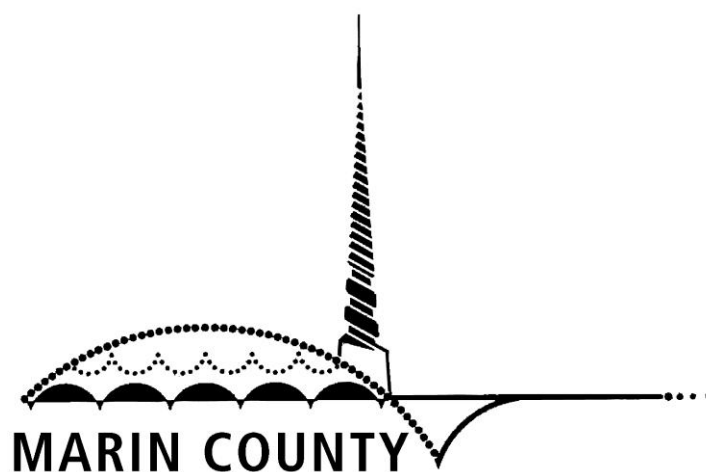


# ANALYSIS OF WORKFORCE OCCUPATIONS AND SALARIES BY GENDER FOR THE COUNTY OF MARIN



**Prepared by: Marin County Equal Employment Office and the  
Marin Women's Commission**

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## INTRODUCTION

The workforce salary analysis was initiated in 1995 and developed from a follow-up to a United Way economic report on Marin County. The follow-up report, created by the Marin Women's Commission (MWC) with a grant from a local bank, focused on the economic status of women in Marin. The results of this research led the Women's Commission into requesting a study of the salaries and positioning of women employed by the County of Marin. The analysis was performed by an intern who was supervised by staff to the MWC. That first salary analysis, with data having been constructed from the fiscal year 1995 payroll records, was presented to the Board of Supervisors (BOS) on December 10, 1996. Subsequent analyses were performed in 1997, 1998 and 2005.

This current report includes an analysis of salary data from FY 2006, 2007, 2008 and 2009 organized by four categories and a historical trend analysis.\* The purpose of this report is to analyze and determine the distribution of women in the top earning categories of the Marin County government payroll, to track the data over time, and to use as a resource in order to make recommendations to the Board of Supervisors to help achieve economic parity between men and women in each category.

The four categories analyzed in this study include:

- Officials and Administrators
- Professionals
- Top Earning 10 % of Employees
- Top Earning 50% of Employees

In the past, the County of Marin earnings gap analysis has been done using the *mean* annual salary as opposed to the median annual salary. However, the current trend, as calculated by Federal statistical agencies including the Bureau of Census, the Bureau of Labor Statistics, and the EEOC, is to use median annual salaries versus mean annual salaries. Therefore, in this report, the use of *median* annual salaries has been added. It has been determined that future reports will include the median for determination of actual earnings gap analysis, consistent with Federal statistical agencies, and that the mean will continue to be included as a method of preserving the historical data.

Regardless of the method used (mean or median), the report will show that both improvements and set backs have been made in the County within the four categories over the past nine years. While in some categories, women's earning gap decreased, reached, or exceeded that of their male counterparts, in others the gap has increased. It is important to note that these gaps exist because there is a lower number of women than men in the higher paying positions within these categories (women and men in similar jobs within the County are paid the same rate). There are several theories for this which will be discussed later in the report. The end result is that the County needs to continue to move forward in working to eliminate any gap in wage earnings to achieve parity as it has shown is possible through the strides that have already been achieved. A section analyzing 2001-2009 data using the mean can be found on pages 5-8. A section analyzing the data using the median is found on pages 9-11.

In conclusion, the following pages provide a plethora of data that can be used to determine where the biggest gaps in wage and parity exist as well as several methods in which to analyze that data.

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\* Sonya Hanson, Consultant to the Marin County Human Resources Department, aided in the preparation of this report.

## EXECUTIVE SUMMARY

Though women and men who are in the same job classification each earn the same salary, a wage gap between women and men existed as of June 30, 2009 within each of the below categories because more men than women are in the higher paying positions within these categories. Respectively the gap is 11.34% for Officials and Administrators, 2.17% for Professionals, 1.01% for the Top 10% earners and 3.55% for the Top 50% Earners. However, these gaps are significantly lower than the overall California average. With the exception of the Officials and Administrators category in which the gap is 11.34%, Marin County wages for women exceed those of women in the three remaining categories for California State and local government employees.

### **Officials and Administrators:**

A review of the County of Marin's wage data from FY 2001 through FY 2009 shows the median earnings gap between men and women in the Officials and Administrators EEO category at a low of 3.21% in FY 2002, and a high of 18.09% in FY 2008. In FY 2001, at the beginning of this series, the gap was 9.47% and in FY 2009, the gap was 11.34%

As discussed in some detail at the end of Section IV on page 17, the reason for the rather large shifts in the earnings gap from year-to-year in the Officials and Administrators category is the very small census in this group (96 individuals in 2009).

### **Professionals:**

The median earnings gap between men and women in the period FY 2001 through FY 2009 in the County of Marin's Professional EEO category is at a low of 2.17% this year (FY 2009). In this nine-year period, it was at a high of 6.07% in FY 2005. In FY 2001, at the start of this series, the gap was 3.04%.

### **Top Earning 10%:**

The median earnings gap between men and women in the period FY 2001 through FY 2009 in the County of Marin's top 10% earnings range was at a low of -5.51% in FY 2001, and at a high of 7.16% in 2005. In FY 2009, the gap was 1.01%.

The census in the Top Earning 10%, like that in the O and A category is small (FY 2009 had 190 individuals); any change in the composition of employees can result in a relatively large fluctuation in the earnings gap.

### **Top Earning 50%:**

The median earnings gap between men and women in the period FY 2001 through FY 2009 in the County of Marin's top 50% earnings range was at a low of 2.39% in FY 2008, and at a high of 5.02% in 2005. In FY 2001, the gap was 2.58%, and in FY 2009 it was 3.55%

## FUTURE RECOMMENDATIONS AND CHALLENGES

- There is no standard way of classifying occupations to EEO-4 categories. Different institutions choose which eeo-4 category a job is placed in without clear, central direction or instructions. This issue is at the crux of any meaningful analysis of earnings and/or census in the EEO-4 categories.
- Re-classify County occupations using the Standard Occupational Classification System (SOC). County occupations should be coded to discrete SOC codes and then aggregated to Minor, Broad or Major categories as needed. This should decrease distortion in making salary comparisons. The EEO has only 8 categories. The SOC has 23 different categories, which allows for grouping of more similar positions. For instance, sheriff positions are currently in 5 out of 8 EEO categories, whereas they would only be in 3 if categorized by the SOC. (See appendix "C" for further discussion) This recommendation is currently in progress.
- After classifying County occupations to the SOC, aggregate County occupations to EEO-4 categories using the SOC 2010 to EEO-4 2010 crosswalk, due out in September/October 2011.
- In order to make comparisons between data sets, the methodology used in creating the various data sets needs to be standardized. In other words, if comparisons are to be made between County of Marin salary workforce availability data with any other salary workforce availability data, the data sets need to be created using the same methodology.
- Conduct earnings gap analysis using the median annual earnings of full time County employees for determining the actual gap. This is the standard used by Census. (Census Worksite tables provide annual salary range data by the Standard Occupational Classification System (SOC) for full time workers.) FY 2006-07, 07-08 and 08-09 utilized both the mean and median annual earnings. Median annual earnings should be used in any future reports to determine the gap, but mean earnings should be included for historical purposes.<sup>†</sup> Federal statistical agencies, including the Bureau of Census and the Bureau of Labor Statistics use annual median salaries when discussing earnings gap data.
- In the Workforce and Salary Analysis of October 2006 and prior years, the earnings gap analysis is discussed and graphed as the actual dollar gap. This method is misleading because it compares 2001 dollars to 2006 dollars and does not take inflation into account. Earnings gap analysis is typically (by the Bureau of Census and Bureau of Labor Statistics) done as a percentage (female earnings as a percentage of male earnings).
- Maintain future salary analysis reports biennially to be in conformance with EEOC which only issues numbers every two years. Assess whether the equal employment software to be purchased by the County of Marin in FY 2010-2011 will adequately report on salary for consideration as a replacement to this report.
- Despite tough economic times, the County should attempt to allocate budget dollars to Human Resources specifically for outreach and recruiting in order to achieve labor market availability and salary parity, particularly for all high-level positions and in departments with historical underutilization.
- Update and revise the current Five Year Equal Employment Plan which expired June 30, 2010. Include analysis of salaries and underutilization issues still present since the prior plan was enacted. (This update is in progress at the time this report is being finalized)
- Create a plan to immediately begin action to remedy the O&A increase in earnings gap: explain the discrepancy to stakeholders, obtain input on a plan from BOS, EEO, EEAC, PC, Department and Assistant Department Heads, HR Staffing and Recruitment Division, County Counsel. Obtain Requests for Proposals from qualified consultants for consideration by HR and the BOS.

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<sup>†</sup> Please see pages 5 and 9, respectively, for a comparison of the MEAN % v. MEDIAN% gap between female and male earnings.

- Continue the release time information campaign and monitor release time use of eligible employees. (Release time, as required by the Consent Decree, provides that "the County agrees to provide 20 hours release time per annum for all women not in the professional and administrator, official EEO 4 categories, to attend programs designed to enhance the employee abilities for career advancement." These women employees are paid, as if working, to attend training and classes which will aid with their upward mobility potential. This could help increase the influx of women into the higher paid positions with the county workforce.)
- Use updated Census 2010 data for subsequent Workforce Salary Analysis Reports.

## SECTION II

### Historical Analysis by the Marin Women’s Commission<sup>‡</sup> MARIN COUNTY EMPLOYEE WORKFORCE & SALARY ANALYSIS UPDATE

#### *Introduction*

This report provides an analysis and update to the 1998 and 2004 Marin County Employee Workforce and Salary Survey. The original analysis showed key trends in the relative salary levels for women and people of color for four categories of employment in the Marin County government payroll. These categories were selected based on their higher organizational level, commensurate policy making responsibilities, and earnings power.

This analysis was initiated in 1996 by the Marin Women’s Commission, acting in its role as advocate for Marin women in the areas of equal opportunity, equal employment, and economic independence. The four categories analyzed are: Officials and Administrators, Professionals, Top Earning 10%, and Top Earning 50%.

Based on the specific recommendations made by the Board of Supervisors in 1997, this report tracks the annual results achieved to further wage parity and to reduce the earnings gap for women in management and professional positions, as well as achieve economic parity in each of the EEO categories.

#### *History*

Analyses of the Marin County workforce were performed in 1996, 1997, and 1998, to determine the distribution of women and people of color in the top earning categories of the Marin County government payroll. In 1997, the Board of Supervisors adopted a set of recommendations which supported:

*“Progress in hiring toward achieving representation for women and minorities within each EEO category so that wages are at least proportionate to representation; ... reduction of the percentage difference between yearly salaries of \$65,000 or more, and in the EEO categories of “Officials and Administrators” and “Professionals”, received by men and women by 10% within three years.”*

In accordance,

- ❑ the five-year revision of the Marin County Affirmative Action Plan (1998-2003) proposed several initiatives, including the goal of:  
*“... achieving economic parity for females and minorities in each of the EEO job categories.”*
- ❑ The Affirmative Action Plan (1998-2003) was developed with the objective of strengthening the County’s EEO Program through the development of action programs, including the following:  
*“Increase recruitment of qualified women and minority applicants for higher salary jobs to further wage parity within EEO categories.”*
- ❑ The Five-Year Equal Employment Plan (2005-2010) had similar goals to achieve wage parity.

#### **2009 Update** <sup>§</sup>

In the eight years from 2001-2009, the average earnings gap *by dollar amount* increased for women in all categories except Top Earning 50%. The average earnings gap *by percent difference* also increased for women in all categories except Top Earning 50%. In Officials & Administrators, the highest category of management, the earnings gap has more than doubled since 2001. See the following pages for detail wage data by year.

Category	2001 Earnings Gap		2009 Earnings Gap	
	\$	%	\$	%
Officials & Administrators	\$5,693	5.6%	\$18,195	12.81%
Professionals	\$1,331	1.9%	\$3,071	3.19%
Top Earning 10%	\$1,827	1.8%	\$4,939	3.51%
Top Earning 50%	\$5,050	6.4%	\$4,080	3.99%

<sup>‡</sup> The first Workforce Salary Analysis Update, January 2004, was drafted by Susan O’Brien, former member of the Marin Women’s Commission--February 26, 2002 to March 31, 2009

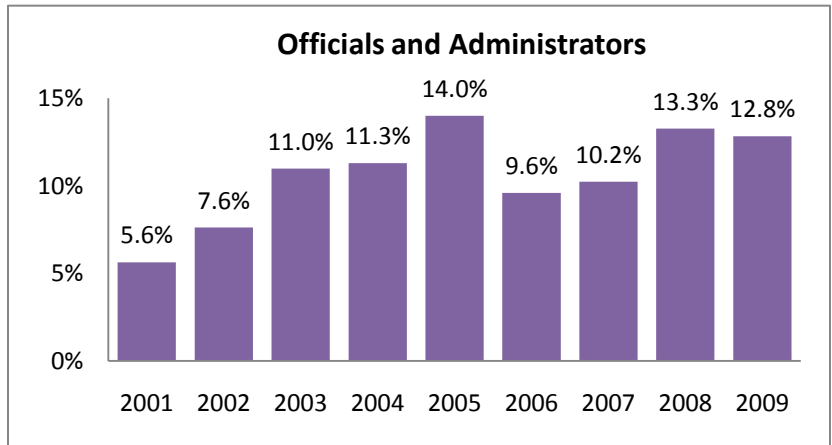
<sup>§</sup> This chart was calculated using analysis of Mean data. Please see page 9 for an analysis using the Median data, which is used by the EEOC and Census Bureau to analyze and compare wages, and for which the dollar amounts are adjusted to the CIP to correctly reflect the same value across time. Please see explanation of Mean vs. Median in Appendix D.

