

2016 Report on Women's Earnings in California State Civil Service Classifications

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Purpose of the Report

The California Department of Human Resources (CalHR) prepared this report for the Legislature in accordance with Government Code section 19827.2. The law requires CalHR to review information relevant to the setting of salaries for “female-dominated” occupations. The intent of the legislation is to establish a foundation for setting salaries for female-dominated jobs based on comparability of the value of work to other classes within state civil service.

Since 1983, CalHR and its predecessor, the Department of Personnel Administration, have set salaries and other terms and conditions of employment for the majority of civil service employees based on Memoranda of Understanding (MOU) agreed to in bargaining between the State of California and exclusive representatives. Government Code section 3517 provides that actions to adjust employee compensation occur through collective bargaining following the meet-and-confer process. Rank and file and management classifications receive wage differentials based on merit and seniority. No state classification imposes wage differentials based on employee gender.

CalHR adjusts the salaries for employee classifications excluded from collective bargaining, taking into consideration market compensation surveys of large public sector employers, geographical labor market needs, recruitment and retention issues, the employer’s ability to pay, and the state salary structure.

This report is based on data for the period 2006 through 2016 as well as contextual data from 2016.¹ The comparison data are American Community Survey single-year estimates.

Authority to compile this report derives from Title 2, Division 5, Part 2 of the California Government Code, and does not include information for those exempted from civil service status under Article VII, Section 4 of the California State Constitution.

This report may be viewed and/or printed from CalHR’s web site: calhr.ca.gov

Executive Summary

The California Department of Human Resources (CalHR) is committed to closing the gender pay gap in state civil service. In September, Governor Newsom convened a full day of meetings for Executive Branch leaders to discuss how we can achieve a state workplace that is diverse, equitable and reflects the values of a California for All. Among the topics discussed was addressing the gender pay gap. From this meeting, a task force was established to make recommendations to address pay equity. CalHR will have a lead role implementing the recommendations made by the task force. Further, representing the Governor as the State Employer, CalHR has the opportunity to work with unions to address pay issues through collective bargaining.

The median earnings of women working in the California state civil service (civil service) currently as of December 2016 was 80.5 percent of the median earnings of men in civil service, producing a 19.5 percent gender pay gap. This gap is mainly due to the low

¹ Sources of data are the California State Controller’s Office and the United States (U.S.) Census Bureau.

representation of women in higher paid occupational groups in civil service.

Other states have found ways to improve their pay gap. In 1981, the State of Minnesota used the Hay job evaluation system to compare the value of job classifications for their state government employees.² As a result, 200 female-dominated job classifications received pay equity increases and they were able to reduce their gender pay gap by about 20 percent and currently have an average pay gap of 11 percent.

Report Updates

CalHR has changed the job categories in this report from previous reports to match the federal job categories in order to compare data consistently with the state labor force. These occupational groups are used to make comparisons across different segments of the American workforce.

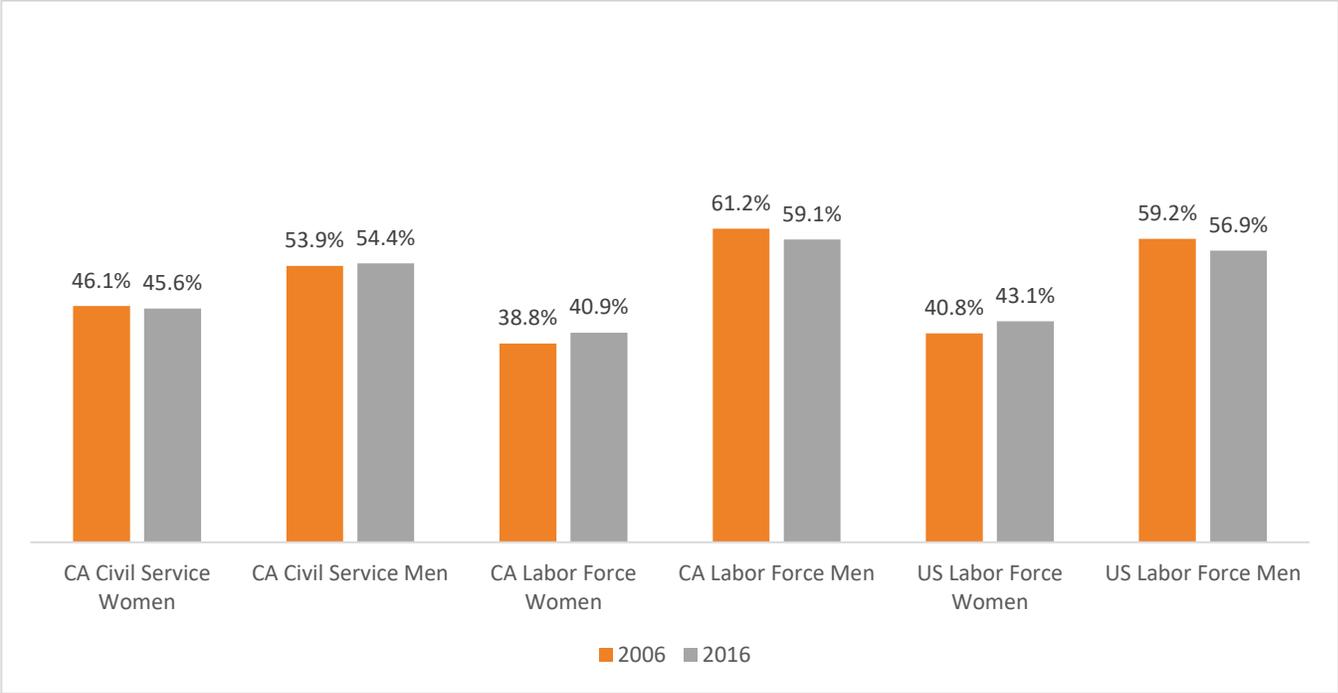
CalHR's new database system allowed additional data sets to be developed in order to analyze the pay gap in occupational groups and races.

