Gender Inequality and Policy: Where are we? Where do we need to go?

Marianne Cooper & Shelley J. Correll

March 16, 2018
Plan for our remarks

• State of the Union
  – Where are we with gender equality?
  – Where are we with federal policies to reduce gender inequality?
• A new way forward?
  – State and city level policies
  – Voluntary organizational policies
Figure 7. Labor force participation rates of women in selected 10-year age groups, annual averages, 1985–2015

Gender Wage Gap

Figure 1: The Gender Earnings Ratio, 1955–2011, Full-Time Workers

- Women’s Median Weekly Earnings, as Percent of Men’s
- Women’s Median Annual Earnings, as Percent of Men’s


Wage Ratio: 50%, 55%, 60%, 65%, 70%, 75%, 80%, 85%, 90%
70% of Mothers Work

FIGURE 1
Share of all mothers who are breadwinners or co-breadwinners, 1967 to 2015

FIGURE 1.
Total Duration of Paid Leave Entitlement for Mothers after Childbirth, 2016

<table>
<thead>
<tr>
<th>Country</th>
<th>Number of weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estonia</td>
<td>183</td>
</tr>
<tr>
<td>Slovak Republic</td>
<td>162</td>
</tr>
<tr>
<td>Finland</td>
<td>154</td>
</tr>
<tr>
<td>Hungary</td>
<td>145</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>138</td>
</tr>
<tr>
<td>Latvia</td>
<td>114</td>
</tr>
<tr>
<td>Norway</td>
<td>102</td>
</tr>
<tr>
<td>Korea</td>
<td>91</td>
</tr>
<tr>
<td>Lithuania</td>
<td>82</td>
</tr>
<tr>
<td>Austria</td>
<td>79</td>
</tr>
<tr>
<td>Japan</td>
<td>69</td>
</tr>
<tr>
<td>Germany</td>
<td>61</td>
</tr>
<tr>
<td>Sweden</td>
<td>59</td>
</tr>
<tr>
<td>OECD average</td>
<td>45</td>
</tr>
<tr>
<td>Slovenia</td>
<td>43</td>
</tr>
<tr>
<td>Poland</td>
<td>41</td>
</tr>
<tr>
<td>Canada</td>
<td>40</td>
</tr>
<tr>
<td>Denmark</td>
<td>39</td>
</tr>
<tr>
<td>Italy</td>
<td>38</td>
</tr>
<tr>
<td>Greece</td>
<td>36</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>35</td>
</tr>
<tr>
<td>France</td>
<td>31</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>25</td>
</tr>
<tr>
<td>Belgium</td>
<td>24</td>
</tr>
<tr>
<td>Portugal</td>
<td>19</td>
</tr>
<tr>
<td>Chile</td>
<td>18</td>
</tr>
<tr>
<td>Ireland</td>
<td>17</td>
</tr>
<tr>
<td>Iceland</td>
<td>16</td>
</tr>
<tr>
<td>New Zealand</td>
<td>16</td>
</tr>
<tr>
<td>Australia</td>
<td>15</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>15</td>
</tr>
<tr>
<td>Turkey</td>
<td>14</td>
</tr>
<tr>
<td>Spain</td>
<td>14</td>
</tr>
<tr>
<td>Netherlands</td>
<td>13</td>
</tr>
<tr>
<td>Switzerland</td>
<td>13</td>
</tr>
<tr>
<td>Israel</td>
<td>13</td>
</tr>
<tr>
<td>Mexico</td>
<td>13</td>
</tr>
<tr>
<td>United States</td>
<td>9</td>
</tr>
</tbody>
</table>

Source: OECD 2016a.
Note: Data are for OECD countries (or those with accession plans to join it). Total duration includes job-protected maternity and parental leave.
What kinds of federal policies are needed to jumpstart progress?

1. Policies that help employees balance the competing demands of work and family ...
   - Without being penalized for using the policy
   - Without being financially penalized

2. Policies that protect against gender discrimination in its current forms, including:
   - Explicit discrimination
   - Sexual harassment
   - Implicit biases
What kinds of federal policies exist in the U.S.?

1. Work-family: FMLA
   – 12 weeks of UNPAID leave
   – Only applies to employees in locations that hire 50 or more people

2. Discrimination: Title VII of the Civil Rights Act of 1964
   – Weekly and unevenly enforced
   – Less effective at protecting against implicit biases
A new way forward?
“If congress will not act, we’re going to need mayors to act. We’ll need governors and state legislators to act. We need CEOs to act.”

