

Wake County Task Force on Women and
Employment
Employer Survey Summary

Report

April 2017



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April 19, 2017

Regina Petteway
Human Services Director
Wake County
220 Swinburne Street
Raleigh, NC 27610

Dear Regina:

We are pleased to present this Wake County Task Force on Women and Employment Employer Survey Summary Report. This report includes information regarding the confidential employer survey conducted on behalf of the Task Force.

The information enclosed in this report enables the Task Force to inform the Wake County Board of Commissioners on issues related to differences in gender wages within the community. It is our hope that this information will serve as a useful reference as the Task Force moves forward with initiatives designed to mitigate any gender wage gaps that exist within the County.

Thank you for the opportunity to work with the Task Force and the Human Services Department on this engagement.

Sincerely,

Michelle Ferguson
Organizational Assessment Practice Leader

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Table of Contents

Executive Summary	1
Methodology.....	2
Analysis of All Survey Results	3
Demographics	3
Pay Gap by Gender	5
Representation in Different Job Categories.....	7
Gender-Related Compensation Opportunities	9
Analysis of Select Survey Results - Excluding Large Employer	11
Demographics	11
Pay Gap by Gender	13
Representation in Different Job Categories.....	14
Appendix A – All Open-Ended Responses	18
Appendix B - Employer Survey	21

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Executive Summary

Research completed by the Wake County Commission on Women in February 2016 revealed a significant gap in income between men and women in Wake County. In response, the Wake County Board of Commissioners formed the Wake County Task Force on Women and Employment (Task Force) to explore ways to begin reversing this gender wage gap. The purpose of the Task Force is to:

- Increase Wake County's workplace competitiveness
- Assist in reducing the gender wage gap
- Do more for Wake County companies to improve employee retention and recruitment

To inform their work, the Task Force solicited input from Wake County employers regarding gender-related compensation issues and opportunities. A confidential online survey of employers located throughout Wake County was conducted by The Novak Consulting Group between March 2 and March 31, 2017. The survey requested gender, race, job category, and compensation information about the employer's workforce. A total of 25 employers, representing over 25,000 employees, responded to the survey. These employers provided gender, race, and job category information for all employees within their workforce. It should be noted that some employers chose not to provide compensation information. Several key findings emerged from the responses.

- **A low survey response rate and the presence of an outlier among the respondents make drawing conclusions about the data challenging.** Only 25 organizations responded to the survey. Of the compensation data provided, a wage gap of six cents was reported. However, when one large employer that had a disproportionately significant impact on the survey is removed from the analysis, a wage gap of 28 cents was reported across the remaining survey respondents. Because of this anomaly, the analysis in this report is presented in two ways: (1) analysis of all 25 respondents, and (2) analysis of 24 respondents, excluding the large employer.
- **The gender wage gap that exists within the responding organizations differs by job category.** Overall, women in the Administrative Support Workers earned nine cents more than men, and women in the Laborers and Helpers job category earned five cents more than men. The largest pay gap exists in the Craft Workers job category, with women earning 69 cents for every dollar earned by men.
- **Based on the survey, first-level management and sales jobs possess the most gender diversity.** Two job categories employ the most equal split of men and women: Sales Workers, and First/Mid-Level Officials and Managers. The Laborers, Administrative Support Workers, and Technicians job categories are the least equal when it comes to gender diversity.
- **Overall, among responding organizations, the highest levels of the career ladder are less racially diverse.** The Executive/Senior Level Officials and Managers, Professional, and First/Mid-Level Officials and Managers job categories are the least racially diverse. The Service Workers and Laborers and Helpers job categories are the most racially diverse.
- **Return to Work programs are not common among responding employers.** None of the responding organizations have programs in place to help women return to work after an extended break (1+ years). However, two thirds of responding organizations would be interested in learning more about such programs.

This report summarizes the results of the survey. A copy of the survey and the open-ended responses are included as attachments.

Methodology

In February 2017, Wake County contracted with The Novak Consulting Group on behalf of the Task Force to conduct a confidential employer survey. The purpose of the survey was to identify the extent of the wage divide identified by the Wake County Commission on Women revealed in 2016. The survey was emailed directly to a total of 195 employers located in Wake County. In addition, the Greater Raleigh Chamber of Commerce distributed the survey link to its members via email. To encourage survey participation, four reminder emails were sent to the original 195 employers, and the Chamber sent its members a reminder to complete the survey. Task Force members also contacted many employers to encourage participation. The online survey was made available from March 2 through March 31, 2017.

The survey requested information about both the responding organization and employees, including gender, race/ethnicity, job category, and compensation levels. This information is similar to the data employers are required to provide to the Equal Employment Opportunity Commission (EEOC) on an annual basis. The size and profit status (for profit or nonprofit) of the organization were also requested. Additionally, the survey included several open-ended questions about various programs organizations may have in place to address salary gaps, help women return to work after extended breaks, and recruit and retain a diverse workforce.

A total of 25 employers submitted information through the survey. The following figure shows the process and source of all responses.

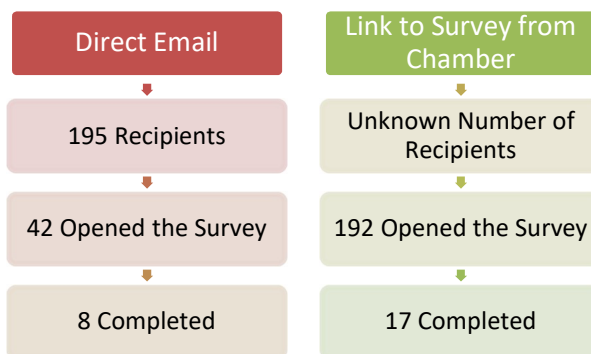


Figure 1: Summary of Respondents by Source

Through the survey, the requested gender, race/ethnicity, and job category information was provided for 25,052 employees. This represents nearly 5% of all employees in the Wake County workforce.¹ However, not all employers provided the requested compensation information; compensation information was provided for only 20,722 employees, which represents 4% of all employees in the Wake County workforce. It should be noted that compensation information was not requested by race/ethnicity category, so the existence of a race/ethnicity wage gap cannot be determined.

As noted, one of the 25 respondents represented a considerable proportion of the 25,052 employees represented by the responding organizations. The information provided by this employer had a significant impact on the overall findings of the survey. In order to effectively represent this impact, the survey results are presented in two ways: (1) analysis of all 25 respondents, and (2) analysis of 24 respondents, excluding the large employer.

¹ According to Wake County *Trends & Outlook*, May 2016

Analysis of All Survey Results

Demographics

Of the 25 survey respondents, a total of 15 (60%) responding organizations are for-profits while 10 (40%) are nonprofits. Approximately half of the responding organizations have fewer than 50 employees while the other half have more than 50 employees. While only four organizations with more than 200 employees responded to the survey, the employees working for those organizations represent 95% of the employees included in the survey. The following table summarizes the size of the organizations which responded to the survey.

Table 1: Size of Responding Organizations

Organization Size	Number of Organizations	Percent of Total Respondents	Number of Employees Represented	Percent of Total Employees Represented
Under 50 employees	13	52%	261	1%
50-200 employees	8	32%	880	4%
More than 200 employees	4	16%	23,911	95%
Total	25	100%	25,052	100%

More female employees (18,793 or 75%) are included in the survey results than male employees (6,259 or 25%). The following figure shows the percentage of employees represented by the responding employers in the survey by gender.

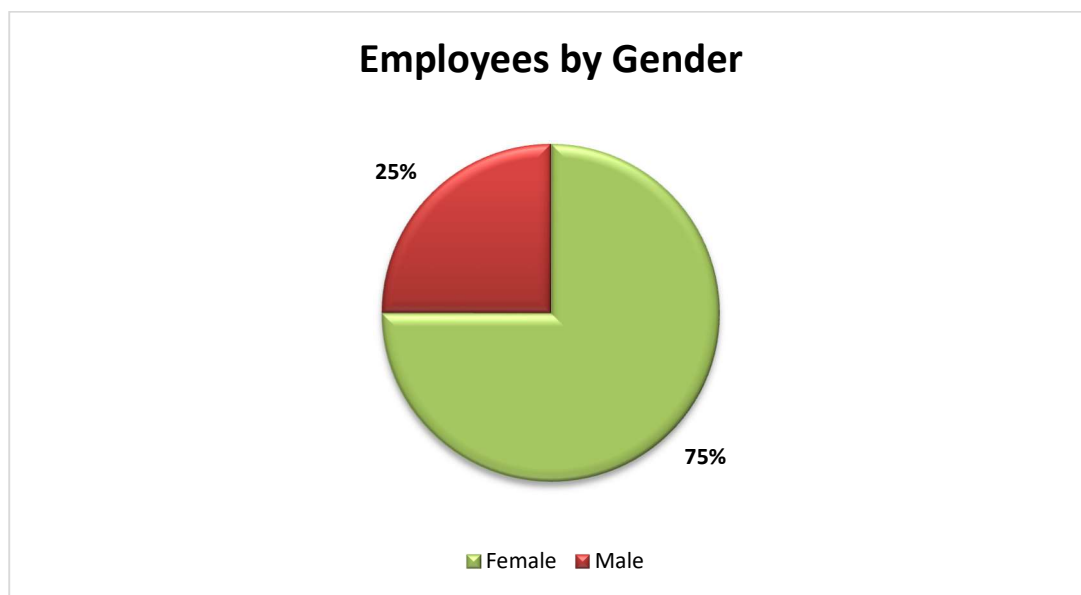


Figure 2: Employees Included in the Survey by Gender

Of the 25,052 employees represented by the responding employers, a total of 68% of employees were identified as White, 25% were identified as Black/African American, and 4% were identified as Hispanic/Latino. The following figure shows the percentage of employees represented by the responding employers in the survey by race/ethnicity category. The “All Other Minority” category includes persons who identified as Asian, American Indian or Alaskan Native, Hawaiian or Pacific Islander, Other, and multiple races.

