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Department of
Civil Service

WOMEN IN THE STATE WORKFORCE

State of New York, Governor Andrew M. Cuomo

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EXECUTIVE SUMMARY

Dear Colleagues,

Since the inception of the women's rights movement in Seneca Falls in 1848, New York State has proven to be a leader in the fight for women's equality. Under the leadership of Governor Andrew Cuomo, New York State has made dramatic strides toward advancing women's rights and strengthening and promoting equal opportunity for all New Yorkers.

From the passage of the Women's Equality Act to the establishment of the New York Council on Women and Girls, the Governor continues to build upon his legacy of standing up for women's rights so that New York State and the nation can move closer to true gender equality.

As the central personnel agency for New York State government, the Department of Civil Service is responsible for identifying and recruiting a new generation of employees who will lead New York State for decades to come.

To that end, the Department of Civil Service, in collaboration with the Department of Labor, has undertaken extensive efforts to analyze relevant data and implement strategies to assist New York State in developing human resource policies that enable agencies to recruit and hire a diverse and talented workforce. This includes offering recruitment information for high paying jobs, including jobs traditionally held by men, and providing outreach services to assist women and men to qualify for such jobs.

A summary of these efforts is encompassed in the following report, including recommendations that will support the State's efforts to attract, develop and retain women in high paying careers in State service. This report will serve as a road map to guide the Department in improving promotional opportunities, enhancing targeted recruitment efforts, and advancing retention planning efforts, all with the goal of ensuring that our State government continues to recognize and advance women's equality.

I look forward to your collective feedback and support in these efforts.

Lola W. Brabham, Acting Commissioner
Department of Civil Service

The following inaugural report on *Women in the State Workforce* has been prepared in response to Women's Workforce Guidance legislation signed by Governor Cuomo in 2016. This report provides historical background on the issue of women employed in high paying or historically male dominated jobs in New York State government as well as data required in the legislation. Future reports will focus only on data and the progress of State initiatives in this area.

SECTION I - BACKGROUND

In 1963, the original *American Women* report was published by the federal Commission on the Status of Women in the workforce. Since then, policy implementation at the state and federal level has influenced the participation and success of women in the labor force in a meaningful way.

The Equal Pay Act of 1963 first introduced the concept of pay equity; and in 1964, the Civil Rights Act introduced the concept of Equal Opportunity. Following this, women began to comprise larger portions of the American workforce than ever before.¹ In addition to making up more of the workforce in the 1960s, women were also becoming primary breadwinners, and were enrolling in post-secondary education programs in record numbers.

While women's participation in the labor force has grown since the 1960s, many of the same issues disproportionately impact women today. Familial responsibilities, salary inequity, lack of promotional opportunities, and gender discrimination (both overt and subtle) all play a role in marginalizing women's overall participation in the workforce, affecting their ability to secure job opportunities with high-earning potential.

Recent legislation signed into law by Governor Cuomo aims to address and mitigate many of these issues. The Women's Equality Act set forth new laws that guarantee substantial protections for women on a range of issues including pregnancy discrimination, sexual harassment and assault, family status discrimination, gender discrimination and pay equity. Additionally, the passage of the landmark Paid Family Leave Act in 2016 signifies unprecedented job-protection for working men and women, representing a pivotal step in establishing workplace equality.

¹ *Women and Work: 50 Years of Change*, U.S Department of Labor, 2013 at https://www.dol.gov/wb/resources/women_and_work.pdf

In 2017, Governor Cuomo signed two executive orders addressing women's rights and pay equity. By adopting salary history blind hiring practices, these executive orders strengthen equal pay protections. Executive Order number 161 prohibits State entities from inquiring about or considering compensation history in evaluating prospective candidates. In addition, an applicant's prior compensation may not be relied upon in determining the prospective employee's salary.

Executive Order number 162 requires State contractors to disclose data on the gender, race, ethnicity, job title, and salary of employees performing work on State contracts issued and executed on or after June 1, 2017.

Another influential piece of legislation is Chapter 460 of the Laws of 2016, referred to as the Women's Workforce Guidance, which requires that the Department of Labor (DOL) and the Department of Civil Service (DCS) work to educate, counsel and inform women and men about high paying careers in State service.

The law requires the DOL to offer guidance to employees, local workforce investment boards and staff by providing skill development and training opportunities, referrals to employers offering relevant jobs, and current information on the gender wage gap. The initiative also mandates the DOL to report annually on the number of women referred to counseling or skill development training for jobs with high-earning potential, including jobs traditionally dominated by men, and how many women were referred to such jobs annually.

The initiative further amends Civil Service Law (CSL) by adding a new section (CSL §12), which mandates that the DCS offer job recruitment information to women and men regarding jobs with New York State that are high paying, including jobs traditionally held by men. The law requires improved outreach services to women to attract them to State careers with high-earning potential. Other requirements include recommendations for increasing the overall number of women in high paying jobs with the State, and annual reporting on the ratio of women to men working in State government.

In response to CSL §12, the DCS has established a framework for:

- (1) recruitment and retention of women into high paying State positions including traditionally male-dominated jobs; and
- (2) annual reporting relative to recruitment efforts, and data relative to women in the State government workforce, focusing on careers that offer high earning potential.

This report outlines the activities being advanced to effect change at both levels of involvement, including recommendations for working with individual agencies in these areas. (See Appendix A for text of CSL §12).

It is significant to note that the DCS's recruitment and retention efforts must adhere to the requirements of the merit system set forth in the New York State Constitution and Civil Service Law. In addition, how employees enter the workforce must also be considered. For more than 80% of State workforce, entry is through the competitive examination process. For the most part, the merit system requires employee recruitment begin at the entry level of a *title series*. Promotional opportunities along a given career path are the primary mechanisms available for increasing salary earnings or improving earning potential.

