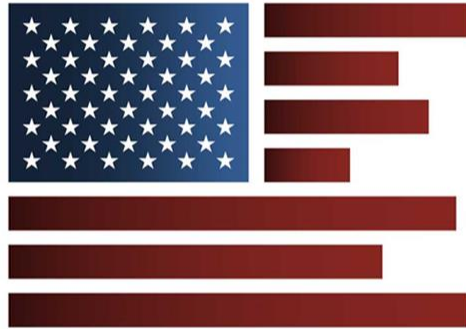


STATE of the UNION

A stylized graphic of the American flag, featuring a blue field with white stars and red and white horizontal stripes.

POLICY

Marianne Cooper and Shelley Correll
Stanford University

The background of the slide features a large, faint watermark of the Stanford University seal. The seal is circular and contains a tree in the center, with the words "LELAN" and "DIE" visible on the left side of the inner circle. The seal is set against a dark red background.

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

Marianne Cooper & Shelley J. Correll

March 16, 2018

Stanford

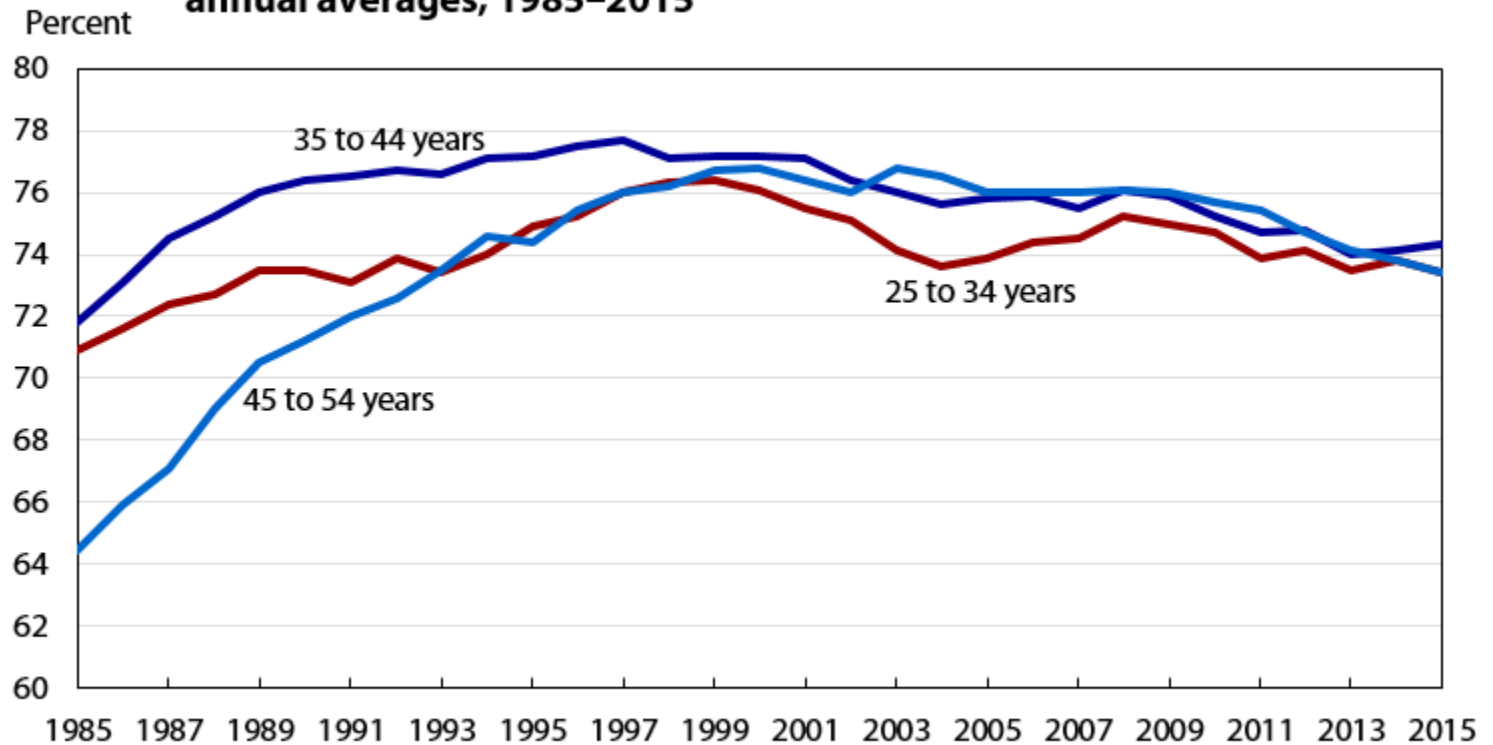
Michelle R. Clayman Institute
for Gender Research

