



UMassAmherst
The Commonwealth's Flagship Campus

Donald Tomaskovic-Devey

Director, Center for Employment
Equity and Professor of Sociology

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New York City Equal Employment Practices Commission

- Why segregation is worth thinking about
- A short history of US desegregation
- Some examples of variation across (federal) government departments and their connection to earnings.
- The necessity of leadership buy-in, accountability, transparency, and clear metrics to produce changes in hiring and retention.
- Apologies

Job segregation is a powerful mechanism

- producing pay inequalities
 - Sorting by job skill, power, and pay
 - In the long run gender and race composition of jobs can influence pay levels
- influencing promotion and turnover rates
- reinforcing cultural distinctions, status, respect



July 2, 1964 PRESIDENT JOHNSON SIGNS
THE CIVIL RIGHTS ACT

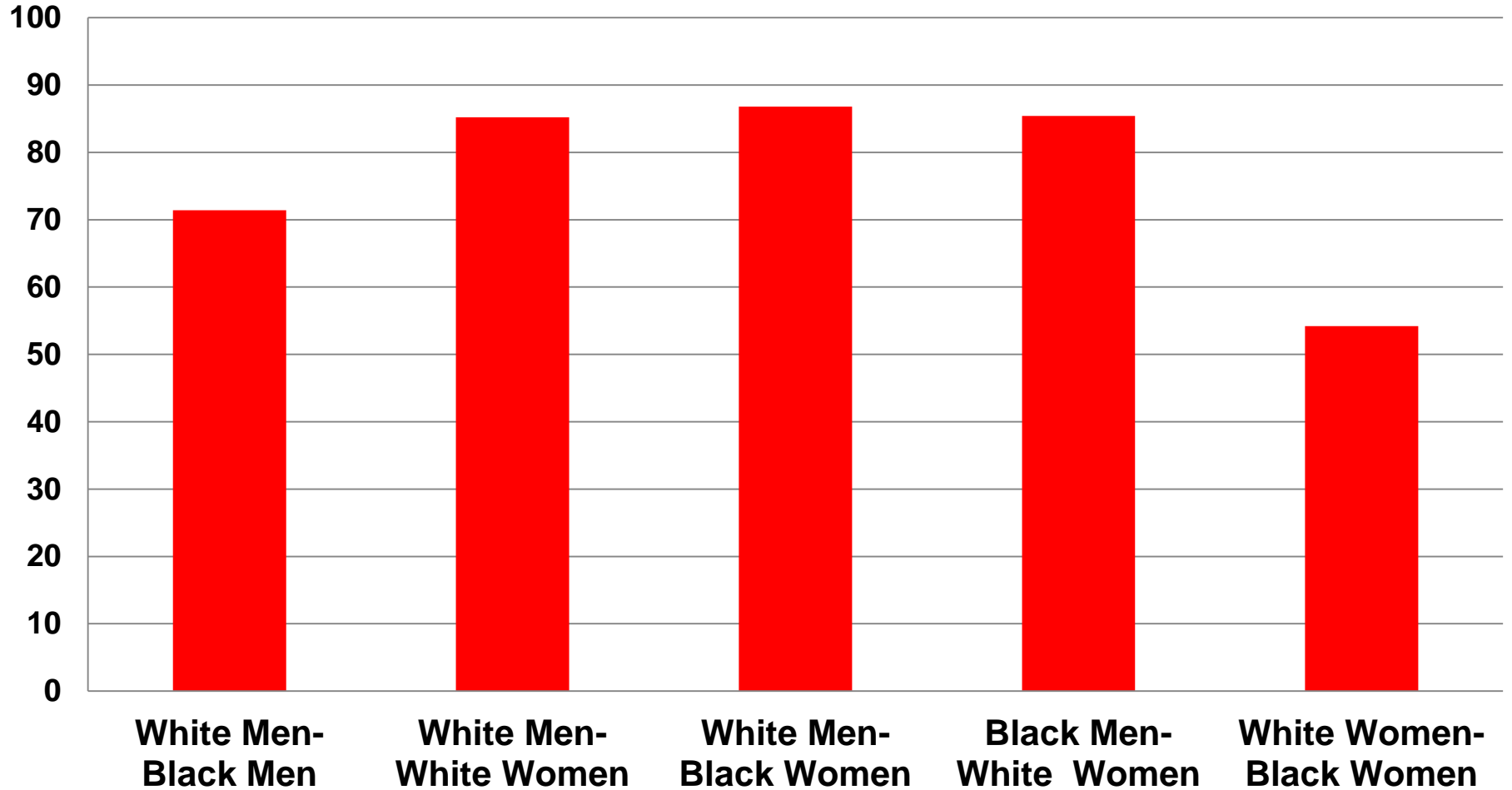
Title VII of the Civil Rights Act of 1964 made it illegal for an employer to