² Pay Equity: The Minnesota Experience. 6th ed., 2016, Legislative Office of Economic Status of Women.

Women in the Workforce

Over the past 10 years, women in civil service decreased by .5 percent, women in the California workforce increased by 2.1 percent, and women in the US workforce increased by 2.3 percent.

Full-time Employment of Civil Service Workers, the California Labor Force, and the US Labor Force by Gender from 2006 to 2016



Comparing Gender Pay Gaps

The “gender pay gap” is the salary difference between women and men workers. Annually the median salary of male employees is compared to the median salary of female employees. This “dollar” difference is converted to a percentage difference of the female median to the male median. A gap of 20 percent would mean that females earn 80 percent of the male median salary.

Median Pay Gap

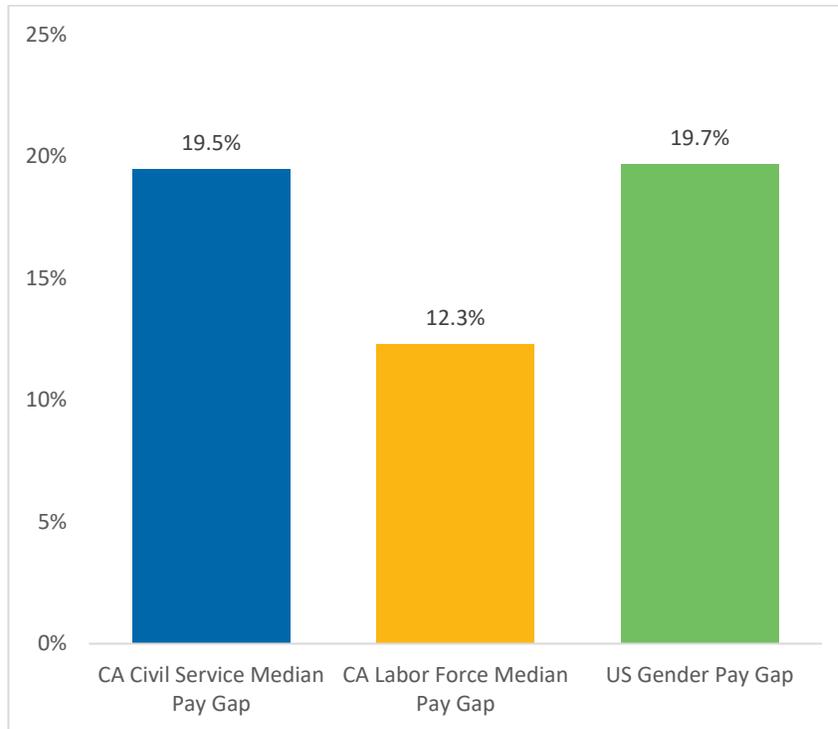
The gender pay gap in civil service is currently 19.5 percent. The median earnings of women working in civil service are 80.5 percent of the median earnings of men working in civil service.

The California civil service gender pay gap is slightly better than the national labor force figure of 19.7 percent³ as reported by the United States Census Bureau in their American Community Survey data for 2016. The Census Bureau bases its figure on the median earnings of full-time wage and salary workers, ages 16 years and older. For the same period, the Census Bureau reported that the gap between female and male workers in California was 12.3 percent.⁴ Therefore, although the gender pay gap for civil service employees is slightly less than the US pay gap, it is greater than the pay gap for all workers in California, as illustrated in the following chart. The gap shrank in all three categories last year. The decrease was largest in the California labor force and was second largest in civil service.