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

Labor Force Participation

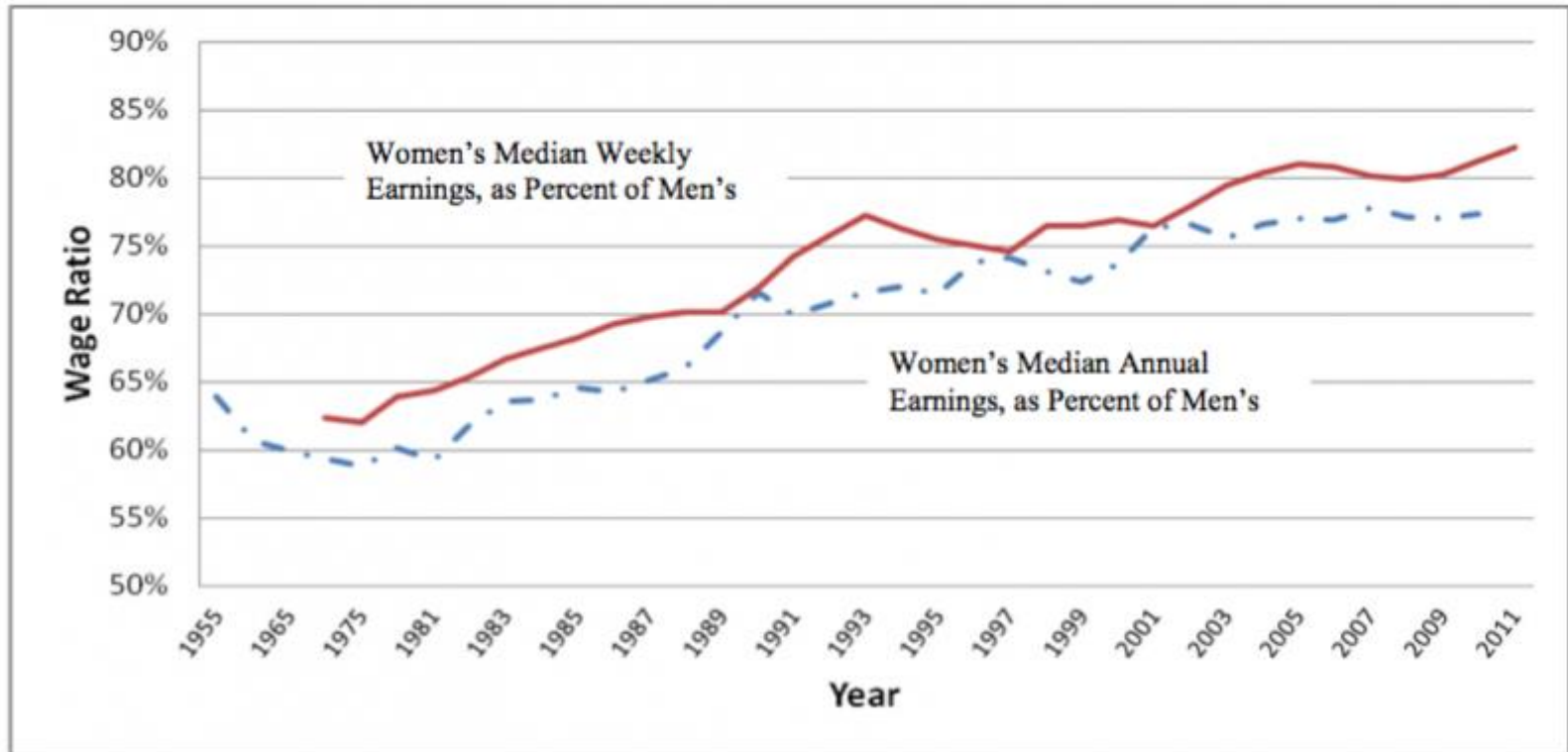
Figure 7. Labor force participation rates of women in selected 10-year age groups, annual averages, 1985–2015



Source: U.S. Bureau of Labor Statistics, Current Population Survey.

