Women in the Workplace

ITS Washington & WSDOT NWR Diversity Advisory Group

Welcome!

Today's Agenda:

- 12:00 Welcome and Introduction
- 12:03 Poll to identify today's focus areas
- 12:10 Discussion groups
  - Round 1 (end 12:25):
  - Round 2 (end 12:35):
  - Round 3 (end 12:45):
- 12:45 Overview resources, follow-up survey
- 12:50 Adjourn

MOBILITYXX
10 % | 10 YEARS

#10in10
The MobilityXX Pledge Program

Why MobilityXX?

WOMEN COMPRISE ONLY

15%

of the transportation workforce

U.S. Census data shows that from 2005 to 2019, the proportion of women in transportation occupations only increased by **3%.**

As of 2019, women comprised only **15%** of a 14.8 million transportation workforce, and even fewer are in decision-making roles.

3% increase

Why MobilityXX?

WOMEN HOLD

22.6%

of the board seats of companies in the Russell 3000 Index, as of June 30, 2020

5%

of the companies have achieved gender-balanced boards

Real Life Impact

THE COST OF SAFETY

- Women pay more for safe transportation options
- Women lose more time and suffer reduced economic opportunity

The median extra cost per month for women's safe transportation options is $26-$50.

The median extra cost per month for men is $0.

Leadership

The [Intelligent Transportation Society of America (ITS America)](#), [The Ray](#) and the [WTS International Foundation](#) are passionate partners in ensuring the deployment of technology that can help strengthen equity in transportation across the country.

Along with our Steering Committee, **MobilityXX is challenging the transportation industry to increase the number of women in transportation workforce by 10% in 10 years.**

MOBILITYXX
10 % | 10 YEARS

Today's agenda

- 12:00 Welcome and Introduction
- 12:05 Poll to identify today's focus areas
- 12:10 Discussion groups
    - Round 1 (end 12:25): Burnout Among Women: Need for Flexibility Balanced with Visibility
    - Round 2 (end 12:35): Microaggressions and Allyship
    - Round 3 (end 12:45): Actions We Can All Take
- 12:45 Overview resources, follow-up survey
- 12:50 Adjourn

Hiring and Promoting Women and People of Color

Women represent 56% of college degrees and are majority of valedictorians, yet only 48% of entry level positions

1 out of 4 in C-suite is a woman, only 1 out of 25 is a woman of color

Unconscious bias has a major effect on hiring.

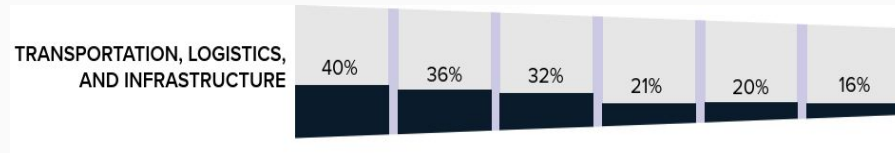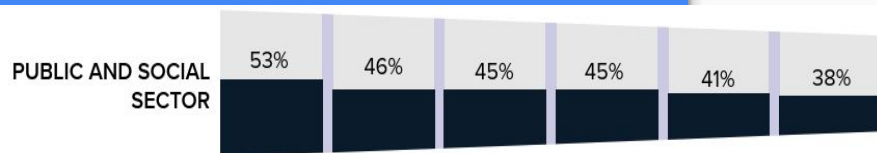## Women saw small improvements across the pipeline, but little progress for women of color

North American talent pipeline across industries, % of employees by level

As of year-end 2020

	Entry level	Manager	Sr. Manager	VP	SVP	C-suite
White men	35	42	50	56	61	62
Men of color	17	17	15	13	12	13
White women	30	28	27	24	22	20
Women of color	17	12	9	7	5	4

% of women[1]	Entry level	Manager	Sr. Manager	VP	SVP	C-suite
End of 2020	48	41	35	30	27	24
End of 2016	46	37	33	29	24	19
'16 to '20 change	2pp	4pp	2pp	1pp	3pp	5pp

1. Sum of % White women and % women of color may not sum to overall % women because overall figure includes employees with race not reported

Source: 2021 Women in the Workplace research

PUBLIC AND SOCIAL SECTOR	53%	46%	45%	45%	41%	38%

TRANSPORTATION, LOGISTICS, AND INFRASTRUCTURE	40%	36%	32%	21%	20%	16%

What steps could be taken to improve representation at all levels? Are you aware of steps your group or organization is taking?