³ “S2002: Median Earning in the Past 12 Months of Workers by Sex and Women’s Earnings as a Percentage of Men’s Earnings by Selected Characteristics.” American Community Survey, US Census Bureau, U.S. Department of Commerce.

⁴ “S2402: Occupation by Sex and Median Earnings in the Past 12 months for Full-Time, Year-Round Civilian Employed Population 16 Years and Over.” American Community Survey, US Census Bureau, U.S. Department of Commerce.

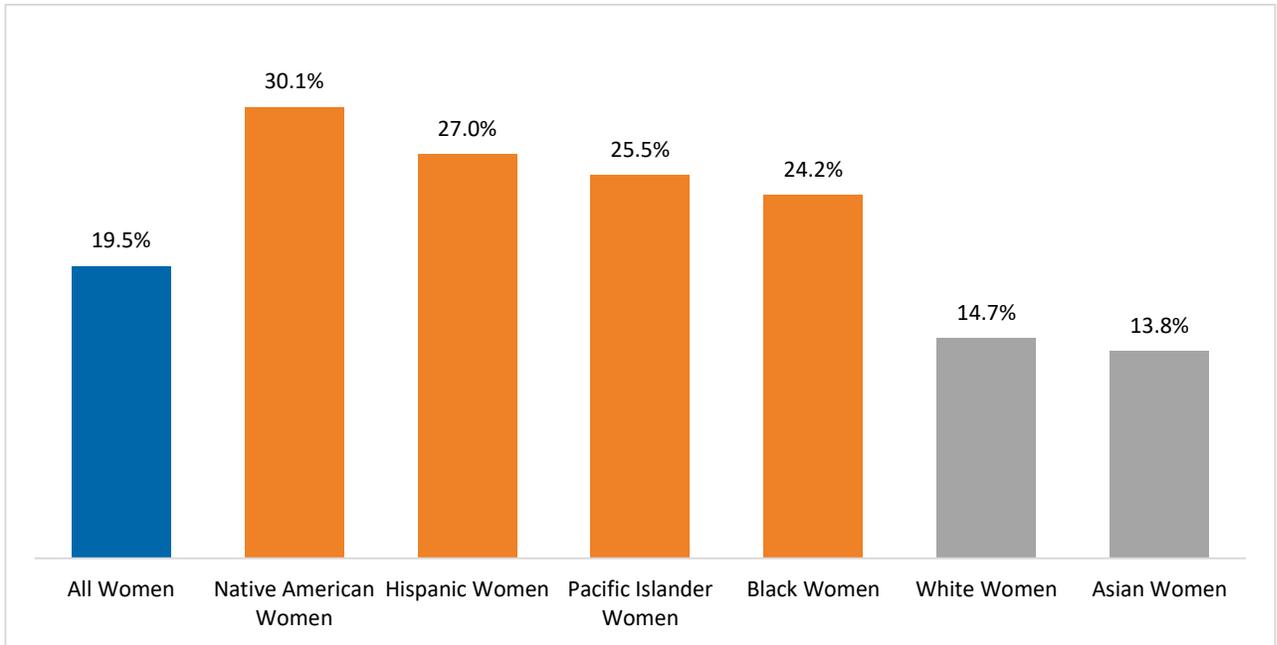
Median Gender Pay Gap of the US, California Civil Service Workers and the California Labor Force for 2016



Median Gender Pay Gap by Race

The civil service median gender pay gaps for Native American, Hispanic, Pacific Islander,⁵ and Black Women are higher than the overall gender pay gap of 19.5 percent. The median gender pay gap for White and Asian⁶ women is below the overall gender pay gap of 19.5 percent.