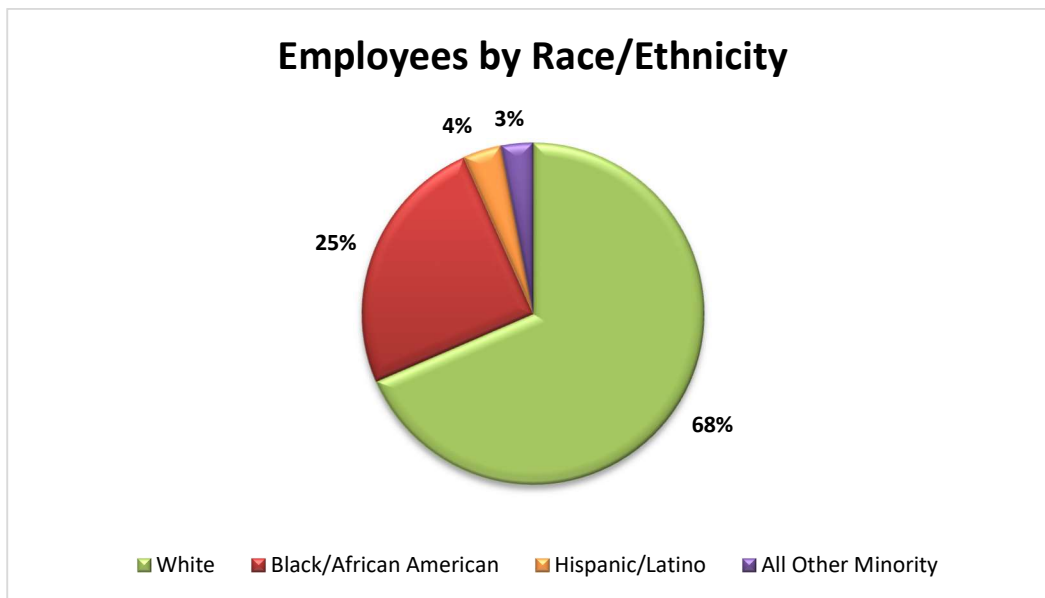


Figure 3: Employees Included in the Survey by Race/Ethnicity

Employers responding to the survey were asked to provide the number of employees in different types of positions based on the job categories used by the EEOC. Of the employees represented by the responding employers, most work in the Professional (60%) or Administrative Support Workers (17%) job categories. The following table summarizes the number of employees represented by the responding employers in the survey by job category.

Table 2: Employees Included in the Survey by Job Category

Job Category	Number of Employees	Percent of Total
Executive/Senior Level Officials and Managers	175	1%
First/Mid-Level Officials and Managers	703	3%
Professional	14,923	60%
Sales Workers	54	0%
Administrative Support Workers	4,173	17%
Craft Workers	827	3%
Laborers and Helpers	452	2%
Services Workers	2,823	11%
Technicians	922	4%
Total	25,052	100%

Pay Gap by Gender

As previously mentioned, not all responding employers provided the requested compensation information. Therefore, the demographics of the survey responses included in the gender pay gap portion of the analysis differ slightly from the demographics of the survey as a whole. As illustrated in the following table, complete data regarding 20,722 employees (16,318 women and 4,404 men) was provided by 19 responding organizations.

Table 3: Employees Included in the Pay Gap by Gender Analysis

Gender	Number of Employees	Percent of Total
Female	16,318	79%
Male	4,404	21%
Total	20,722	100%

While only a portion of the working population is included in the data, this represents an economic force in the community as the employees included in the survey earn over \$941 million each year.²

The average overall compensation (annual salary and performance pay) of men included in the survey was \$47,743, while the average overall compensation of women included in the survey was \$44,927, as illustrated in the following figure.

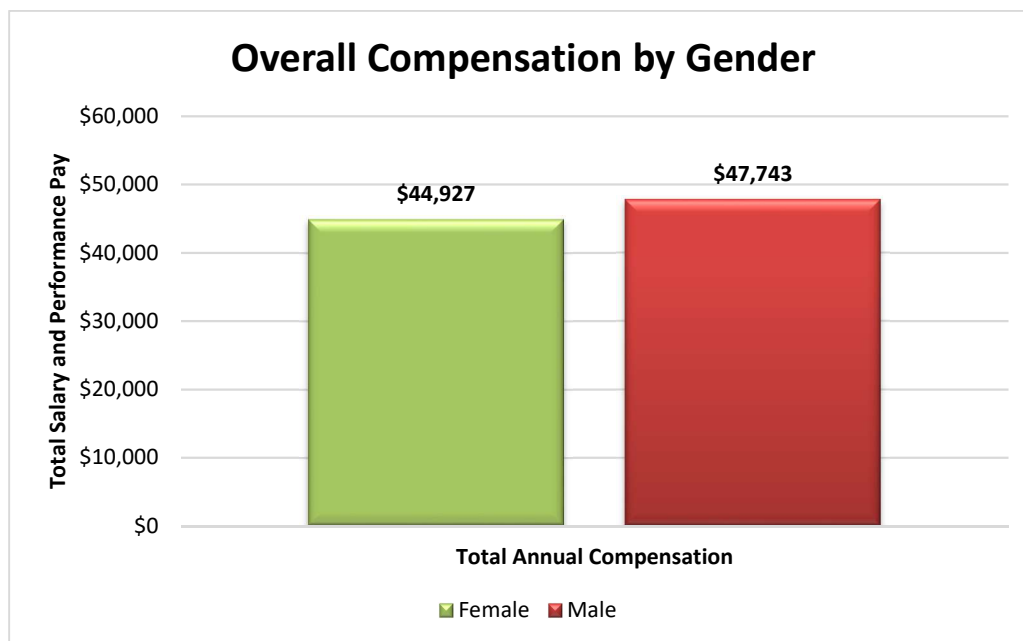


Figure 4: Overall Compensation, by Gender

² This earnings estimate is based on the total annual and performance pay of all employees for which compensation information was included in the survey.

Based on the annual compensation information provided through the survey, the baseline wage gap of respondents was calculated at 6 cents -- that is, for every dollar earned by men in the sample, women earned 94 cents. The baseline wage gap was determined by comparing the average annual compensation earned by all male employees in the survey with the average annual compensation earned by all female employees in the survey. A 6% difference exists between the average annual compensation of the male and female employees included in the survey.

The gender wage gap differs depending on the job category. Men earn more than women across most job categories except (1) Administrative Support Workers and (2) Laborers and Helpers. The following figure shows the gender pay gap by job category. The green bars indicate categories in which men earn more than women, while the red bars indicate categories in which women earn more than men. For example, women earn 83 cents (a 17 cent pay gap) for every dollar earned by men in the Executive/Senior Level Officials and Managers job category. As the following figure demonstrates, the largest pay gap (31 cents) exists in the Craft Workers job category.