DEFINITIONS

For the purposes of this report and the concurrent work to support the Women's Workforce Guidance legislation, key phrases must be clearly defined. Additional terms used in this report can be found in the Glossary

- **High paying jobs.** High paying jobs correlate with the State's standard for determining overtime eligibility. Using the New York State Division of Budget Bulletin G-1024 (Payment of Overtime Compensation to State Employees), employees in positions allocated or equated to salary grade 23 or above are ineligible for overtime compensation. Adopting this threshold, the phrase "high paying jobs" will be defined as those jobs in Hiring Rate Grade 23 employees (minimally \$71,211 as of April 2017).
- **Traditionally male-dominated jobs.** New York State jobs in which women represent 25% or less of total employed will be considered male-dominated. This definition is consistent with the definition held by the United States Department of Labor. Thus, the initiative will define the phrase of "traditionally dominated by men" as those titles that employ 75% or more males.
- **State Workforce.** All classified positions in New York State Executive Branch civil service as well as certain unclassified positions (See Appendix B).

TRENDS

The DCS examined relevant workforce trends for women in two contexts: national trends, and trends within the New York State Government workforce. The focus is on gender distribution, education, salary, and/or occupational areas.

The DOL researches and compiles workforce data for the State's civilian population. The work of the DOL will complement operational activities currently underway at the DCS and will assist with future deliverables in support of the Women's Workforce Guidance initiative.

National Trends

Between 1960 and 1980, women's workforce participation increased nationally before slowing in the 1990s. Women reached the peak of their labor force participation in 1998 and, since then, their participation has declined.² While women attained increasingly higher levels of education from 1970 to the present and earnings for college-educated women have increased, a significant gender pay gap persists. In fact, women are still earning only 82% of their male counterparts' total pay for performing the same job with the same level of education.³

Currently, the top occupations held by women in the United States are in education, health services, and secretarial/administrative services. The 1980s and 1990s saw considerable movement of women into managerial roles, including executive and administrative occupations, and during the same period the gender distribution across a wide variety of occupations changed significantly. Higher numbers of women worked as lawyers, economists, and university professors - occupations that, while not considered traditionally-male dominated today, were largely occupied by males until the late 1990s. In science, technology, engineering and math (STEM), however, the distribution remains unchanged. In a 2017 report from the U.S. Department of Commerce, only 24% of the college educated workers in STEM are women.⁴ As of 2014, the highest paying occupations for women are in management, business, finance, law and information technology (IT), but their representation in these fields is still relatively low.

New York State Government Workforce Trends

The gender composition of the State's workforce has been consistent over time. In 1986, the distribution of employees by gender showed women making up 49.6% of the State's workforce.⁵ In 2006, women comprised 48.6% of the workforce. In 2016, women comprised 50% of the State workforce.

However, significant disparities in gender distribution exist across specific occupational titles in State workforce. Women tend to make up most of the employment population in administrative support and *paraprofessionals*, as well as the lower salary and grade levels of the professional occupational titles. Men

² *Changes in Women's Labor Force Participation in the 20th Century*, United States Department of Labor, 2000, at https://www.bls.gov/opub/ted/2000/feb/wk3/art03.htm?view_full

³ *Women and Work: 50 Years of Change*, United States Department of Labor, 2013, at https://www.dol.gov/wb/resources/women_and_work.pdf

⁴ *Women in STEM: 2017 Update*, United States Department of Commerce, Office of the Chief Economist, 2017, at <https://www.commerce.gov/sites/commerce.gov/files/migrated/reports/women-in-stem-2017-update.pdf>

⁵ New York State Department of Civil Service, *Workforce Management Report*, 1989.

continue to dominate fields in the skilled trades⁶, IT, engineering and service/maintenance titles.

CHALLENGES

To increase the footprint of women at higher pay levels and in traditionally male-dominated fields, it is critical to understand the challenges that are impacting progress.

Career Advancement

Men in the State workforce, on average, earn higher salaries than women. Approximately 80% of the State workforce enter through the *competitive class*. As such, men and women enter competitive titles at the same salary grade and hiring rate, and receive annual salary advances. Higher average salary at a specific grade level consistently correlates to time spent in a title. Moreover, men outnumber women at the higher salary grades, while women outnumber men at the lower grades, causing a differential in overall average salary. For example, in the State workforce, women represent only 14% of the entire professional engineering field. At the entry level, 15% of the cohort are women, but with each level of advancement, the percentage of women decreases. At the highest salary levels for engineers (over \$100,000), only 4% are female (Table 6).

Per a 2016 national report from McKinsey & Co, *Women in the Workplace*, women are less likely to be promoted to high paying and/or managerial positions than men. The percentage of women receiving critical first-step promotions from entry-level positions into managerial roles is 37%, while their representation in higher-level managerial positions declines 5%, on average, with each level of advancement.⁷ This premise in the private sectors correlates to the data in many State workforce titles.

Gender Discrimination and Unconscious Bias

A 2015 Bureau of Labor Statistics report indicates that while the overall number of women in the workforce has increased, women continue to be underrepresented in male-dominated fields. In the U.S., just 6% of women work in traditionally male-dominated fields, such as skilled trades, IT, engineering, and service/maintenance. For example, only 3% of employees in the construction workforce are women.⁸

Gender discrimination continues to be a factor for women currently working or seeking employment. Per the Pew Research Foundation's 2015 survey, 65% of

⁶ As defined by New York State Department of Labor, 2016, at <https://labor.ny.gov/stats/PDFs/The-Skilled-Trades-in-NYS.pdf>

⁷ *Women in the Workplace*, McKinsey & Co., 2016 at https://womenintheworkplace.com/Women_in_the_Workplace_2016.pdf

⁸ Institute for Women's Policy Research, 2017 at https://iwpr.org/publications/gender-wage-gap-occupation-2016-race-ethnicity/?_sm_au_eyJVV7DVVqrRWVLS3j

women indicate recent experience with gender discrimination at work.⁹ A paper published in 2013 by the Legal Momentum Fund points to discrimination and harassment as documented reasons why women self-select out of working or pursuing careers in traditionally male-dominated fields. Research also indicates the presence of subtle but pervasive gender bias in hiring, advancement, and total rewards across a variety of occupations, particularly in STEM fields.¹⁰

RECOMMENDED APPROACH

The DCS is developing operational practices to change these dynamics in current and future years relative to the State workforce. Consistent with ongoing efforts in recruitment and retention, the DCS has committed efforts and resources in the following key areas. The described approach is representative of the State's plans for increasing the number of women in traditionally high paying jobs. Subsequent reports will provide progress updates in these areas.