Civil Service Median Gender Pay Gap for Women by Race



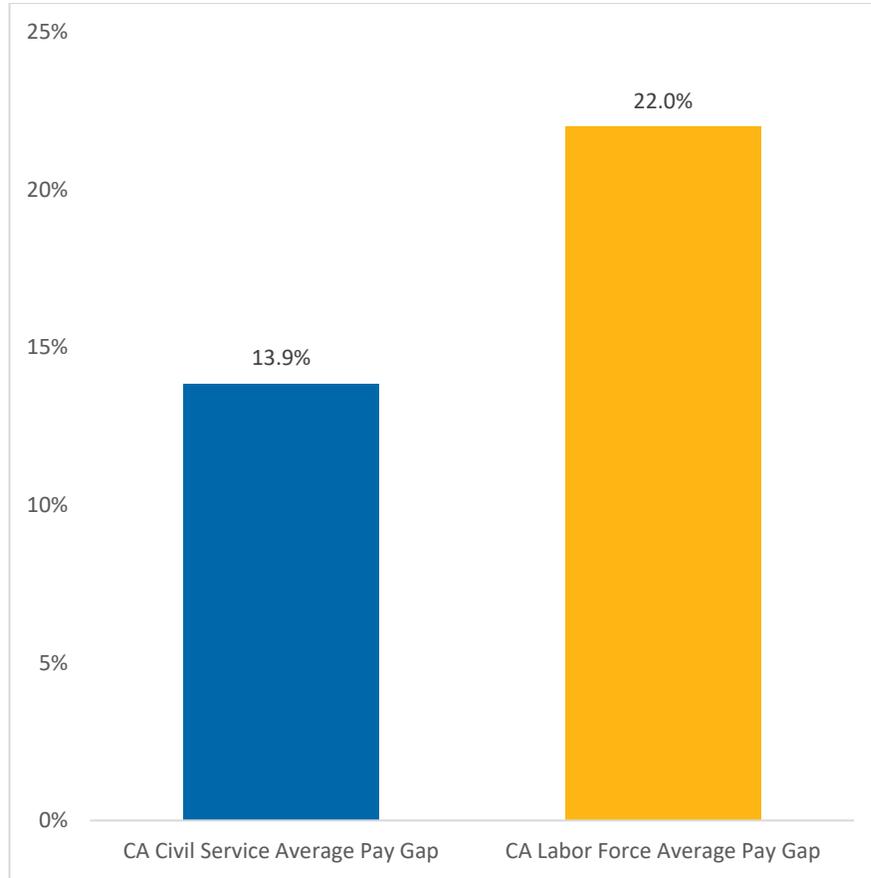
⁵ Includes Guamanian, Hawaiian, Samoan, and other Pacific Islander.

⁶ Includes Cambodian, Chinese, Filipino, Indian, Japanese, Korean, Laotian, Vietnamese, and other Asian.

Average Pay Gap

When assessing the average pay gap, civil service was at 13.9 percent, which was lower than the 22.0 percent in the labor force.

Average Gender Pay Gap of the California Civil Service Workers and the California Labor Force for 2016



Women's Occupations in Civil Service Compared to California

Historically, we have seen that female-dominated classifications have been lower paying than the traditionally male-dominated classifications. These lower paying classifications, such as office or business and financial jobs, influence the pay gap. The occupational group comparison table shows the percentage of women employed full-time in each occupational group in civil service and in the labor force during 2016.

When compared to 2015, the State of California (state) still employed a greater percentage of women than the labor force in higher-paying fields such as science, technology, engineering, and mathematics (STEM), legal careers, and management. The state also employed more women in traditionally male-dominated construction-related jobs than the California labor force. While these employment gains are encouraging, there were also more women in lower-paying occupations such as Office and Administrative Support and Food Preparation and Serving occupations. The gender pay gap can be reduced if women make employment gains in higher salary professions and become more evenly represented across a variety of occupations.

Occupational Group Comparison of Full-Time Women Employees in the Civil Service and Labor Force

Occupational Group	Civil Service Percentage of Women	Labor Force Percentage of Women
Architecture and Engineering	19.3%	16.1%
Arts, Design, Entertainment, Sports, and Media	46.0%	38.9%
Building and Grounds Cleaning and Maintenance	28.6%	33.0%
Business and Financial Operations	68.0%	55.1%
Community and Social Service	49.2%	65.8%
Computer and Mathematical	37.8%	22.7%
Construction and Extraction	4.7%	2.6%
Education, Training, and Library	52.4%	67.9%
Farming, Fishing, and Forestry	34.1%	32.9%
Food Preparation and Serving Related	46.9%	40.9%
Healthcare Practitioners and Technical	64.8%	66.9%
Healthcare Support	87.3%	78.8%
Installation, Maintenance, and Repair	4.3%	3.0%
Legal	54.9%	49.1%
Life, Physical, and Social Science	47.9%	47.1%
Management	45.1%	39.4%
Office and Administrative Support	75.4%	66.4%
Personal Care and Service	65.6%	75.2%
Production	9.6%	30.2%
Protective Service	13.4%	17.2%
Sales and Related	50.2%	42.2%
Transportation and Material Moving	9.9%	15.6%
Uncategorized	74.8%	No Data

Employment by Occupational Category

Protective Services jobs make up more than 20 percent of the state civil service workforce and employ 5,714 (13.4 percent) women compared to 36,780 (86.6 percent) men. There is no pay gap between women and men and the median salary is \$83,820. In the labor force, there are 17.2 percent women in this category. The Business and Financial Operations jobs are the next highest represented occupational group in civil service at 19.4 percent of the state civil workforce and employ 27,342 (68.0 percent) women compared to 12,860 (32.0 percent) men. There is also no pay gap between women and men and the median salary is \$67,092. In the labor force, there are 55.1 percent men in this category.