Key Challenges

Potential Solutions

Burnout Among Women; Need for Flexibility Balanced with Visibility

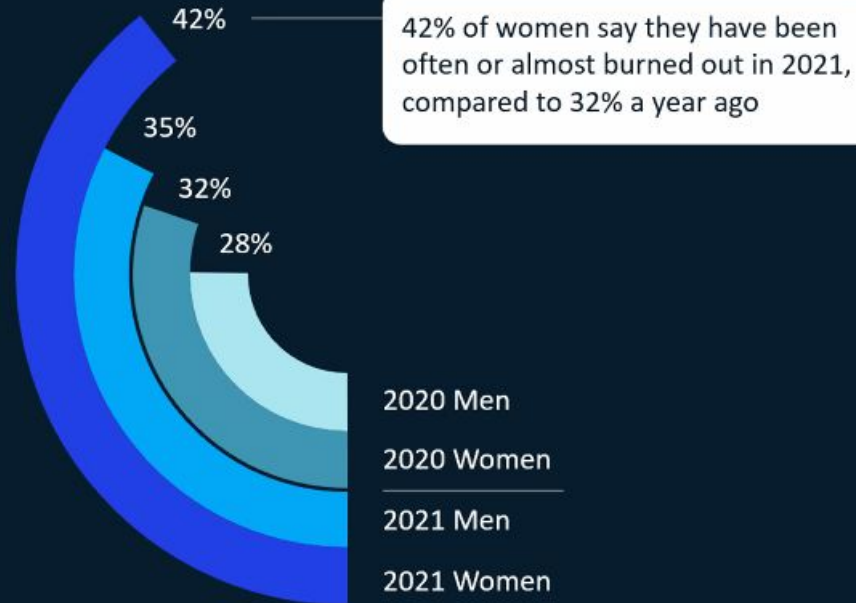Reported burnout among women has risen sharply during Covid

Women have been downshifting more, reducing hours or reducing responsibility in role and asking for more flexibility

Increased flexibility could lead to decreased visibility

While women 'hung on' in the last year, they are experiencing unsustainable levels of burn out

Share of employees who are consistently burned out

% of employees who say they are "often" or "almost always" burned out at work

42%
35%
32%
28%

42% of women say they have been often or almost burned out in 2021, compared to 32% a year ago

2020 Men
2020 Women
2021 Men
2021 Women

Source: 2021 Women in the Workplace Report

How can we help reduce burnout and balance providing flexibility AND visibility?

Key Challenges
- Women are typically more responsible for child care. Caregiving in general (taking care of parents, etc.)
- Distribution of women by age is a factor, speaks more to the visibility aspect.
- Career development for folks coming in without engineer degree
- Women are often not taken as seriously as men. Women have to advocate for their own rights

Potential Solutions
- Cascade policies for flexibility consistently through levels of management so staff have equitable access
- Having more conversations amongst supervisors about schedule options and what success and flexibility can look like
- Having leadership that have been in situations that cause burnout
- NEO discussion of flexibility. Understanding what might be holding people back from asking for a reduced schedule.
- When people ask for flexibility, be aware of the assignments they're retaining. Making sure they're still involved in high-priority and visible tasks.
- Monitoring overtime.

How can we help reduce burnout and balance providing flexibility AND visibility?

Key Challenges
- Childcare responsibilities
- Income disparities in families
- Managers need to give employees the space to share what their external responsibilities are.
- Having managers actually exercise flexibility. Managers who work flexible schedules, maybe less than 40 hour work weeks.
- Home environment for meeting visibility

Potential Solutions
- Having more supervisors with flexible schedules, i.e. maybe not working monday through friday, maybe not working 40 hour weeks, etc. might encourage those who are the primary caregivers to go after more managerial and supervisory roles if there is the possibility of those positions having some flexibility.
- Remove work, flexible hours. Having virtual conferences allowing for more diversity in attendees.
- Allocating funding for consultant education. Have consult come in and provide education.
- Layout clear paths for people, rather than having it be in the hands of individuals and supervisors

How can we help reduce burnout and balance providing flexibility AND visibility?