Partnerships

It is critical to identify agency partners and other organizations that will contribute key data, definition analysis, and collaborative alignment of resources to facilitate success of this initiative. Partners to date include the DOL, the New York State Center for Recruitment and Public Service, the New York State Forum, and the New York State Center for Women in Government in Civil Society.

The DCS plans to establish additional partnerships with agencies with high paying, traditionally male-dominated titles. Inter-agency partnerships will facilitate opportunities for women by clearly defining career pathways into high paying jobs and in traditionally male-dominated fields.

Identification of Occupational Areas

The DCS has analyzed the State's workforce title structure, the gender composition of the structure, and salaries and potential career paths of title series within the structure. Upon review, DCS has identified several occupational areas that provide opportunities for increasing the number of women in high paying jobs.

Professional Engineer, IT Manager, Physician, Actuary, Investigator, Architect, Correction Officer, and Trade occupations all meet the defined criteria for high-earning potential and are traditionally male-dominated. In some of these

⁹ Pew Social Trends, Women and Leadership, 2015 at www.pewsocialtrends.org/2015/01/14/women-and-leadership

¹⁰ Women's Legal Defense and Education Fund, *Still Excluded*, 2013 at http://www.ncdsv.org/images/LM_still-excluded_3-2013.pdf

occupations, women represent slightly more than the 25% threshold but are still significantly underrepresented.

The identification of these occupational areas represents an opportunity for the DCS to effect change for women in the State workforce in current and future years.

Current reporting will focus on three occupational areas: Professional Engineer, IT Manager, and Correction Officer; subsequent years will focus on the remaining five. Initial reporting will focus on pilot strategies and measuring their impact.

RECRUITMENT AND RETENTION STRATEGIES

This effort will involve community engagement, enhanced outreach and recruitment efforts, and the development of workforce retention plans.

Community Outreach and Marketing

Through partnerships with higher education institutions, the DCS will provide female students with greater access to information about opportunities with New York State in fields that are traditionally male-dominated, including high paying jobs.

In addition, as research indicates that women who engage with other women in their prospective job field build trust and a sense of belonging, the DCS will work with State agencies to identify current female employees to speak with potential job seekers on the employability of women in the State workforce.¹¹

Recruitment events held at community locations and schools will be used to promote the visibility, presence and success of women currently working in high paying jobs in State government, particularly in traditionally male-dominated occupations. Promoting and sharing these events via social media will expand the audience and reach more employable women.

Additional recruitment efforts will include the rebranding of DCS materials and its website, highlighting New York State as an employer of choice and further expanding on the impact of key legislation like the Paid Family Leave Act. DCS materials will also be updated to better represent women working in traditionally male-dominated fields.

Education and Training

The DCS is responsible for providing State agencies with well-trained and competent human resource (HR) professionals with broad experience in key

¹¹ International Public Management Association for Human Resources, 2017, at: <http://ipma-hr.org/publications/hr-news/articles/3-ways-to-clear-barriers-to-development-for-women-leaders>

areas, such as equal opportunity, recruitment and selection, employee relations, benefits and compensation, and workforce planning. In collaboration with the New York State Personnel Council and the Governor's Office of Employee Relations (GOER), the DCS is developing a Statewide training program for HR professionals at State agencies to centralize and standardize professional development and promote effective recruitment and retention efforts.

Retention Planning

Further involvement with State agencies will include development of retention plans that involve mentorships. For example, a program at the Center for Women in Government & Civil Society, part of the Rockefeller College of Public Affairs and Policy at SUNY Albany, the NET Project connects young women with experienced mentors in their chosen field. This program could be used as a model for agencies developing similar plans to support the retention of women along career pathways.

Targeted or general retention efforts that are trackable and reportable will demonstrate an ongoing commitment to recruiting women into high paying career paths within the State, and retaining a talented and inclusive workforce.

SUMMARY

Under Governor Cuomo's leadership, New York State has provided meaningful protections and opportunities for women in the workforce and will continue to lead the way in improving the status of women. By addressing issues such as the pay gap, caregiving responsibilities, and gender discrimination, New York State has provided much-needed support and advocacy for women in the workforce and for families across the State

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SECTION II - ANNUAL UPDATE

INTRODUCTION

Chapter 460 of the Laws of 2016, referred to as *Women's Workforce Guidance*, was adopted in November of 2016 and charges the DCS with annual reporting to include:

- (a) how many women were referred to examinations for jobs and careers that offer high earning potential, including jobs traditionally dominated by men;
- (b) the ratio of women to men in traditionally high paying jobs in state civil service and any change in that ratio from the previous year;
- (c) recommendations and plans for increasing the number of women in traditionally high paying jobs; and
- (d) any other information deemed relevant.

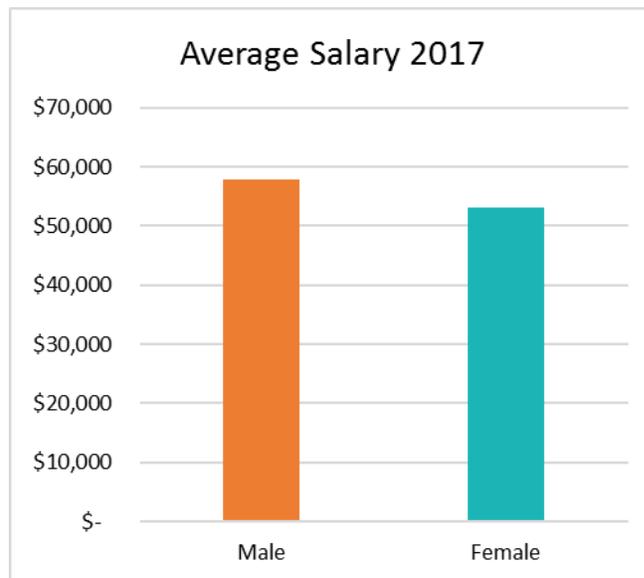
What follows are relevant data and descriptions of the DCS activities undertaken in support of these requirements.