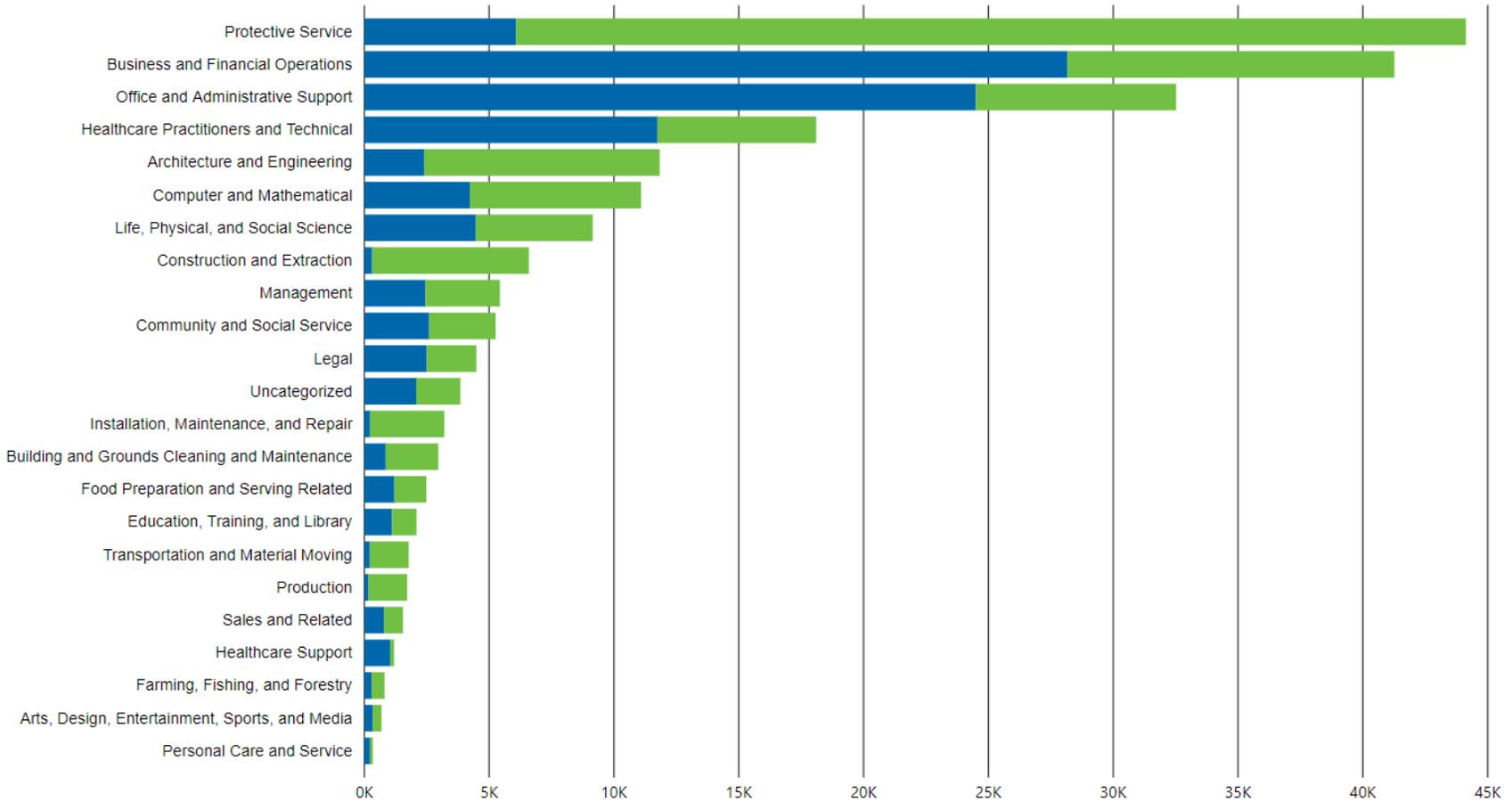
Occupational Group Comparison of Full Time Employees by Gender for Civil Service