Gender Wage Gap

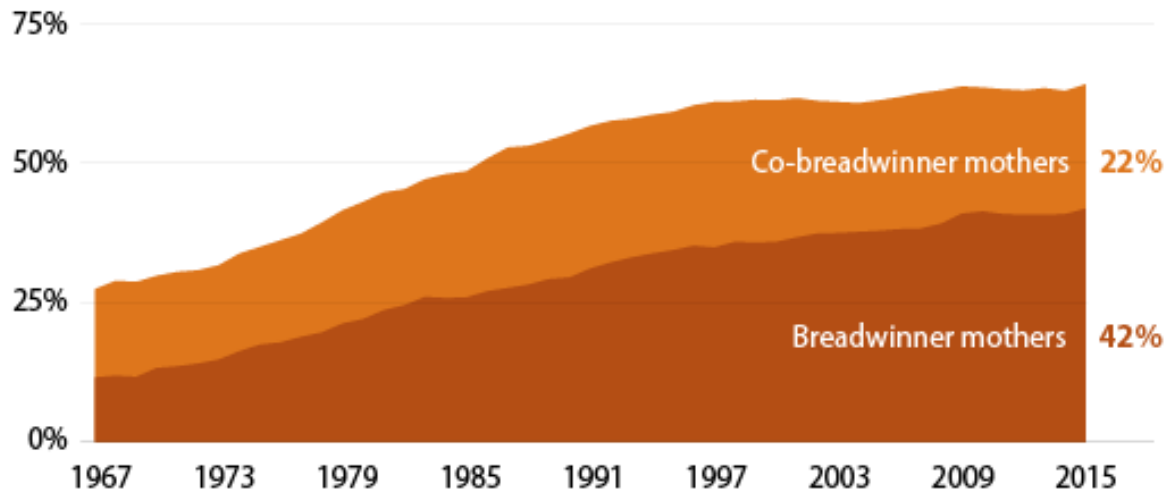
Figure 1: The Gender Earnings Ratio, 1955–2011, Full-Time Workers