Note: *An additional narrative accompanies Year One reporting (January 1, 2018), further detailing the background, trends in the national and statewide workforce, and challenges.*

Data Reporting Methodology: The data in the Women in the Workforce Report is a “snapshot” taken on January 1, 2017, of the demographics of the 148,884 employees in the classified and certain unclassified service. The number of employees includes both seasonal and part-time employees. The data tables in the report covering a full year represent calendar year 2016. Data tables on gender and race only reflect employees for whom data has been collected.

Table 1. Workforce Gender Characteristics

The gender distribution of the New York State workforce has remained static over time, with men and women comprising relatively equal parts. The average salary differential has decreased incrementally over the last decade, with women making an average of 14% less than men in 2007. In 2017, women’s salaries, on average, are 9% less than their male counterparts.

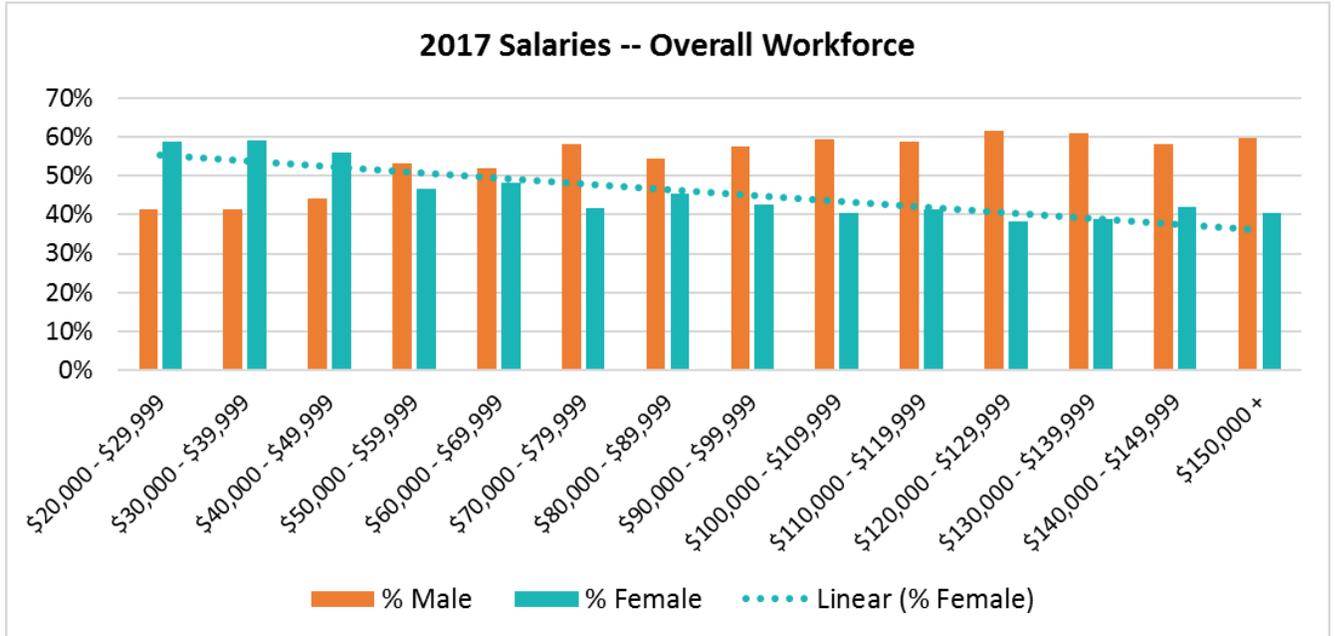


	2007		2012		2016		2017	
	#	Average Salary						
Male	85,652	\$48,606	76,523	\$55,315	74,298	\$57,569	74,037	\$ 57,751
Female	81,636	\$42,064	76,219	\$49,999	74,584	\$52,383	74,505	\$ 53,161
Unknown*	134	\$39,883	90	\$46,282	272	\$50,020	342	\$ 51,705

*Unknown gender data has been removed from the following tables and calculations are based on the known data only.

Table 2. Workforce Salary Range by Gender

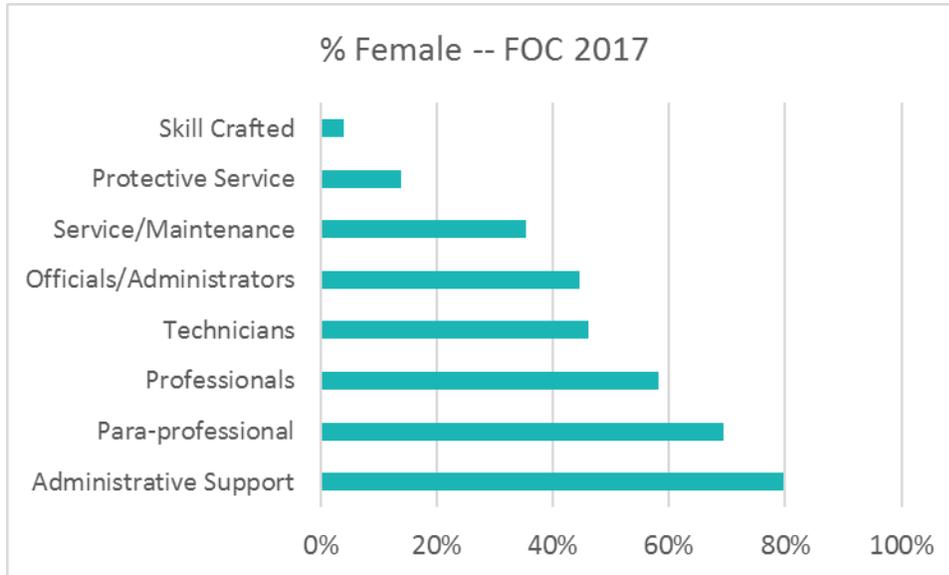
While starting salaries have risen over the last decade, women still outnumber men in the lower salary ranges in New York State. Men continue to make up the majority of higher salary ranges, even with more overall employees earning higher salaries today than in the past.



