

# 2020 Report on Women's Earnings in California State Civil Service Classifications

Report to the  
Governor and  
Legislature

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Cover Image: Cable Cars, San Francisco, California

## Executive Summary

The California Department of Human Resources (CalHR) is committed to closing the gender pay gap in state government. Since publishing the 2017 Report on Women's Earnings in California's Civil Service Classifications, CalHR has spent a considerable amount of time re-evaluating how it analyzes state employee compensation and demographic data for this report. We wanted to provide a better understanding of what's driving the gender pay gap. Beyond analyzing the data at a statewide level, this report analyzes the gender pay gap at the bargaining unit, occupation, and classification level. This new approach will allow the Administration to develop targeted strategies that could help close the statewide gender pay gap, as well as any bargaining unit, occupation, or classification level gender pay gap.

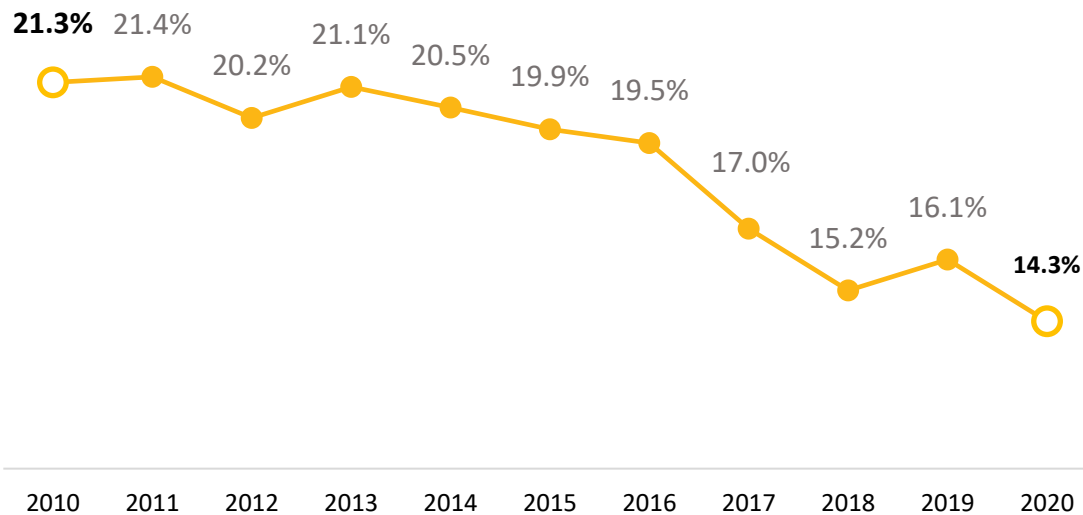
The research for this report has led us to two major conclusions:

1. The State of California is continuing to close the statewide gender pay gap for California civil service employees
2. The state's compensation practices are more equitable when analyzing gender pay at the bargaining unit, occupation, or classification level

## The State of California is Closing the Statewide Gender Pay Gap

Since 2010, the statewide gender pay gap has trended downward. This is primarily due to a greater representation of women in higher paying state jobs (see Chart 16). This demographic shift has brought the median base pay for both genders closer together, and helped reduce the gender pay gap over the past 10 years.<sup>1</sup> In 2010, the gender pay gap was 21.3 percent, and as of 2020, it was 14.3 percent.<sup>2</sup>

Chart 1: Statewide Gender Pay Gap in California State Civil Service Since 2010



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<sup>1</sup> Year-over-year volatility in the gender pay gap can be expected due to changes in the state workforce as employees retire and new employees are hired.

<sup>2</sup> The gender pay gap for 2010 through 2015 was calculated using the median monthly earnings from Table 3 in the 2015 Report on Women's Earnings in State Civil Service.

## Initiatives to Broaden and Diversify Applicants for State Jobs and Make the State Workplace More Inclusive

Since 2010, CalHR (previously the Department of Personnel Administration) has initiated a series of new policies, programs, and resources to help diversify the applicant pool for state jobs, and promote a more inclusive workplace.

### *State Jobs Website Modernized*

The state of California created its first jobs website in 2012. In 2016, CalHR significantly redesigned the jobs website ([CalCareers.ca.gov](https://calcareers.ca.gov)), which made it easier for job-seekers to find and apply for state jobs online.

### *State Civil Service Exams Offered Online*

In 2010, 46 civil service examinations were available online. As of 2020, the state's jobs website has 424 online civil service examinations.

### *State Jobs Advertised Online*

Since 2017, departments have been required to advertise all civil service vacancies a minimum of 10 business days on the state's jobs website<sup>3</sup> – in an effort to increase the applicant pool and make applying for state jobs more equitable. In 2020, 38,173 job postings were advertised on the state's jobs website.

### *Hiring Best Practices & Implicit Bias Training*

In 2016, CalHR re-designed its Hiring Best Practices curriculum for state human resources professionals to include guidance for using non-biased interviewing and screening criteria for state jobs. In 2020, CalHR started providing implicit bias (formerly called unconscious bias) training for state employees to promote a more diverse and equitable workplace.

### *Statewide Leadership Training for State Supervisors, Managers, and Executives*

Since 2017, CalHR has delivered mandatory training to 5,050 new-to-role supervisors, managers, and executives through the California Leadership Academy training program. The purpose of the California Leadership Academy is to provide supervisors, managers and executives the tools they need to lead and empower their teams through performance development and process improvement. Diversity, equity, inclusions, and implicit bias topics are interwoven throughout each course.

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<sup>3</sup> (CCR§249.2. Postings of Job Announcements on Websites or by Other Electronic Means)

### *Broader Recruitment Strategies*

In an effort to broaden the candidate pool for state jobs, CalHR and the Government Operations Agency (GovOps) partnered to create an “Employer of Choice” campaign for state government. The 2017 marketing campaign included print and online material to attract a talented and diverse candidate pool and specifically featured women in traditionally male-dominated occupations.

### *New Discrimination Complaint Tracking and Monitoring Unit*

In 2020, CalHR implemented a new Discrimination Complaint Tracking and Monitoring Unit to maintain statewide oversight of the collection and analysis of Equal Employment Opportunity (EEO) complaint data across all state departments.

### *Statewide Non-traditional Apprenticeship Program*

In 2017, the Government Operations Agency partnered with the Division of Apprenticeship Standards at the Department of Industrial Relations and Service Employees International Union Local 1000 to pilot an apprenticeship program in occupational sectors outside the building trades as a career development and succession management strategy. Since its inception, the pilot has grown to include three Information Technology and one Financial Services programs. It was transferred to CalHR in 2021 for further development and expansion to a true statewide program.

While it is difficult to quantify the effects of these initiatives, CalHR believes they have helped the state broaden its pool of candidates for state jobs, and promoted a more diverse and inclusive workplace.

## New Approach in This Report

Previous reports focused on the statewide gender pay gap. This report continues to analyze the statewide gender pay gap, but also compares the gender pay gap in more refined ways: within bargaining units, detailed occupations, and state classifications which will allow the Administration to develop targeted strategies to close gender pay gaps throughout state government.

## The Path Forward

In September 2019, Governor Newsom convened a full day of meetings for Executive Branch leaders to discuss how to ensure the state workplace is diverse, equitable, and reflects the values of a California for All. From these meetings, a “California Leads as an Employer” taskforce was established to address the following topics: Sexual Harassment and Discrimination Prevention and Response, Diversity and Inclusion, Public Safety Diversity, and Racial and Gender Pay Equity. These task forces were overseen by GovOps with assistance from CalHR, the State Personnel Board (SPB), and the Department of Finance (DOF).

Final recommendations of the taskforces were presented to the Governor in July 2021. The state utilized these recommendations to shape a bold vision to make the state workforce more inclusive and diverse; entailing core reforms to how the state recruits, onboards, develops, manages, and retains talent. CalHR’s program areas have begun efforts to align with the Governor’s “California Leads as an Employer” recommendations, and has requested additional resources to implement many of the recommendations. See page 34 for more detail on recommendations to address the gender pay gap.



## Purpose of the Report

CalHR prepared this report for the Legislature in accordance with Government Code section 19827.2. The law requires CalHR to review information relevant to the setting of salaries for “female-dominated” occupations.

This report is based on data from December 2020, and also includes contextual data dating back to 2010.<sup>4</sup>

Authority to compile this report derives from Title 2, Division 5, Part 2<sup>5</sup> of the California Government Code, and does not include information for those exempted from civil service status under Article VII, Section 4 of the California State Constitution, except where exempt executive pay is discussed.

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<sup>4</sup> Sources of data are from the California State Controller’s Office and the United States (U.S.) Census Bureau, and Bureau of Labor Statistics.

<sup>5</sup> Title 2, Division 5, Part 2 of the California Government Code includes GC Sections 18500 – 19799 which covers state civil service.

## What is the Gender Pay Gap?

The “gender pay gap” is an equality measure comparing the earnings of women and men across all jobs. Once a year the state compares the median base pay of male civil service employees with the median base pay of female civil service employees.<sup>6</sup> This “dollar” difference is converted to a percentage. A pay gap of 20 percent would mean that females earn 80 percent of the male median base salary. It is important to note, base pay does not include pay differentials, extended duty week compensation, or overtime pay.

## How is the Gender Pay Gap Calculated?

There are two steps for calculating the gender pay gap:

- Determine the median monthly pay for each gender
- Calculate the percentage difference in median pay

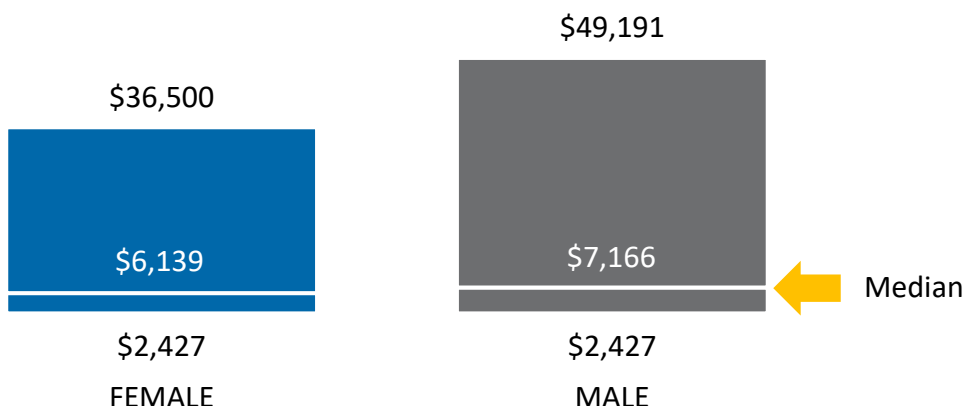
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<sup>6</sup> The monthly base salary in December of each year is used to compare the state civil service gender pay gap.