Key Challenges

- Stereotypes and biases - women are mentioned that they need to get to caring for kids; not men.
- Women take on more household chores
- Men have informal networks that women don't have - these can help
- Women take on roles at work that are nurturing but not rewarded

Potential Solutions

- Getting in touch with the biases
- Men should be vocal about childcare expectations.
- Removing credentials from positions that might not be required, opening the door for more people to grow into positions of leadership
- Better succession planning to backfill roles and reduce being overworked
- Find developmental paths that allow for more visibility, provide release time for in house work. Making sure we provide that pathway.
- If we have to go away for training, we don't come back to a huge pile of work, especially for women.
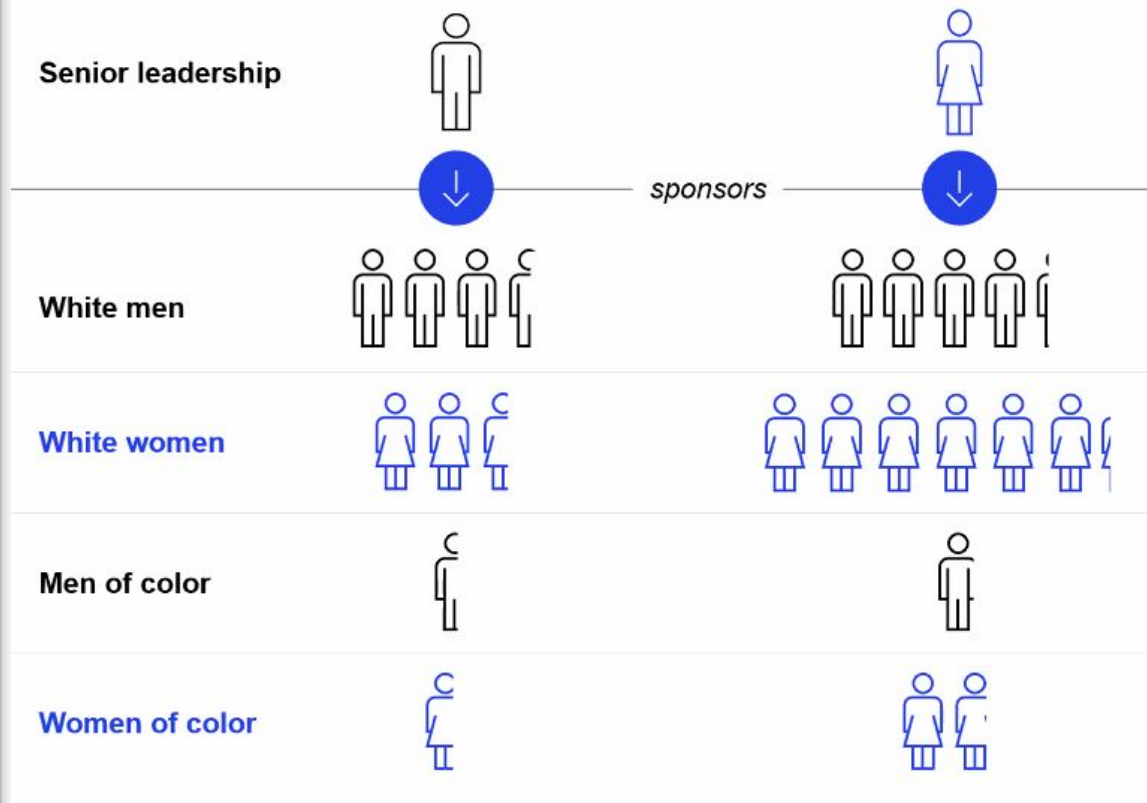
Mentorship and Sponsorship

Women tend to be over mentored (coaching/guidance) but under sponsored (taking actions on behalf of) relative to male peers

Women's networks tend to be skewed female and more junior

Conversely women leaders sponsor more men, women and people of color on average

Women are more hesitant than men to leverage personal connections in business

Female senior leaders sponsor more men, more women, and more women of color on average

	Senior leadership	sponsors	Senior leadership
White men			
White women			
Men of color			
Women of color			

Source: 2021 Women in the Workplace Report

What can be done to improve sponsorship of women?