70% of Mothers Work

FIGURE 1

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

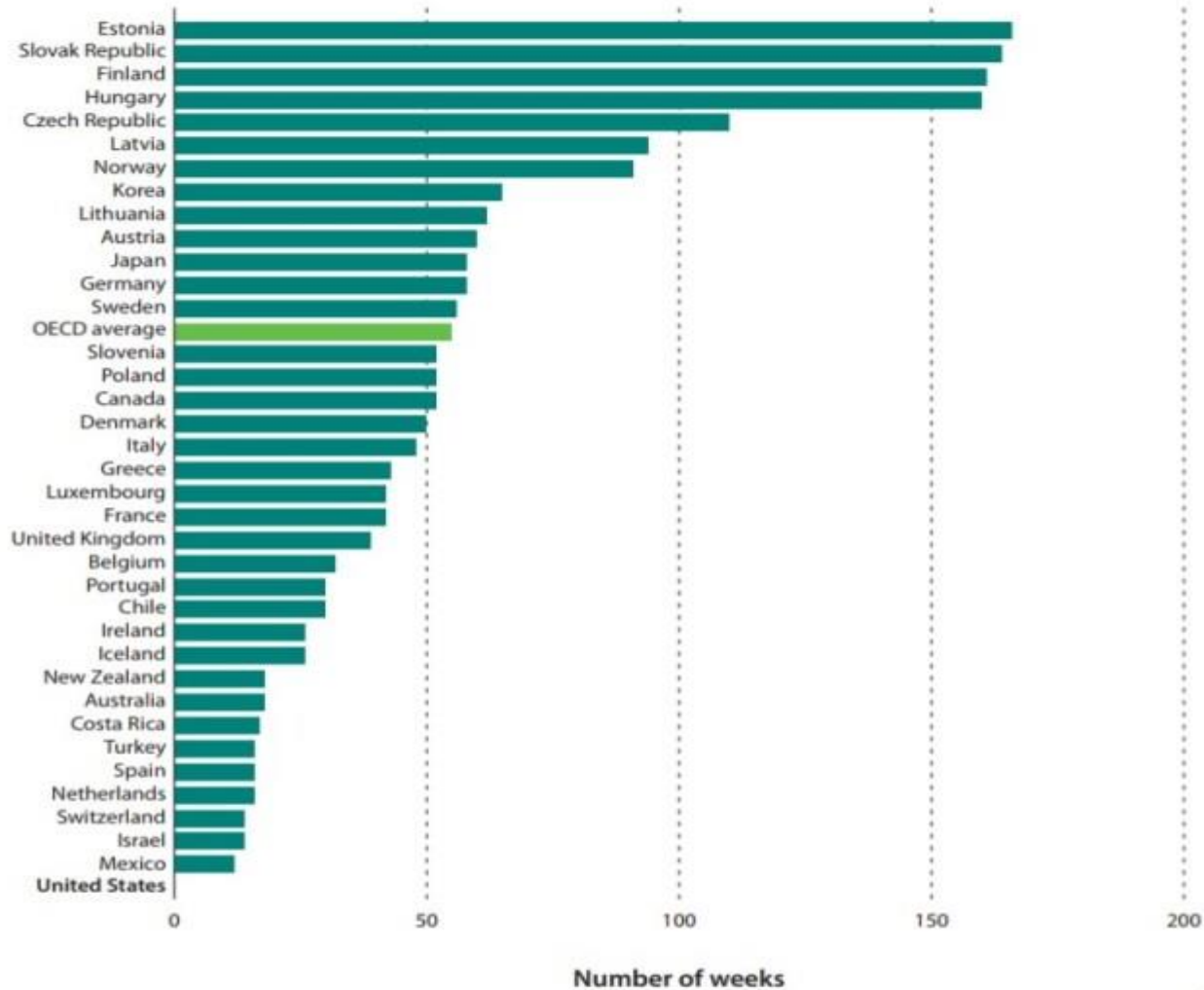


Source: Author's and Jeff Chapman's analysis of Miriam King and others, 'Integrated Public Use Microdata Series, Current Population Survey: Version 3.0,' available at <https://cps.ipums.org/cps/> (last accessed November 2016).



FIGURE 1.

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



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 leaves.

THE
HAMILTON
PROJECT
BROOKINGS

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?

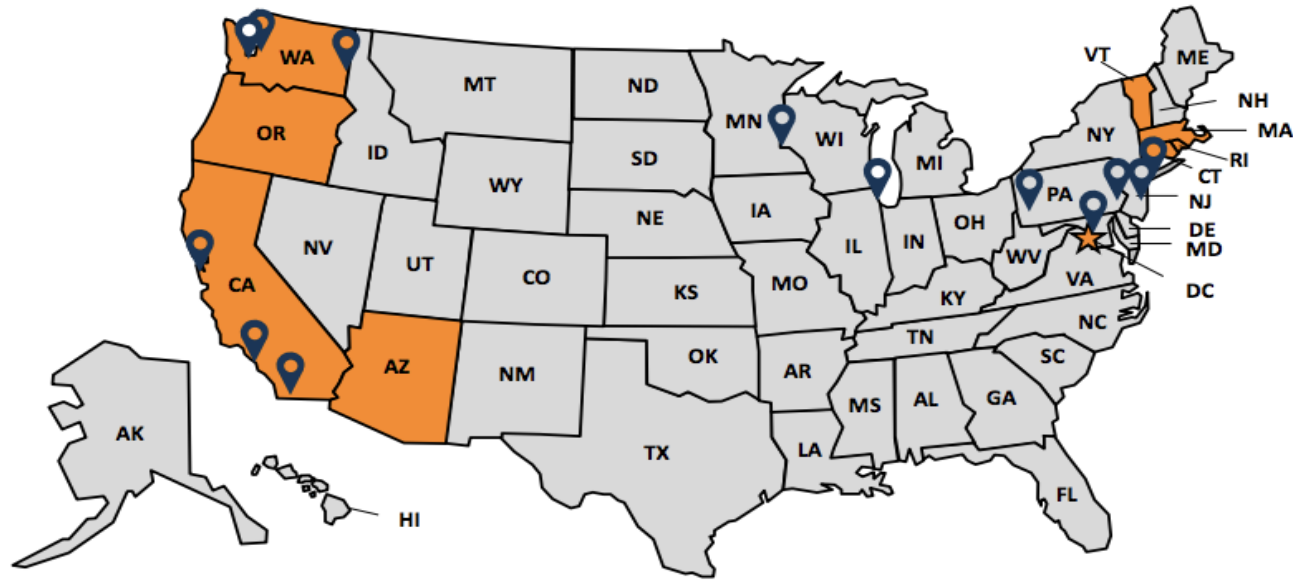
“If congress will not act, we’re going to need mayors to act. We’ll need governors and state legislators to act. We need CEOs to act.”