### Calculating the Gender Pay Gap: Determine the Median Base Pay by Gender

To find the median pay by gender, the base pay for all full-time civil service female and male workers is separately arranged from high to low. The median is then identified – meaning half of the salaries are above and half are below. Monthly base pay for females and males is displayed in the chart below. Female monthly base pay is represented by the blue bar on the left, and male monthly base pay is represented by the grey bar on the right. The white line represents where the median base pay is located in each bar. As of 2020, the median monthly pay for women was \$6,139, and \$7,166 for men.

Chart 2: Maximum, Median, and Minimum Monthly Base Pay in 2020<sup>7</sup>



### Calculating the Gender Pay Gap: Calculate the Percentage Difference in Median Pay

Next, the median base pay for women is divided by the median base pay for men. This produces a ratio, which in this case, is 85.7 percent.

$$\text{\$6,139} / \text{\$7,166} = 85.7\%$$

This ratio is often expressed in terms of dollars and cents when discussing the gender pay gap. For example, this could be expressed as women earn 86 cents compared to each dollar earned by men. To turn this ratio into a pay gap, the 85.7 percent is subtracted from 100 percent, which produces a gender pay gap of 14.3 percent.

$$100\% - 85.7\% = 14.3\%$$

Accordingly, 14.3 percent is the California state civil service gender pay gap for 2020.

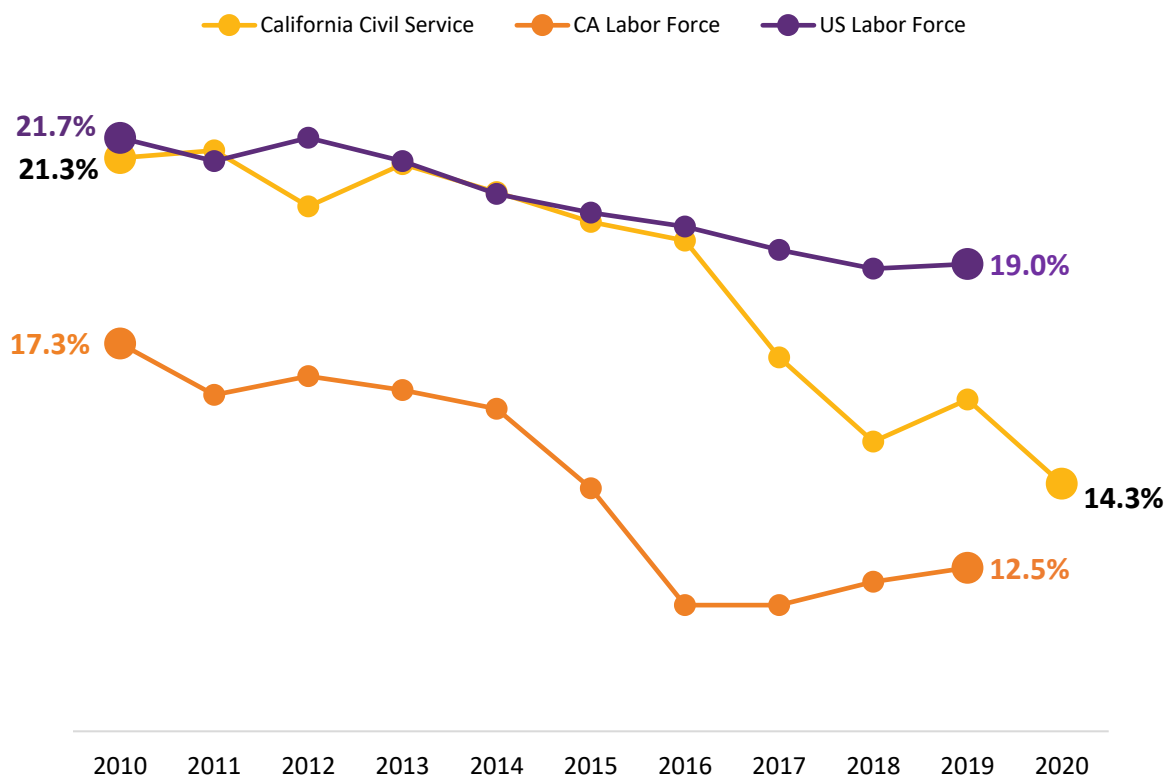
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<sup>7</sup> The highest female monthly base salary in December 2020 was “Receiver’s Medical Executive.” The highest male monthly base salary was “Chief Investment Officer, CalSTRS.”

## The Gender Pay Gap for California's Civil Service Closed Faster than in the U.S. Labor Market

Since 2010, the state has made more progress in closing the gender pay gap (from 21.3 percent to 14.3 percent) than the labor market nationally. For several years, the gender pay gap in California's Civil Service has been lower than the national pay gap. The labor market data for median pay by gender originates from the U.S. Census Bureau's American Community Survey 1-Year estimates for 2010 through 2019.<sup>8</sup> According to the Census, survey response was inconsistent in 2020 during the early months of the pandemic,<sup>9</sup> and it was unable to release 1-Year estimates for 2020.

Chart 3: Comparing the Gender Pay Gap in California's Civil Service with California and U.S. Labor Markets Between 2010 and 2020



<sup>8</sup> ACS 1-Year Estimates Detailed Tables 2010 through 2019, retrieved on 12/08/2021:

[https://data.census.gov/cedsci/table?t=Occupation&g=0100000US\\_0400000US06&tid=ACSDT1Y2019.B24022](https://data.census.gov/cedsci/table?t=Occupation&g=0100000US_0400000US06&tid=ACSDT1Y2019.B24022)

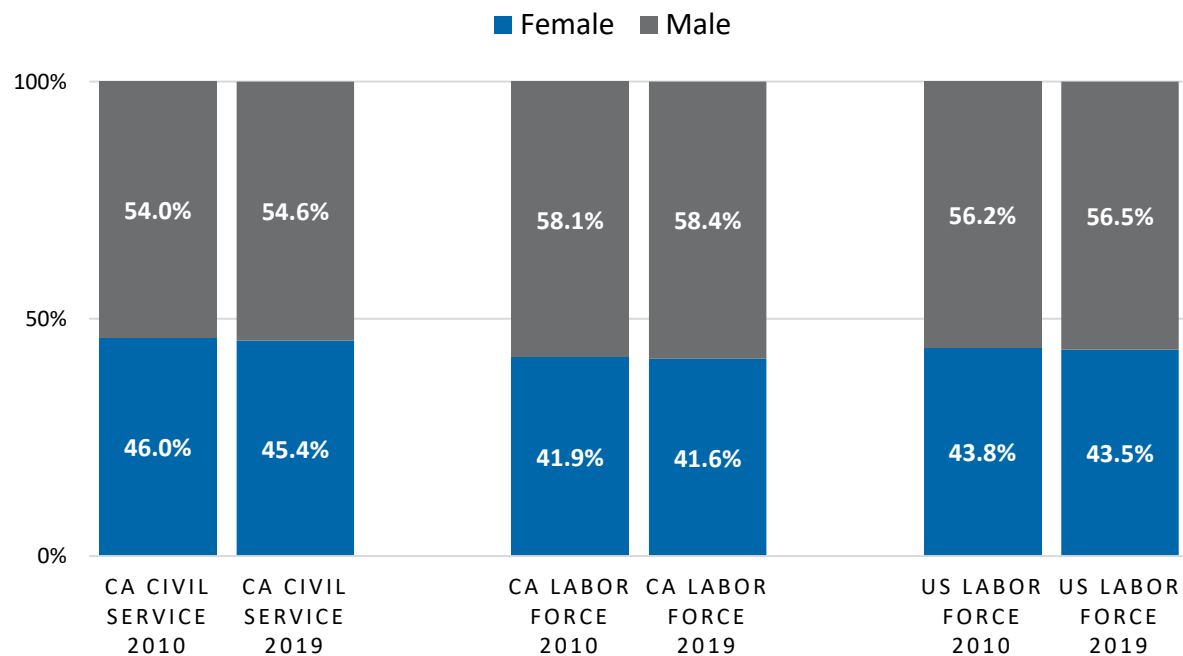
<sup>9</sup> Addressing Nonresponse Bias in the American Community Survey During the Pandemic Using Administrative Data

[https://www.census.gov/library/working-papers/2021/acs/2021\\_Rothbaum\\_01.html](https://www.census.gov/library/working-papers/2021/acs/2021_Rothbaum_01.html)

## Women Are Better Represented in California Civil Service Jobs than in the California or U.S. Labor Markets

California's state civil service employs a larger share of female workers than the California or U.S. labor market. However, between 2010 and 2019, the share of women employed in the state's civil service has declined by 0.6 percent, while the share of women in the California and U.S. Labor Markets declined by 0.3 percent during the same period.<sup>10</sup>

Chart 4: Comparing Full-Time Employment in California State Civil Service with California and U.S. Labor Markets in 2010 and 2019



<sup>10</sup> ACS 1-Year Estimates Detailed Tables 2010 through 2019, retrieved on 12/14/2021:  
[https://data.census.gov/cedsci/table?t=Occupation&g=0100000US\\_0400000US06&tid=ACST1Y2019.S2402](https://data.census.gov/cedsci/table?t=Occupation&g=0100000US_0400000US06&tid=ACST1Y2019.S2402)

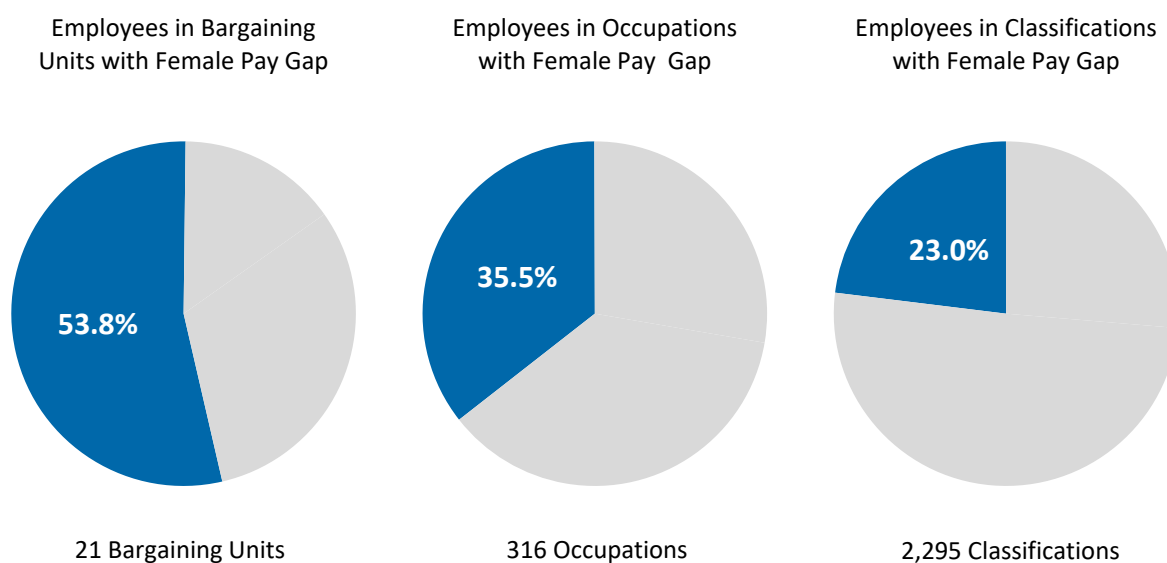
## New Approach: More Focused Comparison Shows Fewer Employees Affected by a Gender Pay Gap

The 14.3 percent statewide gender pay gap is derived by comparing salaries paid to all full-time civil service state workers in 2020, regardless of occupation or job. But median pay and pay gaps can be compared in more refined ways, providing more context for understanding the gender pay gap in California's civil service.