The County has made progress towards achieving wage parity in the Top Earning 50% category. Comparable progress has not been made in the other categories analyzed, and the gap continues to increase in the Officials & Administrators category.

While Marin County has not yet achieved its goal of reducing the earnings gap and achieving economic parity for women in management and professional positions, it remains committed to implement strategies that address wage parity for women.

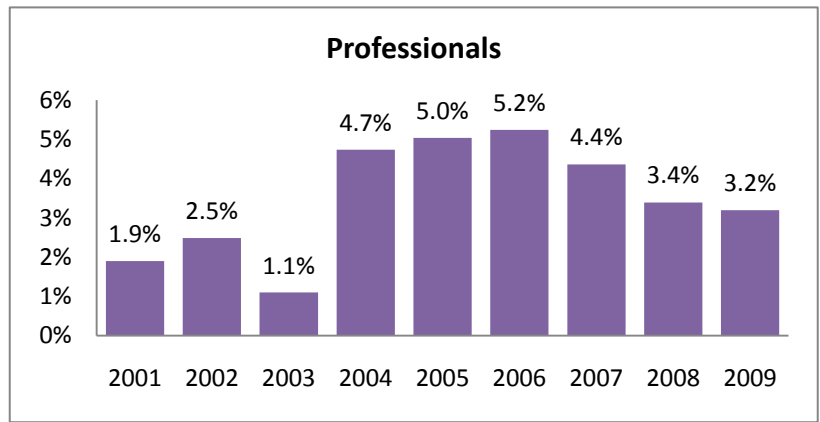
**MEAN EARNINGS GAP: OFFICIALS AND ADMINISTRATORS**

Mean Salary	Men	Women	Mean Earnings Gap		Mean Gap in 2001 \$'s
			\$	%	
2001	101163	95470	\$5,693	5.63%	\$5,693
2002	107185	99029	\$8,156	7.61%	\$8,026
2003	117787	104869	\$12,918	10.97%	\$12,412
2004	117879	104586	\$13,293	11.28%	\$12,468
2005	123537	106268	\$17,269	13.98%	\$15,495
2006	122579	110822	\$11,757	9.59%	\$10,130
2007	127935	114855	\$13,080	10.22%	\$10,843
2008	137318	119113	\$18,205	13.26%	\$14,582
2009	142007	123811	\$18,195	12.81%	\$14,065



**Mean EARNINGS GAP: PROFESSIONALS**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
2001	70065	68734	\$1,331	1.90%	\$1,331
2002	74540	72689	\$1,851	2.48%	\$1,821
2003	80775	79892	\$883	1.09%	\$849
2004	82513	78610	\$3,903	4.73%	\$3,661
2005	85397	81098	\$4,299	5.03%	\$3,857
2006	85687	81196	\$4,491	5.24%	\$3,829
2007	87745	83921	\$3,824	4.36%	\$3,170
2008	92655	89516	\$3,138	3.39%	\$2,514
2009	96143	93071	\$3,071	3.19%	\$2,374



**Mean EARNINGS GAP: TOP EARNING 10% OF EMPLOYEES**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
2001	103928	102101	\$1,827	1.76%	\$1,827
2002	112459	105878	\$6,581	5.85%	\$6,476
2003	124966	114072	\$10,894	8.72%	\$10,469
2004	119354	115907	\$3,447	2.89%	\$3,233
2005	124674	116939	\$7,735	6.20%	\$6,941
2006	126134	119197	\$6,937	5.50%	\$5,977
2007	129216	123323	\$5,893	4.56%	\$4,885
2008	135376	131873	\$3,503	2.59%	\$2,806
2009	140669	135730	\$4,939	3.51%	\$3,818



**Mean EARNINGS GAP: TOP EARNING 50% OF EMPLOYEES**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
2001	79103	74053	\$5,050	6.38%	\$5,050
2002	85409	78546	\$6,863	8.04%	\$6,753
2003	92645	85527	\$7,118	7.68%	\$6,840
2004	86180	81838	\$4,342	5.04%	\$4,073
2005	89699	84669	\$5,030	5.61%	\$4,513
2006	90817	86013	\$4,804	5.29%	\$4,139
2007	93264	89265	\$3,999	4.29%	\$3,315
2008	98454	95140	\$3,314	3.37%	\$2,655
2009	102332	98252	\$4,080	3.99%	\$3,154

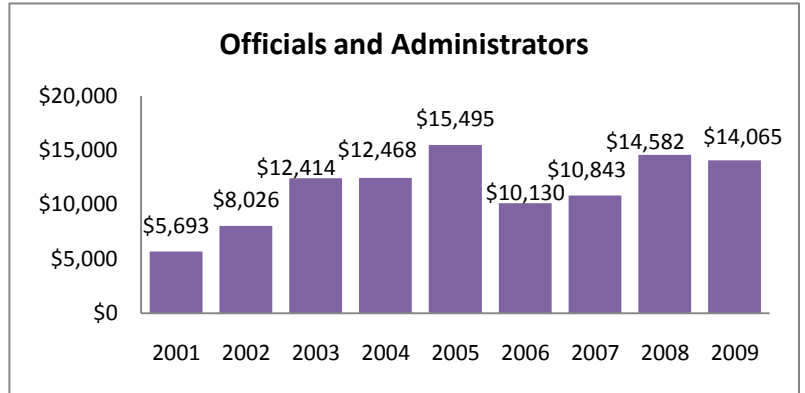


MARIN COUNTY Mean EARNINGS GAP ANALYSIS

Key Trends for Women by \$ of Mean Gap  
(Benchmarked to 2001 dollar using the CPI-U)

**Mean EARNINGS GAP: OFFICIALS AND ADMINISTRATORS**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
2001	101163	95470	\$5,693	5.63%	\$5,693
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**Mean EARNINGS GAP: PROFESSIONALS**

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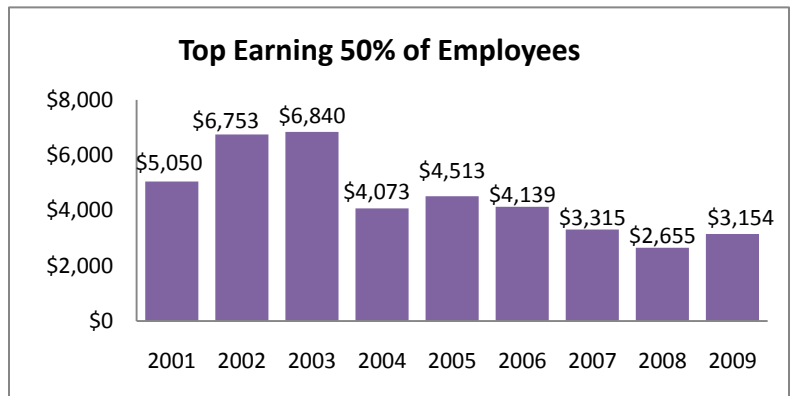
**Mean EARNINGS GAP: TOP EARNING 10% OF EMPLOYEES**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
2001	103928	102101	\$1,827	1.76%	\$1,827
2002	112459	105878	\$6,581	5.85%	\$6,476
2003	124966	114072	\$10,894	8.72%	\$10,469
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**Mean EARNINGS GAP: TOP EARNING 50% OF EMPLOYEES**

Mean Salary	Men	Women	Mean Earnings Gap		Mean \$ Gap in 2001 \$'s
			\$	%	
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2008	98454	95140	\$3,314	3.37%	\$2,655
2009	102332	98252	\$4,080	3.99%	\$3,154



## SECTION III

### HISTORICAL ANALYSIS OF THE MEDIAN EARNINGS GAP BETWEEN FEMALES AND MALES FROM 2001-2009

#### Introduction

This section provides an analysis of the data from 2001 through 2009 using the same format as the one used by the Women’s Commission in Section II. The difference between the two sections is: Section II uses the *mean* to measure the earnings gap and Section III uses the *median* to measure the earnings gap, *and all dollar amounts are benchmarked to 2001*.

#### 2009 Update

Earnings in the County of Marin’s **Officials and Administrators** EEO category from FY 2001 through FY 2009 show the median earnings gap between men and women at a low of 3.21% in FY 2002, and a high of 18.09% in FY 2008. In FY 2001, at the beginning of this series, the gap was 9.47% and in FY 2009, the gap was 11.34%.

The relatively large fluctuations of the gap in the O and A category from FY 2001 through FY 2009 are due to the small census in this category (in FY 2009 the census was 96). For a more detailed discussion of this issue, please see Section IV, page 17.

Earnings in the County of Marin’s **Professionals** EEO category from FY 2001 through FY 2009 show the median earnings gap between men and women in the period FY 2001 through FY 2009 at a low of 2.17% this year (FY 2009). In this nine-year period, the gap was at a high of 6.07% in FY 2005. In FY 2001, at the start of this series, the gap was 3.04%.

Earnings in the County of Marin’s **Top Earning 10%** EEO category from FY 2001 through FY 2009 show the median earnings gap between men and women in the period FY 2001 through FY 2009 was at a low of -5.51% in FY 2001, and at a high of 7.16% in 2005. In FY 2009, the gap was 1.01%.

The census in the Top Earning 10%, like that in the O and A category is small (FY 2009 it was 190); any change in the composition of employees when the census is this small can result in a relatively large fluctuation in the earnings gap.

Earnings in the County of Marin’s **Top Earning 50%** EEO category from FY 2001 through FY 2009 shows the median earnings gap between men and women in the period FY 2001 through FY 2009 was at a low of 2.39% in FY 2008, and at a high of 5.02% in 2005. In FY 2001, the gap was 2.58%, and in FY 2009 it was 3.55%.

Category	2001 Median Earnings Gap		2009 Median Earnings Gap	
	2001 \$	2001 %	2009 \$	2009 %
O and A	\$8,923	9.47%	\$11,934	11.34%
Professionals	\$1,994	3.04%	\$1,602	2.17%
Top Earning 10%	-\$5,834	-5.51%	\$1,102	1.01%
Top Earning 50%	\$1,727	2.58%	\$2,685	3.55%

Note: all salaries were normalized to Step 5, full time employment; median income is the statistical measurement used by Census and the EEOC to track differences between male and female income, and between whites and minorities. 2009 dollars were benchmarked to the 2001 CPI.

MARIN COUNTY **MEDIAN** EARNINGS GAP ANALYSIS

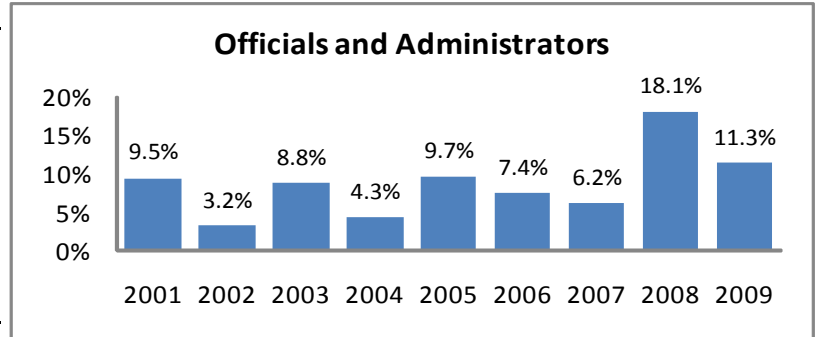
Key Trends for Women by % of Median Gap

**PERCENTAGE OF MEDIAN GAP 2001 THROUGH 2009**

**A. OFFICIALS AND ADMINISTRATORS**

Median Earnings Gap

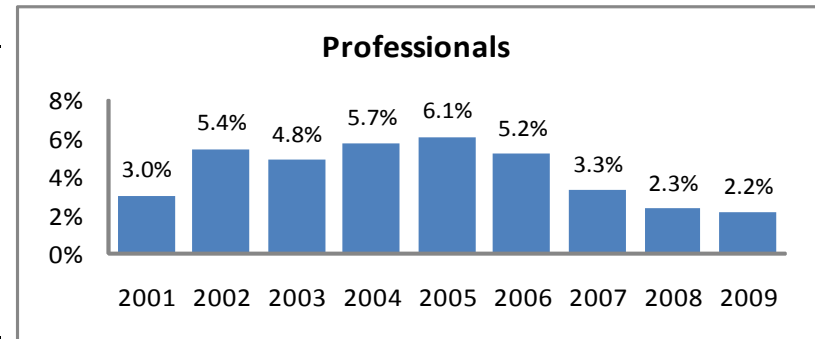
Median Salary	Men	Women	Median Earnings Gap \$	Median Earnings Gap %	Median Gap in 2001 \$'s
2001	94203	85280	\$8,923	9.47%	\$8,923
2002	99216	96034	\$3,182	3.21%	\$3,132
2003	108638	99122	\$9,516	8.76%	\$9,159
2004	106756	102118	\$4,638	4.34%	\$4,348
2005	113256	102274	\$10,982	9.70%	\$9,959
2006	112507	104166	\$8,341	7.41%	\$7,327
2007	116886	109637	\$7,249	6.20%	\$6,192
2008	130749	107099	\$23,650	18.09%	\$19,717
2009	128357	113797	\$14,560	11.34%	\$11,934