(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.

SOURCE: National Partnership for Women and Families. [Paid Sick Days – State, District and County Statutes](#). Updated October 2016.



Voluntary organizational policies

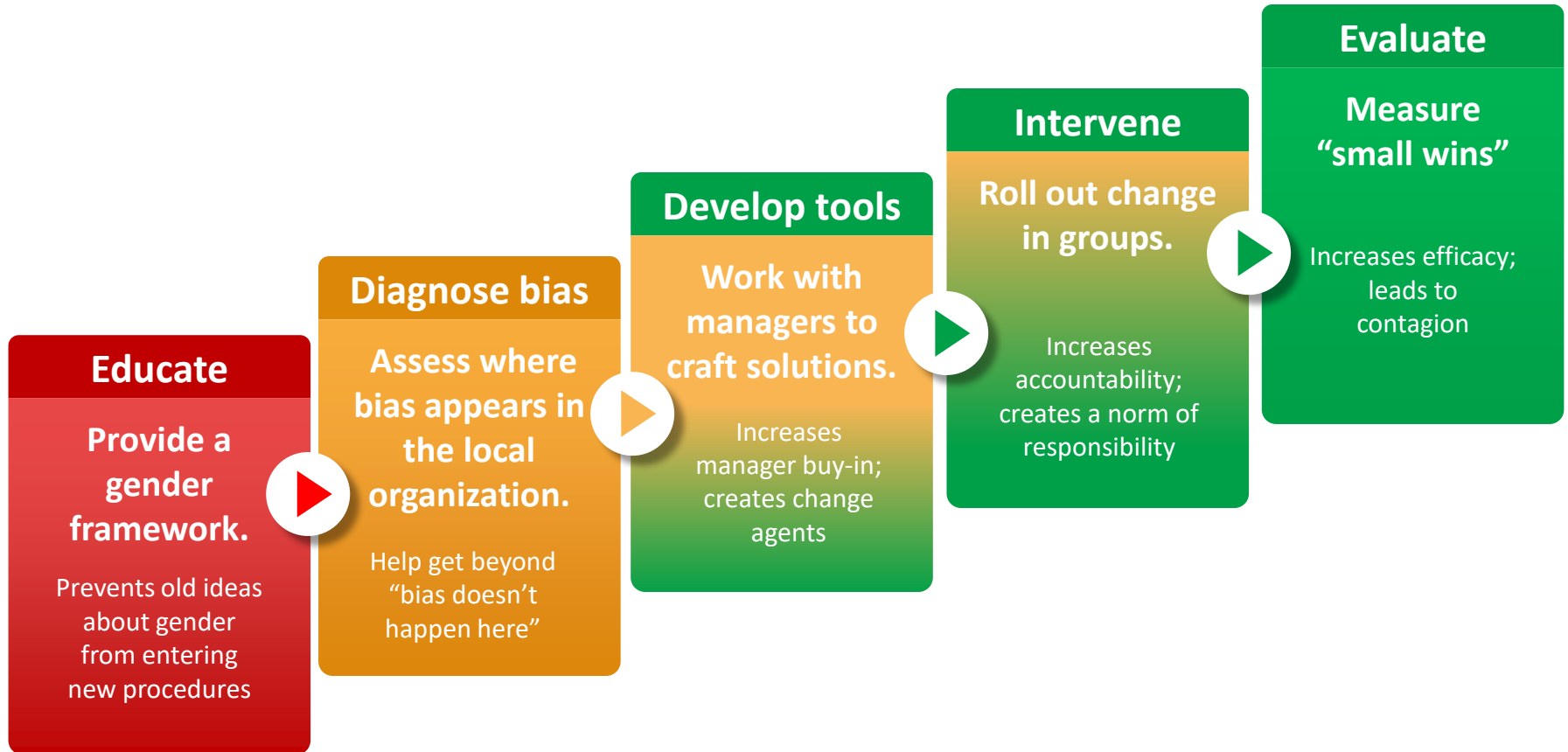


Organizational approaches to reducing implicit/unconscious biases

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)



If GoDaddy Can Turn the Corner on Sexism, Who Can't?