- (1) fail or refuse to hire or to discharge any individual, or otherwise to **discriminate** against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin
- (2) limit, **segregate**, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual's race, color, religion, sex, or national origin

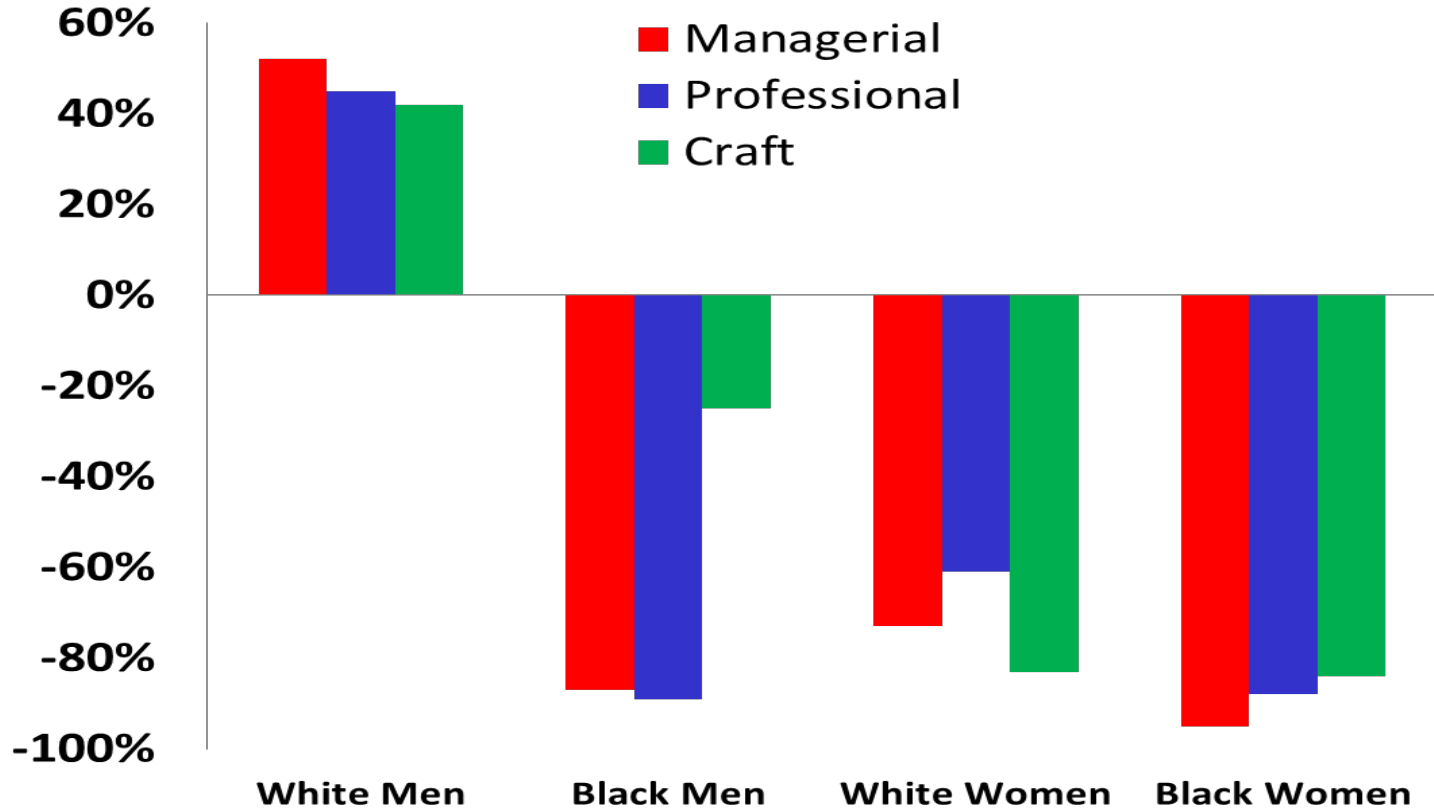
How to monitor progress toward equal opportunity?