Job Category	Number of Male Employees	Percentage of Men	Number of Female Employees	Percentage of Women	Total Employees in Job Category
Architecture and Engineering	9,328	80.7%	2,235	19.3%	11,563
Arts, Design, Entertainment, Sports, and Media	333	54.0%	284	46.0%	617
Building and Grounds Cleaning and Maintenance	2,020	71.4%	809	28.6%	2,829
Business and Financial Operations	12,860	32.0%	27,342	68.0%	40,202
Community and Social Service	2,604	50.8%	2,520	49.2%	5,124
Computer and Mathematical	6,809	62.2%	4,137	37.8%	10,946
Construction and Extraction	5,423	95.3%	265	4.7%	5,688
Education, Training, and Library	934	47.6%	1,030	52.4%	1,964
Farming, Fishing, and Forestry	170	65.9%	88	34.1%	258
Food Preparation and Serving Related	1,197	53.1%	1,058	46.9%	2,255
Healthcare Practitioners and Technical	6,049	35.2%	11,139	64.8%	17,188
Healthcare Support	149	12.7%	1,026	87.3%	1,175
Installation, Maintenance, and Repair	2,673	95.7%	120	4.3%	2,793
Legal	1,970	45.1%	2,400	54.9%	4,370
Life, Physical, and Social Science	4,109	52.1%	3,773	47.9%	7,882
Management	2,972	54.9%	2,444	45.1%	5,416
Office and Administrative Support	7,146	24.6%	21,917	75.4%	29,063
Personal Care and Service	52	34.4%	99	65.6%	151
Production	1,548	90.4%	165	9.6%	1,713
Protective Service	36,780	86.6%	5,714	13.4%	42,494
Sales and Related	684	49.8%	689	50.2%	1,373
Transportation and Material Moving	1,230	90.1%	135	9.9%	1,365
Uncategorized	147	25.2%	437	74.8%	584
Total by Gender	105,810	54.2%	89,254	45.8%	195,064

Civil Service by Occupational Group and Gender

This bar chart shows the number of civil service employees by occupational groups and gender from the highest to lowest representation.

Gender ● F ● M



**Percentage of Full Time Employees and Pay Gap by Occupational Group of
CA Civil Service and CA Civilian Labor Force**

Major Occupational Groups	Percent of CA Civil Service Employees	Percent of CA Civilian Labor Force	CA Civil Service Median Pay Gap	CA Civilian Labor Force Median Pay Gap	CA Civil Service Average Pay Gap	CA Civilian Labor Force Average Pay Gap
All Occupations			19.5%	12.3%	13.9%	22.0%
Architecture and Engineering	5.6%	2.00%	0.0%	13.0%	4.3%	16.5%
Arts, Design, Entertainment, Sports, and Media	0.3%	3.04%	0.0%	13.3%	-2.3%	18.5%
Building and Grounds Cleaning and Maintenance	1.4%	4.26%	0.0%	22.7%	6.0%	27.4%
Business and Financial Operations	19.4%	4.87%	0.0%	13.3%	1.1%	28.1%
Community and Social Service	2.5%	1.49%	13.3%	-4.2%	8.5%	-1.1%
Computer and Mathematical	5.2%	3.23%	0.0%	15.0%	-0.2%	19.2%
Construction and Extraction	3.1%	4.78%	-0.3%	0.0%	-3.9%	2.3%
Education, Training, and Library	1.0%	5.46%	0.0%	14.3%	5.4%	25.8%
Farming, Fishing, and Forestry	0.4%	1.82%	6.2%	26.9%	4.2%	32.2%
Food Preparation and Serving Related	1.2%	5.98%	17.1%	16.0%	11.5%	21.8%
Healthcare Practitioners and Technical	8.5%	4.67%	8.6%	11.8%	20.2%	31.1%
Healthcare Support	0.6%	1.78%	-13.7%	4.9%	-18.8%	12.3%
Installation, Maintenance, and Repair	1.5%	2.70%	0.0%	8.7%	-0.3%	11.3%
Legal	2.1%	1.13%	8.9%	29.2%	8.3%	25.6%
Life, Physical, and Social Science	4.3%	1.00%	-1.6%	17.6%	-0.5%	17.3%
Management	2.6%	10.01%	14.0%	24.0%	12.3%	26.8%
Office and Administrative Support	15.3%	12.75%	-0.6%	3.8%	-0.5%	14.6%
Personal Care and Service	0.2%	5.07%	13.4%	20.0%	6.3%	27.7%
Production	0.8%	4.89%	14.0%	31.6%	8.6%	29.9%
Protective Service	20.8%	1.98%	0.0%	20.0%	3.0%	17.7%
Sales and Related	0.7%	10.78%	-13.8%	30.0%	-4.4%	32.1%
Transportation and Material Moving	0.8%	6.31%	-6.8%	28.6%	-2.8%	17.0%
Uncategorized	1.8%	No Data	4.8%	0.0%	5.0%	0.0%

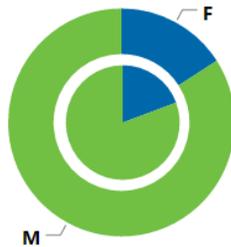
Distribution of Civil Service Employees by Gender and Occupational Categories

To better understand the gender pay gap and where there are areas for improvement, the following breakout and analysis of occupational groups was developed. This section highlights the occupational groups with at least 2 percent of civil service employees, and provides a comprehensive look at their gender representation, pay gap, age, salary, and classification subgroups.