This report now calculates a gender pay gap for each of the state's 21 bargaining units, 316 detailed occupations, and 2,295 state civil service classifications.

As illustrated in the chart below, the percentage of state employees affected by the gender pay gap is reduced dramatically when compared within their respective bargaining unit, occupation, or classification.

Chart 5: Percentage of Employees in Bargaining Units, Occupations, and Classifications with a Female Pay Gap



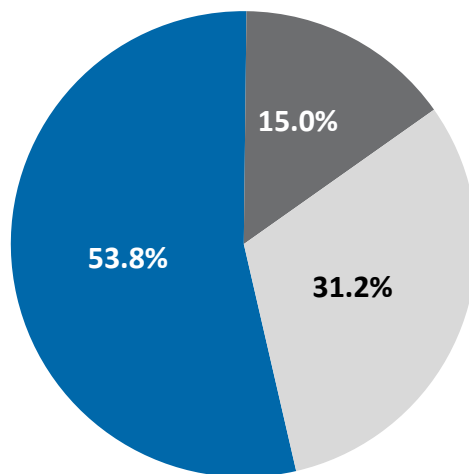
## New Approach: Comparing the Gender Pay Gap by Bargaining Unit

Since 1982, most of California's civil service employees have been grouped into different bargaining units, each representing different professions and occupations. It is possible to compare the median pay for women and men within each bargaining unit to see if there is a gender pay gap.

Overall, about 54 percent of represented state employees were in a bargaining unit where there was a female gender pay gap in 2020.<sup>11</sup>

Chart 6: Percentage of Employees in Bargaining Units with Gender Pay Gap in 2020

■ Female Pay Gap ■ Male Pay Gap ■ No Pay Gap

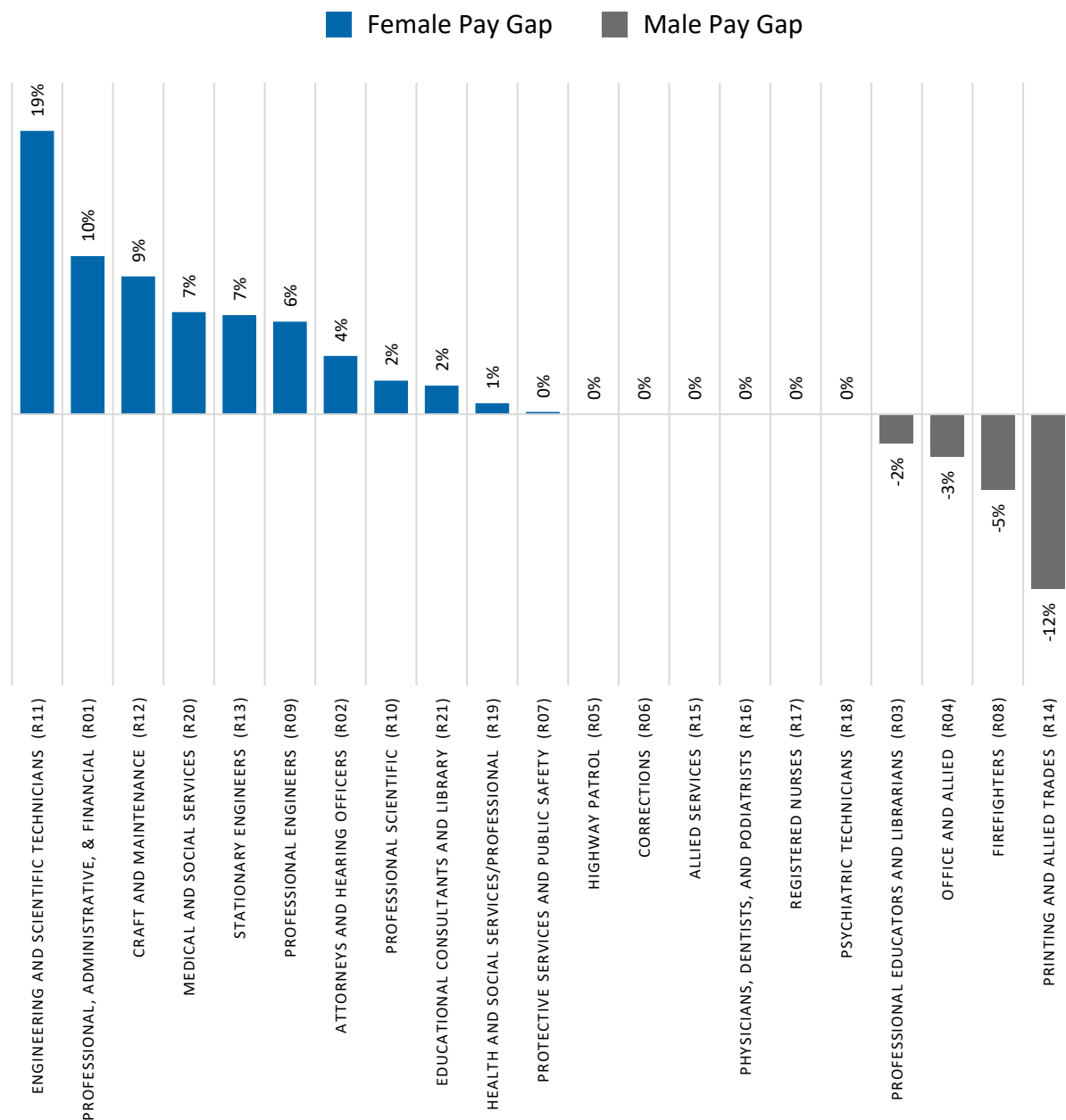


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<sup>11</sup> Pay gaps were rounded to the whole percent, so a difference in median pay between genders of less than half a percent (0.5%) was not considered a pay gap.

The chart below illustrates that in 2020, there was a female pay gap in 10 bargaining units, no pay gap in seven units, and a male pay gap (because the median pay for men was lower than median pay for women) in four units.<sup>12</sup>

Chart 7: Gender Pay Gap by Bargaining Unit in 2020



<sup>12</sup> Pay gaps were rounded to the whole percent, so a difference in median pay between genders of less than half a percent (0.5%) was not considered a pay gap.



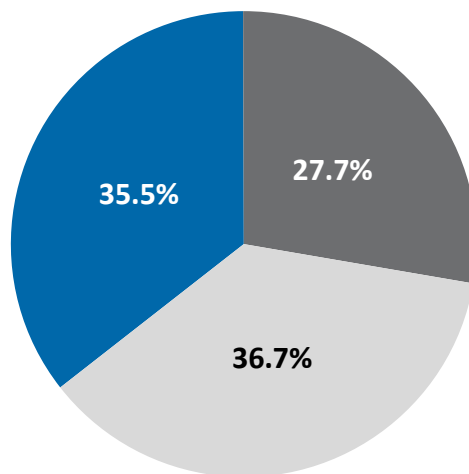
## New Approach: Comparing the Gender Pay Gap within Detailed Occupations

State classifications have been mapped to more than 300 federally defined detailed occupations. Some bargaining units represent state employees associated with one occupation, while others represent employees working in dozens. For a more refined analysis, we now compare pay within detailed occupations.

As of 2020, about 36 percent of state employees were working in an occupation with a female pay gap.<sup>13</sup>

Chart 8: Percentage of Employees in Occupations with Gender Pay Gap in 2020

■ Female Pay Gap ■ Male Pay Gap ■ No Pay Gap

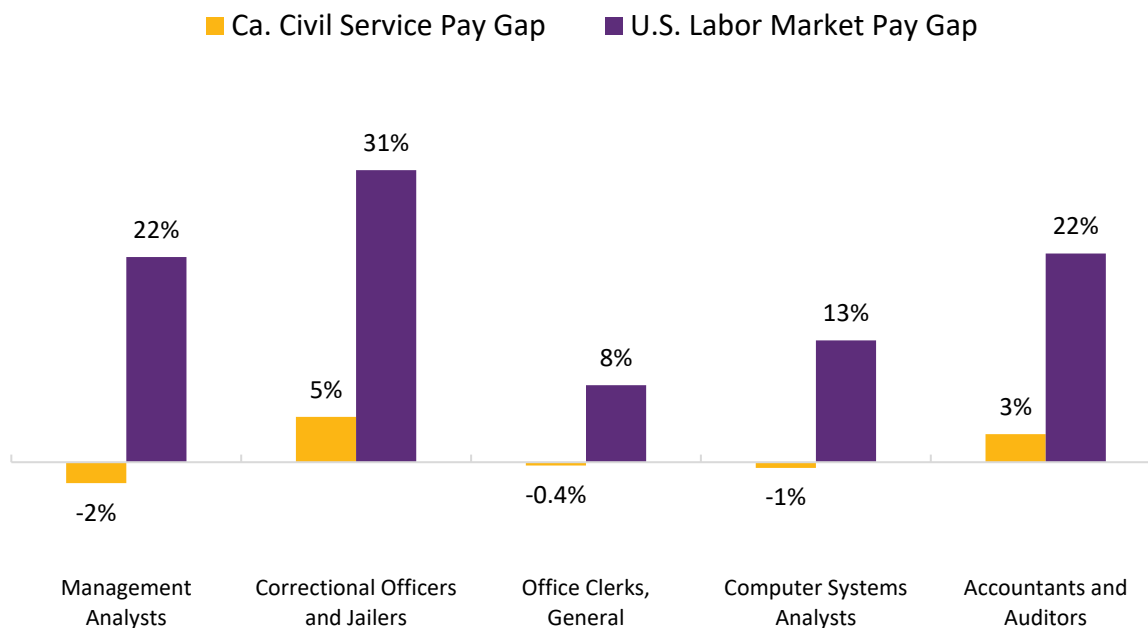


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<sup>13</sup> Pay gaps were rounded to the whole percent, so a difference in median pay between genders of less than half a percent (0.5%) was not considered a pay gap.