- **Exclusion**
- **Pay Gaps**
- **Segregation**
 - Measures internal firm/agency job sorting
 - NOT YES OR NO, BUT HOW MUCH?
 - Index of Dissimilarity
- **Supplement with measures of good job representation**

National Average Firm Employment Segregation in 1966



1966 Representation Relative to Group Composition in the Local Labor Market





Pressures
for Equal
Opportunity

Pressures
for
Segregation

Pressures for Segregation

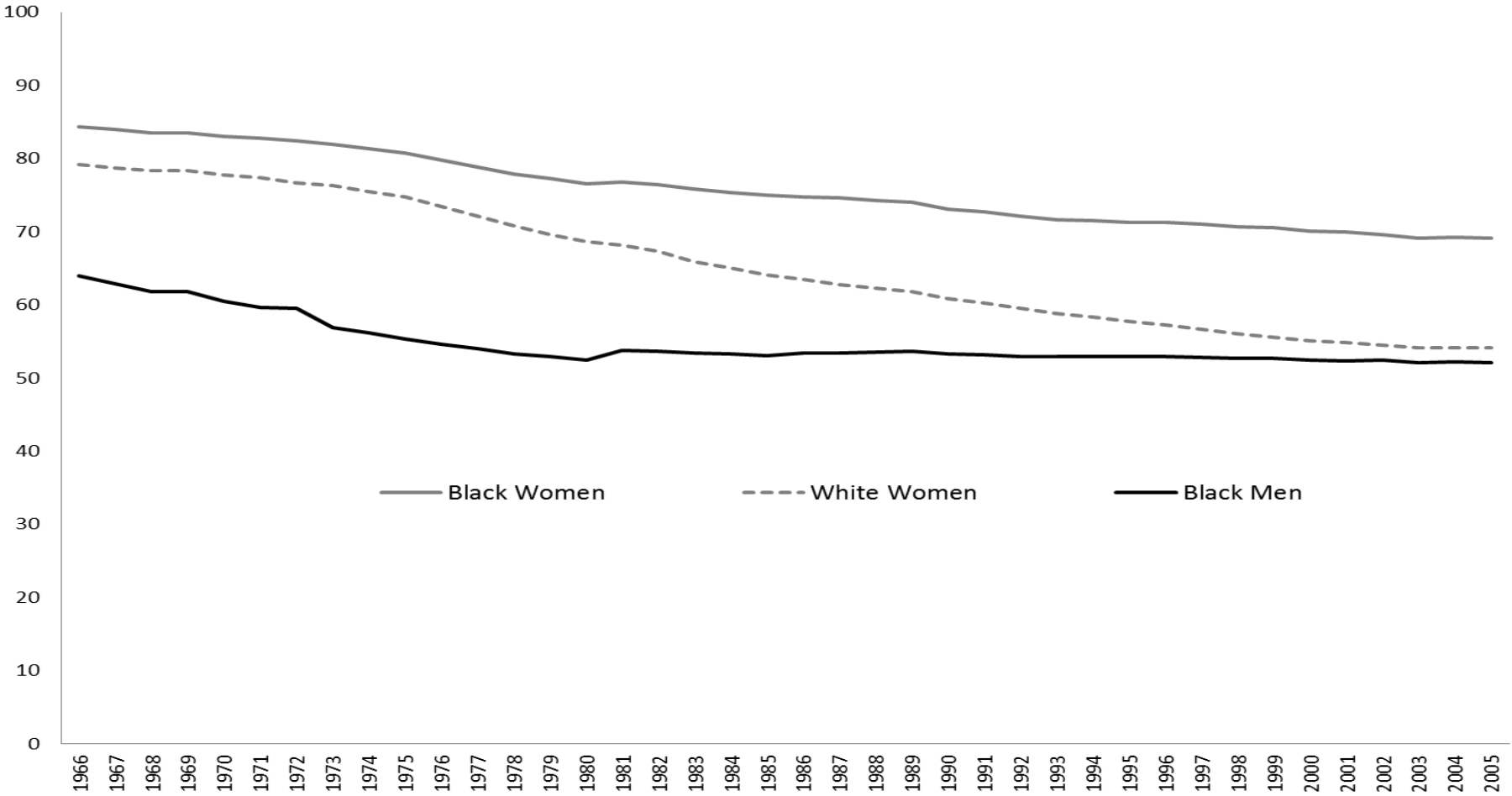
Then

- Institutionalization
 - Law
 - Custom
- Organizational Practices
 - Exclusion
 - Segregation
- Individual Bias
 - **Prejudice**
 - Stereotypes, Cognitive Bias
 - In-group Preferences