**B. PROFESSIONALS**

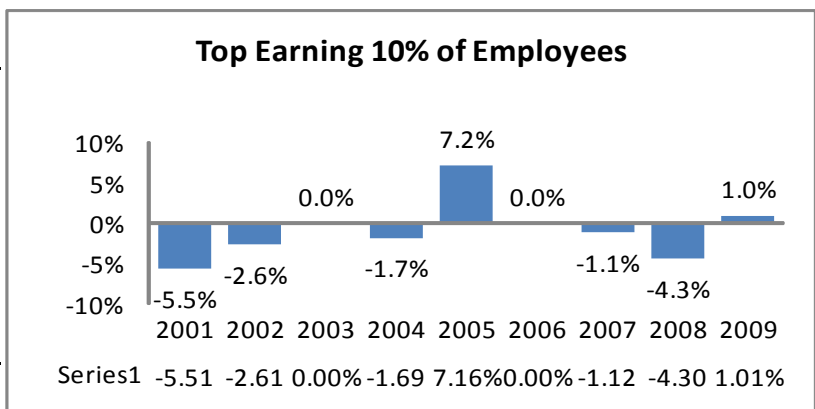
Median Earnings Gap

Median Salary	Men	Women	Median Earnings Gap \$	Median Earnings Gap %	Median \$ Gap in 2001 \$'s
2001	65517	63523	\$1,994	3.04%	\$1,994
2002	72197	68266	\$3,931	5.44%	\$3,870
2003	77792	74027	\$3,765	4.84%	\$3,624
2004	78541	74027	\$4,514	5.75%	\$4,232
2005	81328	76388	\$4,940	6.07%	\$4,480
2006	81141	76939	\$4,202	5.18%	\$3,691
2007	82680	79976	\$2,704	3.27%	\$2,310
2008	85883	83886	\$1,997	2.33%	\$1,665
2009	90230	88275	\$1,955	2.17%	\$1,602



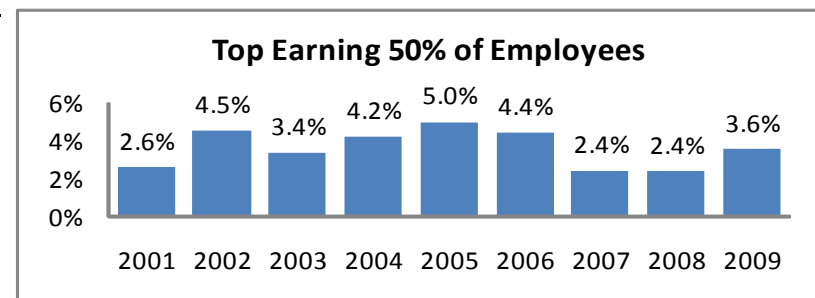
**C. TOP EARNING 10% OF EMPLOYEES**

Median Salary	Men	Women	Median Earnings Gap \$	Median Earnings Gap %	Median \$ Gap in 2001 \$'s
2001	100080	105914	-\$5,834	-5.51%	-\$5,834
2002	109366	112218	-\$2,852	-2.61%	-\$2,808
2003	119829	119829	\$0	0.00%	\$0
2004	117832	119829	-\$1,997	-1.69%	-\$1,872
2005	124072	115190	\$8,882	7.16%	\$8,054
2006	125278	125278	\$0	0.00%	\$0
2007	124488	125882	-\$1,394	-1.12%	-\$1,191
2008	128710	134243	-\$5,533	-4.30%	-\$4,613
2009	133557	132212	\$1,345	1.01%	\$1,102



**D. TOP EARNING 50% OF EMPLOYEES**

Median Salary	Men	Women	Median Earnings Gap \$	Median Earnings Gap %	Median \$ Gap in 2001 \$'s
2001	66810	65083	\$1,727	2.58%	\$1,727
2002	72197	68931	\$3,266	4.52%	\$3,215
2003	79082	76398	\$2,684	3.39%	\$2,583
2004	78957	75608	\$3,349	4.24%	\$3,140
2005	81910	77802	\$4,108	5.02%	\$3,725
2006	81910	78291	\$3,619	4.42%	\$3,179
2007	84094	82035	\$2,059	2.45%	\$1,759
2008	88754	86632	\$2,122	2.39%	\$1,769
2009	92279	89003	\$3,276	3.55%	\$2,685



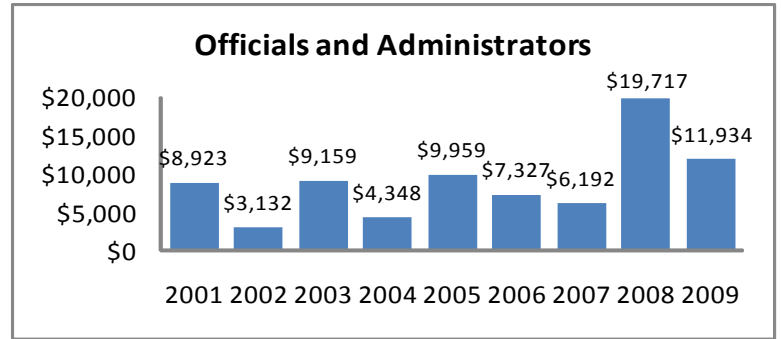
**MARIN COUNTY MEDIAN EARNINGS GAP ANALYSIS**

Key Trends for Women by \$ of Median Gap  
(Benchmarked to 2001 dollar using the CPI-U)

**MEDIAN GAP IN '2001' DOLLARS - 2001 THROUGH 2009**

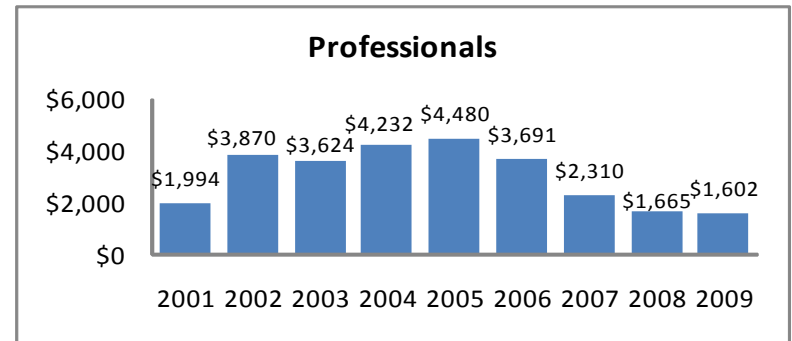
**A. OFFICIALS AND ADMINISTRATORS**

Median Salary	Median		Median Earnings Gap		Median \$ Gap in 2001 \$'s
	Men	Women	\$	%	
2001	94203	85280	\$8,923	9.47%	\$8,923
2002	99216	96034	\$3,182	3.21%	\$3,132
2003	108638	99122	\$9,516	8.76%	\$9,159
2004	106756	102118	\$4,638	4.34%	\$4,348
2005	113256	102274	\$10,982	9.70%	\$9,959
2006	112507	104166	\$8,341	7.41%	\$7,327
2007	116886	109637	\$7,249	6.20%	\$6,192
2008	130749	107099	\$23,650	18.09%	\$19,717
2009	128357	113797	\$14,560	11.34%	\$11,934



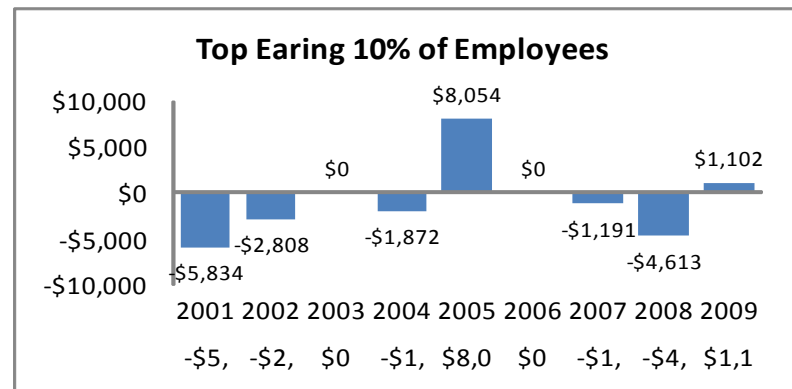
**B. PROFESSIONALS**

Median Salary	Median		Median Earnings Gap		Median \$ Gap in 2001 \$'s
	Men	Women	\$	%	
2001	65517	63523	\$1,994	3.04%	\$1,994
2002	72197	68266	\$3,931	5.44%	\$3,870
2003	77792	74027	\$3,765	4.84%	\$3,624
2004	78541	74027	\$4,514	5.75%	\$4,232
2005	81328	76388	\$4,940	6.07%	\$4,480
2006	81141	76939	\$4,202	5.18%	\$3,691
2007	82680	79976	\$2,704	3.27%	\$2,310
2008	85883	83886	\$1,997	2.33%	\$1,665
2009	90230	88275	\$1,955	2.17%	\$1,602



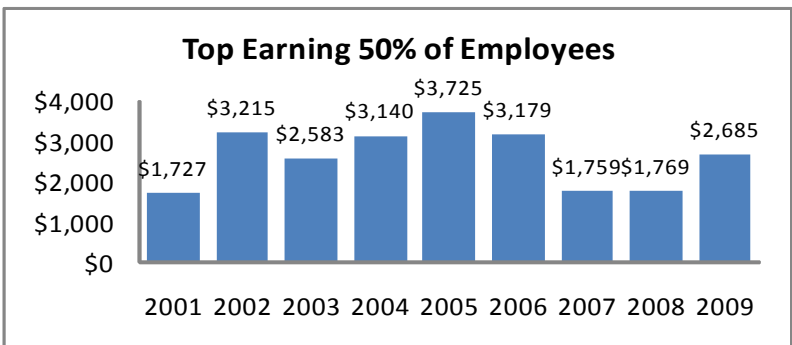
**C. TOP EARNING 10% OF EMPLOYEES**

Median Salary	Median		Median Earnings Gap		Median \$ Gap in 2001 \$'s
	Men	Women	\$	%	
2001	100080	105914	-\$5,834	-5.51%	-\$5,834
2002	109366	112218	-\$2,852	-2.61%	-\$2,808
2003	119829	119829	\$0	0.00%	\$0
2004	117832	119829	-\$1,997	-1.69%	-\$1,872
2005	124072	115190	\$8,882	7.16%	\$8,054
2006	125278	125278	\$0	0.00%	\$0
2007	124488	125882	-\$1,394	-1.12%	-\$1,191
2008	128710	134243	-\$5,533	-4.30%	-\$4,613
2009	133557	132212	\$1,345	1.01%	\$1,102



**D. TOP EARNING 50% OF EMPLOYEES**

Median Salary	Median		Median Earnings Gap		Median \$ Gap in 2001 \$'s
	Men	Women	\$	%	
2001	66810	65083	\$1,727	2.58%	\$1,727
2002	72197	68931	\$3,266	4.52%	\$3,215
2003	79082	76398	\$2,684	3.39%	\$2,583
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2007	84094	82035	\$2,059	2.45%	\$1,759
2008	88754	86632	\$2,122	2.39%	\$1,769
2009	92279	89003	\$3,276	3.55%	\$2,685



## SECTION IV

This section includes the data formatted into charts and graphs for each of the four employee groups:

- **Officials & Administrators**
- **Professionals**
- **Top 10% Earners**
- **Top 50% Earners**

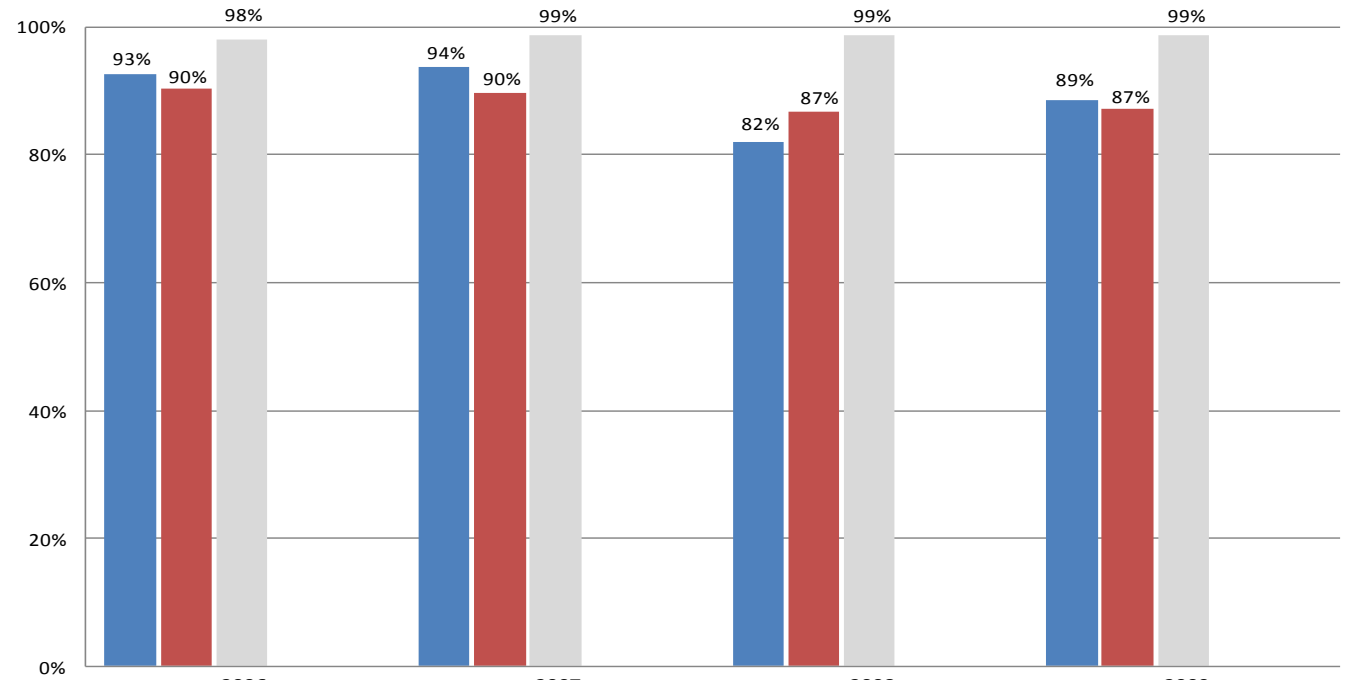
The tables and charts include the following information:

- Relative income in dollars: mean and median annual salary by gender
- Percentage of female employees
- Median and mean female earnings as a percent of male earnings
- Comparison of median female earnings as a percent of median male earnings between County of Marin and:
- Census CA State and Local Government 2005/2007 (EEOC data)

The data was taken from July 1, 2006, 2007, 2008, and 2009 payroll extractions, and includes the FY 2006-2009 pay rates, respectively. Only full-time employees are included. As in past practice, all salaries were 'normalized' to: Step 5 hourly rate multiplied by 2080 hours (40 hour work week) to calculate the annual salary equivalent for all employees.