Charles Duhigg

ADVENTURES IN CAPITALISM

JULY 23, 2017



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”

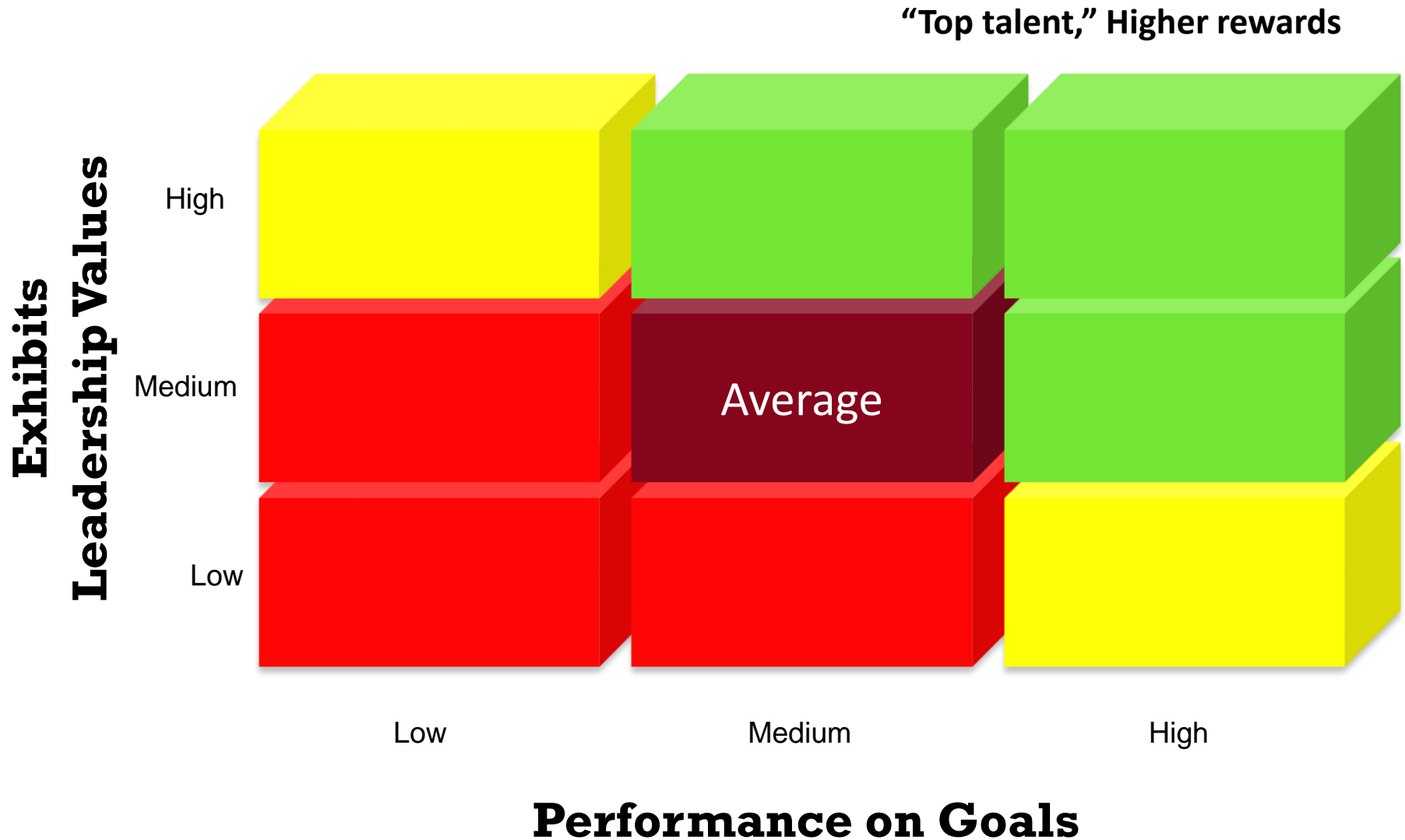
Interviews with leaders

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

