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UNITE

A DIGITAL EVENT
SEPT 23-26, 2020

KEEPING WOMEN IN THE WORKFORCE

During a Pandemic
and Beyond

MEET THE TEAM

- **Megan Williams** – Continuous Improvement Specialist, Denver Peak Academy at the City and County of Denver, CWLG Conference Chair
- **Dionne Williams** – Executive Director for the Office of Children's Affairs, City and County of Denver
- **Kelly Houghteling** – Interim Town Manager, Town of Wellington, National League of Women in Government President

ABOUT THE PLAYBOOK:

We want this to be as turn-key as possible. Playbook will include source material, policy templates, tool explanation/implementation guides.

THE SHECESSION

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For the first time in history, the nation's unemployment claims have a largely female, non-white face to them. – Katie Kindelan, ABC News

WHAT THIS MEANS

- Women account for 54% of total job loss due to COVID-19
- 1 out of 4 women report lack of childcare as reason for unemployment during the pandemic, twice the rate of men
- Women of color lose even more hours due to lack of childcare
- Calls to Center for Worklife Law increased 250% between April and June – most from mothers

“

*One single mom is ineligible for Families First, which excludes health care workers, emergency responders and those who work for companies with over 500 employees. She has no child care options for her 6-year-old and 8-month-old. She exhausted all of her paid leave options while on maternity leave. **“I have been given two options: either resign or get fired,” she told us. She resigned.** She’s one of an estimated 106 million people not guaranteed coverage under the act. – Joan C. Williams, professor of law and director of the Center for WorkLife Law at the University of California, Hastings, College of the Law.*

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MAKING A BAD SITUATION WORSE

- U.S. ranked 17th out of 22 industrialized countries in female labor force due to lack of family friendly policies
- Women who leave the workforce for a short period of time see the economic impact for the rest of their career
- Poverty rate for women over 65 is almost double that of men over 65
- For every \$1 men make, women make \$0.80
- Quality childcare was already an issue before the pandemic



WOMEN MAKE ORGANIZATIONS BETTER

A gender-diverse workforce:

- Better serves diverse populations
- Outperforms those lacking diversity, especially when leadership is diverse
- Constantly reexamines facts and remains objective
- Leads to higher levels of innovation and improved financial performance
- Provides easier access to resources, such as wider industry knowledge



91% of working Americans said mothers can bring unique skills to leadership roles

FLEX SCHEDULES & PERFORMANCE METRICS

A one-two punch to support working
mothers and your organization's goals

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HOW THIS CAN HELP

- Makes an impossible situation less impossible – flexibility is most mothers' #1 request
- If you know the goals your team should be hitting, it shouldn't matter when they do the work
- Puts performance metrics into action, which helps any organization meet their goal
- Mothers on flex schedules end up working more hours, and make more money throughout their career



HOW TO IMPLEMENT

- Include Flexible Schedule Policy in your Employee Handbook – in your playbook
- Pick performance metrics that measure predictable and influenceable actions to meet your ultimate goals
- Create a dashboard that easily shows these performance metrics to the team and the supervisor



FAMILY LEAVE POLICIES & CROSS TRAINING

Because only women can have children,
but anyone can be hit by a bus

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HOW THIS CAN HELP

- Better health outcomes for children and parents
- Women are more likely to return to their job if offered paid family leave
- Women are more likely to be the caregiver of an elderly family member
- Additional business outcomes: can reduce backlogs, great for workload balancing, can reduce budget risks like turnover costs and frozen positions for men and women



HOW TO IMPLEMENT

- Include Family Leave Policy in your Employee Handbook – in your playbook
- Ensure policy is open to men and women
- Create simple and easily understandable standard work for each value stream
- Cross trainer tests the standard work, trains with expert, pilots while expert is on vacation



CHILDCARE SUPPORT

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HOW THIS CAN HELP

- Providers are at risk: lost revenue, strict reopening guidelines, high operating costs and lower parental confidence
- Families are at risk: remote schooling and putting pressure on employers, providers, family networks and parents, especially essential workers (often women) and families facing disadvantage.
- Children are at risk: Fewer safe spaces and interactions with trusted adults, increased learning loss, and decreased socialization

“Parents with minor children comprise almost one-third of the country’s workforce; any economic recovery will rely on their continued participation or reentry into the labor force. The status of schools and child care programs in the fall will dictate the ability of working parents to fully return to work, and therefore will also largely dictate the speed and robustness of economic recovery.” Brookings Institute, 2020

HOW TO IMPLEMENT

- Increased access to childcare as an employee benefit
- Leverage partnerships and city assets to create new opportunities and spaces for childcare
- Create funding channels that support working families and provide multiple options for care
- Prioritize caregivers in recovery plans, including access to testing, supplies, basic needs services, training, and communications with families



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EQUITABLE HIRING, ORGANIZATIONAL SUPPORT, COMPENSATION & TRAINING

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EQUITABLE HIRING

- Remove names and other clues about gender and race from resumes
- Eliminate gendered phrasing in job ad and Muni Code
- Include salary & don't ask salary history
- Expand job posting locations
- Be less critical of employment gaps
- Bias training for hiring panel
- Finalist pool with more than one minority
- Diversity, Equity, and Inclusion Statement