Salary Range	2007			2012			2016			2017		
	# Male	# Female	% Female	# Male	# Female	% Female	# Male	# Female	% Female	# Male	# Female	% Female
\$20,000 - \$29,999	8,351	13,050	61%	1,846	2,239	55%	1,179	1,537	57%	1,181	1,672	59%
\$30,000 - \$39,999	16,287	26,518	62%	10,107	17,030	63%	9,290	13,753	60%	9,375	13,501	59%
\$40,000 - \$49,999	15,144	13,487	47%	14,847	18,907	56%	13,930	18,365	57%	14,134	17,904	56%
\$50,000 - \$59,999	20,952	12,716	38%	15,326	13,576	47%	12,910	13,697	51%	11,797	10,336	47%
\$60,000 - \$69,999	7,174	4,830	40%	12,775	8,596	40%	11,757	8,420	42%	12,945	11,985	48%
\$70,000 - \$79,999	5,716	3,489	38%	5,249	4,505	46%	7,939	5,226	40%	7,343	5,272	42%
\$80,000 - \$89,999	2,237	1,124	33%	4,557	2,960	39%	4,458	3,691	45%	4,188	3,501	46%
\$90,000 - \$99,999	1,244	617	33%	2,061	1,585	43%	3,208	2,116	40%	3,124	2,317	43%
\$100,000 - \$109,999	966	426	31%	1,747	895	34%	1,457	914	39%	1,607	1,097	41%
\$111,000 - \$119,999	533	223	29%	738	401	35%	804	507	39%	836	590	41%
\$120,000 - \$129,999	386	242	39%	477	236	33%	629	406	39%	712	443	38%
\$130,000 - \$139,999	776	342	31%	184	117	39%	375	240	39%	396	253	39%
\$140,000 - \$149,999	186	69	27%	350	216	38%	233	158	40%	167	121	42%
\$150,000 +	107	39	27%	730	386	35%	843	556	40%	921	624	40%

Table 3. Workforce Federal Occupational Groups (FOC)

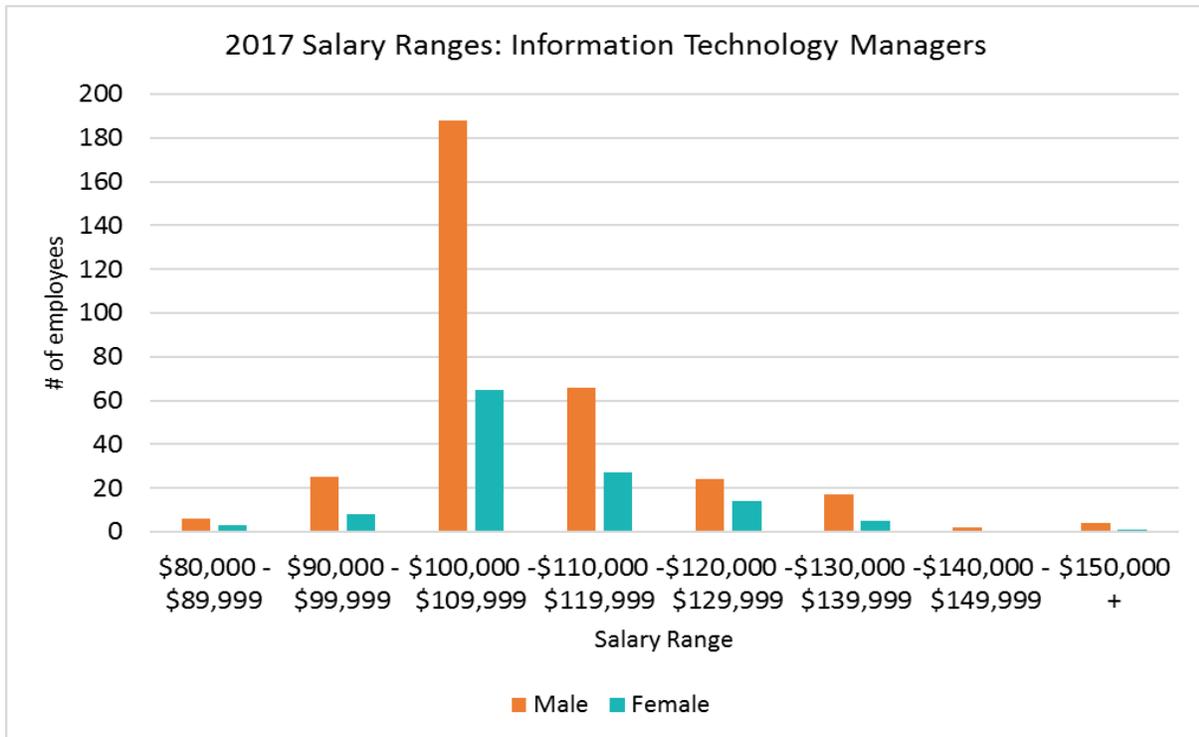
As defined by Federal standards, most administrative support positions in the State workforce are filled by women, while men still vastly outnumber women in skill crafted and protective service occupational areas. Women consistently make up the majority of para- and professional occupations, while the ratio of women to men is relatively even within technician occupational groups.