(Barack Obama, 2014)
State and local policies
Figure 2
State and Local Policies on Paid Sick Days, 2017

- **State enacted paid sick days policy:** AZ, CA, CT, MA, OR, RI, WA, VT plus DC
- **Indicates cities or counties with paid sick leave policies:**
  - Seattle, Spokane, & Tacoma, WA
  - San Francisco, Berkeley, Emeryville, Oakland, Los Angeles, Santa Monica & San Diego, CA
  - Minneapolis & Saint Paul, MN
  - Cook County & Chicago, IL
  - Pittsburgh & Philadelphia, PA
  - Montgomery County, MD
  - New York City, NY
  - Bloomfield, East Orange, Elizabeth, Irvington, Jersey City, Montclair, Morristown, New Brunswick, Newark, Passaic, Paterson, Plainfield, Trenton, NJ

**NOTE:** New York, Rhode Island, and Washington law takes effect in 2018.
Voluntary organizational policies
Organizational approaches to reducing implicit/unconscious biases

1. Unconscious bias training
2. Formalizing/redesigning evaluation processes/“people processes” (e.g. hiring, promotion)
“Small wins” model of change for reducing bias (Correll 2017)

**Educate**
- Provide a gender framework.
  - Prevents old ideas about gender from entering new procedures

**Diagnose bias**
- Assess where bias appears in the local organization.
  - Help get beyond “bias doesn’t happen here”

**Develop tools**
- Work with managers to craft solutions.
  - Increases manager buy-in; creates change agents

**Intervene**
- Roll out change in groups.
  - Increases accountability; creates a norm of responsibility

**Evaluate**
- Measure “small wins”
  - Increases efficacy; leads to contagion
If GoDaddy Can Turn the Corner on Sexism, Who Can’t?

GoDaddy overhauled its employee evaluation forms, replacing open-ended questions with specific criteria that evaluated employees’ impact, rather than their character. Instead of asking if someone is good at communicating, the new evaluation form asked managers to document instances when an employee shared knowledge with a colleague, or collaborated with a team.

By then, GoDaddy had been recognized as being among the nation’s top workplaces for women in tech. The company’s policies on equal pay, its methods for recruiting a diverse work force and its approach to promoting women and minorities had been lauded inside business schools and imitated at other firms.
“Small wins” model of change for reducing bias in the performance assessment process

Diagnose bias
Assess where bias appears in the local organization.
Help get beyond “bias doesn’t happen here”

Interviews with leaders
- No consistent process in place.
- Many values were vague: “Be phenomenal.”
- Some measures of success introduced gender biases.

Observed calibration meetings
- Women receive more criticisms of their personality.
- More time spent discussing men employees, more “standout” adjectives.
- Women more likely to get downgraded to middle ratings.
Diagnosing bias in calibration meetings

Performance on Goals

Leadership Values

Exhibits

Low

Medium

High

Low

Medium

High

“Top talent,” Higher rewards

High

Medium

Low

Average
GoDaddy: Performance ratings 2015

“Top talent,” Higher rewards

Exhibits

Leadership Values

High

Medium

Low

Low

Medium

High

Performance on Goals

W: 53%
M: 76%

W: 46%
M: 18%
Intervention

• Managers created a “score card” to be completed for each employee and to be brought to the calibration meeting.
  – Updated their values and measures.
  – Replaced open ended questions. Managers now provide specific examples of what employee did or could do better.
• Use “criteria monitors” during the meeting.
• Allotted a specific amount of time for discussing each employee.
Small wins: Post intervention calibration meeting

- Every manager thoughtfully completed a score card for each employee.
- Gender differences in criticisms of personality were eliminated.
- Greater consistency in using criteria when discussing employees.
- Significant decreases in gender gaps in “top talent” and “middle box” ratings.
- Small wins inspired other change efforts.
Conclusion

• While federal policy would be ideal, it doesn’t seem likely.
• Lacking federal policy options, we need to rely on localized efforts at the state, municipal and organizational level.
• Small wins can shift norms, so that when policy winds shift, action is more likely.
• As scholars we can participate in the change process, creating laboratories to study change.
Assessing employee performance at GoDaddy

- Written Manager Reviews
- Numeric Rating
- “Calibration” Meetings
- Organizational Rewards (Promotion, Raise, Bonus)
“Over the last several years ‘unconscious bias trainings’ have seized Silicon Valley; they are now de rigueur at organizations around the tech world.”

(Atlantic Magazine 2017)
Understanding bias can create a culture of inquiry in the evaluation process

“One of our dev teams is hiring an engineer. We had 3 candidates, 2 ‘loud’ men and 1 quiet woman. The men received higher ratings and the dev manager then said: ‘The woman is more qualified so why did people rate the men higher than the woman?’ They pushed each other, asked more questions and it turns out that they ended up deciding the woman was the better and more qualified candidate and they hired her.”

(Manager, mid size global software company)