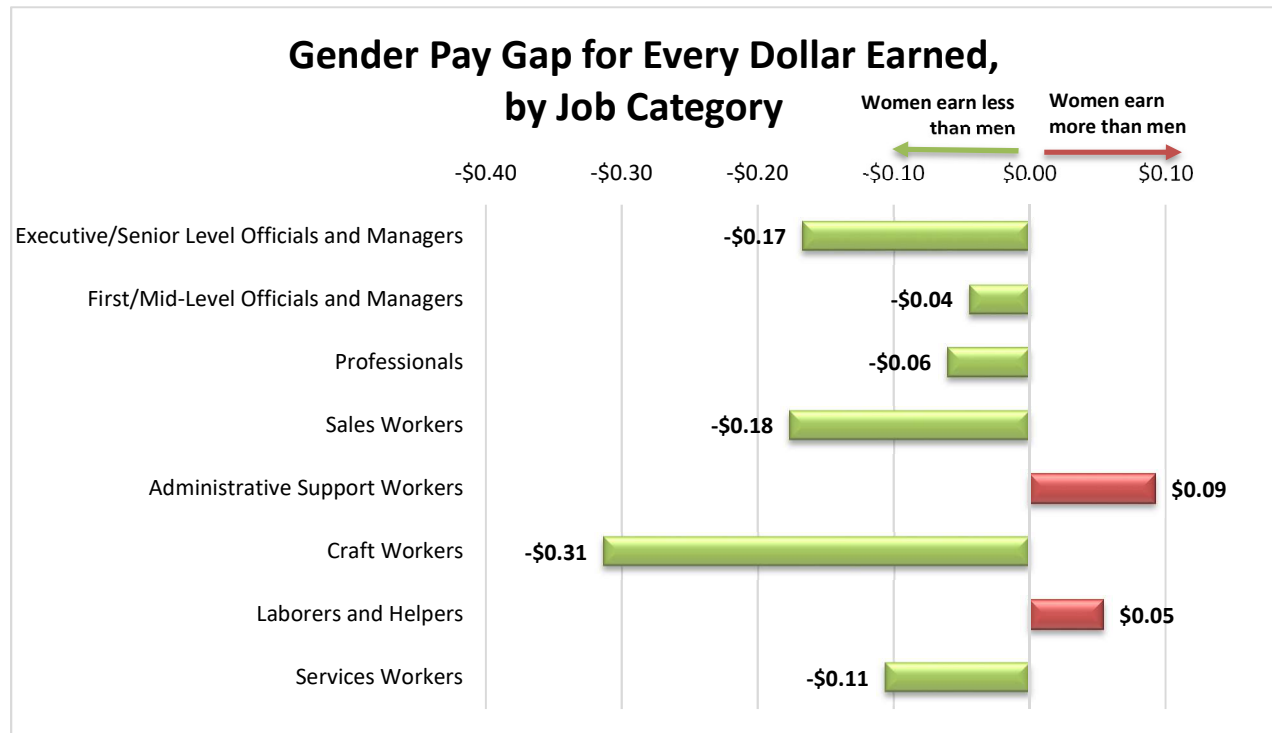


Figure 5: Gender Pay Gap by Job Category

Survey respondents were asked whether pay gaps may exist within their organization and, if so, why. While 13 organizations chose not to respond to this question, 10 explicitly stated that a pay gap between genders does not exist within their organization. These organizations indicated that differences in pay could be explained by differences in tenure, experience, education, performance, or hours worked. A total of two respondents indicated a gender pay gap does exist within their organization. These respondents added that women and minorities may be underpaid either because individuals in the minority groups or the organization as a whole may not believe they are worth as much as nonminority employees. The detailed responses can be found in Appendix A.

Representation in Different Job Categories

Based on the survey results, the responding organizations are close to achieving gender pay equity. However, equal pay is not the only sign of equity in the workplace. Equity (both gender and racial/ethnic) across job categories is another sign of progress. The following section looks at the representation of women and racial minorities at different levels of the organization.

Job Category Breakdown by Gender

Survey respondents were asked to provide information regarding the job category of men and women in their organizations. Information was provided for a total of 18,793 women (75%) and 6,259 men (25%) in the survey results. Among the survey respondents, the most common job category is Professionals, as 60% of employees in the survey (77% of women and 68% of men) were employed in this category. The following figure shows the number of women and men working in each job category.

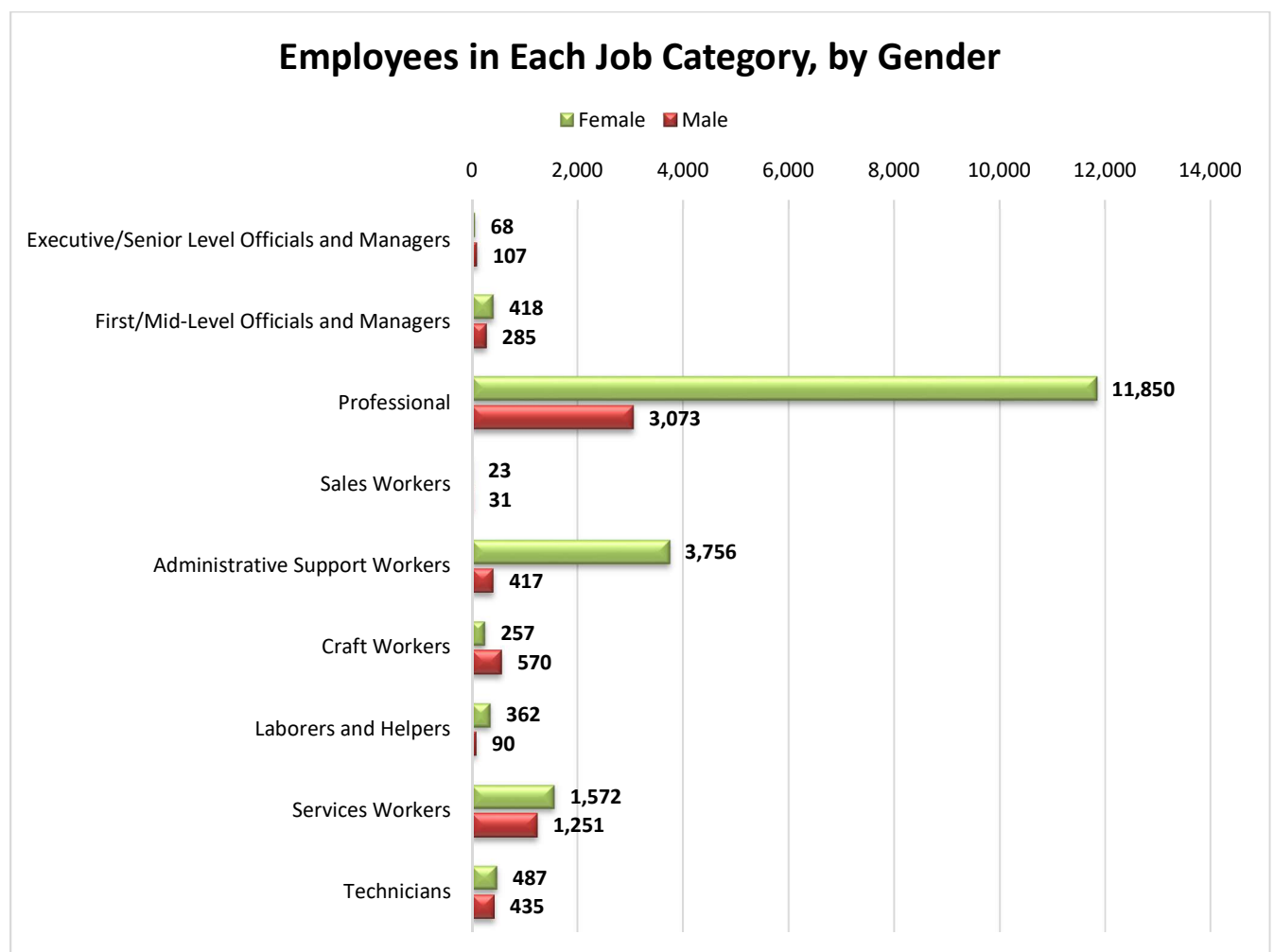


Figure 6: Job Category Breakdown, by Gender

The degree of gender diversity within each job category differs, and some job categories are more diverse than others. For example, 90% of the employees in the Laborers and Helpers job category are male, while 91% of the employees in the Administrative Support Workers job category are female. The following job

categories employ the most equal split of men and women: (1) First/Mid-Level Officials and Managers, and (2) Sales Workers. The following figure shows gender makeup of each career level.