When looking at the five occupations where the most state workers are employed, there is a very small gender pay gap.<sup>14</sup> The chart below illustrates there is a much larger gender pay gap for women in the U.S. Labor Market in the same five occupations.<sup>15 16</sup>

Chart 9: Comparing Gender Pay Gap in California Civil Service with U.S. Labor Market



<sup>14</sup> State civil service's five largest detailed occupations as of December 2020: Management Analysts (24,192); Correctional Officers (22,062); Office Clerks (10,942); Computer Systems Analysts (9,464); Accountants and Auditors (7,263).

<sup>15</sup> U.S. Labor Market Pay Gap from Bureau of Labor Statistics Table 39. Median weekly earnings of full-time wage and salary workers by detailed occupation and sex. <https://www.bls.gov/cps/cpsaat39.htm>

<sup>16</sup> A comparable occupation level gender pay gap report is not available for the California Labor Market.

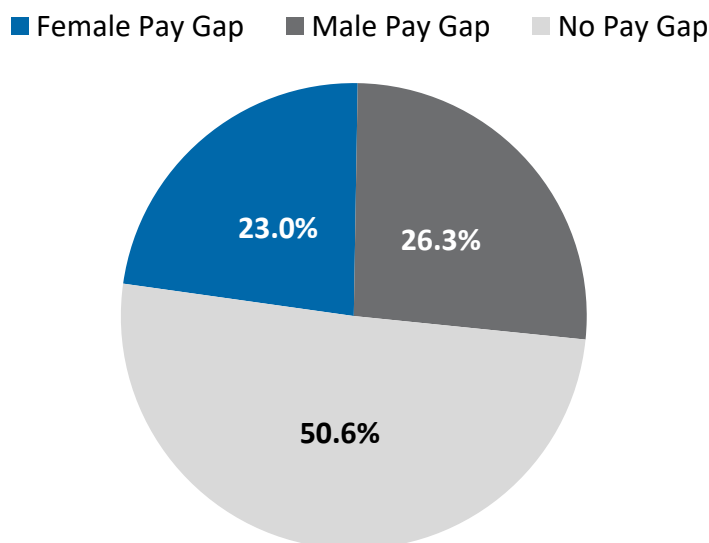
## New Approach: Comparing the Gender Pay Gap within Classifications

The most refined analysis comes from comparing how males and females are paid within state classifications. When this is done, it is evident the state is more equitable when compensating employees performing similar work. This is primarily because state civil service employees are paid within a prescribed pay range. Most employees do not negotiate a starting salary, a practice that is much more common in the private sector. Employees typically start at the minimum salary and progress over time to the maximum salary of the range. For many state classifications that can take up to five years. Fluctuations to the gender pay gap within state classifications are primarily driven by seniority or where an employee falls within the prescribed pay range for a specific classification.

The chart below illustrates two major takeaways when analyzing the gender pay gap at the classification level<sup>17</sup>:

- A majority of state employees were in classifications with no gender pay gap
- The remaining employees were distributed fairly even between classifications with a female pay gap or a male pay gap

Chart 10: Percentage of Employees in Classifications with Gender Pay Gap in 2020



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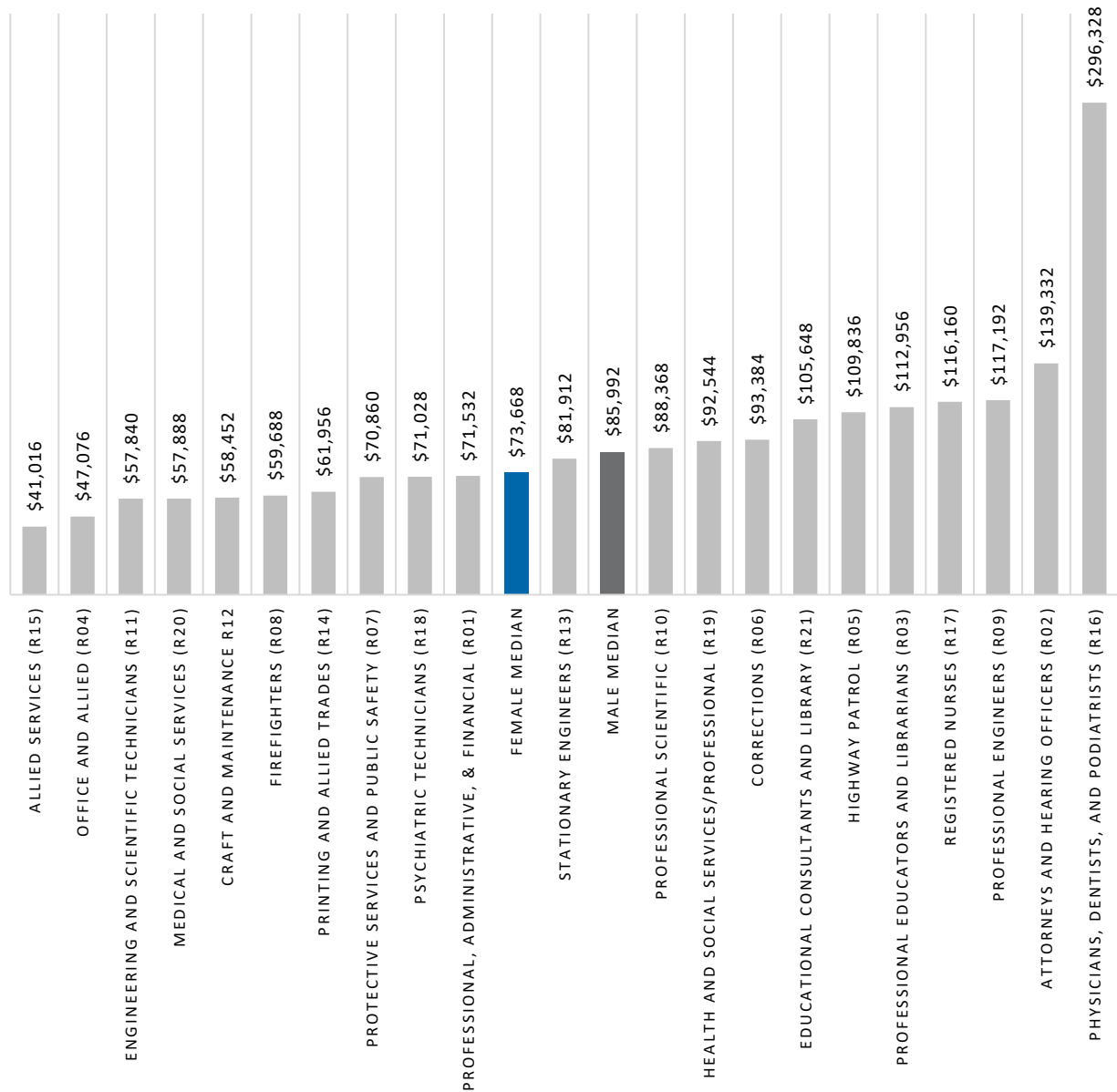
<sup>17</sup> Pay gaps were rounded to the whole percent, so a difference in median pay between genders of less than half a percent (0.5%) was not considered a pay gap.

## New Framework:

### Understanding What Drives the Gender Pay Gap

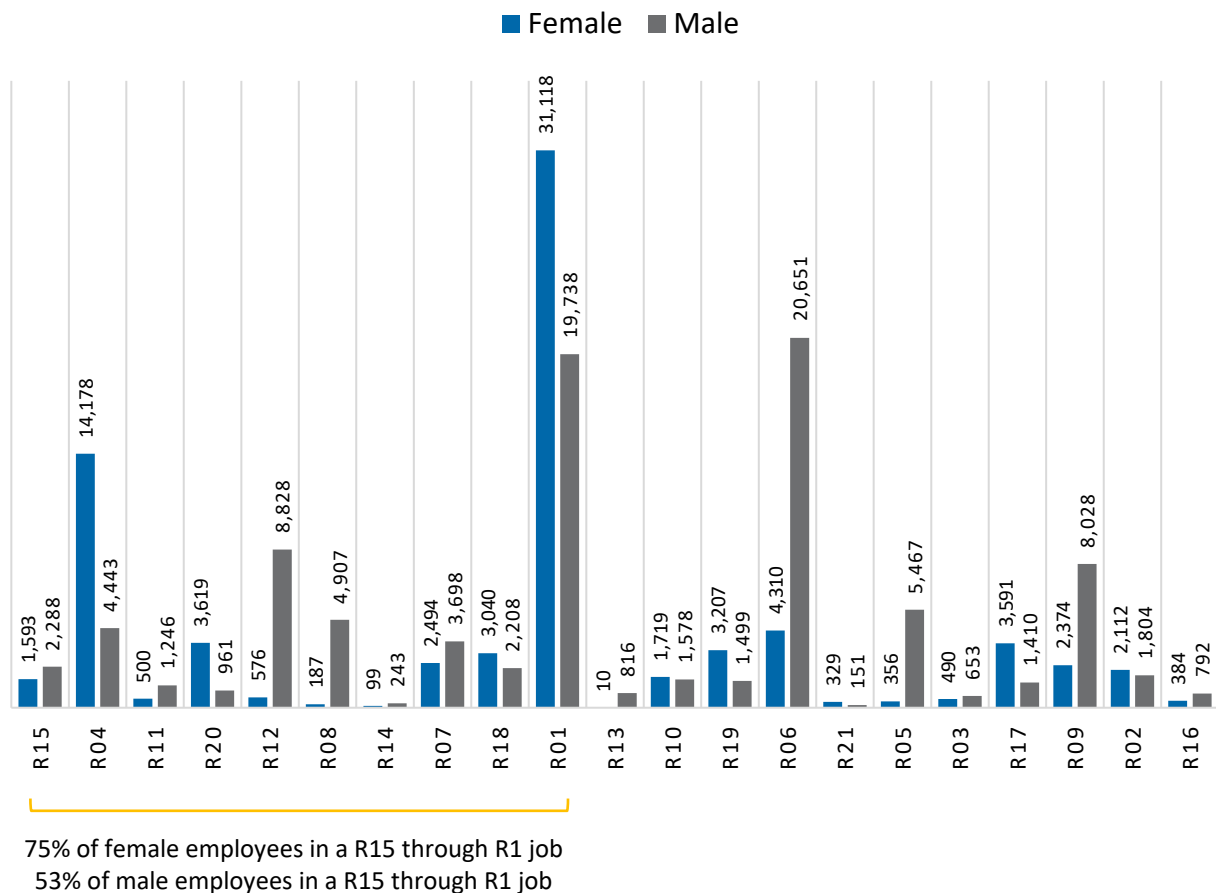
How state employees are paid within different bargaining units has a significant impact on the statewide gender pay gap. Eighty-two percent of full-time state civil service employees work in a classification represented by one of the 21 bargaining units. Salaries negotiated for each unit drives the statewide median pay for both genders. The chart on the following page shows the bargaining units arranged by median annual base pay, from low to high. The statewide annualized median pay for female and male employees is inserted in between the annual median base pay for each bargaining unit.