Architecture and Engineering Summary

The Architecture and Engineering occupational group makes up 5.6 percent of the civil service workforce, is made up of 19.3 percent women, and has a median salary of \$112,000, which is higher than the labor force median salary. On average, the men in this group are older than the women.

Civil Service - Inner Labor Force - Outer



Number of Employees

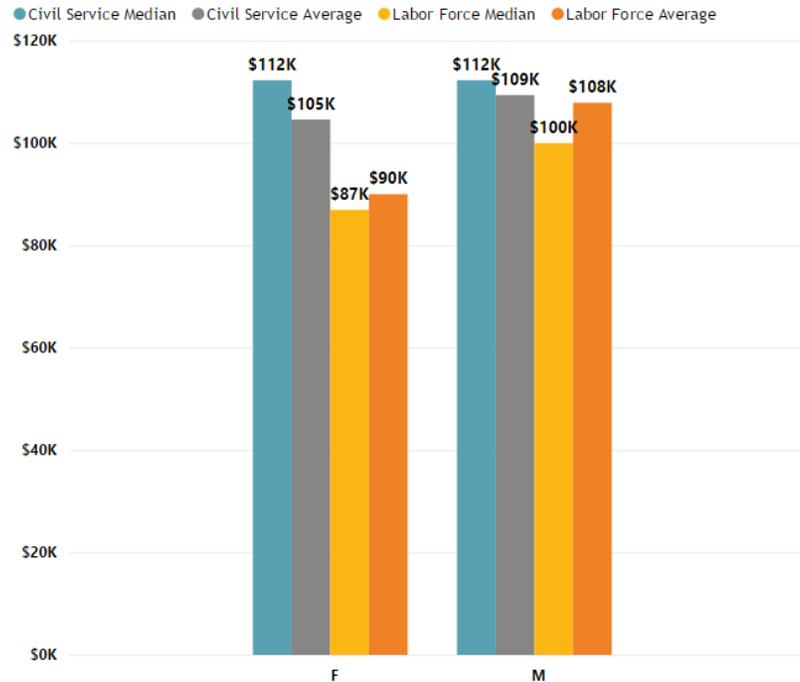
F	F
2,235	58,793
Civil Service	Labor Force

M	M
9,328	311,105
Civil Service	Labor Force

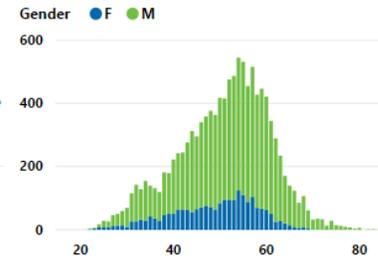
All Civil Service Employees

F
\$112,320
Median of Salary
M
\$112,332
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

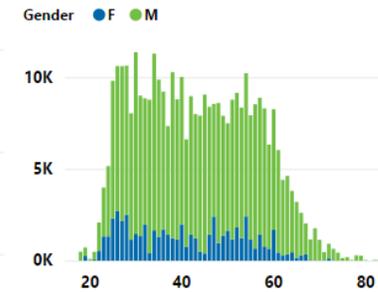


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	49	50
M	51	53

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	42	40
M	45	45

Architecture and Engineering Categories and Top Agencies

Of the Architecture and Engineering occupational group, Civil and Environmental Engineers are the two largest subgroups. Combined they make up 66 percent of the Architecture and Engineering occupational group. The Department of Transportation employs 7,662 (65 percent) of the civil service employees in this group.

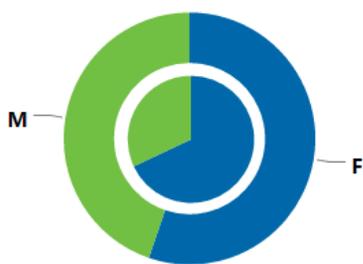
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Civil Engineers	6,453	56,638
Environmental Engineers	1,303	5,152
Electrical and Electronics Engineers	927	44,617
Engineering Technicians, Except Drafters	877	56,669
Industrial Engineers, Including Health and Safety	566	27,774
Surveyors, Cartographers, and Photogrammetrists	521	4,311
Architects, Except Naval	329	32,048
Petroleum, mining and geological engineers, including mining safety engineers	310	1,746
Drafters	220	19,853
Mechanical Engineers	151	24,232
Miscellaneous engineers, including nuclear engineers	132	103,114
Materials Engineers	39	5,085
Chemical Engineers	2	6,024
Biomedical and agricultural engineers	1	4,479
Surveying and Mapping Technicians	1	5,470
Aerospace Engineers		32,828
Computer Hardware Engineers		17,663
Marine Engineers and Naval Architects		356
Total	11,832	448,059