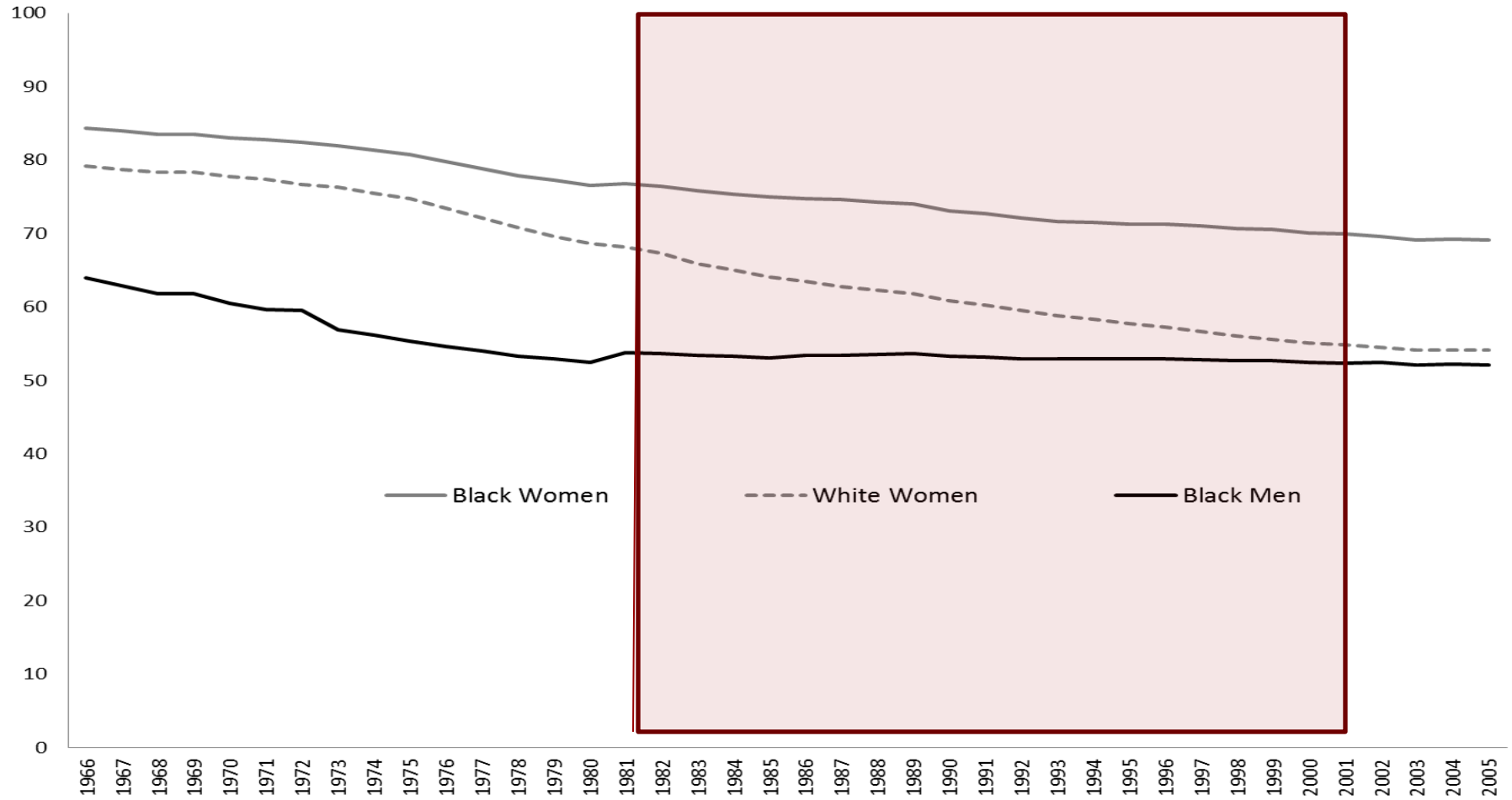
Now

- Organizational Practices
 - Segregation
 - Training
 - Recruitment
 - Promotion
 - Turnover
- Individual Bias
 - Prejudice
 - Stereotypes, Cognitive Bias
 - **In-group Preferences**