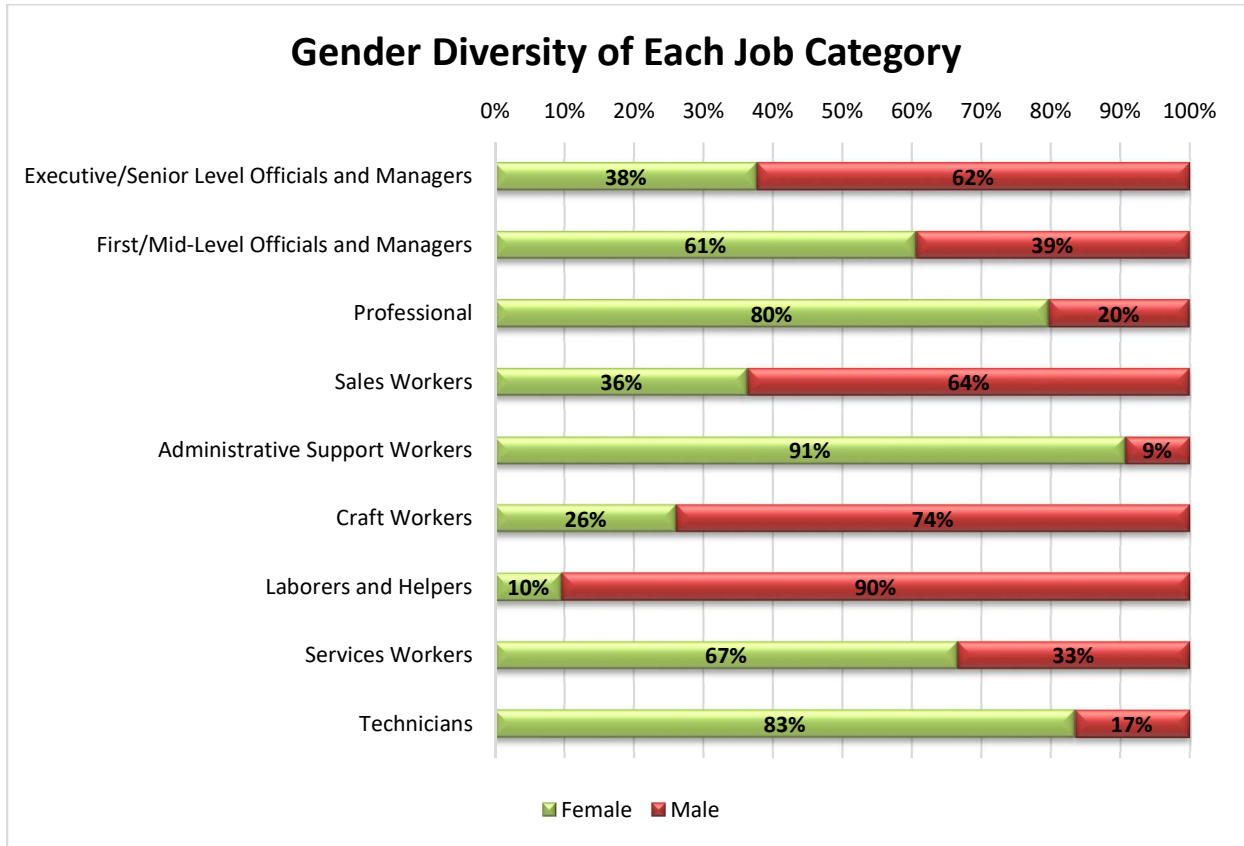


Figure 7: Gender Diversity of Each Job Category

Job Category Breakdown by Race

A total of 13,957 employees (32%) were identified by responding employers as racial/ethnic minorities. The Service Workers and Laborers and Helpers job categories are the most diverse, while the Executive/Senior Level Officials and Managers, Professional, and First/Mid-Level Officials and Managers job categories are the least racially diverse. The following figure shows the racial/ethnic breakdown of each job category. While labels have been provided for most categories, values less than 4% are omitted to improve readability.

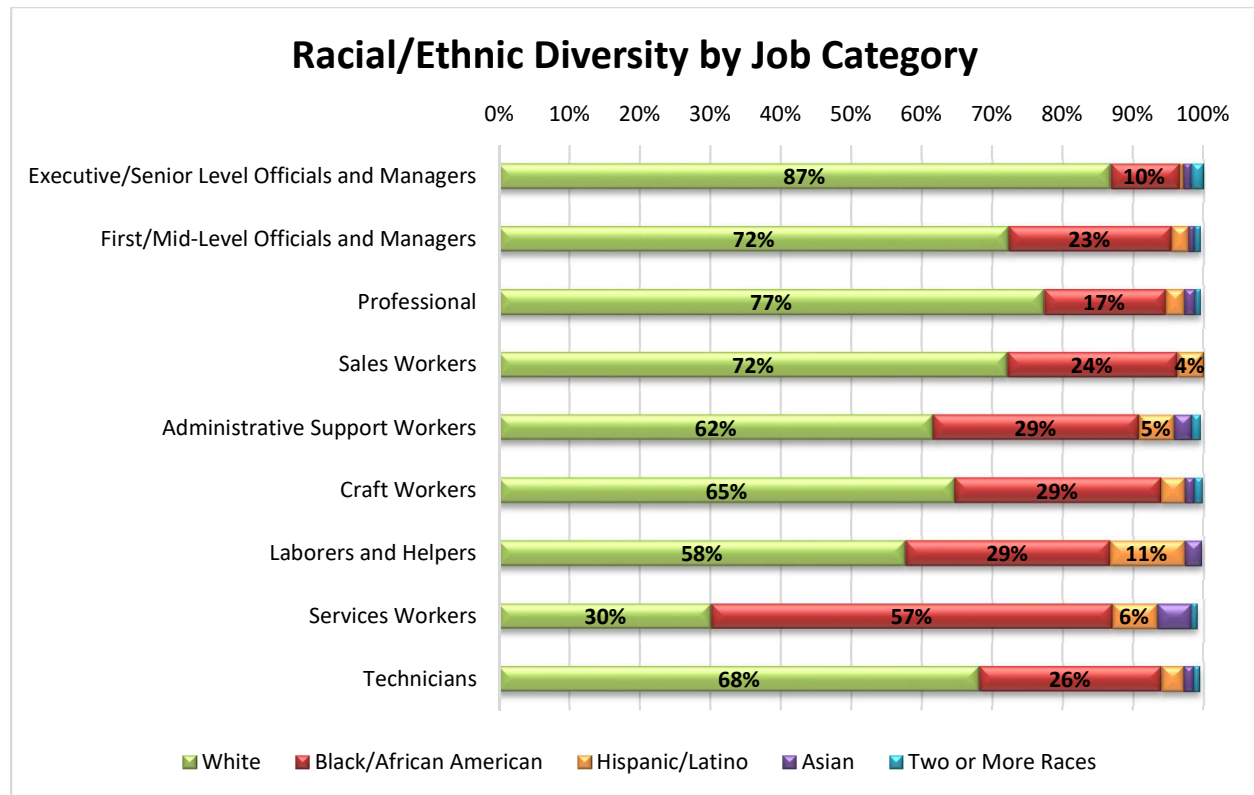


Figure 8: Racial/Ethnic Diversity of Each Job Category

Gender-Related Compensation Opportunities

In addition to asking respondents for information about employees, the survey also included questions regarding other opportunities to increase pay equity. Summaries of responses to these questions are included in this section. A complete list of raw responses to these open-ended questions is available in Appendix A.

Initiatives to Address Salary Gaps

Responding organizations were asked what initiatives they have in place to address salary gaps that may exist. Eight of the 25 organizations answered that they conduct salary studies and make adjustments to bring salaries in line with the market on a routine basis.

Return to Work Programs

None of the organizations that participated in the survey have a structured return-to-work program specifically designed to help women who have taken an extended break (1+ years) from the workforce return to the workforce. However, 16 of the 25 participating organizations expressed interest in learning more about such programs.

Diversity Recruitment and Retention Efforts

Respondents were also asked about programs their organization have in place to help with recruitment, diversity, inclusion in the workforce, and employee retention. The following table summarizes these

efforts in different organizations. A total of eight of the 25 participating organizations would be willing to share their programs with other organizations in Wake County.

Table 4: Diversity, Recruitment, and Retention Efforts in Use, by Type

Diversity, Recruitment, and Retention Effort by Type	Number of Organizations
Internships	11
Flexible Scheduling	10
Specialized Training	6
Other	5
Negotiation Training	2
Return to Work Programs	1

Analysis of Select Survey Results - Excluding Large Employer

As noted, one large employer that responded to the survey had an outsized impact on the overall results of the survey. Therefore, the analysis from the previous sections of the report was conducted excluding the large employer.

Demographics

Of the 24 survey respondents included in this analysis, a total of 15 (63%) responding organizations are for-profits while 9 (38%) are nonprofits. The following table summarizes the size of the organizations included in this analysis.

Table 5: Size of Responding Organizations (Excluding Large Employer)

Organization Size	Number of Organizations	Percent of Total Respondents	Number of Employees Represented	Percent of Total Employees Represented
Under 50 employees	13	54%	261	5%
50-200 employees	8	33%	880	17%
More than 200 employees	3	13%	4,097	78%
Total	24	100%	5,238	100%

More female employees (3,082 or 59%) are included in the survey results than male employees (2,156 or 41%). The following figure shows the percentage of employees represented by the selected responding employers in the survey by gender.