Mean equals the mathematical average of all numbers in a set. Median is the middle value in a set of numbers, which have been ordered by size.

## Officials and Administrators Female Wages as a Percentage of Male Wages, 2006 to 2009 (Median and Mean)

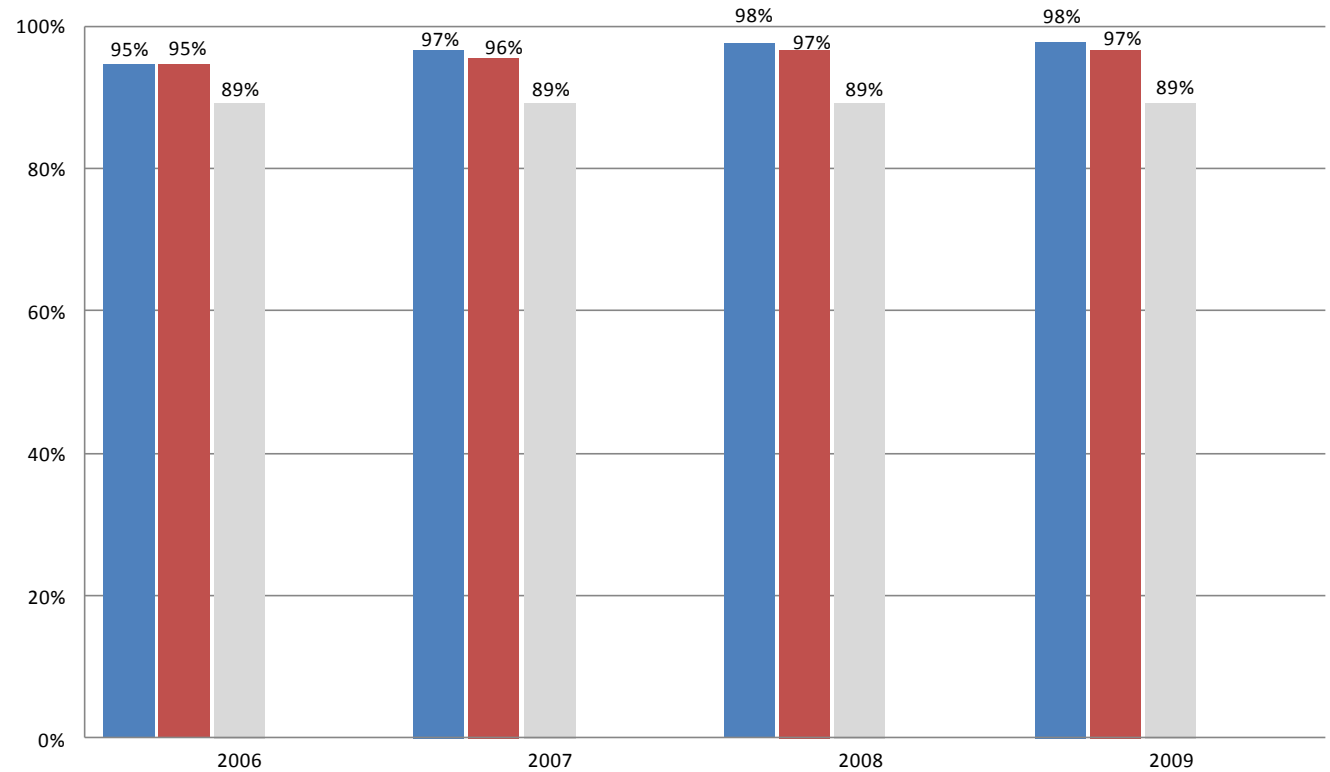


■ FEMALE MEDIAN WAGES AS A % OF MALE MEDIAN WAGES	93%	94%	82%	89%
■ FEMALE MEAN WAGES AS A % OF MALE MEAN WAGES	90%	90%	87%	87%
■ EEOC CALIFORNIA STATE & LOCAL GOVT FEMALE MEDIAN WAGES AS A % OF MALE MEDIAN WAGES (BIENNIAL 2005 & 2007 DATA)*	98%	99%	99%	99%
% Females in Officials and Administrators Category	38%	39%	40%	40%
Total Employees in Officials and Administrators Category	102	99	99	99

## Officials and Administrators Median and Mean Wages by Gender, 2006 to 2009

	2006			2007			2008			2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Median Wages (2001 dollars)</b>	112,507	104,166	110,386	116,886	109,637	114,192	130,749	107,099	122,138	128,357	113,797	125,778
<b>Mean Wages (unadjusted dollars)</b>	122,579	110,822	118,084	127,935	114,855	122,792	137,318	119,113	129,962	142,007	123,811	134,804

## Professionals Female Wages as a Percentage of Male Wages, 2006 to 2009 (Median and Mean)

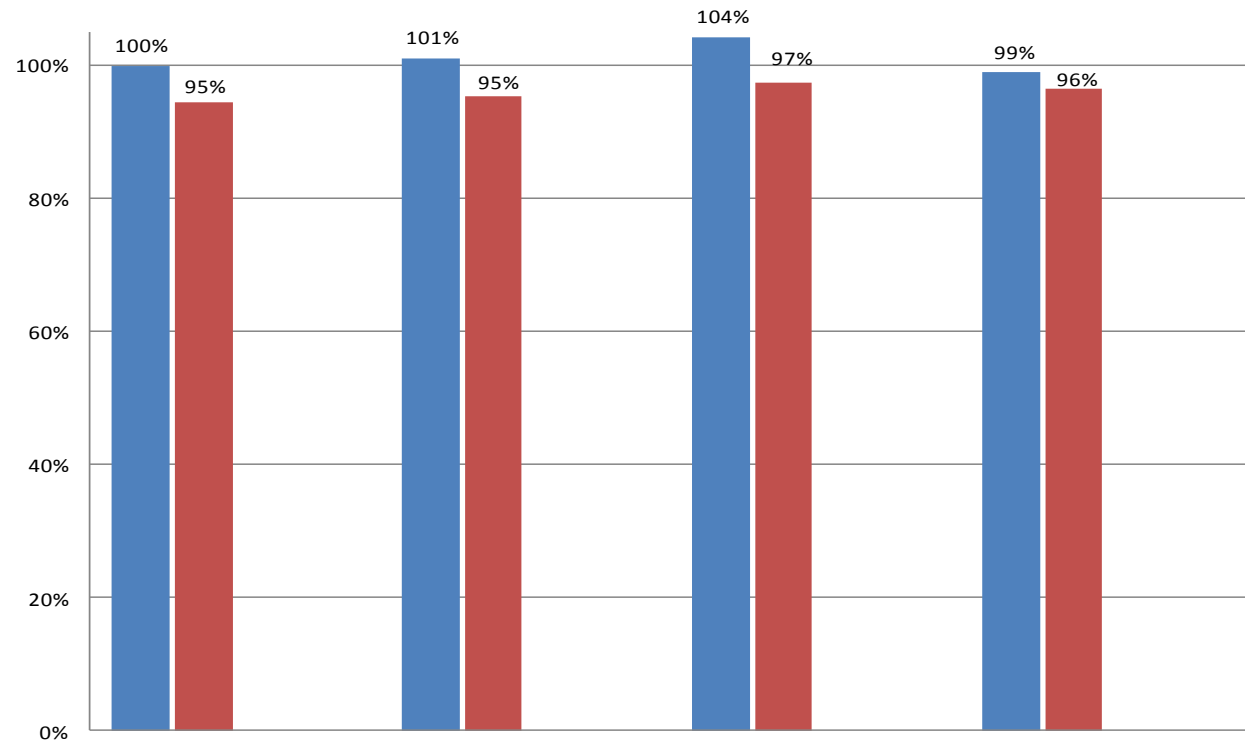


■ FEMALE MEDIAN WAGES AS A % OF MALE MEDIAN WAGES	95%	97%	98%	98%
■ FEMALE MEAN WAGES AS A % OF MALE MEAN WAGES	95%	96%	97%	97%
■ EEOC CALIFORNIA STATE & LOCAL GOVT FEMALE MEDIAN WAGES AS A % OF MALE MEDIAN WAGES (BIENNIAL 2005 DATA)*	89%	89%	89%	89%
% Females in Professionals Category	55%	54%	54%	55%
Total Employees in Professionals Category	638	637	683	674

## Professionals Median and Mean Wages by Gender, 2006 to 2009

	2006			2007			2008			2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Median Wages (2001 dollars)</b>	81,141	76,866	77,771	82,680	79,976	80,267	85,883	83,886	84,843	90,230	88,275	88,754
<b>Mean Wages (unadjusted dollars)</b>	85,687	81,196	83,248	87,745	83,921	85,686	92,655	89,516	90,950	96,143	93,071	94,461

## Top Earning 10% Female Wages as a Percentage of Male Wages, 2006 to 2009 (Median and Mean)

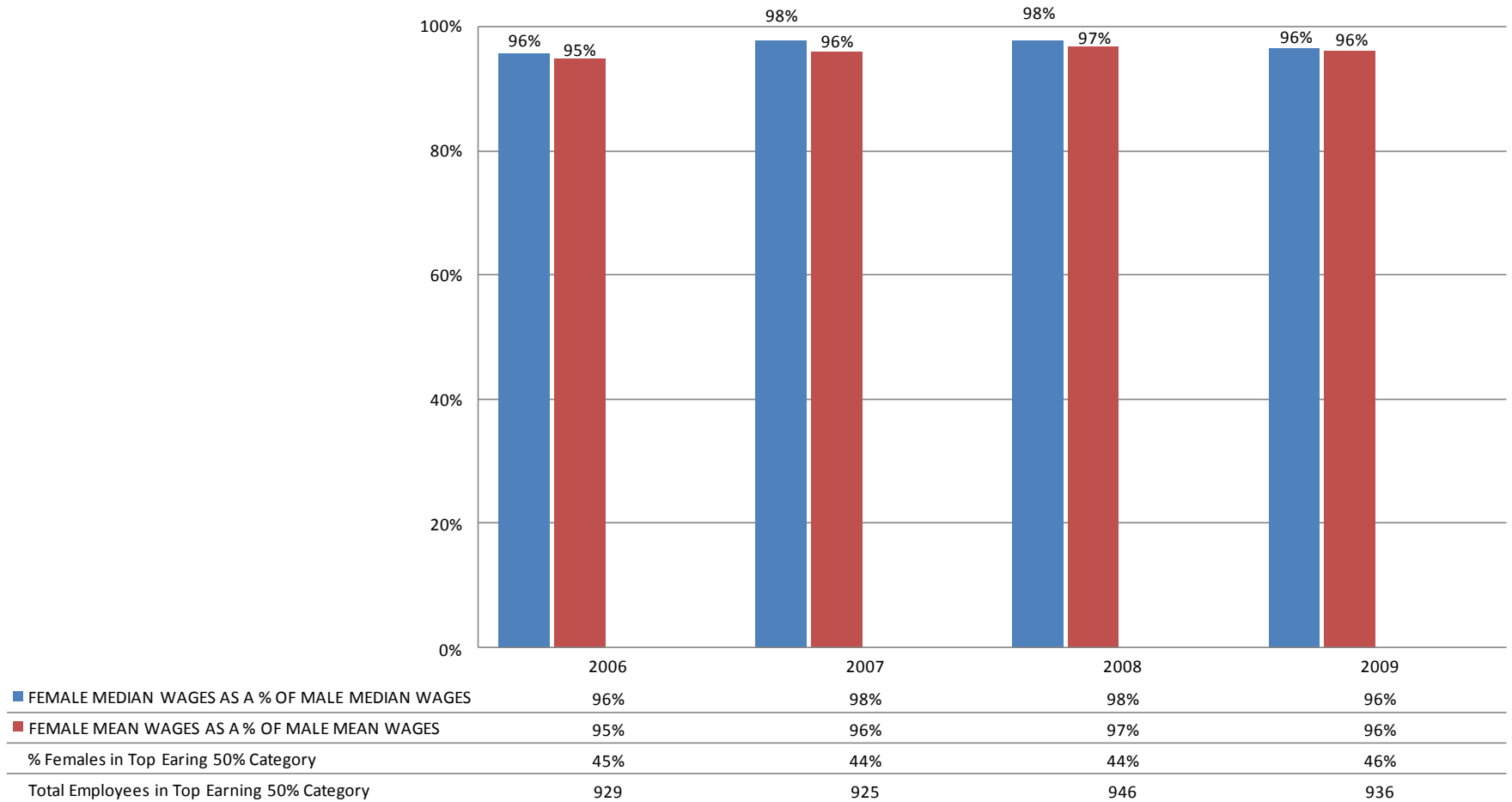


FEMALE MEDIAN WAGES AS A % OF MALE MEDIAN WAGES	100%	101%	104%	99%
FEMALE MEAN WAGES AS A % OF MALE MEAN WAGES	95%	95%	97%	96%
% Females in Top Earning 10% Category	40%	38%	38%	40%
Total Employees in Top Earning 10% Category	190	186	191	190