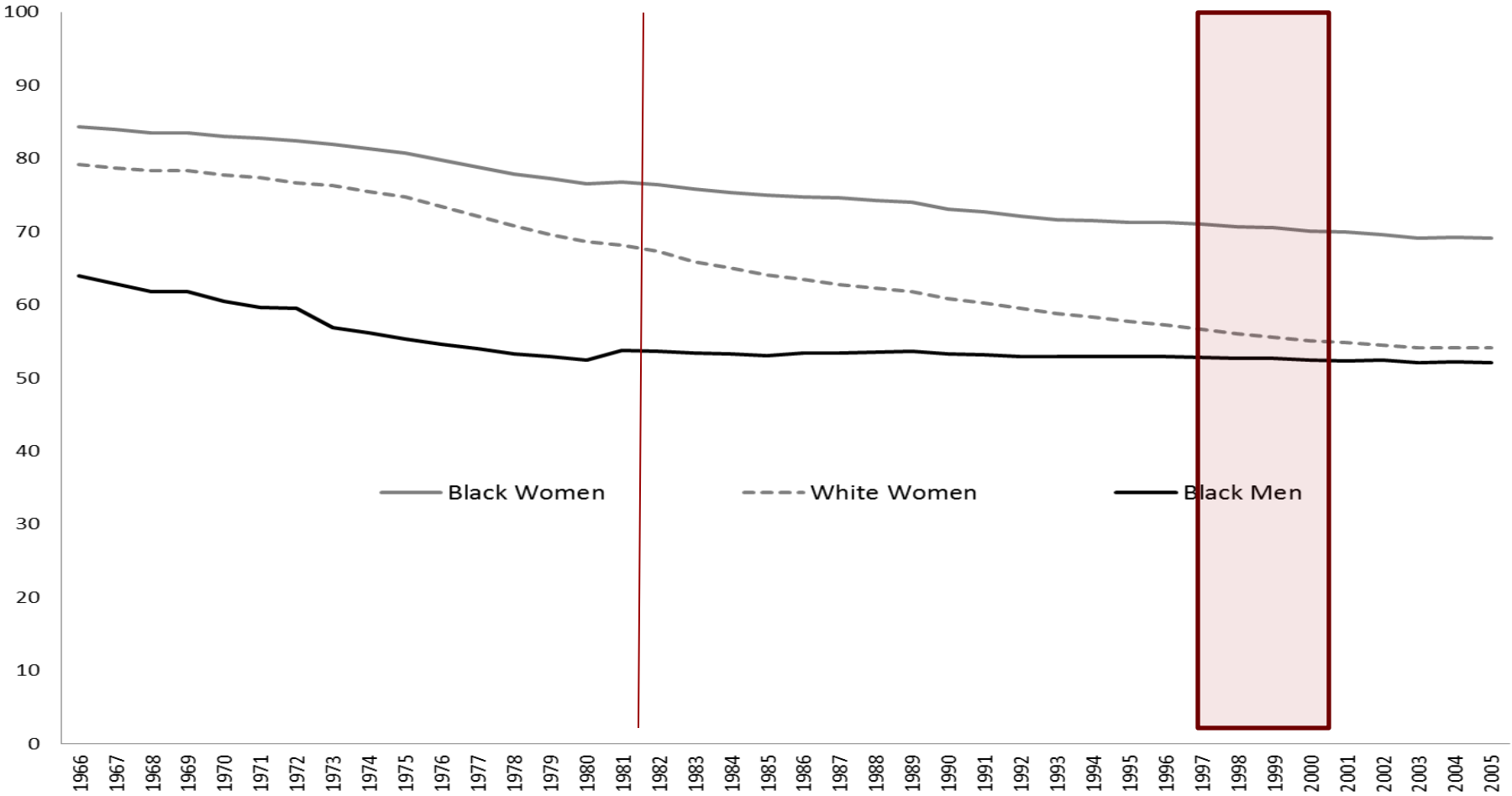
Employment Segregation from White Men in EEOC Reporting Private Sector Workplaces, 1966-2005