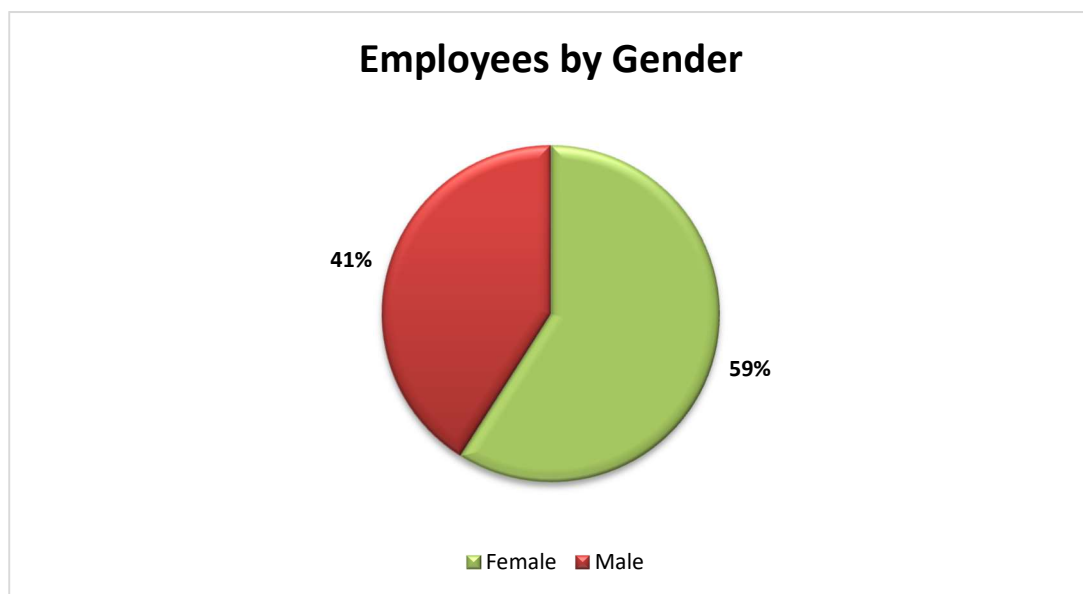


Figure 9: Employees Included in Analysis, by Gender (Excluding Large Employer)

Of the 5,238 employees represented by the responding employers, a total of 65% of employees were identified as White, 29% were identified as Black/African American, and 5% were identified as Hispanic/Latino. The following figure shows the percentage of employees represented by the selected responding employers in the survey by race/ethnicity category. The “All Other Minority” category includes persons who identified as Asian, American Indian or Alaskan Native, Hawaiian or Pacific Islander, Other, and multiple races.

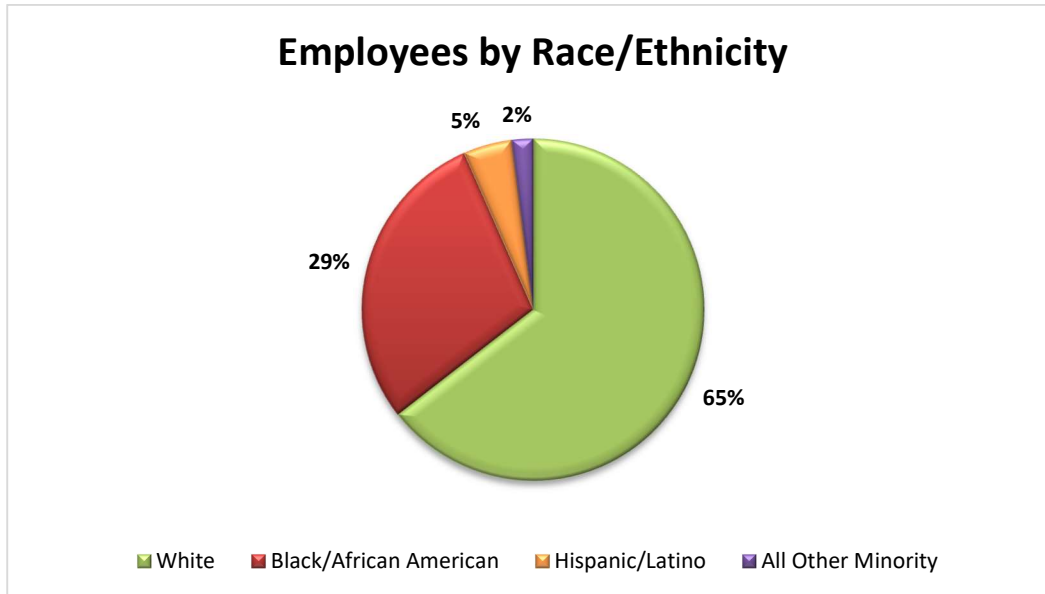


Figure 10: Employees Included in Analysis, by Race/Ethnicity (Excluding Large Employer)

Employers included in this analysis provided the number of employees in different types of positions based on the job categories used by the EEOC. Of the employees represented by the responding employers, most work in the Professional (44%) or Services Workers (18%) job categories. The following table summarizes the number of employees represented by the selected employers by job category.

Table 6: Employees Included in Analysis, by Job Category (Excluding Large Employer)

Job Category	Number of Employees	Percent of Total
Executive/Senior Level Officials and Managers	152	3%
First/Mid-Level Officials and Managers	173	3%
Professional	2,300	44%
Sales Workers	54	1%
Administrative Support Workers	549	10%
Craft Workers	99	2%
Laborers and Helpers	452	9%
Services Workers	920	18%
Technicians	539	10%
Total	5,238	100%

Pay Gap by Gender

As previously mentioned, not all responding employers provided the requested compensation information. Therefore, the demographics of the survey responses included in the gender pay gap portion of this analysis differ slightly from the demographics of this section of analysis as a whole. As illustrated in the following table, complete data regarding 908 employees (607 women and 301 men) was collected from 18 organizations, excluding the large employer.

Table 7: Employees Included in this Pay Gap by Gender Analysis (Excluding Large Employer)

Gender	Number of Employees	Percent of Total
Female	607	67%
Male	301	33%
Total	908	100%

The employees included in this analysis earn over \$58 million each year, with an average overall compensation (annual salary and performance pay) of \$64,265. The average overall compensation of men included in this analysis was \$47,743, while the average overall compensation of women included in this analysis was \$44,927, as illustrated in the following figure.

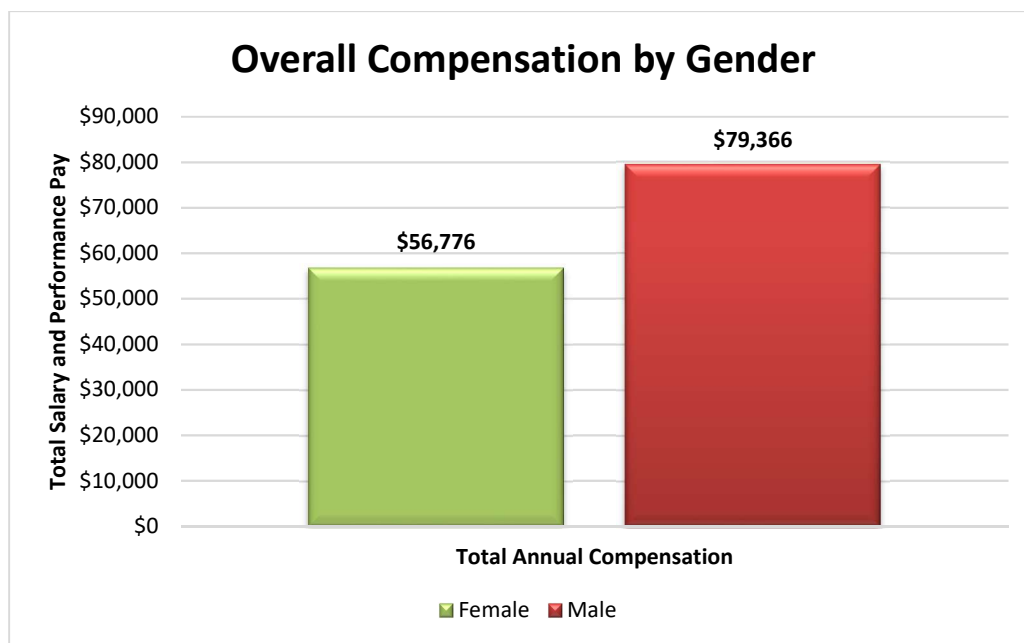


Figure 11: Overall Compensation, by Gender (Excluding Large Employer)

Based on the annual compensation information provided through the survey, the baseline wage gap for the employers included in this analysis was calculated at 28 cents -- that is, for every dollar earned by men in the sample, women earned 72 cents. The baseline wage gap was determined by comparing the average annual compensation earned by all male employees in the survey with the average annual compensation earned by all female employees in the survey. A 40% difference exists between the average annual compensation of the male and female employees included in the survey, excluding the large employer.