## Top Earning 10% Median and Mean Wages by Gender, 2006 to 2009

	2006			2007			2008			2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Median Wages (2001 dollars)</b>	125,278	125,278	125,237	124,488	125,882	124,779	128,710	134,243	130,915	133,557	132,215	132,444
<b>Mean Wages (unadjusted dollars)</b>	126,134	119,197	123,359	129,216	123,323	126,967	135,376	131,873	134,056	140,669	135,730	138,694

## Top Earning 50% Female Wages as a Percentage of Male Wages, 2006 to 2009 (Median and Mean)



## Top Earning 50% Median and Mean Wages by Gender, 2006 to 2009

	2006			2007			2008			2009		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Median Wages (2001 dollars)</b>	81,910	78,291	80,350	84,094	82,035	83,366	88,754	86,632	87,818	92,279	89,003	90,532
<b>Mean Wages (unadjusted dollars)</b>	90,817	86,013	88,668	93,264	89,265	91,521	98,454	95,140	96,997	102,332	98,252	100,475

## **Discussion: Significant Change in Earnings Gap – Officials & Administrators FY 07-08**

The change in the gap from FY 2007 to FY 2008 in the O and A category—12%, see the chart on page 13, is a good example of how a small shift in data can result in a large shift in the relative change. This occurs when either the sample, or, as in this case, the census is very small (99 incumbents in O and A). This large swing is the result of relatively minor changes in incumbents in O and A from 2007 to 2008. A similar shift in data occurred between 2004 and 2005 in the Top 10% category which resulted in the median percentage gap going from -1.69% to 7.16%, and then back to 0% in 2006. These are prime examples of why Federal statistical agencies use either a very large sample or a very large census, so small movements in data do not distort the outcomes.

In the O and A category the change from 2007 to 2008 was caused by:

1) Female O & A census from 2007 to 2008 lost 2 positions (Deputy Director County Library Services, and Desktop and Systems Support Director) that were at or above the 2007 female median, and one position (Principal Personnel Analyst) that was below the 2007 median. In addition 4 females were added to positions (Chief Deputy Tax Collector, 2 Chief of Admin Support, and Chief of Assessment Standards) in 2008 that are below the 2007 female median. This resulted in the female census in O & A going from 39 in 2007 to 40 in 2008, and a net loss of 2 positions over the female 2007 median and a net gain of 3 positions below the female 2007 median. This caused the 2008 O & A median to decrease rather than increase.

2) Male O & A census from 2007 to 2008 lost 1 position (Chief Assistant County Administrator) that was above the 2007 male median, and 6 positions that were below the 2007 male median; and added three positions (Medical Director - H & HS, Deputy Director Bldg Inspection and Safety, General Transit Mgr) that are above the 2007 male median, and added three positions (Deputy Dir County Library Services, Park and Open Space Supt, Road Maintenance Sup) that are below the 2007 male median. This resulted in the male census in O & A going from 60 in 2007 to 59 in 2008, with a net gain of 2 over the 2007 male median, and a net loss of 3 under the 2007 male median.

### **Summary**

The net shift of female positions in O & A of losing 2 above the median and gaining 3 below the median versus the shift in the male positions in O & A of gaining 2 over the median and losing 3 under the median was enough to widen the median gap from 6.2% to 18.1%. It is important to remember that the census in O & A (99) is so small that any change in positions relative to the median (or the mean) can have a large effect on the gap.

The census in the other categories is larger than O & A's but is still statistically very small, so relatively small shifts in positions in any of the four categories can result in large fluctuations in the gap from year to year. This is one of the reasons it is important to measure the gap over a span of years, as opposed to comparing one year to another year.

## **Discussion: Significant Change Again in Earnings Gap – Officials & Administrators FY 08-09**

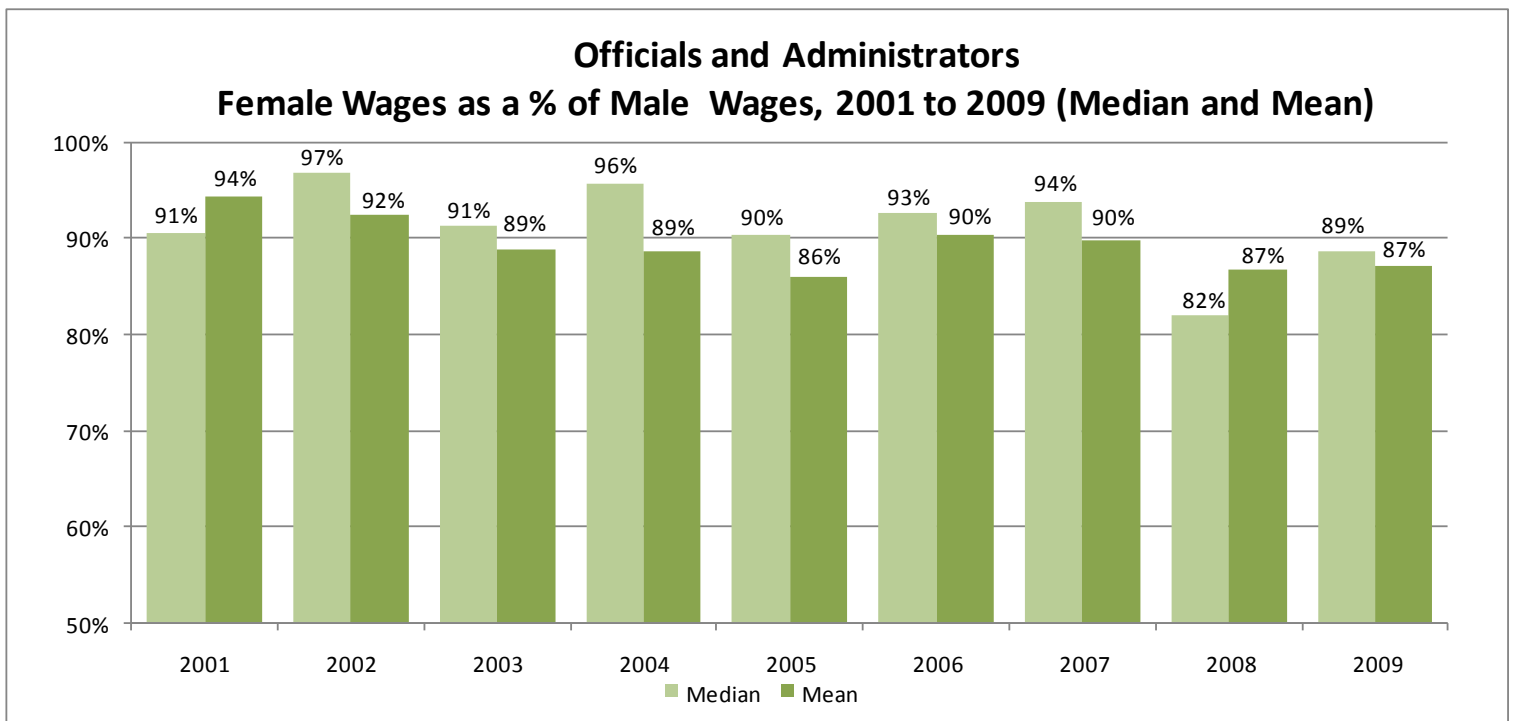
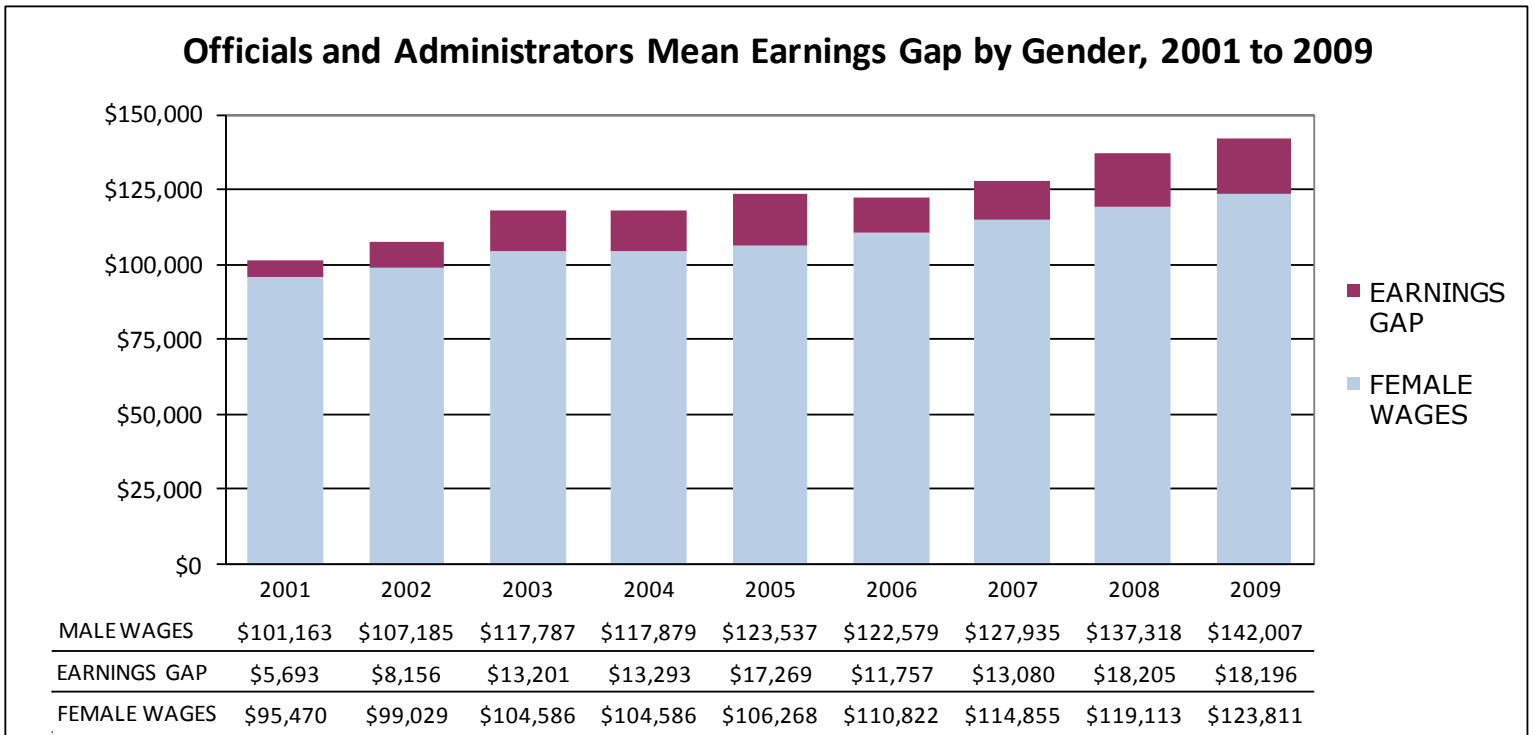
The change in the gap from FY 2008 to FY 2009 in the O and A category—a decrease in the gap of 7%, was likewise due to very small changes. The male positions lost 2 below and 2 above the median, and the female positions lost three above and three below the median for no real significant change. However, the net gain in male positions was 1 below the median which resulted in a lowering of the male median; whereas, the net gain of 2 female positions well above the median was enough to cause a 7% decrease in the gap between males and females.

To simplify, 1 hiring of a female Chief Assistant County Administrator at a high level salary, and 1 hiring of a female Assistant Director of Community Development also at a higher level salary, caused the wage gap between men and women in the O and A category to decrease by 7%.