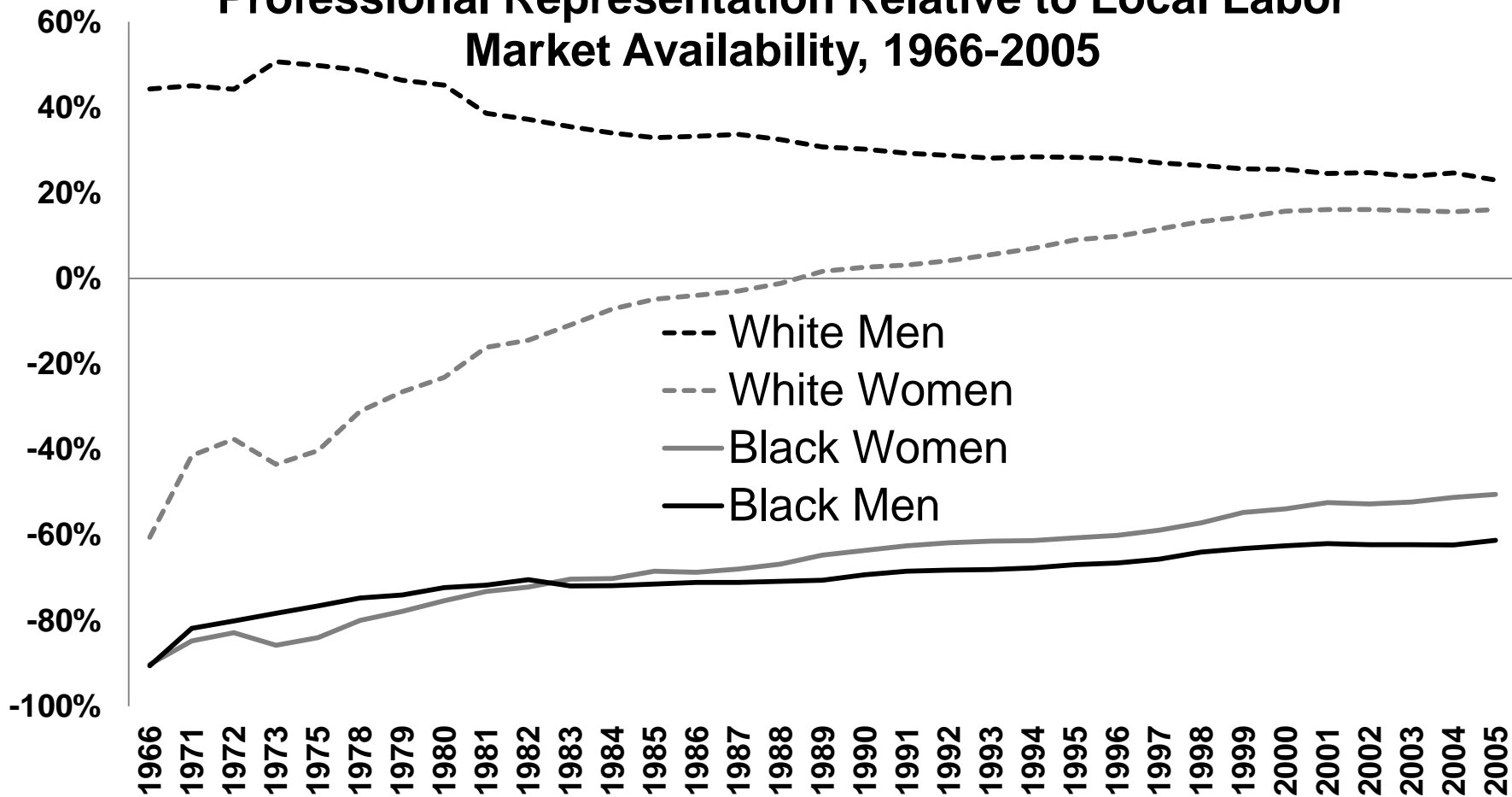
Employment Segregation from White Men in EEOC Reporting Private Sector Workplaces, 1966-2005



Employment Segregation from White Men in EEOC Reporting Private Sector Workplaces, 1966-2005



Professional Representation Relative to Local Labor Market Availability, 1966-2005



What about the public sector?