The gender wage gap that exists within this analysis differs depending on the job category. Men earn more than women across most job categories except (1) Administrative Support Workers and (2) Laborers and Helpers. The following figure shows the gender pay gap by job category. The green bars indicate categories in which men earn more than women, while the red bars indicate categories in which women earn more than men. For example, women earn 79 cents (a 21 cent pay gap) for every dollar earned by men in the Executive/Senior Level Officials and Managers job category. As the following figure demonstrates, the largest pay gap (34 cents) exists in the Services Workers and Administrative Support Workers job categories.

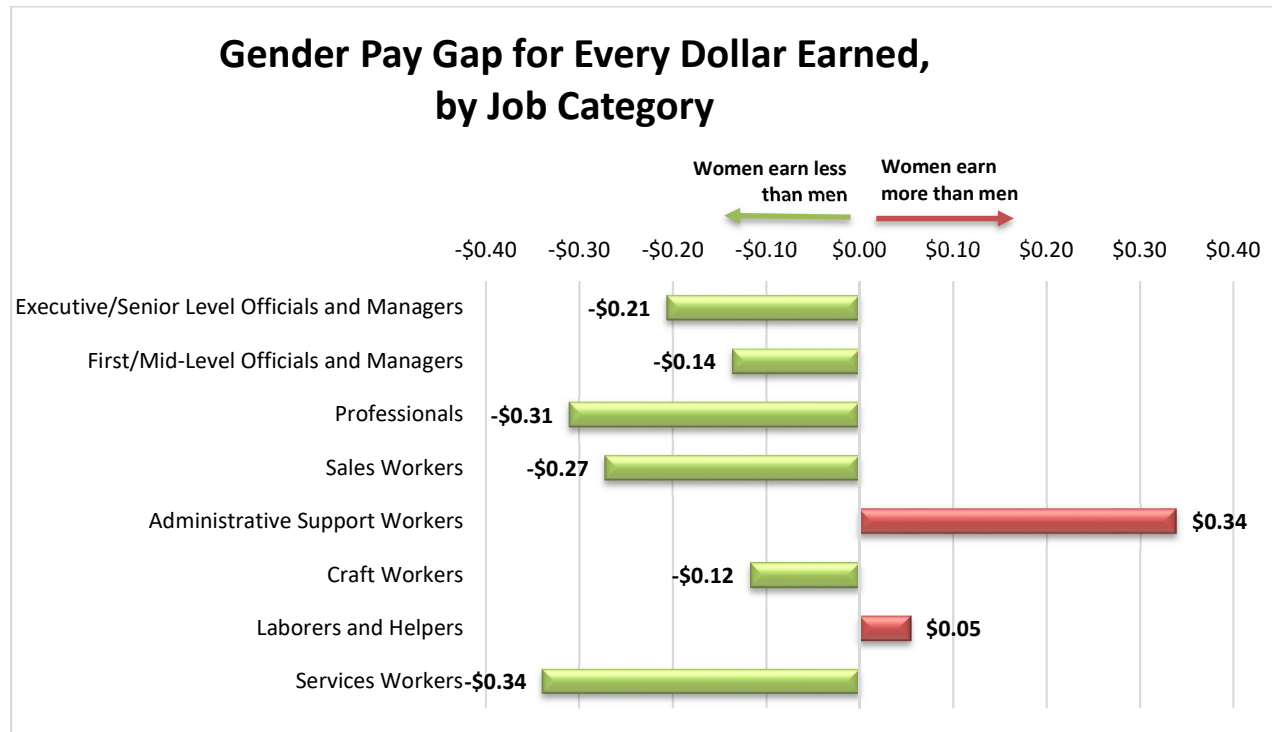


Figure 12: Gender Pay Gap by Job Category (Excluding Large Employer)

Representation in Different Job Categories

The following section looks at the representation of women and racial minorities at different levels of the organization.

Job Category Breakdown by Gender

Survey respondents were asked to provide information regarding the job category of men and women in their organizations. Information was provided for a total of 3,082 women (59%) and 2,156 men (41%) in the survey results. Among the survey respondents, the most common job category is Professionals, as 44% of employees in the survey (52% of women and 32% of men) were employed in this category. The following figure shows the number of women and men working in each job category.

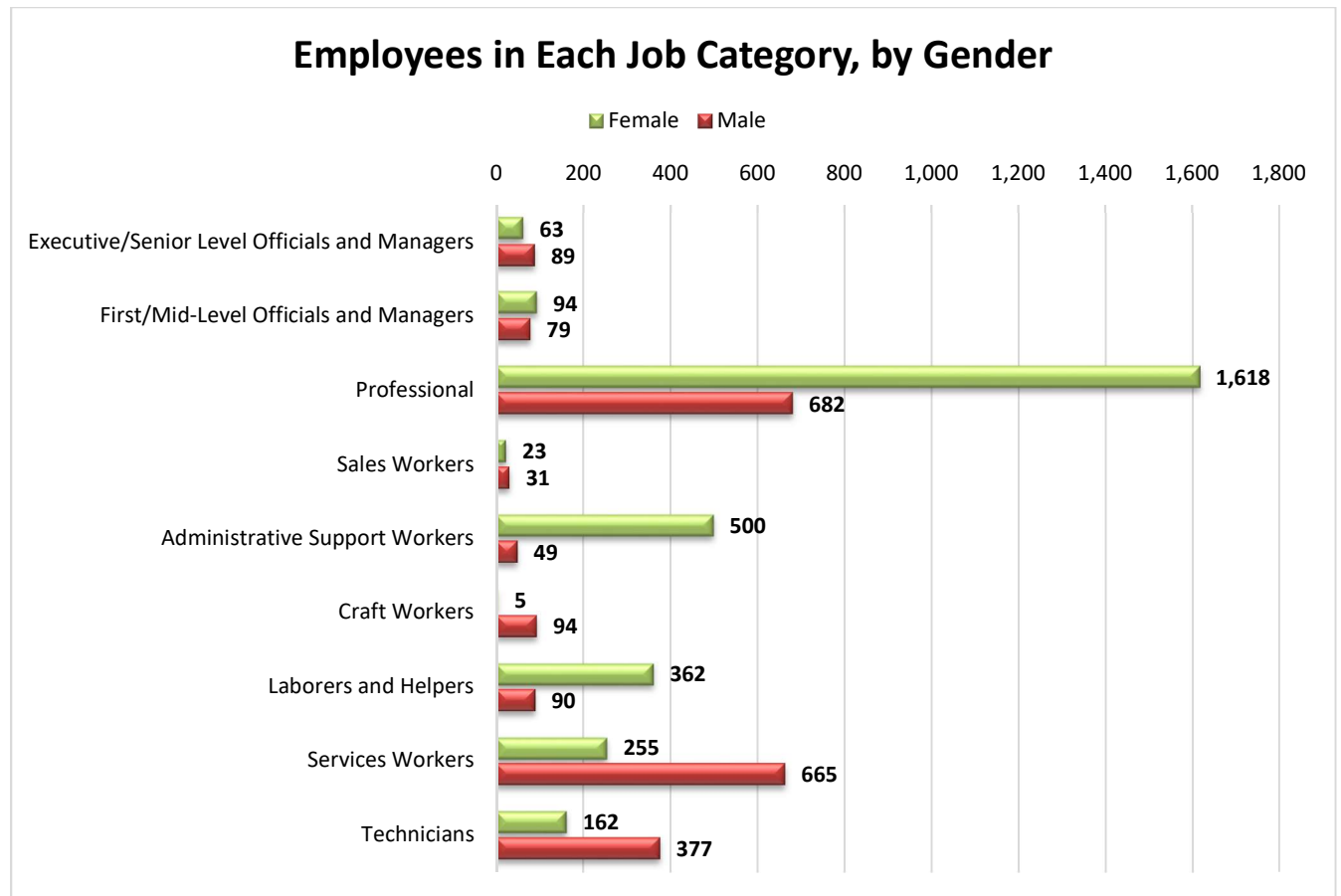


Figure 13: Job Category Breakdown, by Gender (Excluding Large Employer)

The degree of gender diversity within each job category differs, and some job categories are more diverse than others. For example, 95% of the employees in the Craft Workers job category are male, while 91% of the employees in the Administrative Support Workers job category are female. The following job categories employ the most equal split of men and women: (1) First/Mid-Level Officials and Managers, (2) Sales Workers, and (3) Executive/Senior Level Officials and Managers. The following figure shows gender makeup of each career level.