Chart 11: Annual Median Base Pay by Gender and Bargaining Unit in 2020



The chart below shows the representation of female and male workers within each bargaining unit. More women than men are employed in a bargaining unit on the lower end of the median pay spectrum (75 percent compared to 53 percent).

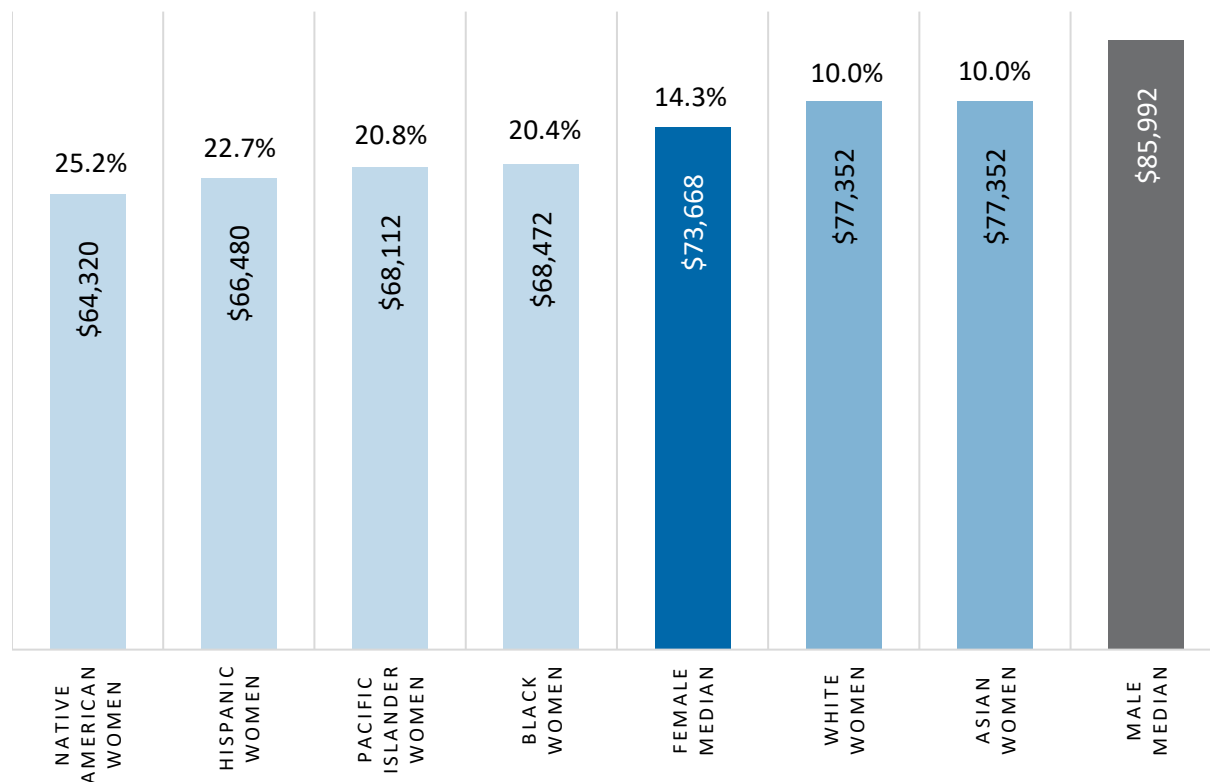
Chart 12: Female and Male Employees by Bargaining Unit in 2020



## The Gender Pay Gap Differs by Ethnic Group

A gender pay gap can also be calculated for women by ethnic group. This is accomplished by comparing each group's median pay to the median pay for all male employees. In the chart below the annual median base pay and gender pay gap is displayed for women, by ethnic group, along with the statewide annual median base pay for all women and all men. In 2020, the gender pay gap for Native American, Hispanic, Pacific Islander, and Black women was higher than the statewide female pay gap. The gender pay gap for White and Asian women was lower than the statewide female pay gap.

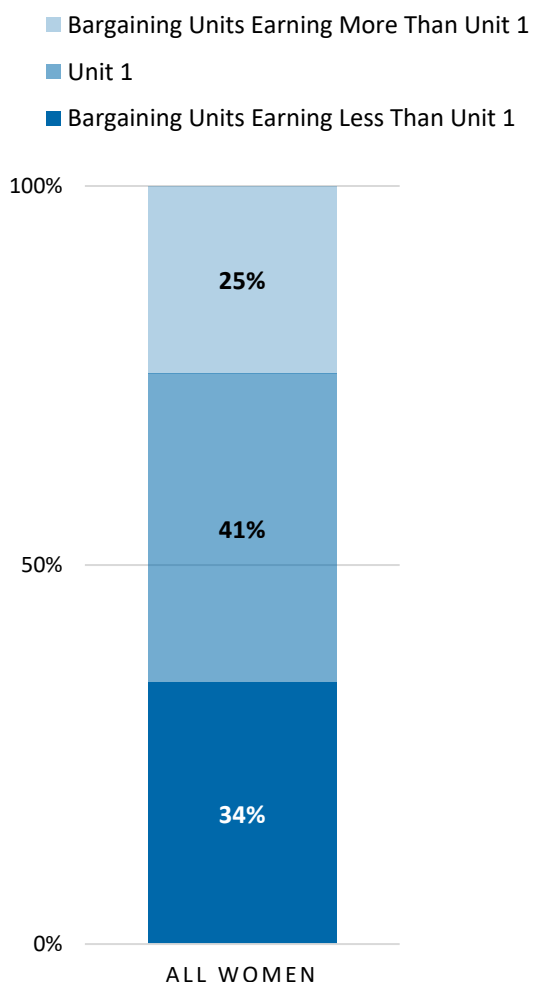
Chart 13: Annual Median Base Pay and Gender Pay Gap for Women by Ethnicity in 2020



## Bargaining Unit Membership Explains Median Pay

The charts below and on the following page summarize the percentage of female employees in one of three categories: bargaining units where the median base pay is higher than Unit 1, Unit 1 (near the female median base pay), and bargaining units where the median base pay is lower than Unit 1.

Chart 14: Percentage of Represented Women in Bargaining Units

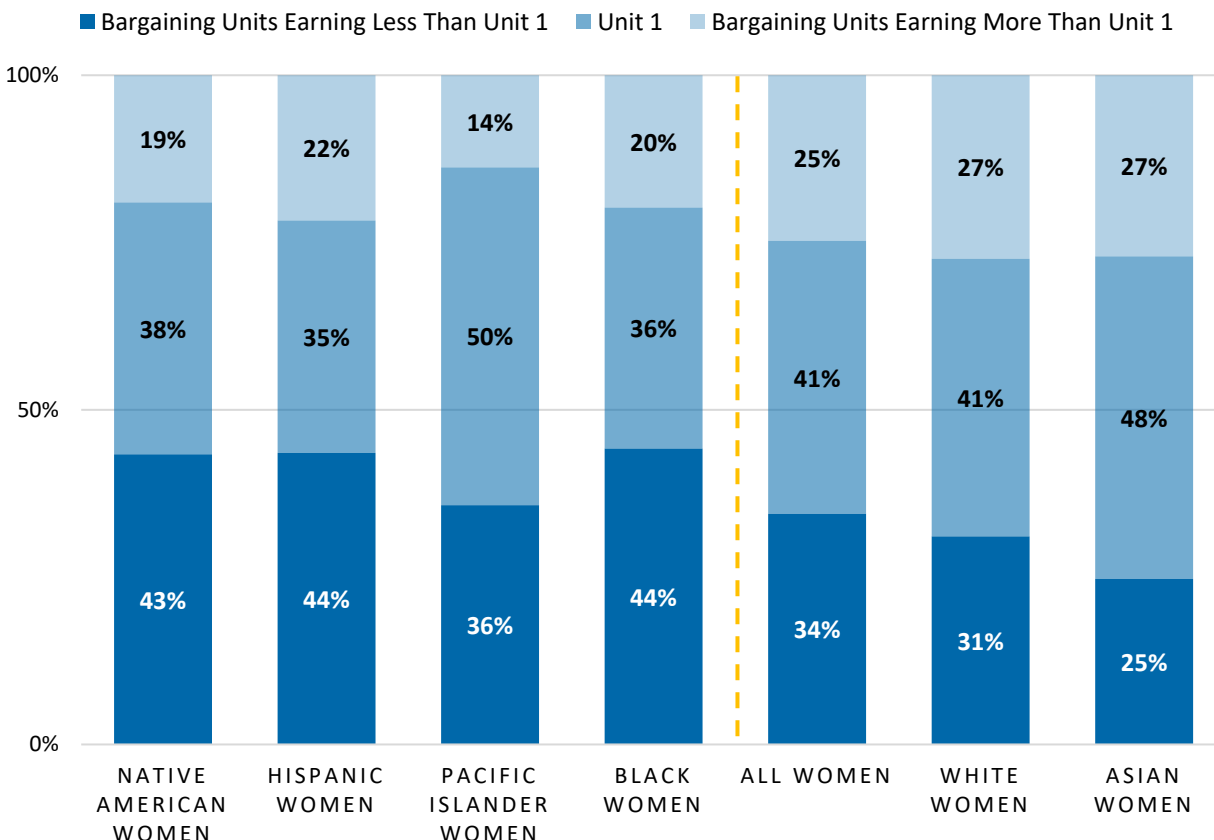


Statewide, 41 percent of all represented women were working in a Unit 1 job in 2020, which means the median pay for all women will be near a Unit 1 job. But the percentage of women in a Unit 1 job changed depending on the ethnic group. In fact, the concentration of women in different bargaining units directly impacted the median base pay for each group.