Key Challenges

Potential Solutions

Microaggressions and Allyship (1/2)

Women and increasingly women of color, LGBTQ+ women and women with disabilities experience challenges of competence and disrespectful and "othering" behavior such as being spoken over, overhearing insults about their culture, and being expected to speak on behalf of all people with their identity.

Women of color, LGBTQ+, and women with disabilities are more likely to face microaggressions

Better experience ▮▮▮▮▮ Worse experience

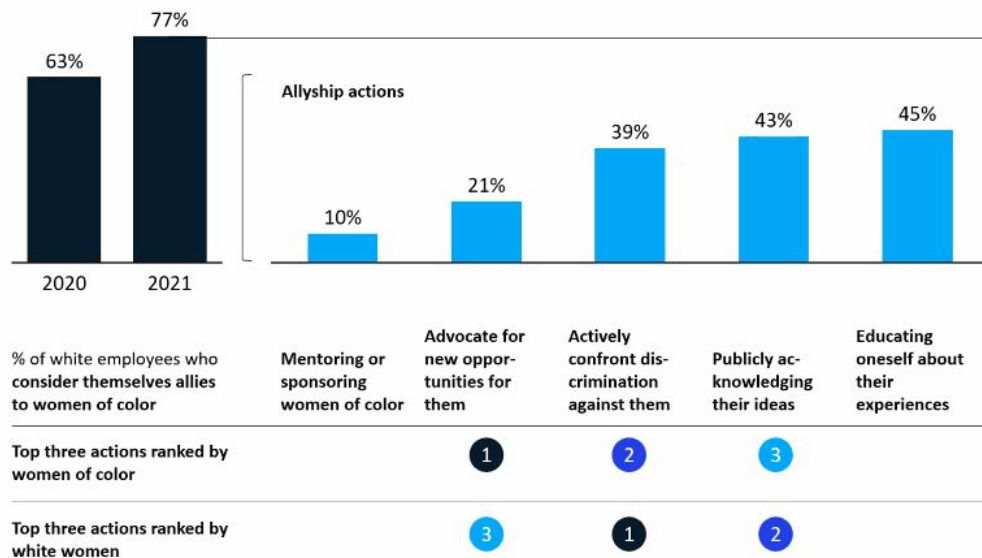| All men	All women	LGBTQ+ women	Women with disabilities		White women	Asian women	Latinas	Black women
				Challenge of competence				
15%	28%	34%	40%	Being interrupted or spoken over more than others	27%	29%	27%	32%
24%	31%	37%	46%	Having your judgment questioned	31%	25%	29%	38%
12%	18%	25%	30%	Having others comment on your emotional state	18%	13%	16%	21%
				Disrespectful and "othering" behavior				
6%	8%	10%	13%	Hearing people express surprise at your language skills or other abilities	5%	11%	13%	18%
7%	7%	12%	14%	Hearing or overhearing insults about your culture or people like you	5%	9%	9%	16%
5%	7%	9%	9%	Being confused with someone else of the same race/ethnicity	4%	17%	6%	17%
6%	9%	16%	13%	Feeling like you are expected to speak on behalf of all people with your identity	5%	14%	11%	31%
4%	6%	11%	11%	Having others comment on your hair or appearance	5%	5%	5%	14%

Source: 2021 Women in the Workplace Report

Microaggressions and Allyship (2/2)

#1 thing that women of color wanted as advocating for new opportunities for them

#1 thing that white women wanted was actively confronting discrimination against them

Although self-identified allyship is on the rise, we need to translate it consistently into action

% of white employees who consider themselves allies to women of color	Mentoring or sponsoring women of color	Advocate for new opportunities for them	Actively confront discrimination against them	Publicly acknowledging their ideas	Educating oneself about their experiences
Top three actions ranked by women of color		1	2	3	
Top three actions ranked by white women		3	1	2	

44% of women of color say advocating for new opportunities is the most important allyship action…

…but only **21%** of white employees do it

Source: 2021 Women in the Workplace Report

Self-identified allyship is on the rise, but how can we better translate allyship into action?