	2007			2017		
	# Male	# Female	% Female	# Male	# Female	% Female
Officials/Administrators	2,106	1,120	35%	1,701	1,374	45%
Professionals	26,751	28,873	52%	22,316	30,965	58%
Technicians	4,465	3,486	44%	3,943	3,381	46%
Protective Service	21,913	2,742	11%	19,491	3,118	14%
Para-professional	8,024	18,218	69%	7,254	16,526	69%
Administrative Support	4,556	22,698	83%	3,922	15,390	80%
Skill Crafted	10,855	568	5%	9,275	395	4%
Service/Maintenance	6,982	3,931	36%	6,135	3,356	35%

Table 4. Salary Range: Information Technology Management

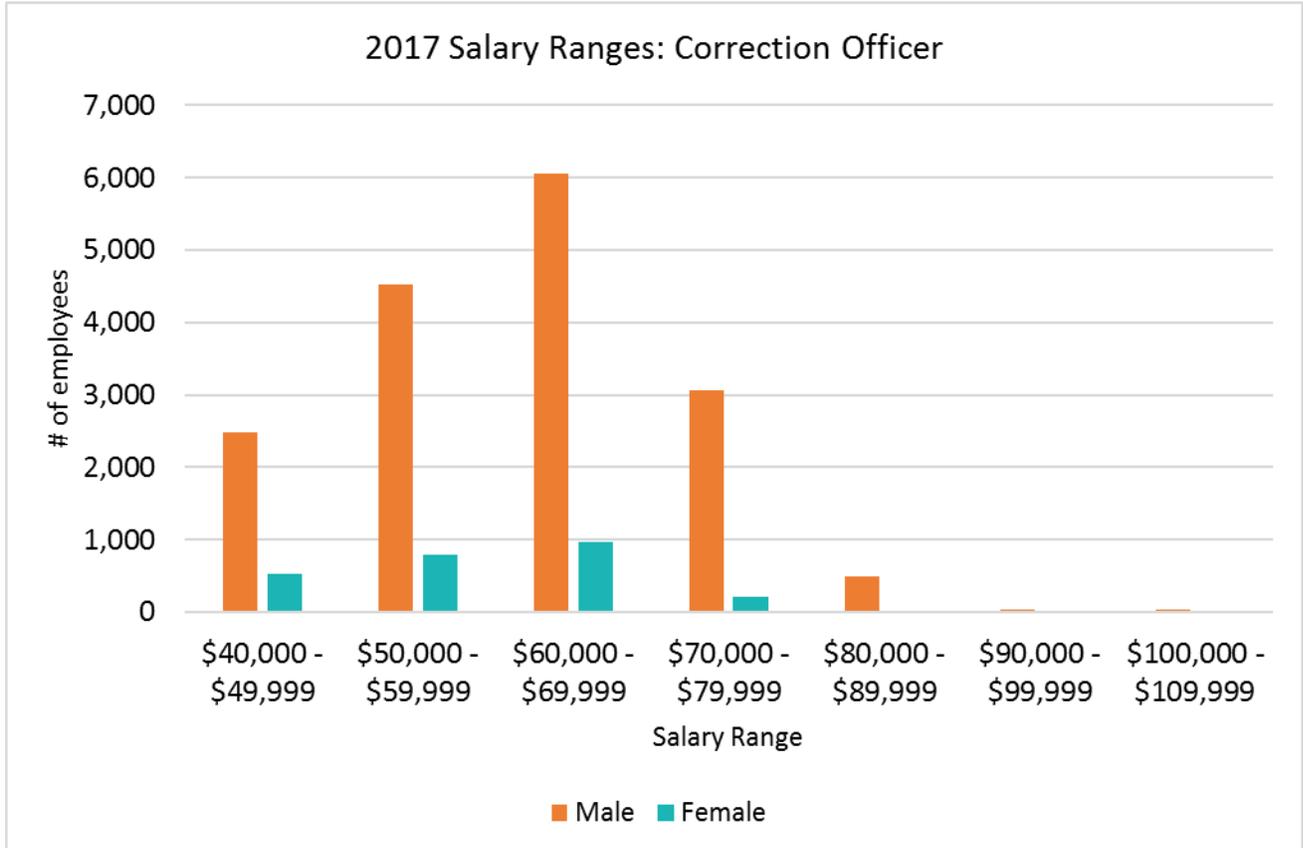
Information technology (IT) management positions continue to be a male-dominated occupational area in the State workforce, with disparities in the number of women working in high paying titles. Men significantly outnumber women once the salary range exceeds \$90,000, with the widest gaps in the \$100 - 109,999 and \$130 - 139,999 ranges, where men outnumber women by a ratio of nearly 3 to 1.



Salary Range	January 2017		
	# Male	# Female	% Female
\$80,000 - \$89,999	6	3	33%
\$90,000 - \$99,999	25	8	24%
\$100,000 - \$109,999	188	65	26%
\$110,000 - \$119,999	66	27	29%
\$120,000 - \$129,999	24	14	37%
\$130,000 - \$139,999	17	5	23%
\$140,000 - \$149,999	2	0	0%
\$150,000 +	4	1	20%