- By the 1980s least segregated
- Lowest pay, promotion, firing race and gender disparities
- But “new governance” models of management have come to make public look more like the private sector.
 - Increased use of private sector via outsourcing
 - Increased managerial autonomy
- Increasingly looks like the private sector in terms of racial inequality

Hiring, firing, promotion, turnover are all local

- Firm level processes determine national and even city trends
- Lot's of organizational variation
- Some agencies are probably doing very well
- Others are probably lagging
- So let's look at some real workplaces

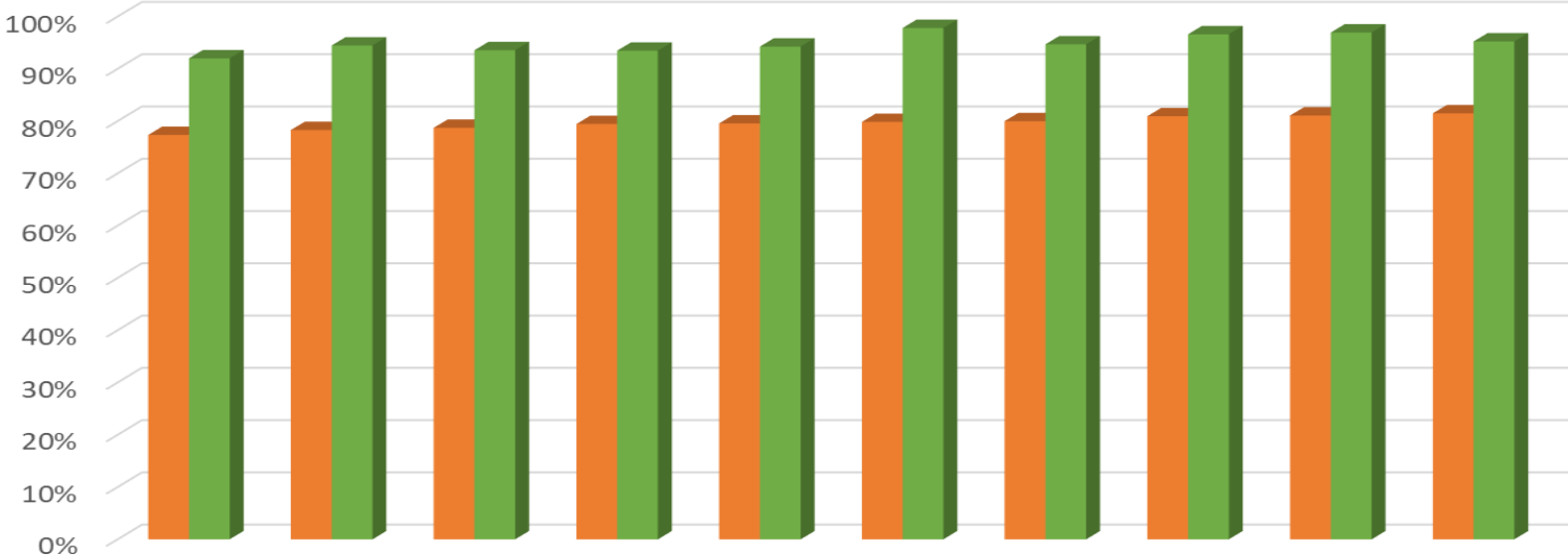
Gender Wage Gap

Female Dollar to the Male Dollar in Federal Agencies



kernel = epanechnikov, bandwidth = 0.0176

10 Largest Gender Pay Gaps Among U.S. Federal Agencies, 2014



Air Force Technical Applications Center

Pacific Air Forces

U.S. Air Forces, Europe

U.S. Army War College

Air Force Special Operations Command

U.S. Army Element Shape

Air Force Global Strike Command

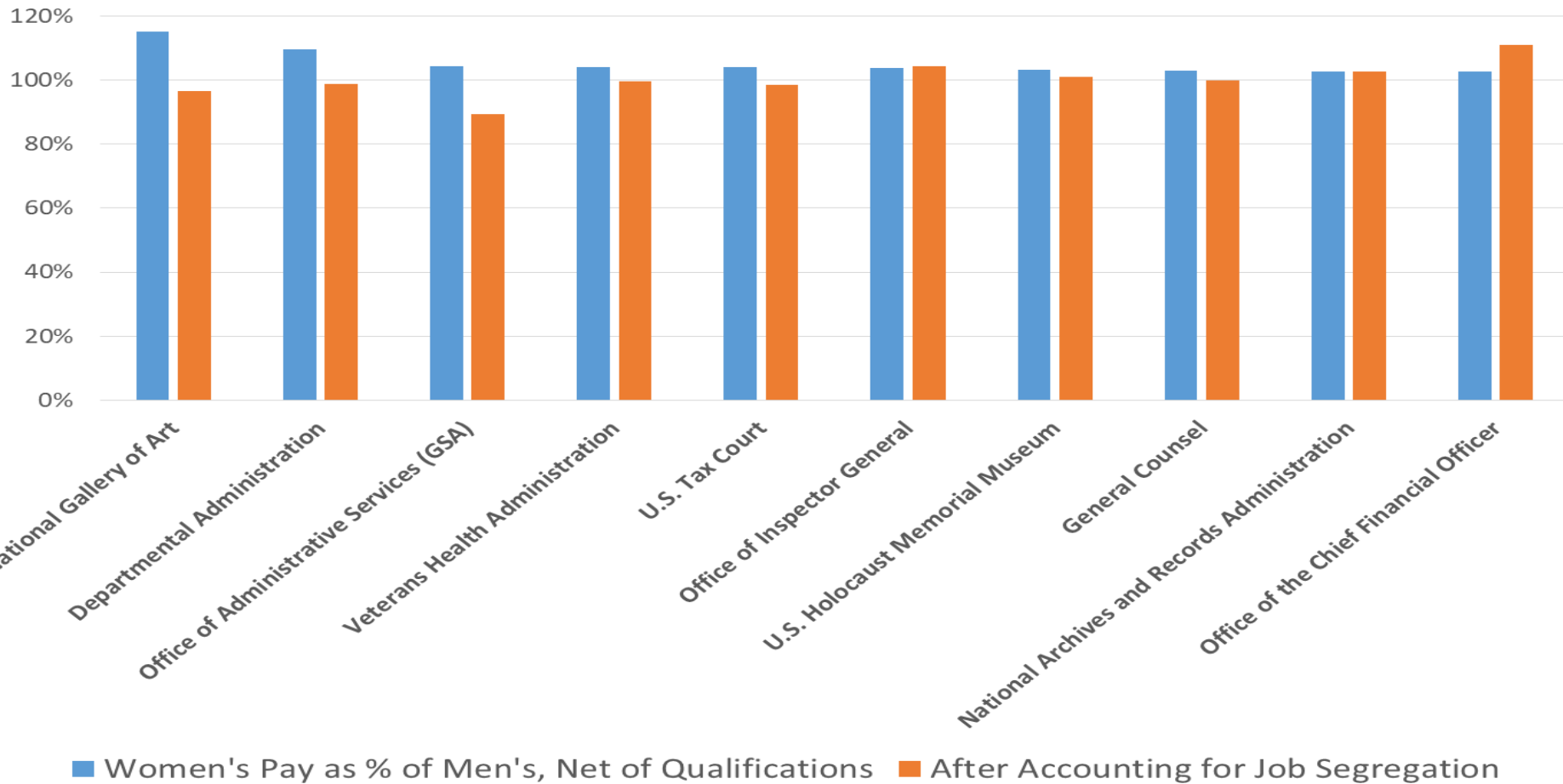
21st Theater Sustainment Command

Mine Safety and Health Administration

Air Combat Command

Women's Pay as % of Men's, Net of Qualifications After Accounting for Segregation

10 Most Gender Equal Pay Federal Agencies 2014



What about New York City?