Key Challenges

- Not knowing if you're the right person to step forward
- The burden of taking up airspace when speaking up in a discussion. How do you decide when to speak, especially when you're a white woman.
- Confronting leadership and supervisors about microaggresions
- Discomfort with uncomfortable conversations

Potential Solutions

- Creating a roadmap/framework to help guide when to act as an ally or someone who is advocating for others
- Valuing knowledge, skills, and abilities that a person of color, and people can be trained for the needed skills (especially when a college major has under representation)
- Asking yourself, "Am I the best person for this role, or would it be better to hand it off to someone else (e.g., a person of color)"?
- Finding out which opportunities are available and being intentional about allyship (what allyship is desired)
- Making allyship opportunities more visible
- Support women, especially women of color.
- As a person of color, I appreciate getting support. Recognize being an only, a double only.
- Just be brave, be an ally.

Self-identified allyship is on the rise, but how can we better translate allyship into action?

Key Challenges

- We don't see women of color at WSDOT - specifically black women engineers and planners
- Not feeling like you are the expert on a topic and feeling uncomfortable to speak on behalf of that group

Potential Solutions

- As a leader and supervisor, make it safe for people to confront
- Acknowledge when I find a meeting with no women, planting the seed, "why are we here in 2022 with no women in this room?"
- Giving credit to women; noting work that should be celebrated.
- Shift from labeling to action, let those in that group speak up if that is not the correct action. Have to take risks and try. Can't just always wait for the affected group to tell you what to do.
- Receiving the feedback and altering behavior, but not responding back defensively. Need to be ok not getting bonus points or recognition for "trying" or good intentions

Self-identified allyship is on the rise, but how can we better translate allyship into action?

Key Challenges
- Having a good understanding of what the issues are and how to turn actions into changes, championing the right things
- Do you hear the micro-aggression in the moment?

Potential Solutions
- Fund the DAGs
- Be ok with making mistakes. Folks become paralyzed with the fear of making mistakes.
- Emphasis on restorative justice
- Seek opportunities to create opportunities for others, be a sponsor
- Hold self and others accountable for equity and inclusion, address concerns when observed and escalate where appropriate

Actions We Can All Take (1/2)

Top performing organizations improve diversity, representation, inclusion and reduce burnout

Actions that top-performing companies[1] have taken to support diversity and inclusion

Improve diversity and representation:

Minimize gender bias in hiring AND performance reviews

Track diversity metrics by gender AND race / ethnicity

Hold senior leaders accountable for progress on diversity

Improve inclusion and reduce burnout:

Focus on intersectionality and allyship education

Provide mentorship and sponsorship programs for women of color and support ERGs

Adjust policies to better support employees' wellbeing

1. Companies that have made improvements in representation of women at most levels of the pipeline over the last four years, and in many cases, consistent year over year gains; have higher women's representation than their industry peers and outperform on representation of women of color

Source: 2021 Women in the Workplace Report

Actions We Can All Take (2/2)

Individuals can take action such as broadening their sponsorship network, share feedback consistently, and take actions as an ally.

Source: 2021 Women in the Workplace Report

What is one action you would like to see your organization prioritize and what is one action you can commit to?

Key Challenges
- Hiring, retention, and equitable services
- It's not just gender equity, it's racial equity, ability, LGBTQ, etc.
- Certain fields and disciplines that are male dominated, i.e. construction, the few are only women feel solely responsible for educating male peers and supervisors
- Candidate pools are not diverse

Potential Solutions
- Financially support DAGs.
- Is there an affinity group for women at WSDOT?
- Be clear and upfront about inclusive, supportive, and welcoming
- Training program - it needs to be valued from the bottom and top.
- Think about it as the job, being fair who we offer the jobs.
- Be brave - just to bring it up, asking we don't have a diverse person on our staff
- Change the language to be more inclusive (e.g. Mobility XX)
- Revisiting our min requirements to remove barriers
- Hiring takes a few months, would like to see something quicker. Prioritize and give people time to absorb DEI training and practices
- Involve external panelists in hiring to ensure equity in the process
- Assess gender and racial representation across tiers of talent pipeline to identify gaps and form strategies

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- Certain fields and disciplines that are male dominated, i.e. construction, the few are only women feel solely responsible for educating male peers and supervisors
- Are design and transportation engineering jobs set up to attract and recruit women?