Table 5. Salary Range: Correction Officer

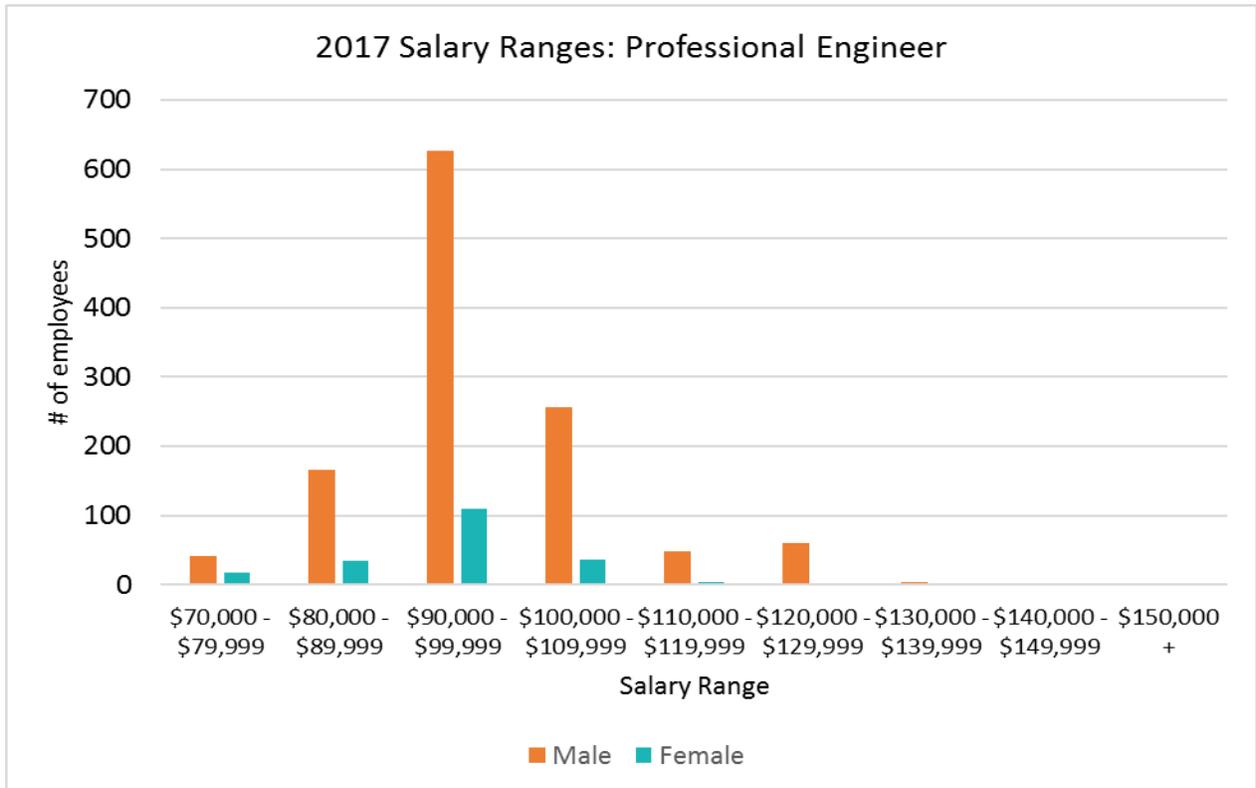
Men outnumber women working in Correction Officer (CO) titles in the State workforce by a ratio of seven to one (~13% of the total CO population is female). Of the 3,862 individuals earning salaries above \$70,000, only 6% are women.



Salary Range	January 2017		
	# Male	# Female	% Female
\$40,000 - \$49,999	2,481	530	18%
\$50,000 - \$59,999	4,518	789	15%
\$60,000 - \$69,999	6,061	974	14%
\$70,000 - \$79,999	3,062	210	6%
\$80,000 - \$89,999	499	21	4%
\$90,000 - \$99,999	33	3	8%
\$100,000 - \$109,999	32	2	6%

Table 6. Salary Range: Professional Engineer

While the overall occupational area is not as populous as IT or CO titles, Professional Engineering titles in New York State consistently demonstrate that the number of female employees decreases as the salary increases. Overall, women represent 15% of Professional Engineer titles; however, at salaries of \$100,000 or more, only 4% of the employees are women.



Salary Range	January 2017		
	# Male	# Female	% Female
\$40,000 - \$49,999	0	1	100%
\$50,000 - \$59,999	0	0	n/a
\$60,000 - \$69,999	0	1	100%
\$70,000 - \$79,999	41	17	29%
\$80,000 - \$89,999	166	35	17%
\$90,000 - \$99,999	627	110	15%
\$100,000 - \$109,999	256	37	13%
\$110,000 - \$119,999	48	4	8%
\$120,000 - \$129,999	60	2	3%
\$130,000 - \$139,999	4	0	0%
\$140,000 - \$149,999	2	0	0%
\$150,000 +	1	0	0

PROGRESS REPORT

What follows are the activities performed in the reporting year to support the recommendations for increasing the number of women in traditionally high paying jobs with the State, including male-dominated occupations, and to meet the requirements of CSL §12.

Partnerships

New York State Department of Labor

The DCS and the DOL coordinated efforts on the Women's Workforce Guidance. The agencies focused on coordinating operating definitions, data sources and activities to better publicize high paying positions. The DCS and DOL continue to collaborate on recruitment events such as DOL Boot Camps, SOMOS El Futuro, New York State Black and Puerto Rican Legislator Annual Legislative Conference, and the Dr. Martin Luther King Jr. Career Fair to further promote this initiative.

New York State Center for Women in Government and Civil Society

The DCS and the Center for Women in Government and Civil Society (Center) at Rockefeller College at SUNY Albany created a partnership to facilitate success of the initiative. The Center and the DCS have agreed to collaborate on programming events in the future.

New York State Center for Recruitment and Public Policy

The NYS Center for Recruitment and Public Service (RPS) is responsible for the recruitment activities for certain unpaid, per diem and exempt positions in State government, using various recruitment strategies depending upon the position's characteristics and employing agency. RPS and the DCS will collaborate on recruitment activities including increased use of social media and other online tools for recruitment outreach.

New York State Personnel Council

The DCS established collaborative partnership with the New York State Personnel Council to develop training opportunities for personnel administrators as well as increased communication and sharing of best practices for recruitment and retention activities.

Identification of Occupational Areas

In analyzing the State's classified service titles, the DCS identified the gender composition as well as the salaries and potential career paths of title series within the structure. Alignment with New York State and Federal Occupational Groupings has resulted in the identification of career paths that provide significant opportunities for increasing the number of women in high paying jobs: Professional Engineer, IT Manager, Physician, Actuary, Investigator, Architect, Correction Officer, and Trades. Title identification and analysis is necessary for developing targeted and effective strategies relative to recruitment and retention.

Recruitment and Retention Strategies

The DCS has established a framework for recruitment and retention of women into high paying titles, including traditionally male-dominated jobs. Efforts toward recruitment and retention will adhere to the requirements of the merit system.