By comparing the percentage of women in different bargaining units, it becomes clear how this is impacting the median pay for women in different ethnic groups.

Chart 15: Percentage of Women by Ethnicity in Bargaining Units<sup>18</sup>



To the left of the yellow dotted line in the chart above, a relatively high percentage of Native American, Hispanic, Pacific Islander, and Black women are in a bargaining unit earning less than Unit 1. The 50 percent line in the chart indicates that the median salary would be near the bottom of the salary range for a Unit 1 job for these groups.

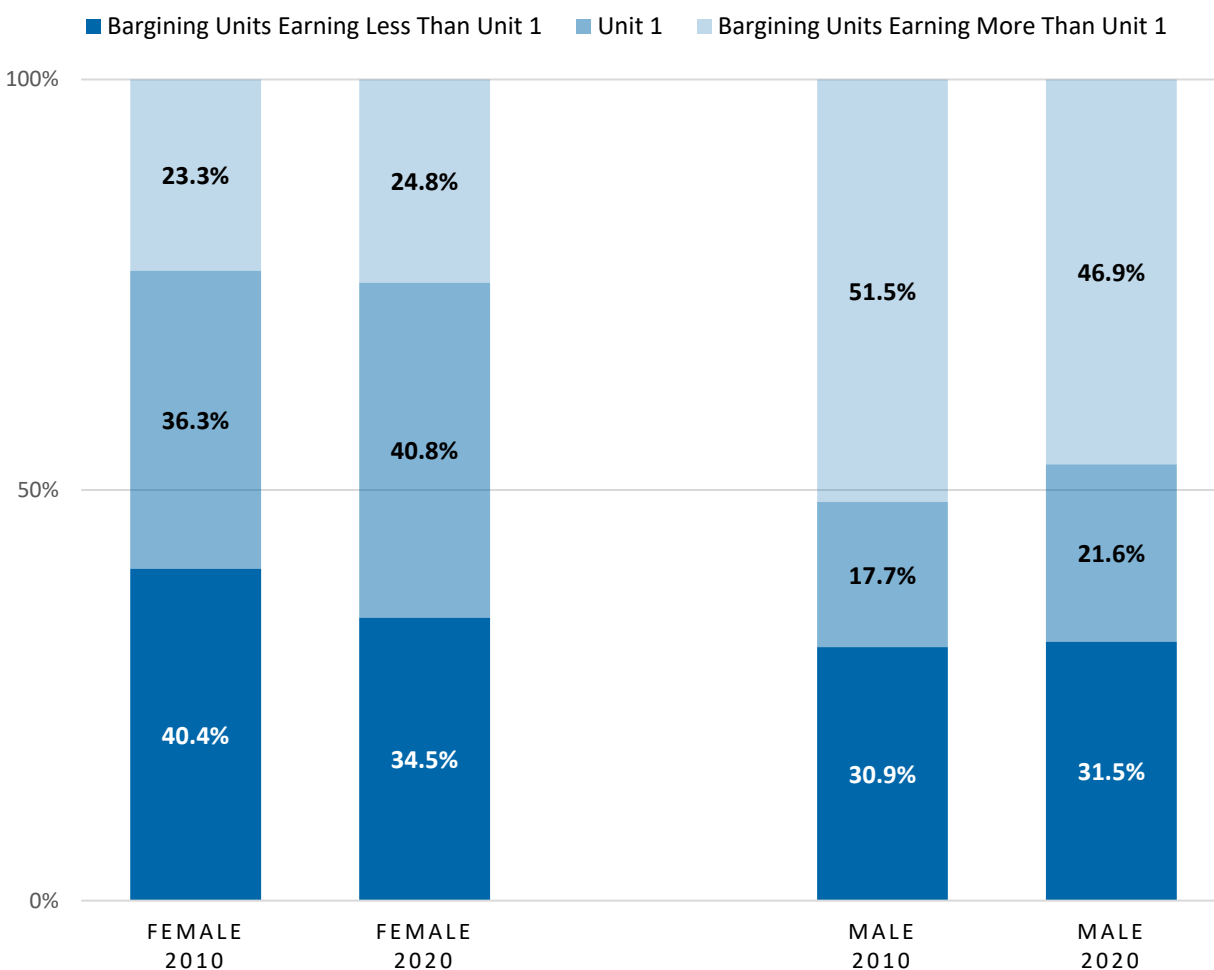
By contrast, to the right of the yellow dotted line, a relatively small percentage of White and Asian women are in a bargaining unit earning less than Unit 1. Just as important, a higher percentage of these women were employed in a job represented by a bargaining unit earning more than Unit 1. The 50 percent line in the chart indicates that the median salary for these groups would be near the middle or upper end of the salary range for a Unit 1 job.

<sup>18</sup> Percentages do not always equal 100 percent, due to rounding.

## Larger Share of Women in Bargaining Units Above the Female Median Have Helped Close the Gender Pay Gap in State Civil Service

When comparing the concentration of women and men in different bargaining units in 2010 and 2020, it becomes clear that changes in gender representation in state jobs has helped close the gender pay gap since 2010. A larger share of women were employed in bargaining units with higher paying jobs. This has moved up the median pay for women over the past 10 years. Meanwhile, the share of men in bargaining units with higher paying jobs has declined since 2010. Just as important, the percent of men in Unit 1 has increased over the past 10 years. The combination of trends helped narrow the gender pay gap, moving the median pay for both genders closer to a Unit 1 job.

Chart 16: Percentage of Females and Males by Bargaining Units in 2010 and 2020

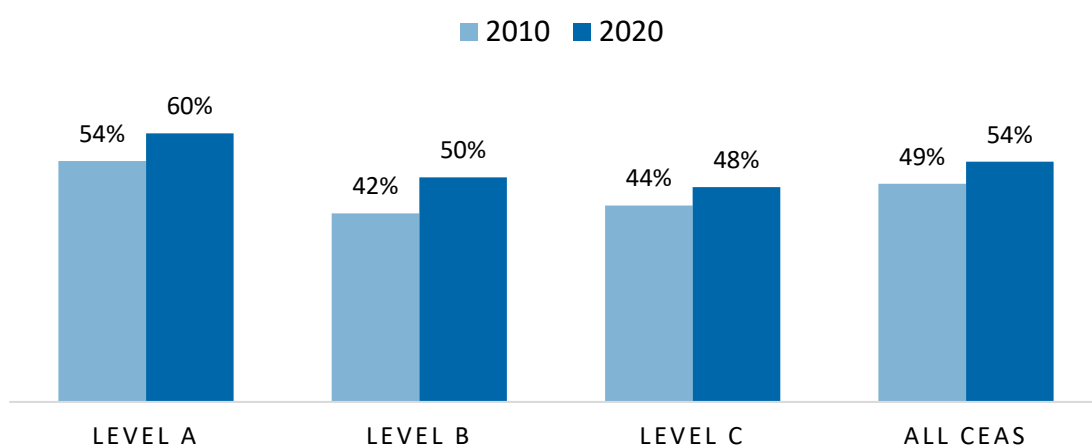


## Expanded Transparency:

### Comparing Gender Representation for Civil Service and Exempt Executives in State Government in 2010 and 2020

Since 2010, the state has increased female representation in civil service executive positions. The chart below compares the percentage of women in 2010 and 2020, in the civil service Career Executive Assignment (CEA) classification.

Chart 17: Percentage of Women in Career Executive Assignments in 2010 and 2020<sup>19</sup>

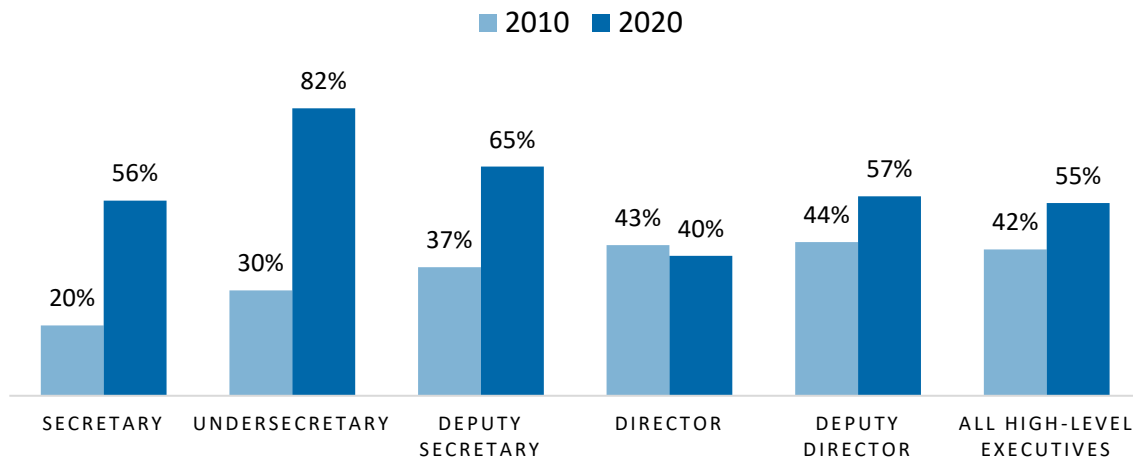


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<sup>19</sup> For 2010, CEAs in Alternate Ranges 1 and 2 are represented as Level A, Alternate Ranges 3 and 4 are represented as Level B, and Alternate Range 5 is represented as Level C.

The state has made even more progress in increasing female representation in high-level executive positions (positions exempt from civil service hiring rules), of which most are appointed by the Governor. In 2010, women were 42 percent of high-level exempt executives, and as of 2020, they were 55 percent.