## SECTION V

### Trend Analysis Graphs of County of Marin Salaries 2001-2009

#### Officials and Administrators



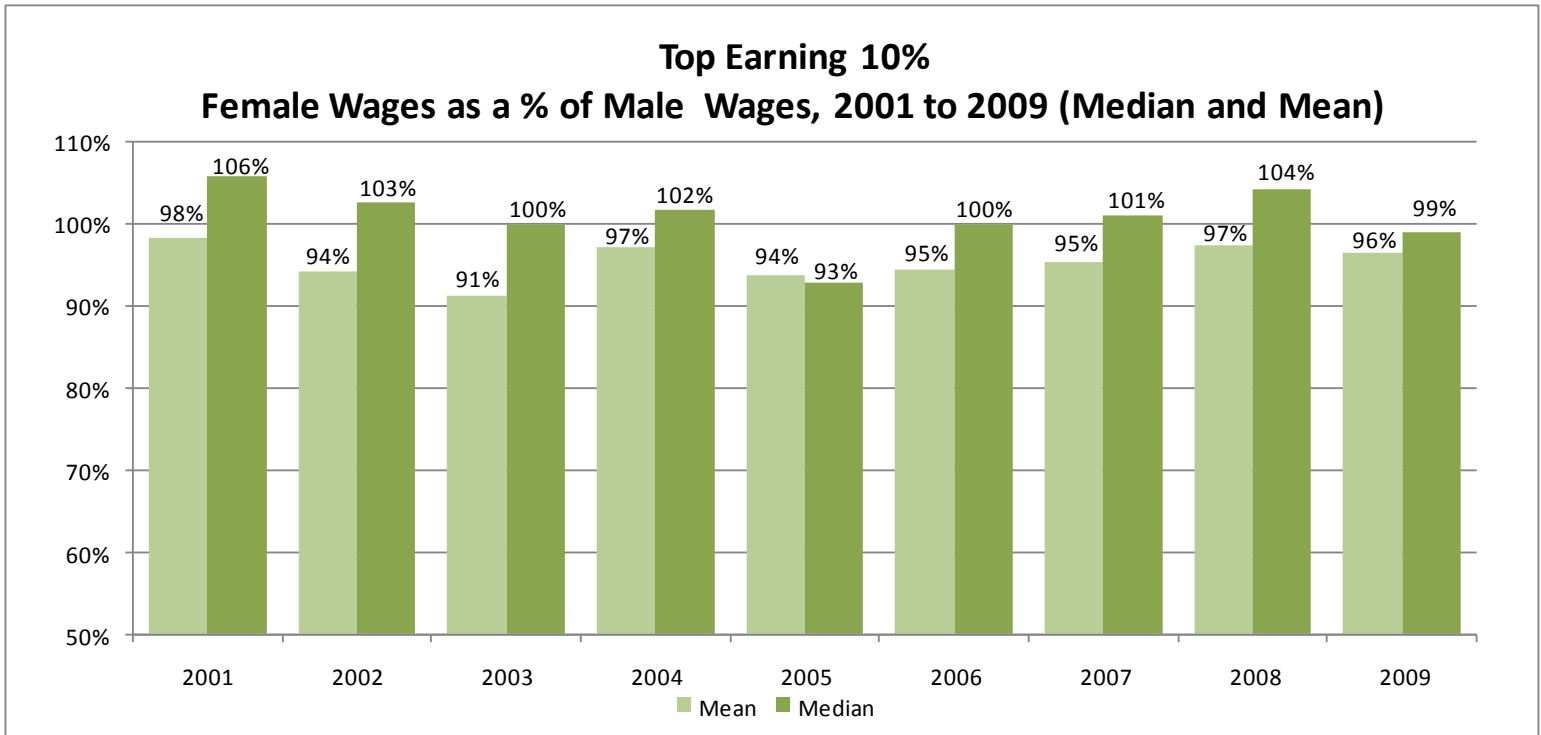
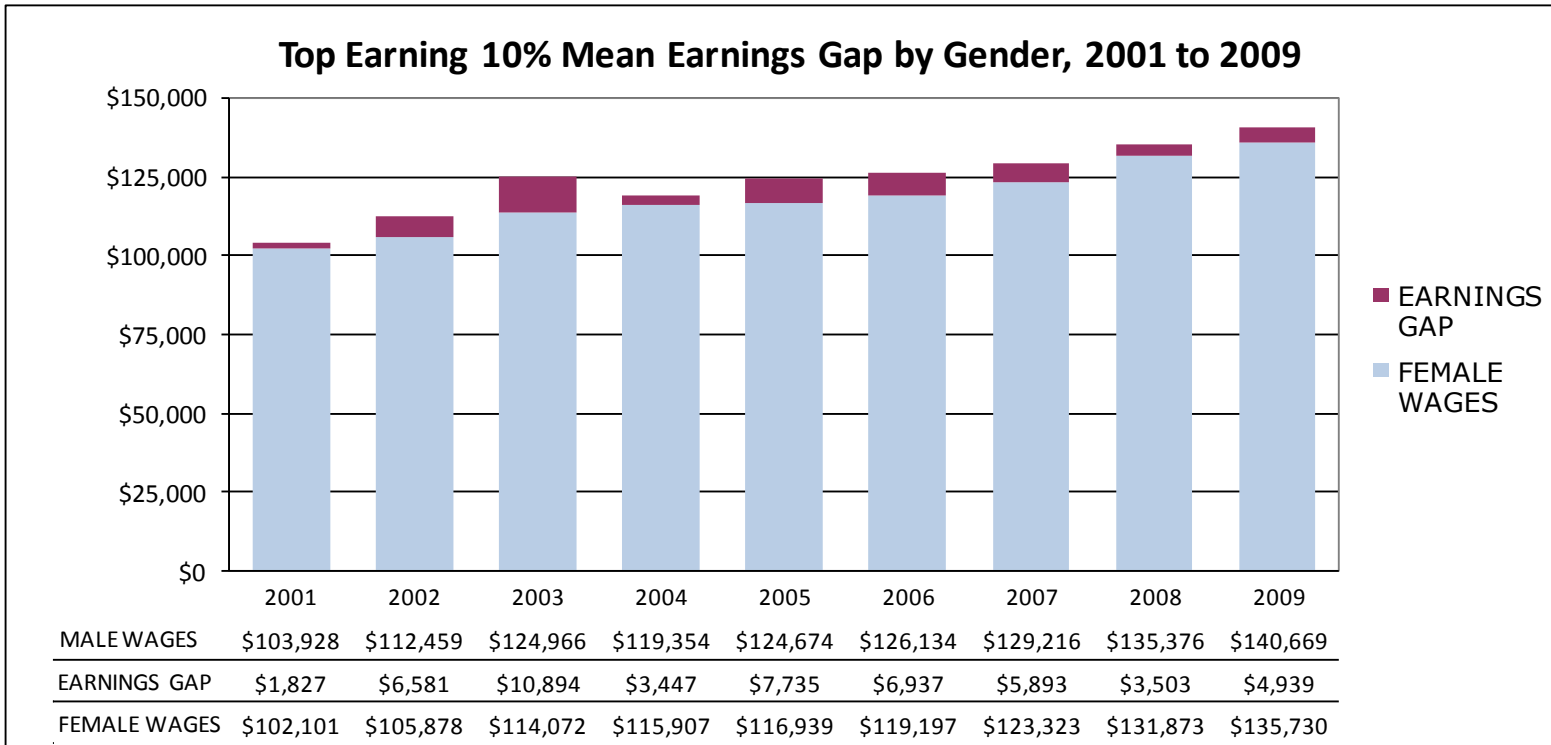
# Trend Analysis Graphs of County of Marin Salaries 2001-2009

## Professionals



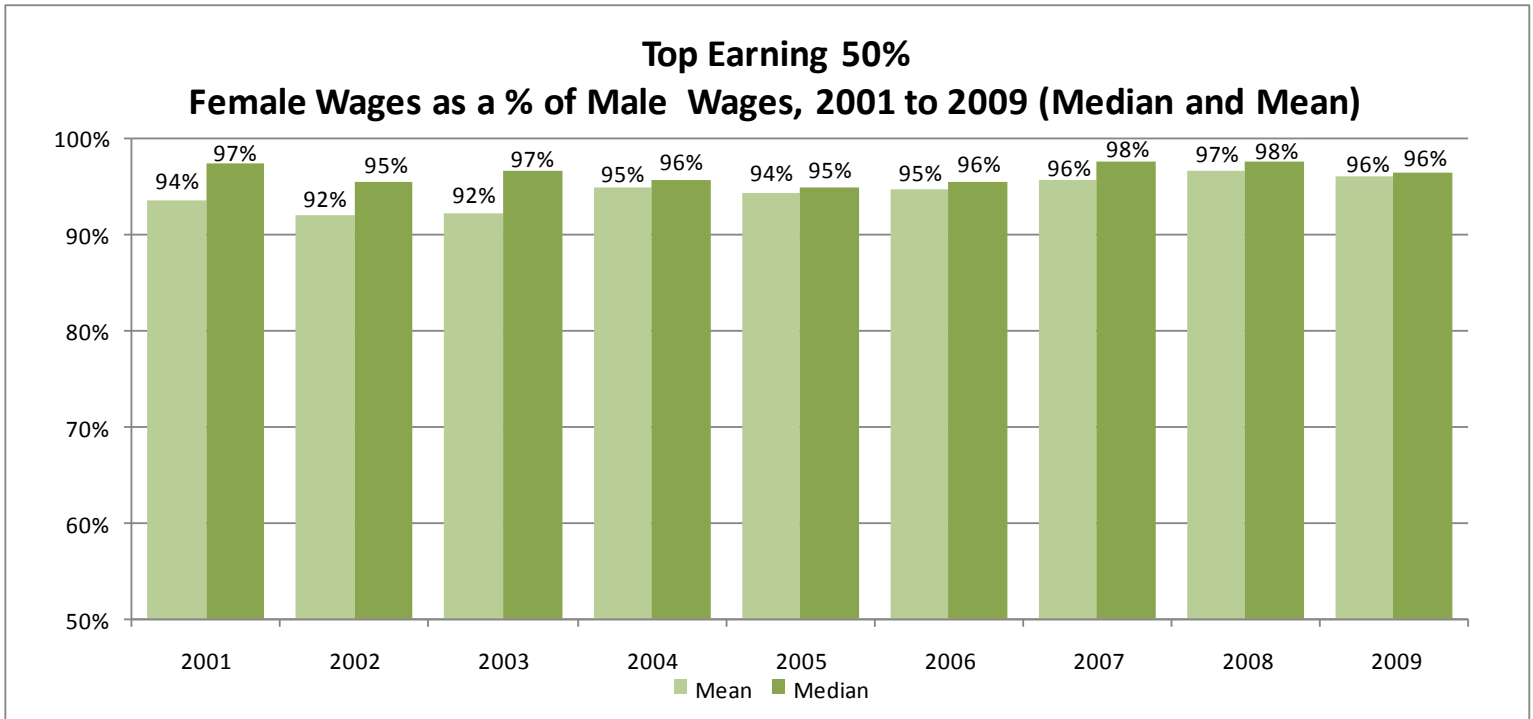
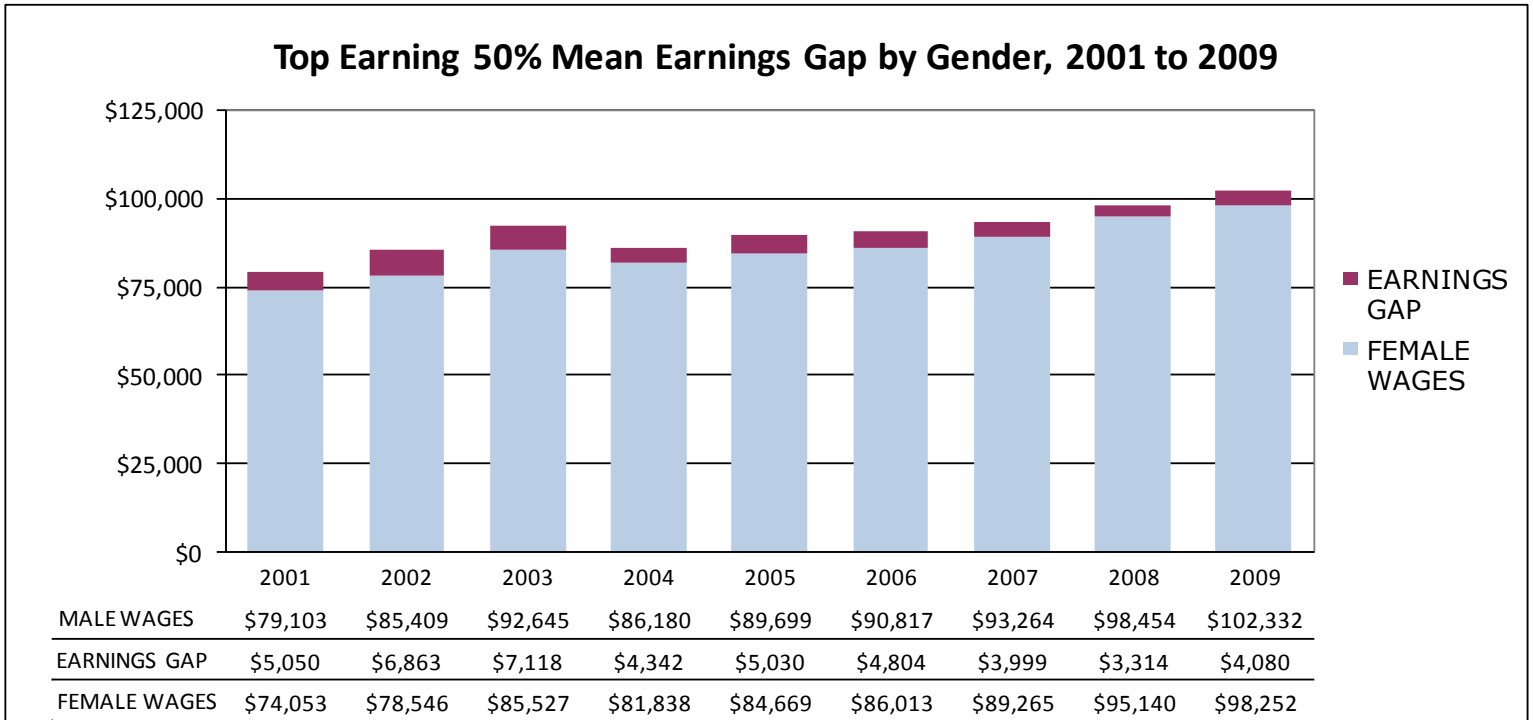
# Trend Analysis Graphs of County of Marin Salaries 2001-2009

## Top Earning 10%



# Trend Analysis Graphs of County of Marin Salaries 2001-2009

## Top Earning 50%



## **APPENDIX A**

### **Review and Assessment of Preceding EEO Reports & Workforce Salary Reports**

- **The most recent Equal Employment Reports, FY 07-08 and FY 08-09, provide the following information (using payroll data from July 2007 through June 2009):**
  - A profile of County employees by ethnicity and gender, and a comparison of the total available workforce to the County's overall workforce by EEO Categories.
  - Groupings of County employees by EEO-4 job classifications, and an analysis of the County workforce by gender and ethnicity throughout Marin County government.
  - A profile of the County departments, showing the breakout of employees in each department by EEO-4 job class, gender and ethnicity, and compares workforce availability numbers to County numbers.
  - The Appendix provides workforce turnover statistics by gender and ethnicity in each EEO-4 category.
  
