to identify areas of opportunity

- Goal setting
- Strategic development
- Gap identification

Impact:

- Expanding Opportunity Framework
- Leadership Focus
- Culture focus



Case Study: State of Utah



New Insights:

Insight #1: Gap focus on gender and race didn't show all of the opportunities

Insight #2: Data is where we are, not who we are

Insight #3: Philosophy vs Application

“We can't promote inclusion with exclusion.”

We would love to hear your thoughts

We are looking for 5 states to
join us to show the impact of
measuring intersectionality.

Contact me:
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Join us to
Measure What Matters



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