Chart 18: Percent of Women in High-Level Exempt Positions in 2010 and 2020



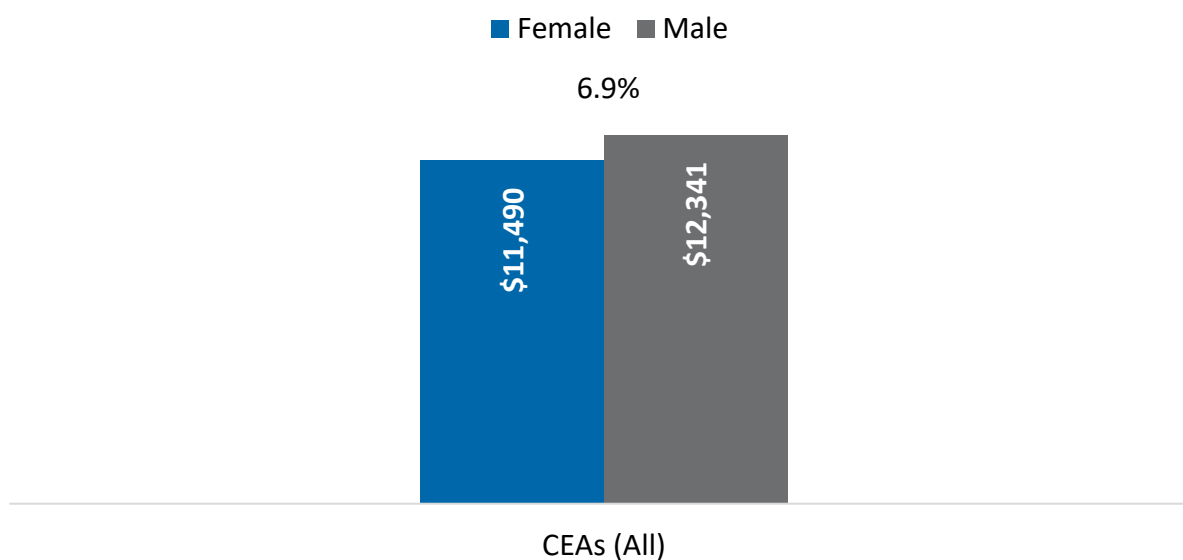
## Comparing the Gender Pay Gap for Civil Service Executives

A “Career Executive Assignment” (CEA) is an appointment to a high administrative and policy influencing position within state civil service in which the incumbent’s primary responsibility is the managing of a major function or the rendering of management advice to top-level administrative authority. As of 2020, the median pay for male CEAs was higher than female CEAs.

The CEA is a very broad classification, with no written classification specification. Each job is assumed to be unique.

For the entire CEA classification, there was a 6.9 percent female pay gap in 2020.<sup>20</sup>

Chart 19: Monthly Median Pay and Gender Pay Gap for Civil Service Executives in 2020



<sup>20</sup> This analysis is restricted to the Career Executive Assignment classification, class code 7500.

## Levels for Civil Service Executives (CEAs)

CEA positions are established at one of three levels, based on duties and responsibilities:

### CEA Level A

Supervisory/ administrative experience in a line or staff activity, including the execution and/or evaluation of program policies.

### CEA Level B

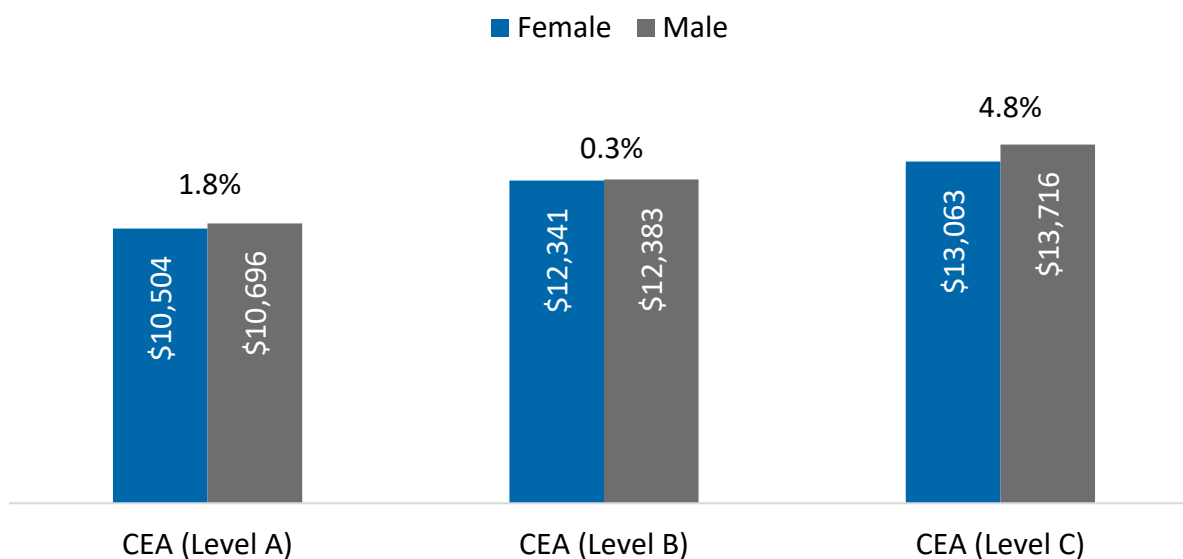
Broad administrative or program manager experience with substantial participation in the formulation, operation, and/or evaluation of program policies.

### CEA Level C

Extensive managerial and program administrative experience which has included substantial responsibility for a combination of management functions such as program planning; policy formulation; organization coordination and control; and fiscal and personnel management.

When comparing the median base pay within each level, the median was close for women and men for Level A and B. However, there was a higher gender pay gap for Level C in 2020.

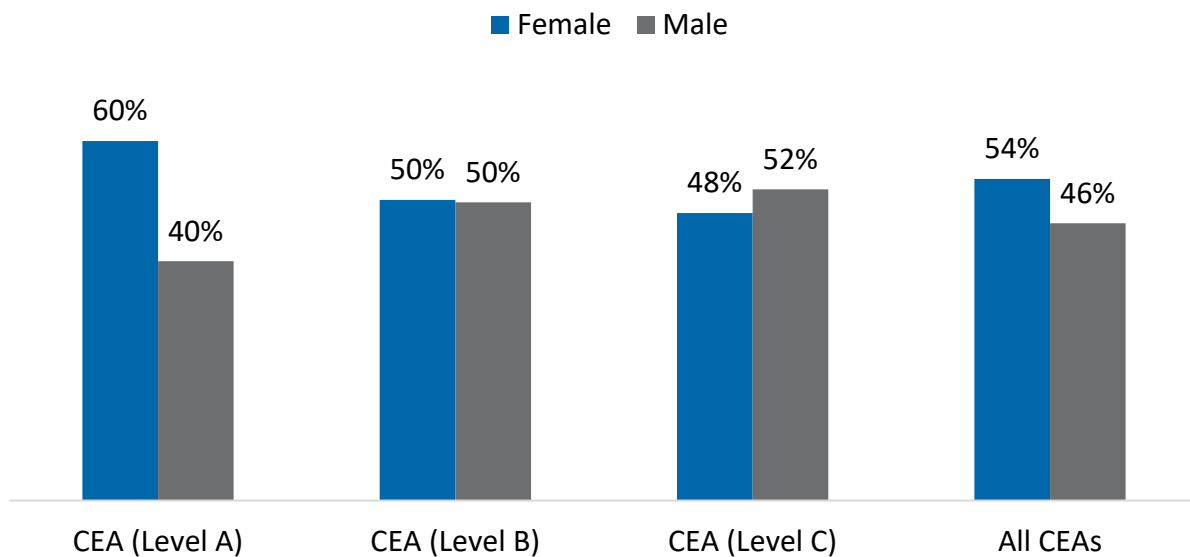
Chart 20: Monthly Median Pay and Gender Pay Gap for CEAs by Level in 2020



### Women Are Well Represented in Civil Service Executive Positions

The gender makeup of Levels B and C were comparable in 2020. Meanwhile, women made up 60 percent of CEAs at Level A, which means women were a majority of CEAs statewide. However, because women comprised such a large percentage of CEAs at Level A, that effectively moved down the overall median base pay for female CEAs relative to male CEAs.

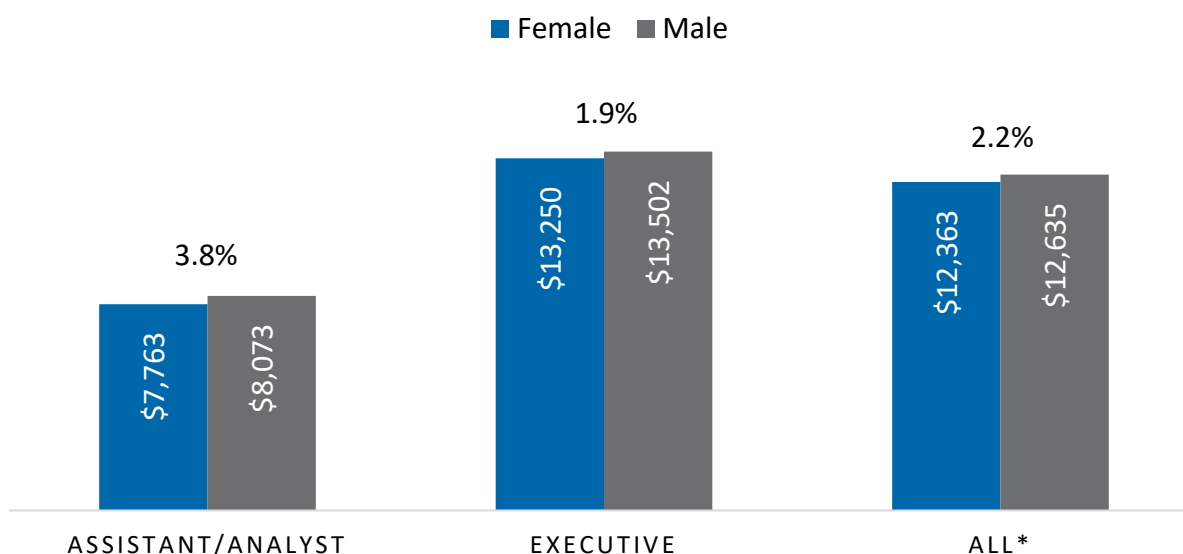
Chart 21: Percent of Civil Service Executives in Each Level by Gender in 2020



## Comparing the Gender Pay Gap for Non-Civil Service Executive Positions

California's State Constitution provides that members of boards and commissions, appointees of the Governor, and one appointee of each Governor's appointee shall be exempt from civil service.<sup>21</sup> These employees are referred to as "exempt employees" for the purpose of this report. In the chart below, exempt employees have been grouped into two categories: Assistants and Analysts, and Executives.<sup>22</sup> There was a very small gender pay gap among these two categories in 2020.