Community Outreach & Marketing

The DCS partnered with external educational organizations to address the following areas:

- To promote available internship opportunities within New York State government to qualified student applicants, the DCS is exploring a partnership with the Non-Traditional Employment and Training Program at SUNY Albany, which prepares students for careers that are considered nontraditional for their gender.
- To increase testing capacity and improve access to examinations, the DCS has initiated multiple efforts. The testing schedule was expanded to include weekday and summer testing. The Department has identified new testing venues through partnerships with SUNY and CUNY (Bronx Community College, SUNY Old Westbury, SUNY Albany, Schenectady County Community College, Hudson Valley Community College, Dutchess Community College) as well as private colleges, regional K-12 schools and independent venues. Additional outreach is in progress with BOCES facilities as well.
- The DCS distributed material about careers in the State workforce at statewide recruitment events. The materials provide information to educate job-seekers on high paying jobs and careers in the State workforce emphasizing available workforce mobility support.
- In 2016, the DCS attended more than 430 job fairs and recruitment events attended by over 25,000 individuals to highlight opportunities for employment in New York State.

Education and Training

The DCS is developing a Statewide training program, the Civil Service Institute, which is specifically designed for Human Resources (HR) professionals at all levels of experience working in State agencies. Several topics identified for training include relevant issues for women in the workforce. Specific curriculum will educate all HR professionals, emphasizing the functional aspects of the Women's Equality Act, Paid Family Leave, and the role of HR.

Retention Planning

Relying on partnerships developed with community organizations and State agencies, the DCS is developing a framework for retention planning through mentorship programs. Such programs would be designed to support and increase the retention of women along an identified career paths with high-earning potential in the State workforce. As an example, the DCS connected with the New York State Forum to examine the feasibility of establishing such a program for women working in IT titles in State government.

SUMMARY

To meaningfully address the requirements of the Women's Workforce Guidance law, the DCS is establishing relationships with key partners, evaluating relevant workforce data and trends, identifying job titles within which significant change can be affected, and developing a framework for recruitment activities that can be broadly implemented.

APPENDIX A: CHAPTER 460 OF THE LAWS OF 2016

Civil Service Law

§ 12. Recruitment of women to state civil service initiative 1. The department, through existing programs, shall provide information to both women and men about high paying jobs and careers, including jobs traditionally dominated by men. Such information shall be distributed as part of any recruitment efforts as well as be available on the department's website.

2. The president shall prepare and submit to the governor, the temporary president of the senate, and the speaker of the assembly an annual evaluation report of the initiative no later than January first, two thousand eighteen, and every year thereafter. The report shall include:

- (a) how many women were referred to examinations for jobs and careers that offer high earning potential, including jobs traditionally dominated by men;
- (b) the ratio of women to men in traditionally high paying jobs in state civil service and any change in that ratio from the previous year;
- (c) The president's recommendations and plans for increasing the number of women in traditionally high paying jobs; and
- (d) any other information the president deems relevant.

Labor Law

§ 10-c. Workforce guidance and information for women initiative. 1. The department shall provide guidance to local workforce investment boards and staff, to enable them to better educate and inform both women and men about higher paying jobs and careers including jobs traditionally dominated by men. Such guidance shall promote program services for job seekers that provide:

- (a) current information about compensation for jobs and careers that offer high earning potential including jobs that are traditionally dominated by men;
- (b) counseling, skills development and training that encourage both women and men to seek employment in such jobs;
- (c) referrals to employers offering such jobs; and
- (d) current local labor market information regarding the gender wage gap and specific self-sufficiency rates for families living and working in that local labor market.

2. The commissioner shall prepare and submit to the governor, the temporary president of the senate, and the speaker of the assembly an annual evaluation report of the initiative no later than January first, two thousand eighteen, and every year thereafter. The report shall include:

(a) how many women were referred to counseling or skills development and training for jobs and careers that offer high earning potential, including jobs traditionally dominated by men;

(b) how many women were referred to such jobs;

(c) the ratio of women to men in such jobs and any change in that ratio from the previous year; and

(d) any other information the commissioner deems relevant.

APPENDIX B: NEW YORK STATE WORKFORCE DEFINITION

The New York State Workforce, for this report, includes civil service employees in the Executive Branch of State government. There are two broad categories of government service: the military service and the civil service. All officers and most employees of the Division of Military and Naval Affairs are in the military service. The civil service includes all other offices and positions in New York State and is divided into the classified service and the unclassified service. The unclassified service includes the following offices and positions:

- Elective offices
- Heads of departments
- Executive Branch appointees of the Governor, except Executive Department officers and employees who are not heads of Divisions
- Officers appointed or elected by the Legislature on joint ballot
- Legislative officers and employees
- Officers, members, and employees of Boards of Election and teachers and supervisory personnel in public schools, the State University, and certain community colleges

The classified service includes all other positions and are included in this report, except for uniformed State Police.

APPENDIX C: GLOSSARY OF TERMS

Classified Service

Positions in the Civil Service of the State that are not in the Unclassified Service; the Classified Service is divided into four jurisdictional classes: competitive, non-competitive, exempt, and labor.

Competitive Class

Positions in the classified service of the workforce for which it is practicable to determine the merit and fitness of applicants by competitive examination.

Non-competitive Class

The jurisdictional classification of those positions for which it is practicable to examine applicants as to their qualifications, but not practicable to conduct tests on a competitive basis.

Paraprofessionals

Supportive or assistive positions of a given profession requiring less-extensive training than qualified members of the profession.

President

Refers to the President of the Commission, who is also the head of the Department of Civil Service.

Title

The label used to officially designate a class. It is descriptive of the work performed and its relative level within a title series or within an organization.

Title Series

A group of titles (two or more) that perform similar duties but at different levels of responsibility.

Unclassified Service

Positions specified in Section 35 of the Civil Service Law that are outside the jurisdiction of the Civil Service Department. Examples are: elected officers, appointees of the Governor or Legislature, including heads of departments and legislative employees, and employees in professional positions in certain colleges and all those persons whose principal functions are teaching or supervision of teaching in a public school, academy or college, or in the State University.

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