- There is likely a great deal of variation across agencies
- Agencies are likely to have strengths and weaknesses

What does research say about moving workplaces toward equal opportunity?

1. Leadership buy-in
2. Clear metrics
3. Accountability
4. Transparency

EQUAL OPPORTUNITY EMPLOYMENT NOTIFICATION

This employer has been evaluated by the Equality Employment Opportunity Commission. Based on the employer's reporting, this workplace has: (–) underrepresentation, (✓) equal representation, or (+) overrepresentation of employees – relative to the population in each of the following categories.

– Underrepresentation ✓ Equal representation + Overrepresentation	Managers employed here compared with...		All employees here compared with...	
	Local managers in <i>this industry</i>	All local managers	All local employees in <i>this industry</i>	All local employees
White men	+	✓	✓	✓
White women	–	✓	✓	✓
Black men	✓	✓	✓	✓
Black women	–	–	–	–
Latino men	✓	✓	✓	✓
Latina women	–	✓	–	✓
Asian men	✓	✓	✓	✓
Asian women	✓	✓	✓	✓
Pacific Islander men	NA	NA	NA	NA
Pacific Islander women	NA	NA	NA	NA
American Indian men	NA	NA	NA	NA
American Indian women	NA	NA	NA	NA

NA = Population not adequately represented to permit evaluation.

Employees at this workplace, or applicants to this workplace, are encouraged to contact the EEOC at sampleonlydontemail@eeoc.gov to report any potential violations of EEOC law.