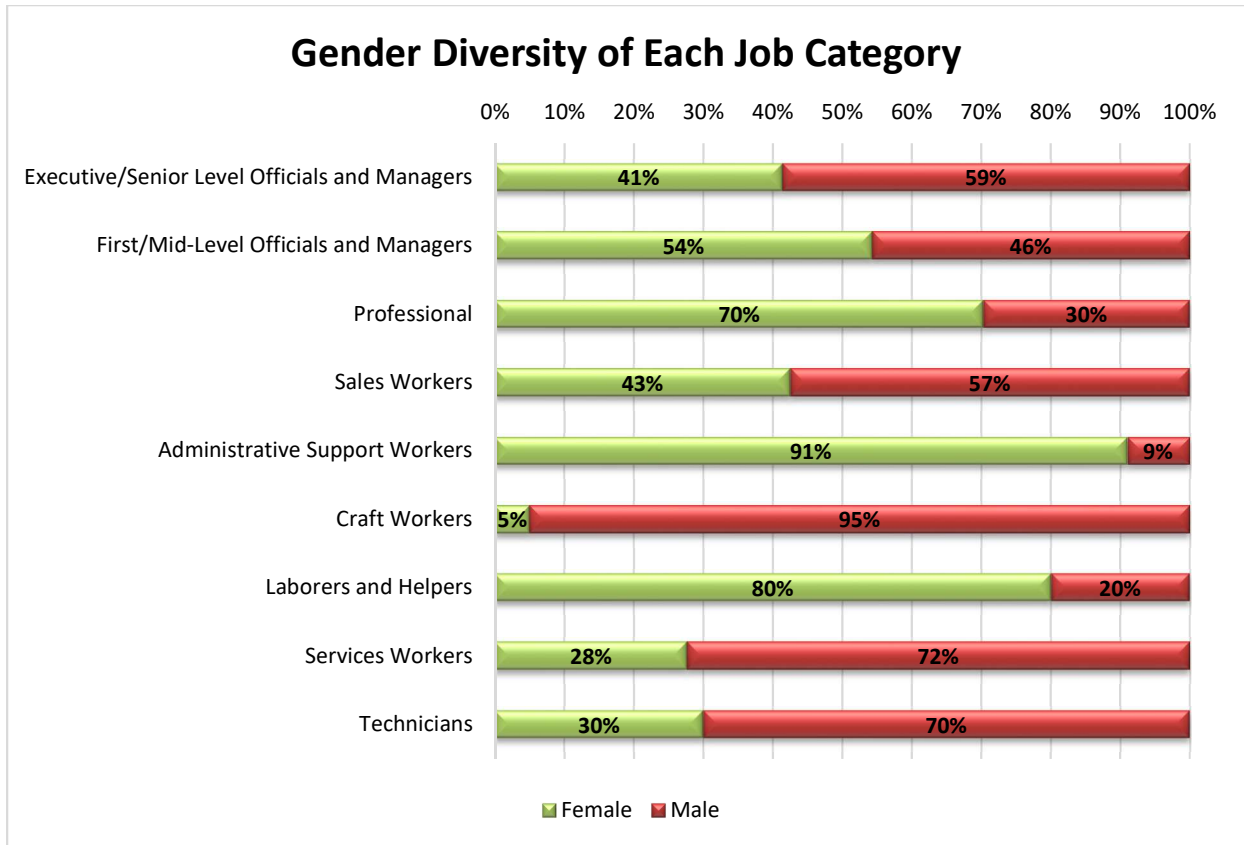


Figure 14: Gender Diversity of Each Job Category (Excluding Large Employer)

Job Category Breakdown by Race

A total of 1,859 employees (35%) were identified by selected responding employers as racial/ethnic minorities. The Service Workers and Administrative Support Workers job categories are the most diverse, while the Executive/Senior Level Officials and Managers, First/Mid-Level Officials and Managers, and Technicians job categories are the least racially diverse. The following figure shows the racial/ethnic breakdown of each job category. While labels have been provided for most categories, values less than 4% are omitted to improve readability.

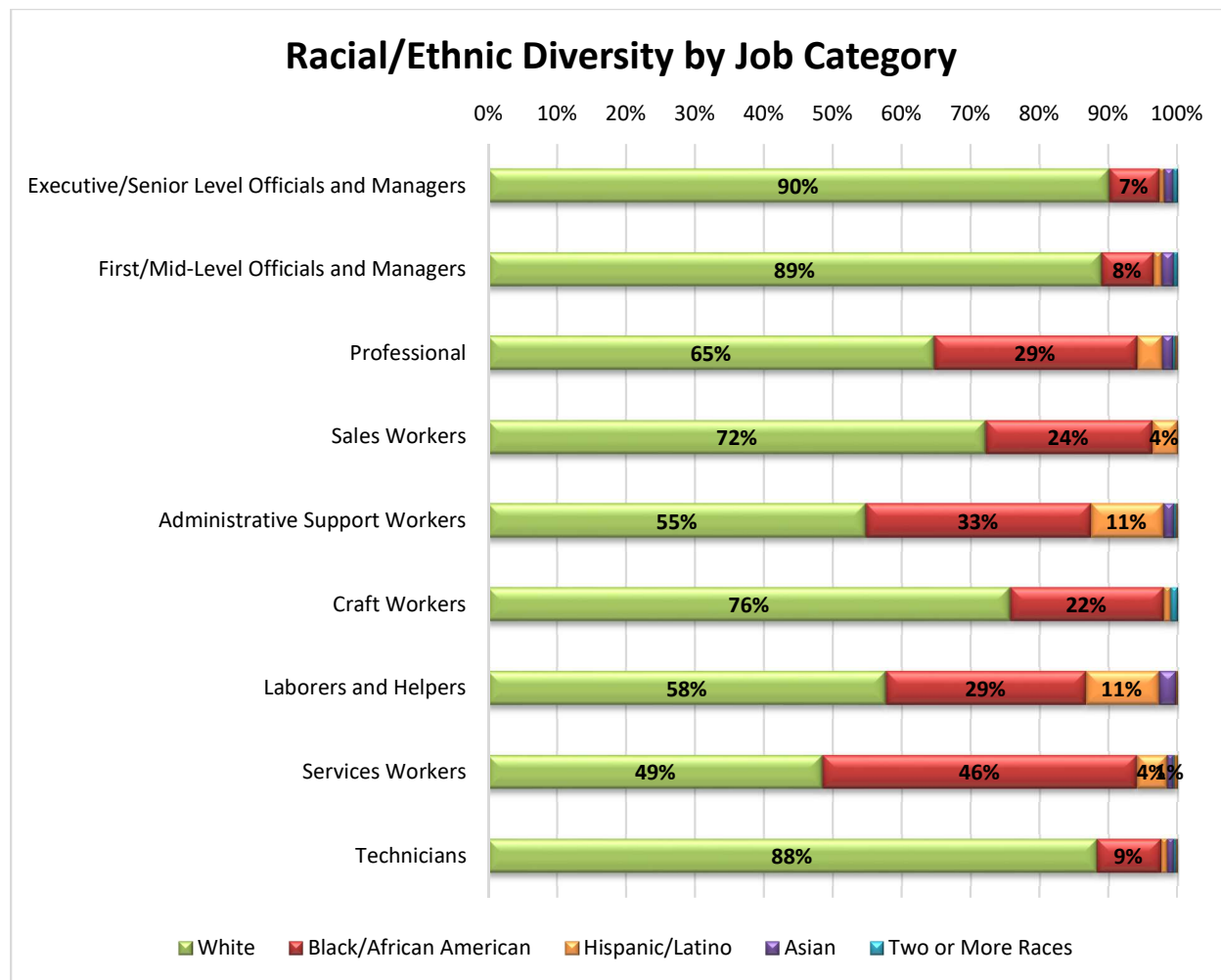


Figure 15: Racial/Ethnic Diversity of Each Job Category (Excluding Large Employer)

Appendix A – All Open-Ended Responses

If there are salary gaps, why do you think they exist?

- We don't have salary gaps. We are a sales organization where a salesperson's compensation is tied directly to their performance. Our sales support team members are hourly and their annual raises are tied directly to performance as well.
- There are a broad range of different types of jobs within each category. Additionally, longevity, education and experience plays a factor when entering a position.
- Due to the number of hours worked, the market realities of the business we are in and the direct correlation to the amount of revenue produced from that position.
- Women are underpaid because they don't think they are worth what men are worth in the same job.
- Do not know.
- We do not believe there are any salary gaps.
- White American workers are valued more than Black and Brown workers. Men are also valued more than women.
- Longevity of some staff and newer staff have higher credentials and wider experiences
- No; in most positions we are provided a rate by the client that is similar based on position.
- Talk around office indicating male workers are more valuable because perceived lack of risk of being hurt in the field.
- Salary gaps should be based on seniority within the organization.
- Length of time with the organization
- I'm not aware of the salaries of my coworkers, so I cannot answer this with confidence. I can say that the females in the office work longer hours and do more on-site/off the clock work than the males.