Potential Solutions
- Formal sponsorship program at organization
- Asking for tough and direct feedback
- Systematic review of policies to determine which policies are not equitable. Create action plan.
- What if you take names off the resumes? To remove any biases in hiring practices
- Have mandatory safety topics and trainings, diversity and inclusion trainings should be mandatory
- Make sure there is relationship between hiring goals and our product.
- Have more mandatory diversity and inclusion trainings
  - People not having to sacrifice lunch break to participate in lunch and learns, etc.
- Designated employees to
- Advocating for women in the field, specifically construction
- Identifying unconscious bias
- Asking the context that people want in technical situations. What level of information they want.
- Give voice to others. Give people a space to speak.
- Give a pathway for women and people of color for development

Women Who Are "Onlys" or "Double Onlys" (1/2)

Women who are "Onlys" - often one of the only people of their race of gender in the room at work - have more difficult day-to-day experiences.

"Double Onlys" contend with being an Only on two dimensions such as gender and race

WOMEN WHO ARE ONLYS ARE MORE LIKELY TO EXPERIENCE MICROAGGRESSIONS

		ALL WOMEN	GENDER ONLYS	DOUBLE ONLYS (GENDER & RACE)
Challenges to competence	Being interrupted more often than others	28%	47%	48%
	Having your judgment questioned in your area of expertise	31%	45%	46%
	Having others comment on your emotional state	18%	28%	28%
Disrespectful and "othering" behavior	Hearing others express surprise at your language skills or other abilities	8%	13%	24%
	Hearing or overhearing insults about your culture or people like you	7%	12%	19%
	Being confused with someone else of the same race/ethnicity	7%	10%	18%
	Feeling like you are expected to speak on behalf of all people with your same identity	9%	18%	31%
	Having others comment on your hair or appearance in a way that made you uncomfortable	6%	12%	16%

Source: 2021 Women in the Workplace Report

Women Who Are "Onlys" or "Double Onlys" (2/2)

Compared to mothers of young children who regularly work with other women, those who are Onlys are more likely to be burned out and to have considered leaving their companies.

They are more likely to feel judged when they take advantage of work/life balance options and less likely to feel comfortable sharing their personal challenges with colleagues.

MOTHERS OF YOUNG CHILDREN HAVE A MORE DIFFICULT EXPERIENCE WHEN THEY ARE ONLYS

Legend:
- FATHERS OF YOUNG CHILDREN
- MOTHERS OF YOUNG CHILDREN
- MOTHERS OF YOUNG CHILDREN WHO ARE GENDER ONLYS

Burnout

	Fathers	Mothers	Mothers who are Gender Onlys
Uncomfortable discussing burnout	27%	32%	39%
Feel burned out often or almost always	38%	47%	55%

Feelings when working flexibly

	Fathers	Mothers	Mothers who are Gender Onlys
Judged	12%	19%	25%
Worried that it will hurt my career	18%	27%	34%

Concerns about working remotely more often than others

	Fathers	Mothers	Mothers who are Gender Onlys
Being viewed as less committed	36%	41%	51%
Having to work harder to get noticed	26%	33%	42%

Source: 2021 Women in the Workplace Report

What steps could be taken to better support Onlys and Double Onlys?

Key Challenges

Potential Solutions

Thank You

ITS Washington & WSDOT NWR Diversity Advisory Group Contacts:
ITS Washington DEI Committee: jennica.ottenbreit@wsp.com and BallarL@wsdot.wa.gov

WSDOT NWR DAG: NWDAG@wsdot.wa.gov

Resources:
2022 Women in Transportation Survey (due March 31)
2021 Women in the Workplace Report
 2021 Women in the Workplace Report Webinar