Observed calibration meetings

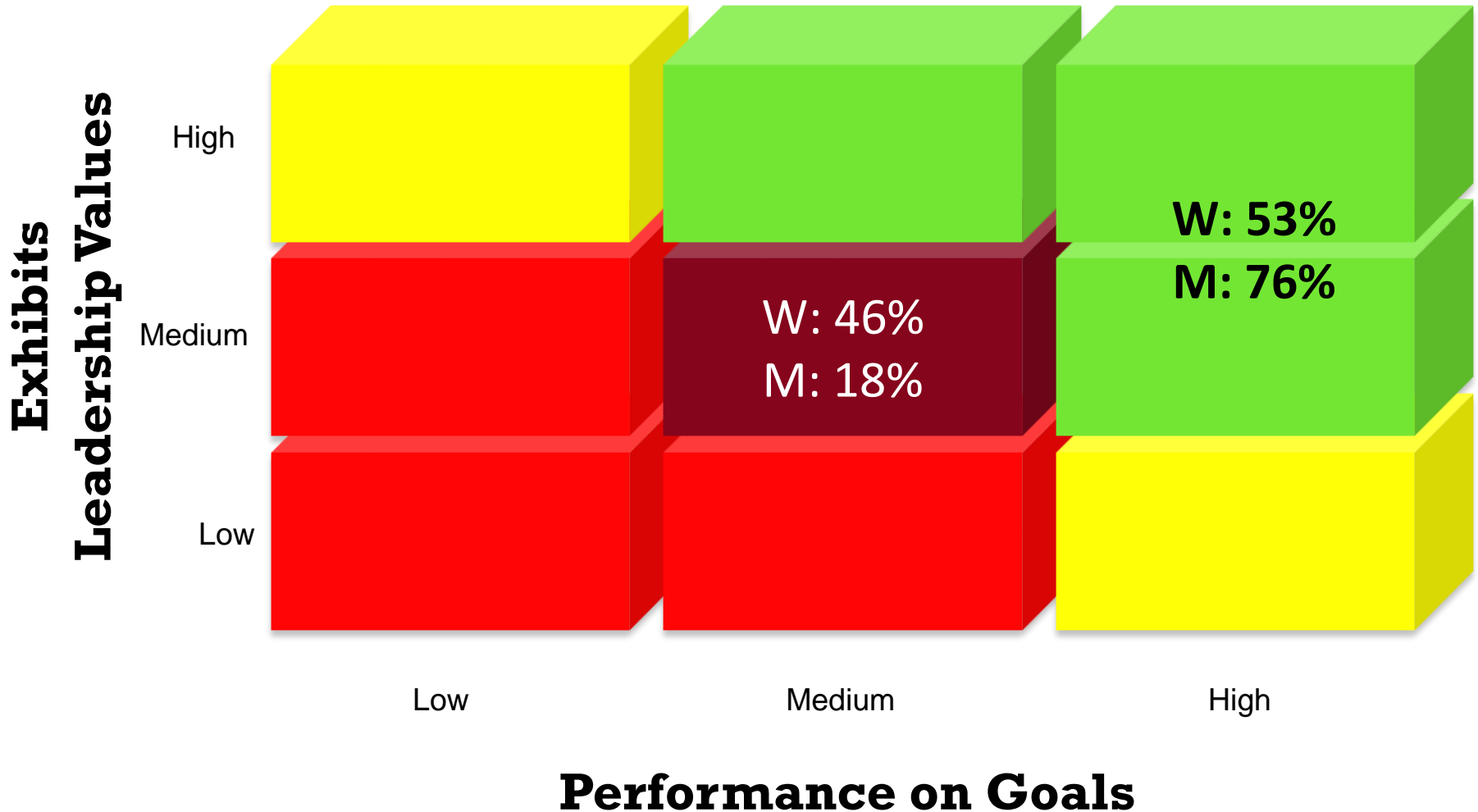
- Women receive more criticisms of their personality.
- More time spent discussing men employees, more “standout” adjectives.
- Women more likely to get downgraded to middle ratings.