Does your organization have any initiatives to address salary gaps?

- Compression and equity salary studies
- Our company performs a market analysis as well as an annual salary review.
- We have gone through an extensive salary scale review and are making strives to bring our positions to market values. The information provided only represents 68% of our employee base and faculty information (which is not included in this survey) was recently reviewed with no finding of salary inequity between genders. We do have a comprehensive compensation plan for staff implemented in 2008 and followed for all new hires.
- If the person wants to make a higher salary, they have to produce more revenue for the company through their position and productivity.
- Market adjustments occur twice a year.
- Our firm completed a wage gap analysis in all locations in the 2nd quarter of 2016 and found that there was less than a 2% difference between males and females in all levels.
- Conducted salary analysis, established pay ranges, ranked positions and implemented new salary structure
- Each year all salaries are reviewed in comparison to a national compensation survey from businesses like ours

Does your organization currently have any programs in place that are helping you with recruiting, diversity and inclusion in the workforce and retention of employees?

- Internships, recruit with minority organizations, various training programs, recognition programs
- We reach out to the department of veteran affairs, vocational rehabilitation, and disability resource center.
- Working with our firm's diversity committee chair (located in Raleigh) we are actively seeking diverse candidates in our recruitment efforts. This is a priority of the Raleigh office to seek both entry-level and lateral candidates who add to already diverse attorney population in this office. Mentorship is also prevalent in Raleigh as we work with sponsors to retain all talent.
- We have a focused emphasis on recruiting and retaining a diverse team from local and corporate levels.
- Online recruitment process, supervisory training, consistent compensation program, benefits program.
- Following the law and finding employees that fit our requirements, not fulfilling a social agenda put forth by politically-charged individuals or entities.
- Yes
- Women of all different races are targeted for the jobs at our company. Very few men work here.
- We have a diversity and inclusion manager whose goal is to measure and monitor our diversity metrics and to partner with diversity networks to help build our diversity pipeline.
- They speak of it but they require the higher degrees than necessary to perform the job. This gives them a particular applicant pool that excludes a lot of Black and Brown people as well as women.
- Participate in NC Bar Association Minorities in Profession Summer Clerk Program, Advertise openings on our website, NC Bar Association alumni job boards, Lawyers Weekly and occasionally on local law school job boards.
- Yes:
 - Recruiting - Specifically with certified staff members we leverage a variety of resources to recruit talent from across the county and globe. We attend university and national organization job fairs, we post vacancies on job boards and interview and screen candidates on an on-going basis.
 - Diversity and Inclusion - We have an Assistant Superintendent of Equity Affairs who works with key stakeholders to support diversity initiatives across our school system.
 - Retention - We have leveraged a Talent Engagement and Recognition model to focus on the retention of employees across the school system. Within this model are the following efforts: Employee Excellence Awards, National Day of Recognition (Transportation, Teacher Appreciation, etc.) where we give away tokens of appreciation to different work groups. We are working to implement a robust employee discount platform and improve our community service projects and teaming efforts.

Have you used any of the following programs to assist your organization's efforts with recruiting, diversity and inclusion in the workforce and retention of employees? – Other (please specify)

- Our work requires people with specific qualifications and capabilities. Descriptive terms like diversity and inclusion are meaningless terms to employers who are trying to get work done. We train employees to do the work required and their qualifications have absolutely nothing to do with what nationality, ethnicity, creed, social or cultural traits are. We train to get work done and couldn't care less about diversity or "inclusion". As a matter of fact, to make diversity or so-called inclusion as part of the hiring process is discrimination within itself because it calls for dismissal

of consideration of any particular nationality, ethnicity, religion or creed if a so-called "balance" is going to be struck by the employer....in simpler terms, I may have to turn down a perfectly qualified candidate simply because he or she doesn't

- Summer Clerk Program

Have you used any of the following programs to assist your organization's efforts with recruiting, diversity and inclusion in the workforce and retention of employees? - Other (please specify)

- Our work requires people with specific qualifications and capabilities. Descriptive terms like diversity and inclusion are meaningless terms to employers who are trying to get work done. We train employees to do the work required and their qualifications have absolutely nothing to do with what nationality, ethnicity, creed, social or cultural traits are. We train to get work done and couldn't care less about diversity or "inclusion". As a matter of fact, to make diversity or so-called inclusion as part of the hiring process is discrimination within itself because it calls for dismissal of consideration of any particular nationality, ethnicity, religion or creed if a so-called "balance" is going to be struck by the employer....in simpler terms, I may have to turn down a perfectly qualified candidate simply because he or she doesn't
- Summer Clerk Program
- We host interns on a case by case basis in a variety of areas across our school system. Specific areas include; Communications, Human Resources and Technology Services and Schools.

Appendix B - Employer Survey

Introduction

The Wake County Task Force on Employment and Wage Issues for Women has engaged The Novak Consulting Group to conduct a survey of Wake County employers.

The Task Force was commissioned by the Wake County Board of Commissioners to undertake a review of local companies and gender related compensation opportunities. The Task Force is tackling the issues affecting women in the workforce including the issue of a gender wage gap, and it seeks your assistance in understanding the extent of this divide.

All responses are **confidential**. Completed surveys will be sent directly to The Novak Consulting Group, and no individual surveys will be shared with the Task Force or Wake County. Results will be tabulated and summarized by the consultant only. Data will not be associated with individual responses.

The survey will be available through the end of the day on March 24, 2017.

We appreciate your time and thoughtful responses to this survey.

Demographics

All answers to this survey should include those operations and those employees working in Wake County only.

1. Size of Organization
 - Under 50 employees
 - 50-200 employees
 - More than 200 employees
2. Are you a for-profit entity?
 - Yes
 - No

EEO Employer Information Report Data

Please provide the requested information to the best of your ability. All text boxes require an answer, so enter "0" if necessary. As a reminder, this should include only those employees working in Wake County.

The requested race/ethnicity information is similar to that in the EEO Employer Information Report. Feel free to provide the data from the most recent report your organization submitted.

3. Date(s) of payroll period used: [text box]

Report all permanent full-and part-time employees including apprentices and on-the-job trainees unless specifically excluded as set forth in the EEOC instructions. For example, if your organization has more than one senior level Hispanic Latino woman, please note how many senior level Hispanic women are working with your company. After doing the same thing for all the race/ethnicity categories listed, then provide the total compensation and performance pay information for all the listed employees in the appropriate spaces below.

4. Female Workforce:

	White	Black/ African American	Hispanic/ Latino	Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Other	Sum Annual Compensation	Sum Annual Performance Pay
Executive/Senior Level Officials and Managers										
First/Mid-Level Officials and Managers										
Professional										
Sales Workers										
Administrative Support Workers										
Craft Workers										
Laborers and Helpers										
Service Workers										
Technicians										

5. Male Workforce:

	White	Black/ African American	Hispanic/ Latino	Hawaiian or Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	Other	Sum Annual Compensation	Sum Annual Performance Pay
Executive/Senior Level Officials and Managers										
First/Mid-Level Officials and Managers										
Professional										
Sales Workers										
Administrative Support Workers										
Craft Workers										
Laborers and Helpers										
Service Workers										
Technicians										
Executive/Senior Level Officials and Managers										

6. If there are salary gaps, why do you think they exist? [Text box]
7. Does your organization have any initiatives to address salary gaps?
 - Yes [If yes, Text Box]
 - No

Return to Work Programs

8. Does your organization have a structured return-to-work program specifically aimed at helping women who have taken an extended break (1+ years) from the workforce, return to the workforce?

If yes:

9. Is this program active in your Wake County offices?
 - Yes
 - No
10. Does the program pay the participants for their work?
 - Yes
 - No
11. How long is the program? [text box]
12. Can the participant be hired for a permanent position upon successful completion of the program?
 - Yes
 - No
13. How many women have participated? [text box]
14. How many women has your organization hired upon successful completion of the program and at what level are they coming in? [text box]
15. Would you be willing to help other companies set up a program similar to yours?
 - Yes
 - No

If no:

16. Would your organization consider implementing such a program if given a successful model to replicate?
 - Yes
 - No

Recruiting, Diversity, and Inclusion

17. Does your organization currently have any programs in place that are helping you with recruiting, diversity and inclusion in the workforce and retention of employees?
 - Yes [Text box to explain]
 - No
18. Have you used any of the following programs to assist your organization's efforts with recruiting, diversity and inclusion in the workforce and retention of employees? (select all that apply)

- Return to Work programs
- Specialized training
- Negotiation training
- Flexible Scheduling
- Internships
- Other [Text box to explain]

19. Would your organization be willing to share your programs with other Wake County organizations?

- Yes [Text box for name/contact]
- No