Chart 22: Monthly Median Pay and Gender Pay Gap for Exempt Employees in 2020



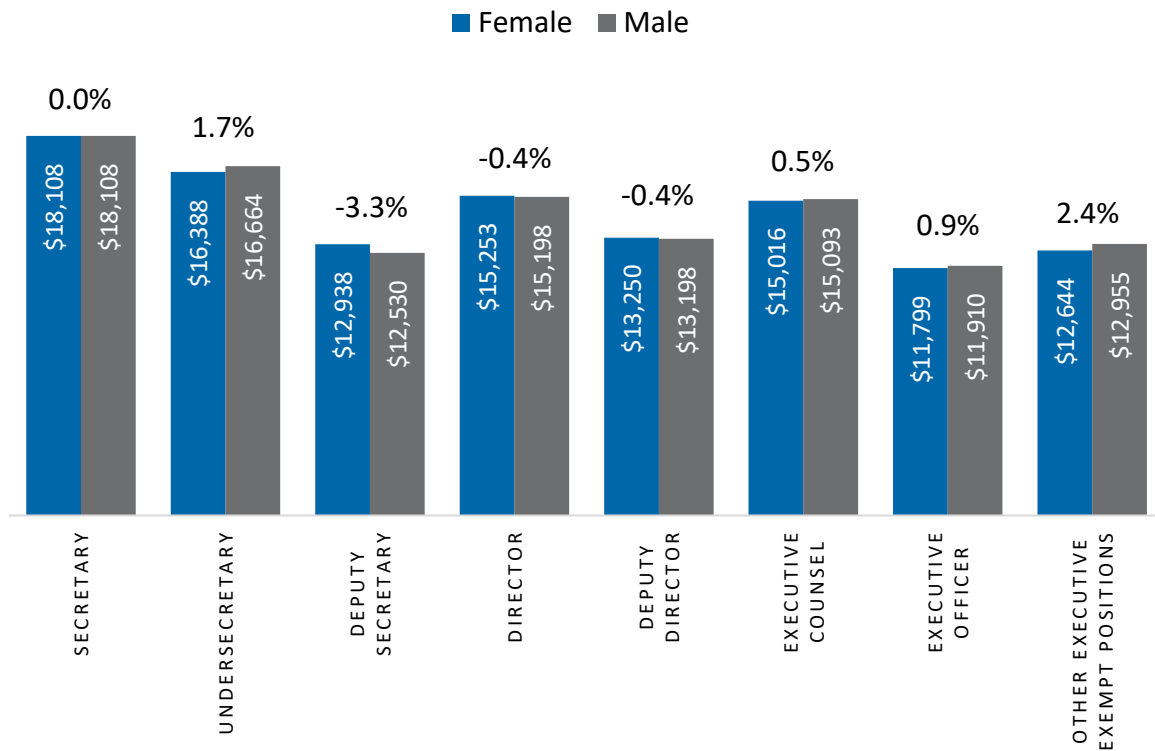
<sup>21</sup> Source: 1301 - Exempt Employee Salary, <http://hrmanual.calhr.ca.gov/Home/ManualItem/1/1301>

<sup>22</sup> & \* Appointees to boards and commissions have been removed from the analysis as they tend to earn a per diem salary.



When focusing on just the Executive-Level Exempt positions, the median base pay was very comparable for females and males across the different executive-level categories.

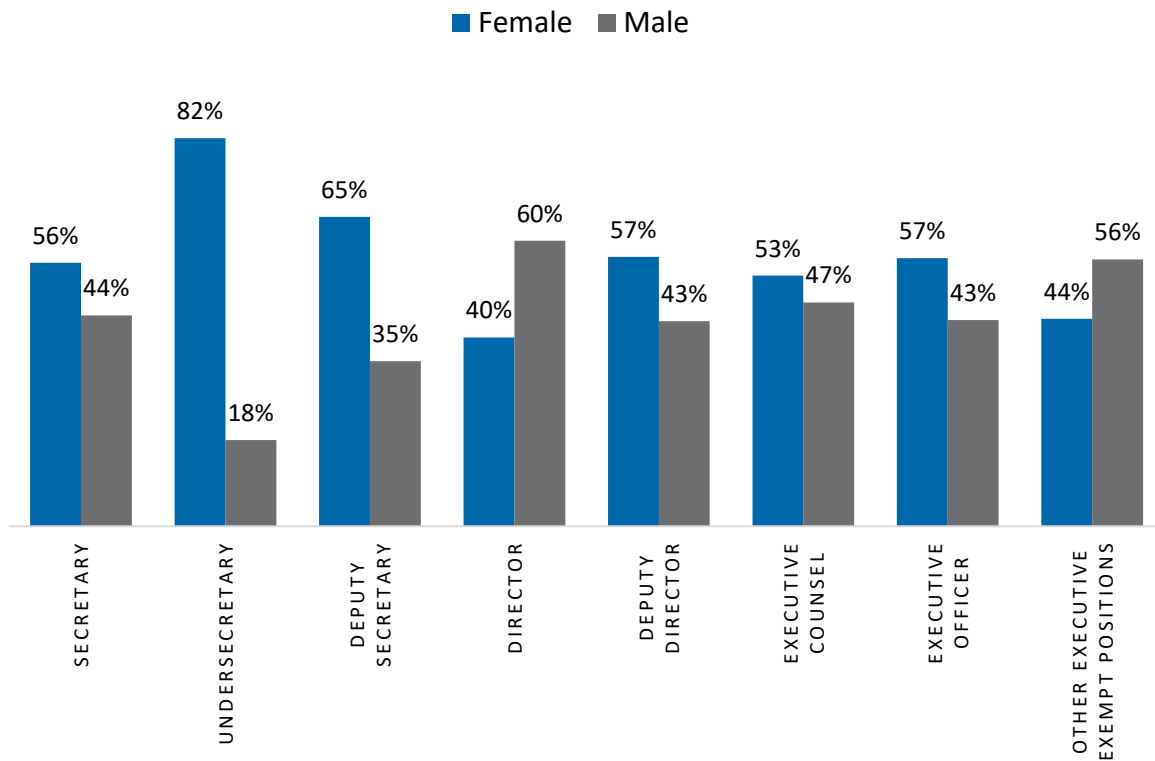
Chart 23: Monthly Median Pay and Gender Pay Gap for Exempt Executives in 2020



## Women Are Well Represented in Executive-Level Exempt Positions

Women were the majority in most of the executive level categories in 2020. Overall, within this Exempt Executive group, there were 794 employees: 52 percent female and 48 percent male.

Chart 24: Percent of Exempt Executives at Each Level by Gender in 2020



## Recommendations to the Address Gender Pay Gap

The following recommendations from the Governor’s “California Leads as an Employer” Task Forces should be implemented and could help in lowering the gender pay gap.

### General Recommendations

General recommendations focus on policies or programs that could be implemented to encourage a more inclusive and diverse state workforce.

### Equal Employment Opportunity (EEO) Academy

An Equal Employment Opportunity (EEO) Academy will assist departments in developing EEO professionals and will ensure that each department’s EEO policies and procedures are implemented in compliance with current policies, statutes, and regulations.

The EEO Academy will provide the necessary training to support the statewide policy, *The Role of an EEO Officer*. Courses will include, but not be limited to:

- EEO policy development, implementation, and enforcement.
- Monitoring recruitment, examination, and hiring practices to ensure fair and equitable processes.
- Data collection and analysis of sex/gender data for employees and applicants. Data analysis includes identifying underutilizations of protected groups, including women, in the state civil service relative to the relevant labor force, and working to improve representation of underrepresented groups.
- Discrimination, harassment, and retaliation prevention and the complaint and investigation process.
- Upward mobility, including administration and oversight of the program which was designed to assist women and people of color in low paying positions. Effective administration of the Upward Mobility Program provides employees in low paying positions with unique opportunities to learn and promote.
- Diversity, equity, and inclusion efforts to achieve a diverse workforce.

### Anonymous Hiring

Anonymous hiring is a technique that redacts the personal information about the candidate from a hiring manager or recruiter that can lead to implicit bias negatively impacting the candidate. Implicit bias during the recruitment, hiring, or selection process occurs when the brain makes quick judgments about a particular group(s) of people based on stereotypes, in a way that is either in favor or against the candidates. Demographic information on a candidate’s

job application or resumé may produce implicit bias from the application reviewers, which has an effect on the merit of the selection process.

### [CalCareers Enhancements](#)

CalCareers represents the main point of contact with prospective employees online and, as such, should provide applicants with a high level of usability. CalCareers is used by all state departments to interact with potential and current state employees to recruit and hire. Making and keeping the state jobs website user-friendly, secure, accessible, and maximized for efficiency, benefits all departments and will help lead California to a more diverse and inclusive workforce.

### [Targeted Recommendations](#)

Targeted recommendations are more focused and look to implement or establish specific programs or policies that could have more of an impact on closing the gender pay gap for specific bargaining units or occupations.

### [Statewide Apprenticeship Program](#)

Apprenticeships can be an effective strategy for improving representation of underserved populations in the workforce. They can remove barriers women disproportionately face regarding both the cost and time associated with continued education, as well as, provide key opportunities for on-the-job learning while continuing to earn current wages. Specific efforts will include:

- Exploration of where non-traditional apprenticeships can align with and supplement current Upward Mobility efforts to provide career paths for women in low-paying occupations.
- Identification of occupational sectors where women are over-represented and access to education and/or on-the-job experience present blocks to meeting the Minimum Qualifications in higher level classifications where there is a statewide need.
- Evaluation of where true career ladders may not yet exist to address a statewide or otherwise pressing succession management need and the potential development of pre-apprenticeships and/or apprenticeships as part of a strategy to address gaps in needed knowledge, skills, and abilities.
- Outreach to women and other underserved populations in the state workforce to assess interest, identify potential blocks to application and/or participation, and explore strategies to address.
- Creation of marketing and other support resources to ensure women and other underserved populations are aware of all pre-apprenticeship and apprenticeship programs that may benefit them, what resources are available to them throughout the programs to support their success, and have access to all information needed to apply.

- Implementation of consistent metrics across all individual programs to identify and track demographics of employees at all stages of the apprenticeship cycle from application, screening, selection, and progress through the curriculum and on-the-job training to determine where women and other underserved populations may still be under-represented.

### Key Data Initiative

The Key Data Initiative will immediately focus on gender and racial pay equity analysis across all classifications and departments. CalHR will collect, report, and analyze detailed state employee data including race/ethnicity, gender identity, and sexual orientation. CalHR will have the tools and ability to efficiently analyze comparable civil service and exempt classifications, pay history, demographic makeup, and department usage trends. This report has made considerable progress in providing a more refined racial and gender pay analysis; however, the Key Data Initiative will allow CalHR to invest more time and resources into a data solution that will allow for an expanded analysis and more transparency in the future.