- **The Five Year Equal Employment Plan of July 2005 reviews the County workforce in several different ways, using data from payroll records dated 07/01/04:**
  - Section 1 profiles the County workforce as a whole using tables that display County occupations (with their corresponding EEO-4 categories) by department, by gender and by ethnicity.
  - Section 2 is an analysis of all County occupations by EEO-4 categories Countywide, by gender and ethnicity.
  - Section 3 compares the County workforce to the available workforce, by gender and ethnicity in the eight EEO-4 categories.
  - Section 4 compares the County workforce to the available workforce, by gender in the eight EEO-4 categories.
  - Section 5 compares the mean salaries of the eight EEO-4 categories by gender.

This report was developed with the assistance of the Biddle Consulting Group (BCG). BCG developed the new labor market availability formula used to determine the availability of women (and minorities) in the 8 EEO-4 categories. Labor market availability data was compiled from Census 2000 statistics for the six counties in which 85% of the County's job applicants reside. Counties providing less than 5% of Marin County applicants are dropped from the analysis as not having a significant impact. In preparing this report, the EEOC was contacted and queried about this formula; this is the formula the EEOC recommends to State and Local governments to refine workforce availability numbers.

Unlike previous reports, this report eliminated job classifications that do not exist within the Marin County workforce which, if included, would misrepresent the County labor market and provide irrelevant data comparisons.

The 2010-2015 Equal Employment Plan is in process. The new plan will include updated Labor Market Availability numbers, as well as a new job classification system—all jobs will be coded to the Standardized Occupational Classification system (SOC). See page 28 for an explanation of the SOC.

**The Workforce and Salary Analysis of July 2007, using June 30 payroll data for each year (2000 – 2007), includes the following analysis:**

Earnings gap analysis by gender and ethnicity for the following four categories of County employees:

- Officials and Administrators
- Professionals
- Top Earning 10 % of Employees
- Top Earning 50% of Employees
- Trend analysis of the above data

## APPENDIX B

The Bureau of Census and the Bureau of Labor Statistics (BLS) are two Federal agencies that collect and publish earnings gap data and analysis by gender and ethnicity. Below is a list of the earnings gap reports they provide.

**Bureau of Census** publishes the following data that is used to determine the earnings gap:

- Decennially during the census (Census 2000, as of April 1, 2000)
- Annually and quarterly from the Current Population Survey (CPS). Census collects the CPS data and BLS analyses the data and publishes reports that include the earnings gap. (please see under BLS below)
- Annually from the American Community Survey ((ACS). The 2008 ACS report showed the national earnings gap for 2008 as 22.1%; the earnings gap in the state of California for 2008 was shown as 15.1%.

The Census programs listed above (Census, CPS and the ACS) collect and analyze earnings gap data that is based on the median annual earnings of all full time (35 hours or more) workers.

**BLS** provides earnings gap data based on the median *usual* weekly earnings of all full time (35 hours) wage and salary earners. Usual weekly earnings include overtime, commissions and tips.

BLS receives the earnings data from the Current Population Survey (CPS), a national monthly survey of approximately 60,000 households conducted by the U.S. Census Bureau for the U.S. Bureau of Labor Statistics. Information on earnings is collected from one-fourth of the CPS sample each month.

- BLS releases the Usual Weekly Earnings of Wage and Salary Workers News Release quarterly. It shows, among other statistics, weekly earnings by major occupation and sex. The third quarter 2009 news release shows the national earnings gap at 19.1% percent.
- Highlights of Women's Earnings in 2008 were published by BLS using data from the CPS. It shows the national earnings gap for 2008 at 20.1%, and the California earnings gap for 2008 at 13.4%,

Calculating female median\*\* earnings as a percentage of male median earnings is the standard used for measuring the earnings gap between women and men.

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\*\* Median is the "Middle value" of a list. If the list has an odd number of entries, the median is the middle entry in the list after sorting the list into increasing order. If the list has an even number of entries, the median is equal to the sum of the two middle (after sorting) numbers divided by two.

# APPENDIX C

## Challenges of Occupational Classification

The three reports reviewed (Equal Employment Report of February 2007, the Five Year Equal Employment Plan of July 2005, and the Workforce and Salary Analysis of October 2006) provide comparisons between workforce availability estimates and the actual workforce by EEO-4 category, and by gender and ethnicity.

During the course of preparing this report, many classification professionals were contacted. There is no standard way of classifying occupations to EEO-4 categories. The methods used from one state, county or city to the next are more likely to be different than the same.

There are at least two reasons that there is no standard method of classifying EEO-4 data:

### A. The discrepancy between Census 2000 and previous Census data

The Census 2000 Special EEO Tabulations are the source of the State and Local Government Resident occupational data that are used by State and Local governments to determine workforce availability.

Census 2000 Special EEO Tabulations provide data by the Department of Justice (DOJ), Office of Civil Rights (OCR), and State and Local Government classifications-- not the Equal Employment Opportunity Commission (EEOC) EEO-4 classifications. As of 2000, the Federal government no longer produces data that reflects the EEO-4 categories.

The Census Bureau entered into a reimbursable agreement with a consortium of four Federal agencies, consisting of the Equal Employment Opportunity Commission (EEOC), the Department of Justice (DOJ), the Department of Labor (DOL), and the Office of Personnel Management (OPM), to create a special tabulation identified as the Census 2000 Special Equal Employment Opportunity (EEO) Tabulation. This Tabulation was created according to the specifications of the agencies in the consortium (*in fact it was created to the specifications of DOJ which trumped the other members of the Consortium*). It contains information similar to, but not exactly comparable to, tabulations from the 1970, 1980, and 1990 censuses.

The Census 2000 Special EEO Tabulation serves as the primary external benchmark for comparing the race, ethnicity, and gender composition of an organization's internal workforce, and the analogous external labor market, within a specified geography and job category. However, as the EEOC and Census both admit, the data provided for State and Local government categories is not the same as the EEO-4 categories.

The following is taken from the Census 2000 website (emphasis added):

*A list of codes and titles for eight State and Local Job Categories for the 2000 EEO File is presented below. These categories are similar, if not identical<sup>††</sup>, to the job categories used by State and Local governments in reporting EEO-4 survey data.*

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<sup>††</sup> Does not include Para-professionals and adds a 2<sup>nd</sup> category of Protective Service

**State and Local Job Categories and Titles for the Census 2000 Special EEO File**  
**(these are not EEO-4)<sup>‡‡</sup>**

<b>State and Local Job Codes</b>	<b>State and Local Job Category Titles</b>
	<b>Census 2000 EEO</b>
1	Officials/Administrators
2	Professional
3	Technicians
4	Protective Service: Sworn
5	Protective Service: Non-sworn
6	Administrative Support
7	Skilled Craft
8	Service/Maintenance

The EEOC EEO-4 vs. DOJ State and Local Government categories are:

<b>EEOC EEO-4 Categories</b>	<b>DOJ Office of Civil Rights (OCR) Categories</b>
Officials and Administrators (10)	Officials and Administrators (10)
Professionals (20)	Professionals (20)
Technicians (30)	Technicians (30)
Protective Services (40)	Protective Services- Sworn (40)
Para-professionals (50)	Protective Services - Non-Sworn (50)
Administrative Support (60)	Administrative Support (60)
Skilled Crafts (70)	Skilled Crafts (70)
Service / Maintenance (80)	Service / Maintenance (80)

Many State and Local Governments continue to study workforce availability for EEO-4 categories based on Census 2000 State and Local Government categories. These two are not the same thing.

The Paraprofessional category has been removed completely from the DOJ categories, and the Protective Services category has been expanded to two categories. The two Protective Service categories now include all Protective Service workers, Sworn and Un-sworn, excluding the department heads.

If a State or Local Government has been classifying the Protective Service workers using the EEO-4 Form 164 instructions, protective service staff would be spread through 5 EEO-4 categories: O and A, Professionals, Technical and Paraprofessional and Protective Service categories. Census 2000 now classifies all protective service occupations in the 2 DOJ Protective Services categories. The only exceptions are the top management positions that are classified in the Officials and Administrators category.

The Equal Employment Report of February 2007 recommended the placement of jobs into more discrete job categories, pointing out that the EEO-4 classification system is very broad (and vague), and suggesting it would be beneficial to the County to classify occupations with a more discrete system.

<sup>‡‡</sup> Does not include Para-professionals and adds a 2<sup>nd</sup> category of Protective Service

EEOC staff recommend classifying all occupations to the Standard Occupational Classification (SOC) system (See Appendix D), and then using the tables (crosswalks) provided by Census 2000 that equate SOC codes to EEO categories (See Appendix E). This method ensures a more accurate extraction of EEO-4 data from the Census 200 Special EEO Tabulations.

An additional advantage to classifying County occupations to the SOC is the abundance of salary data available by SOC. All Federal agencies that provide occupational statistics use the SOC, as does the California Labor Market Information Division and ONET. (See Appendix I)

In 2004 the Biddle Consulting Group (BCG) classified all County occupations, which had incumbents at the time, to Census codes. . Biddle classified County occupations to the detailed Census codes to refine the County's workforce availability figures. The Census 2000 crosswalks provide a match between Census codes and SOC codes, so most County occupations have already been classified to detailed SOC codes. (See Appendices E, F, G and H)

**Note:** *Staff at the EEOC concur that BCG's method of determining workforce availability is the most accurate measurement of the available workforce. This is especially true now that the Census 2000 Special EEO categories do not reflect the EEO-4 categories, but DOJ categories.*

**Note:** The Census 2000 Special EEO Resident data files include part-time employees; this is the file used to determine workforce availability. The County has been excluding part-time employees from the workforce availability analysis. Because 87% of part-time employees are women and because the Census includes part-time employees in its analysis, it is recommended that the County include such data for better comparison. In fact, the County did use part-time data in its 2006-2007 analysis.

#### **A. Antiquated EEO-4 Instructions**

- **Classifying occupations based on job titles included in EEO-4 Form 164 instructions (Appendix B)**

This is the method still used by some of the neighboring counties, and some County of Marin occupations are classified to EEO-4 categories based on these instructions. It consists of classifying occupations by the job titles listed in the EEO-4 instructions. As staff at the EEOC pointed out, the EEO-4 (and the EEO-4 instructions) was developed 30 years ago, and "never looked at again".

Using the EEO-4 instructions results in classifying jobs with the same title but with very different duties in the same way. For example, a Library Assistant in Marin County is an entry level clerical position (one of the lowest paid position in Marin County government), in San Francisco County, a Library Assistant requires a 4-year college degree.

If a State or Local Government has been classifying the Protective Service workers using the EEO-4 Form 164 instructions, protective service staff would be spread through 5 EEO-4 categories: O and A, Professionals, Technical, Paraprofessional and Protective Service categories. Census 2000 now classifies all protective service occupations in the 2 DOJ Protective Services categories. The only exceptions are the top management positions that are classified in the Officials and Administrators category.

Note: EEOC staff recommends classifying all protective service staff in the EEO-4 Protective Service category (40), except for the top management in each department. As in all other departments, top-level management should be classified in the Officials and Administrator category. Classifying occupations to the SOC and then using the Census 2000 crosswalks results in classifying Protective Service staff as recommended by the EEOC.

In summary, there is no standard practice used in classifying occupations to the EEO-4 categories.

Update: In 2010, the County of Marin transitioned to maintaining this data by the 2010 Standard Occupational Classification system (SOC) rather than by the EEO-4 guidelines.

According to the Department of Labor, the new SOC system covers all occupations in which work is performed for pay or profit (it excludes volunteers). This system better reflects the current occupational structure of the United States and has sufficient flexibility to assimilate new occupations. The occupations are classified on the basis of work performed, required skills, education, training or credentials. Supervisors of professional and technical workers usually have a background similar to the workers they supervise and are therefore classified with the workers they supervise. Likewise, team leaders, lead workers, and supervisors of production workers who spend at least 20 percent of their time performing work similar to the workers they supervise are classified with the workers they supervise.

The 2010 SOC is divided into 23 major occupational groups of which the County of Marin has jobs in 19 (starred below):

- Management occupations \*
- Business and financial operations occupations \*
- Computer and mathematical occupations \*
- Architecture and engineering occupations \*
- Life, physical, and social science occupations \*
- Community and social services occupations \*
- Legal occupations \*
- Education, training, and library occupations \*
- Arts, design, entertainment, sports, and media occupations
- Healthcare practitioners and technical occupations \*
- Healthcare support occupations \*
- Protective service occupations \*
- Food preparation and serving related occupations \*
- Building and grounds cleaning and maintenance occupations \*
- Personal care and service occupations
- Sales and related occupations
- Office and administrative support occupations \*
- Farming, fishing, and forestry occupations \*
- Construction and extraction occupations \*
- Installation, maintenance, and repair occupations \*
- Production occupations \*
- Transportation and material moving occupations \*
- Military specific occupations

# APPENDIX D

## Definitions of Statistical Terms

### Measures of central tendency

The best way to reduce a set of data and still retain part of the information is to summarize the set with a single value. But how can you calculate a number that is representative of an entire list of numbers?

Measures of *central tendency*—mean, median, and mode—can help you capture, with a single number, what is typical of the data.

- The *mean* is the average value of all the data in the set.
- The *median* is the value that has exactly half the data above it and half below it.
- The *mode* is the value that occurs most frequently in the set.

In a *normal distribution*, mean, median and mode are identical in value.