Diagnosing bias in calibration meetings



GoDaddy: Performance ratings 2015

“Top talent,” Higher rewards



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:

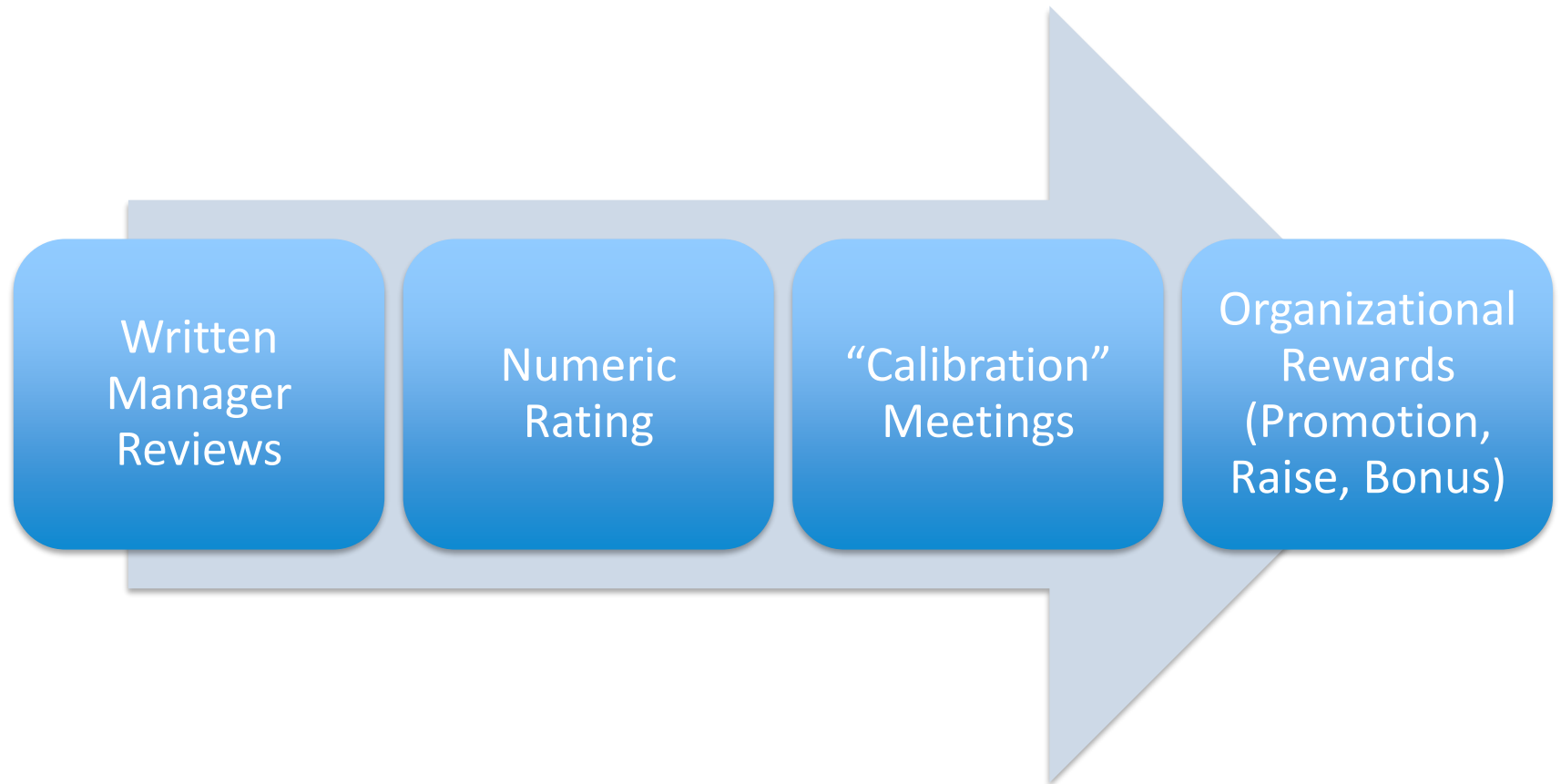
Post intervention calibration meeting

- 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



“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)