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ORGANIZATIONAL SUPPORT

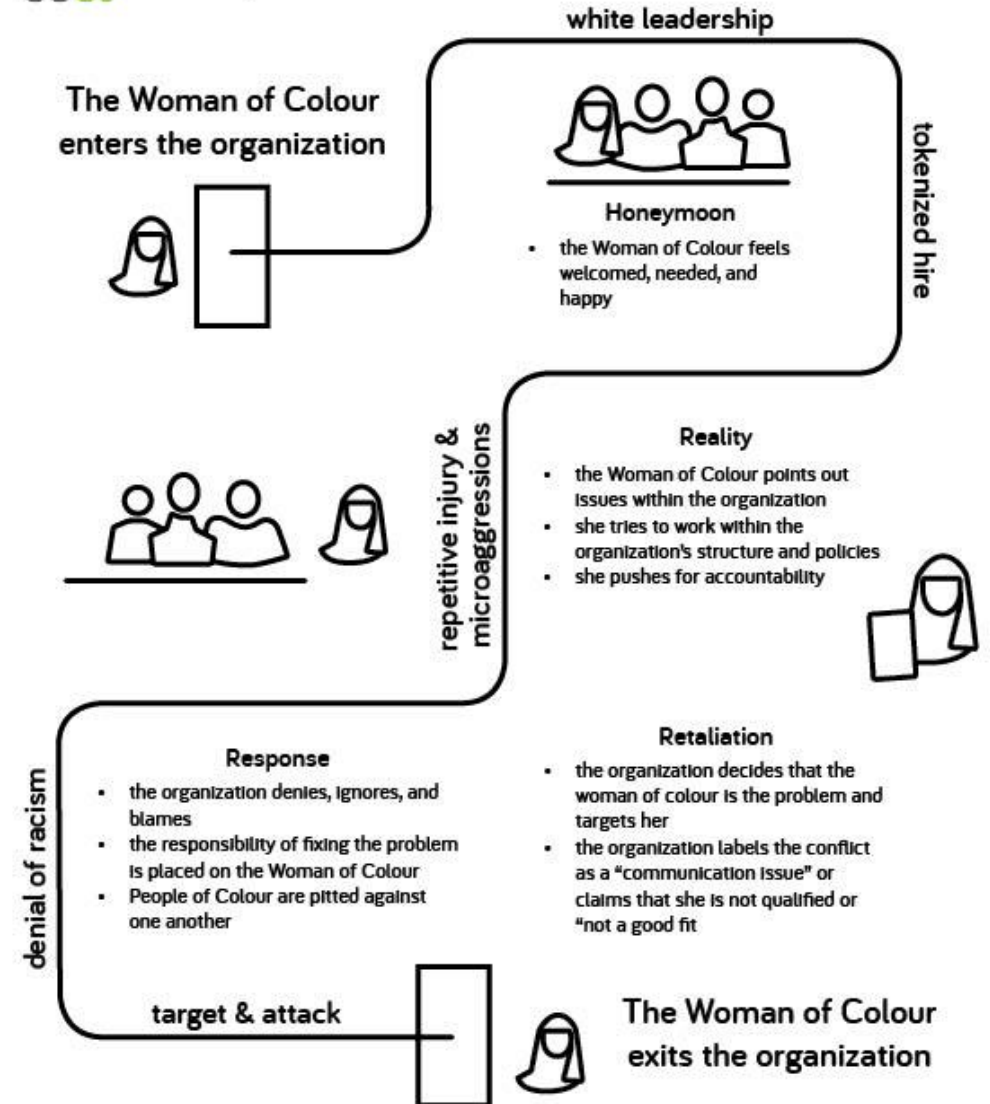
1. **Manager Support** – lead with empathy and listen to your employees
2. **Sponsorship** – sponsorship can open doors
3. **Inclusive and Unbiased Hiring and Promotion** – Create fair hiring and promotions, conduct pay audit / compensation study, look beyond wages

Source: Women in the Workplace, 2019
@leaninorg

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The “Problem” Woman of Colour in the Workplace



The Gender Pay Gap Visualized

Gender pay gaps and equal pay days for different races and ethnicities in the U.S.

For every dollar white, non-Hispanic men earned in 2018, women were paid...

Asian women 85 cents



Women overall* 80 cents



White non-Hispanic women 77 cents



Black women 61 cents



Native American women 58 cents



Latina women 53 cents



To earn what white, non-Hispanic men earned in 2018, they would have to work until...



@StatistaCharts

* compared to men overall

Based on median annual earnings of full-time, year-round workers

Sources: National Women's Law Center, Wikimedia Commons

statista

TRAINING

Problem: Women have less access to training & training budgets are cut in downturns

Solution:

- Ensure BIPOC/women are explicitly offered development opportunities
- In-house training options
- Partner with outside agencies/cities
- Cross training employee in new skills
- Guest speakers from college or university
- Provide opportunities to manage people and projects
- Programming from ICMA Affiliate Groups

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**Glass Ceiling
vs.
Concrete Wall**

STAY IN TOUCH

We're here to help and celebrate your successes!

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