### Arithmetic Mean

In mathematics and statistics, the **arithmetic mean** (or simply the **mean**) of a list of numbers is the sum of all the members of the list divided by the number of items in the list.

When the mean is not an accurate estimate of the median, the list of numbers, or frequency distribution, is said to be skewed. Problems with some uses of the mean:

- While the mean is often used to report central tendency, it may not be appropriate for describing skewed distributions, because it is easily misinterpreted. The arithmetic mean is greatly influenced by outliers (discussed further below). These distortions can occur when the mean is different from the median. When this happens the median may be a better description of central tendency.

A classic example is average income. The arithmetic mean may be misinterpreted to imply that most people's incomes are higher than is in fact the case. When presented with an "average" one may be led to believe that *most* people's incomes are near this number. This "average" (arithmetic mean) income *is* higher than most people's incomes, because high income outliers skew the result higher (in contrast, the median income "resists" such skew). However, this "average" says nothing about the number of people near the median income (nor does it say anything about the modal income that most people are near). Nevertheless, because one might carelessly relate "average" and "most people" one might incorrectly assume that most people's incomes would be higher (nearer this inflated "average") than they are. For instance, reporting the "average" net worth in Medina, Washington as the arithmetic mean of all annual net worths would yield a surprisingly high number because of Bill Gates. Consider the scores (1, 2, 2, 2, 3, 9). The arithmetic mean is 3.17, but five out of six scores are below this!

### Median

In probability theory and statistics, a **median** is a number dividing the higher half of a sample, a population, or a probability distribution, from the lower half. The *median* of a finite list of numbers can be found by arranging all the

observations from lowest value to highest value and picking the middle one. If there is an even number of observations, the median is not unique, so one often takes the mean of the two middle values.

At most, half the population has values less than the *median* and at most, half have values greater than the median.

The big difference between the median and mean is illustrated in a simple example:

Suppose 19 paupers and 1 billionaire are in a room. Everyone removes all money from their pockets and puts it on a table. Each pauper puts \$5 on the table; the billionaire puts \$1 billion (i.e.  $\$10^9$ ) there. The total is then \$1,000,000,095. If that money is divided equally among the 20 people, each gets \$50,000,004.75. That amount is the *mean* (or "average") amount of money that the 20 people brought into the room. But the *median* amount is \$5, since one may divide the group into two groups of 10 people each, and say that everyone in the first group brought in no more than \$5, and each person in the second group brought in no less than \$5. In a sense, the median is the amount that the *typical* person brought in. By contrast, the mean (or "average") is not at all typical, since nobody in the room brought in an amount approximating \$50,000,004.75.

The median is primarily used for skewed distributions, which it represents differently than the arithmetic mean. Consider the multi-set {1, 2, 2, 2, 3, 9}. The median is 2 in this case, and it might be seen as a better indication of central tendency than the arithmetic mean of 3.166.

Calculation of medians is a popular technique in summary statistics and summarizing statistical data, since it is simple to understand and easy to calculate. It also gives a measure that is more robust in the presence of outlier values than the mean.

## **Outliers**

In statistics, an **outlier** is an observation that is numerically distant from the rest of the data. Statistics derived from data sets that include outliers will often be misleading. For example, if one is calculating the average temperature of 10 objects in a room, and most are between 20-25° Celsius, but an oven is at 350° C, the median of the data may be 23 but the mean temperature will be 55. In this case, the median better reflects the temperature of a randomly sampled object than the mean. Outliers may be indicative of data points that belong to a different population than the rest of the sample set.

In most samplings of data, some data points will be further away from their expected values than what is deemed reasonable. This can be due to systematic error, faults in the theory that generated the expected values, or it can simply be the case that some observations happen to be a long way from the center of the data. Outlier points can therefore indicate faulty data, erroneous procedures, or areas where a certain theory might not be valid. However, a small number of outliers are expected in normal distributions.

Estimators not sensitive to outliers are said to be robust; the median is a robust measure.

## **APPENDIX E**

### **National Women's Law Center Gender Wage Gap (See next page for the analysis)**

The data on the next pages confirms the continuing existence of a state-wide gender wage gap. Review of this information reinforces the value of continuing to analyze, promote, advocate and monitor the existence, causes and potential solutions to the gender wage gap issue. This will require monitoring not only the gender wage gap in Marin County, but also the State and National numbers as this remains a continuing challenge and therefore a priority to the County of Marin and the Marin Women's Commission.

## THE PAYCHECK FAIRNESS ACT WOULD HELP CLOSE THE WAGE GAP FOR CALIFORNIA WOMEN

At the time of the Equal Pay Act's passage in 1963, women earned merely 59 cents to every dollar earned by men.<sup>1</sup> Enforcement of the Equal Pay Act and related civil rights laws has helped to narrow the wage gap, but significant disparities remain and must be addressed. Although Congress has recently taken initial steps to improve the laws that govern pay discrimination by passing the Lilly Ledbetter Fair Pay Act of 2009,<sup>2</sup> Congress must now act to further strengthen the laws to realize the decades-old promise of equal pay for equal work. In particular, the Senate must pass the Paycheck Fairness Act, which would close loopholes in the Equal Pay Act, enhance the procedures and remedies available to challenge violations of the law, and provide the government with tools to monitor and address pay inequities. Senate passage of this bill, which has already passed the House of Representatives, is particularly critical in these economically perilous times, when women and their families are particularly vulnerable.

### The Gender Wage Gap Persists in California

Although the gap between men's and women's wages has narrowed over the past three decades, on average women continue to earn significantly less than men.

- In 2007, on average, women in California working full-time, year-round earned only 84% of what men working full-time, year-round earned<sup>3</sup> -- six percentage points above the nationwide average of 78%.<sup>4</sup>
- The wage gap is even more substantial when race and gender are considered together. White, non-Hispanic women working full-time, year-round in California earned only 75% of the wages of White, non-Hispanic men. However, Black women working full-time, year-round in California earned only 64%, and Hispanic women only 42%, of the wages of White, non-Hispanic men.<sup>5</sup>
- The wage gap persists at all levels of education. Women in California with a high school diploma earned only 68% of what men with a high school diploma earned. Women in California with a bachelor's degree earned only 73% of the amount that men with a bachelor's degree were paid. In fact, the average California woman must receive a bachelor's degree before she earns as much as the average California male high school graduate.<sup>6</sup>
- The wage gap exists across occupations. For example, California women working full-time, year-round in sales and related occupations earned only 80% of what men in the same occupations earned, and California women working full-time, year-round in

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management, business, and finance occupations earned only 73% of what men in the same occupations earned.<sup>7</sup>

### **California Women Are Particularly Vulnerable to Economic Hardship in This Struggling Economy**

In the current economic downturn, many Californians are facing financial problems, stagnant wages and living standards, and job loss. Women in California already have higher rates of economic insecurity – on average they have lower earnings than men (\$25,339 compared to \$35,449 in 2007)<sup>8</sup> and are more likely to live in poverty (12% of California women compared to 9% of men lived in poverty in 2007).<sup>9</sup> As a result, women may be particularly vulnerable to economic hardship in this struggling economy. For example:

- Women's lower incomes make it harder for them to make ends meet. Between February of 2008 and February of 2009, in the San Francisco-Oakland-San Jose area, the cost of groceries increased 2.9% and home electricity costs increased 8.7%.<sup>10</sup>
- Although unemployment rates for men and women are rising nationwide,<sup>11</sup> because of their lower earnings, women may have fewer savings to fall back on if they lose their job. Worse yet, women who lose their jobs are also less likely than men to receive unemployment insurance benefits.<sup>12</sup> The unemployment rate in California in March 2009 was 11.2%, a 90% increase since the recession began in December 2007 and the highest level of state unemployment on record in data that goes back to 1976.<sup>13</sup>
- In part because of lower earnings, nationwide about a third of women borrowers receive subprime mortgage loans, compared to only a quarter of male borrowers.<sup>14</sup> As the housing market continues to struggle, women may be more likely to face rising mortgage rates and even foreclosures. In 2008, California had 837,665 foreclosure filings, an increase of 110% from 2007 and an increase of 498% from 2006.<sup>15</sup>
- The worsening recession is affecting all Americans, but women – who were already in a more precarious economic position than men because of lower earnings and higher poverty rates – are more likely to rely on public benefits like Medicaid, food stamps, and housing assistance.<sup>16</sup> In 2008, California provided food stamps to over 2.22 million children and adults, an increase of nearly 172,000 from the previous year.<sup>17</sup> Additionally, California faces a mid-year FY 2009 budget shortfall of \$13.7 billion and a projected FY 2010 budget gap of \$25.9 billion.<sup>18</sup> Enacted cuts to Medicaid, child care subsidies, and programs that serve the elderly as a result of these shortfalls<sup>19</sup> disproportionately affect women and create greater hardship for California women and their families.

**The Paycheck Fairness Act would help close the wage gap and help women to deal with these economic realities.**

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<sup>1</sup> U.S. Census Bureau, Historical Income Tables – People, Table P-40: Woman's Earnings as a Percentage of Men's Earnings by Race and Hispanic Origin: 1960 to 2007, available at <http://www.census.gov/hhes/www/income/histinc/p40.html> (last visited 4-17-09).

<sup>2</sup> Public Law No. 111-2, 123 Stat. 5 (2009).

<sup>3</sup> NWLC calculations from the U.S. Census Bureau, *Income, Earnings, and Poverty Data from the 2007 American Community Survey* (August 2008), Detailed Tables. [“2007 ACS”]

<sup>4</sup> NWLC calculations from the U.S. Census Bureau, Current Population Survey, 2008 Annual Social and Economic (ASEC) Supplement, Detailed Income Tables (2007 Income), August 2008.

<sup>5</sup> NWLC calculations from the 2007 ACS.

<sup>6</sup> *Ibid.* Population is workers ages 16 and over.

<sup>7</sup> *Ibid.*

<sup>8</sup> *Ibid.* Population is people with earnings ages 16 and over.

<sup>9</sup> *Ibid.*

<sup>10</sup> Grocery costs are captured by the food at home category. Home electricity costs are captured by the household electricity category. Bureau of Labor Statistics, U.S. Department of Labor, “Consumer Price Index for the San Francisco Area, February 2009: Prices Increased 1.7 Percent over the Past Two Months,” March 18, 2009, available online at <http://www.bls.gov/ro9/cpisanf.htm> (last visited 4-17-09).

<sup>11</sup> U.S. Department of Labor, Bureau of Labor Statistics, “The Employment Situation: March 2009,” Table A-1 (April 3, 2009), available online at <http://www.bls.gov/news.release/empsit.nr0.htm>.

<sup>12</sup> Vicki Lovell, Institute for Women’s Policy Research, Testimony before the House Ways and Means Committee, Subcommittee on Income Security and Family Support, The Unemployment Insurance Modernization Act: Improving UI Equity and Adequacy for Women (September 19, 2007).

<sup>13</sup> U.S. Department of Labor, Bureau of Labor Statistics, “Regional and State Employment and Unemployment: March 2009,” Table 3 (April 17, 2009), available at <http://www.bls.gov/news.release/laus.t03.htm>. NWLC historical calculations from the Local Area Unemployment Statistics database, available at <http://data.bls.gov/cgi-bin/survey/most?la>.

<sup>14</sup> Allen Fishbein and Patrick Woodall, Consumer Federation of America, Women are Prime Targets for Subprime Lending (December 2006).

<sup>15</sup> RealtyTrac, “Foreclosure Activity Increases 81 Percent In 2008,” available online at <http://www.realtytrac.com/ContentManagement/pressrelease.aspx?ChannelID=9&ItemID=5681&acct=64847> (last visited 4-20-09).

<sup>16</sup> In 2004, women were more than two-thirds of adult Medicaid beneficiaries. Kaiser Family Foundation, Issue Brief: An Update on Women’s Health Policy, October 2007, available at [http://www.kff.org/womenshealth/upload/7213\\_03.pdf](http://www.kff.org/womenshealth/upload/7213_03.pdf) (last visited 5-21-08). In 2006, about 68% of non-elderly adult food stamp beneficiaries were women. U.S. Department of Agriculture, Food and Nutrition Service, Office of Analysis, Nutrition and Evaluation, *Characteristics of Food Stamp Households: Fiscal Year 2006*, FSP-07-CHAR by Kari Wolkwitz. Project Officer, Jenny Genser. Alexandria, VA, 2007. In 2000, 84% of households receiving housing assistance were headed by women. U.S. Department of Housing and Urban Development, A Picture of Subsidized Households – 2000, available at <http://www.huduser.org/picture2000/index.html> (last visited 5-21-08).

<sup>17</sup> U.S. Department of Agriculture, Supplemental Nutrition Assistance Program: Average Monthly Participation (Persons), data as of March 26, 2009, available online at <http://www.fns.usda.gov/pd/15SNAPpartPP.htm> (last visited 4-20-09). Comparison is based on FY 2007 data compared to preliminary FY 2008 data.

<sup>18</sup> Elizabeth C. McNichol and Iris Lav, Center on Budget and Policy Priorities, “State Budget Troubles Worsen” (revised March 13, 2009), available at <http://www.cbpp.org/9-8-08sfp.htm> (last visited 4-20-09).

<sup>19</sup> Nicholas Johnson, Phil Oliff, and Jeremy Koulisch, Center on Budget and Policy Priorities, “An Update on State Budget Cuts: At Least 34 States Have Imposed Cuts That Hurt Vulnerable Residents, But the Federal Economic Recovery Package Is Reducing the Harm” (revised March 18, 2009), available at <http://www.cbpp.org/files/3-13-08sfp.pdf> (last visited 4-20-09).