Agencies with 100 or more	Employees
Transportation, Department of	7,662
Water Resources, Department of	1,077
Water Resources Control Board	776
Air Resources Board	460
Industrial Relations, Department of	442
General Services, Department of	284
Toxic Substances Control, Department of	197
Conservation, Department of	135
Public Utilities Commission, California	129
Health Planning and Development, Office of Statewide	117
Emergency Services, California Governor's Office of	103

Business and Financial Summary

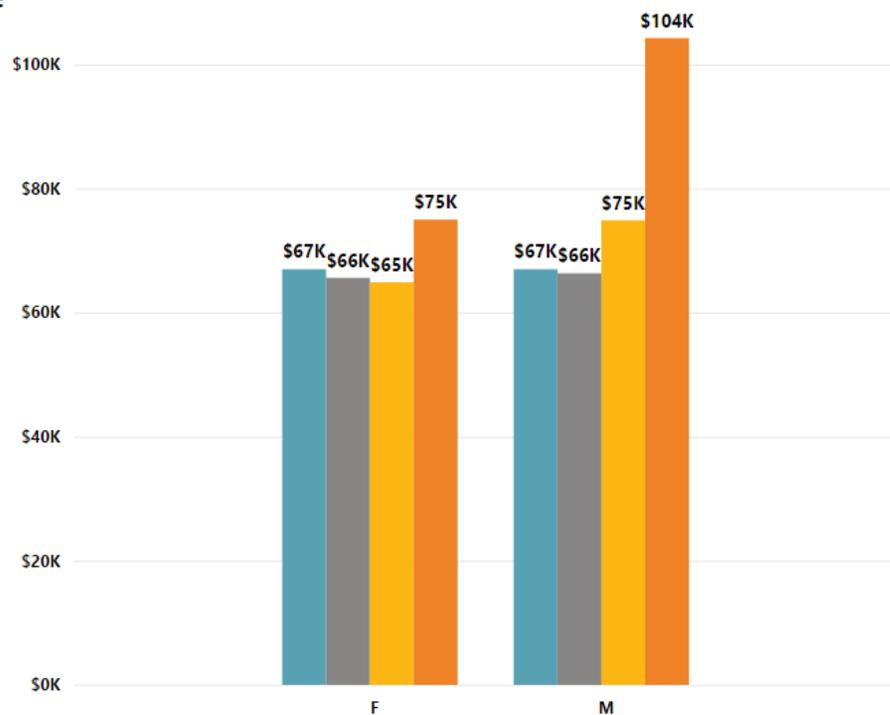
The Business and Financial occupational group makes up 19.4 percent of the civil service workforce and has over 50 percent women represented in both civil service and labor force. There is little difference between the median (\$67,000) and average (\$66,000) salary for both women and men in civil service, but the average salaries for this group are much lower for both genders when compared to the labor force. The average salary in the labor force for men is over \$25,000 more than the average salary for women in the labor force.

Civil Service - Inner Labor Force - Outer



Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average



Number of Employees

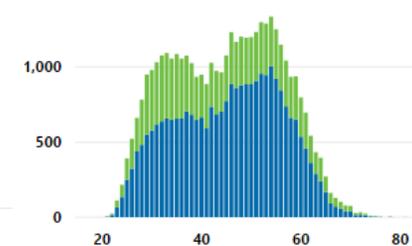
F	F
27,342	457,735
Civil Service	Labor Force
M	M
12,860	370,774
Civil Service	Labor Force

All Civil Service Employees

F
\$67,092
Median of Salary
M
\$67,092
Median of Salary

Civil Service by Age and Gender

Gender ● F ● M

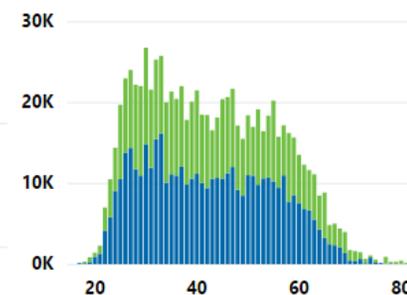


Gender Average of Age Median of Age

F	45	46
M	44	43

Labor Force by Age and Gender

Gender ● F ● M



Gender Average of Age Median of Age

F	44	43
M	45	44

Business and Financial Categories and Top Agencies

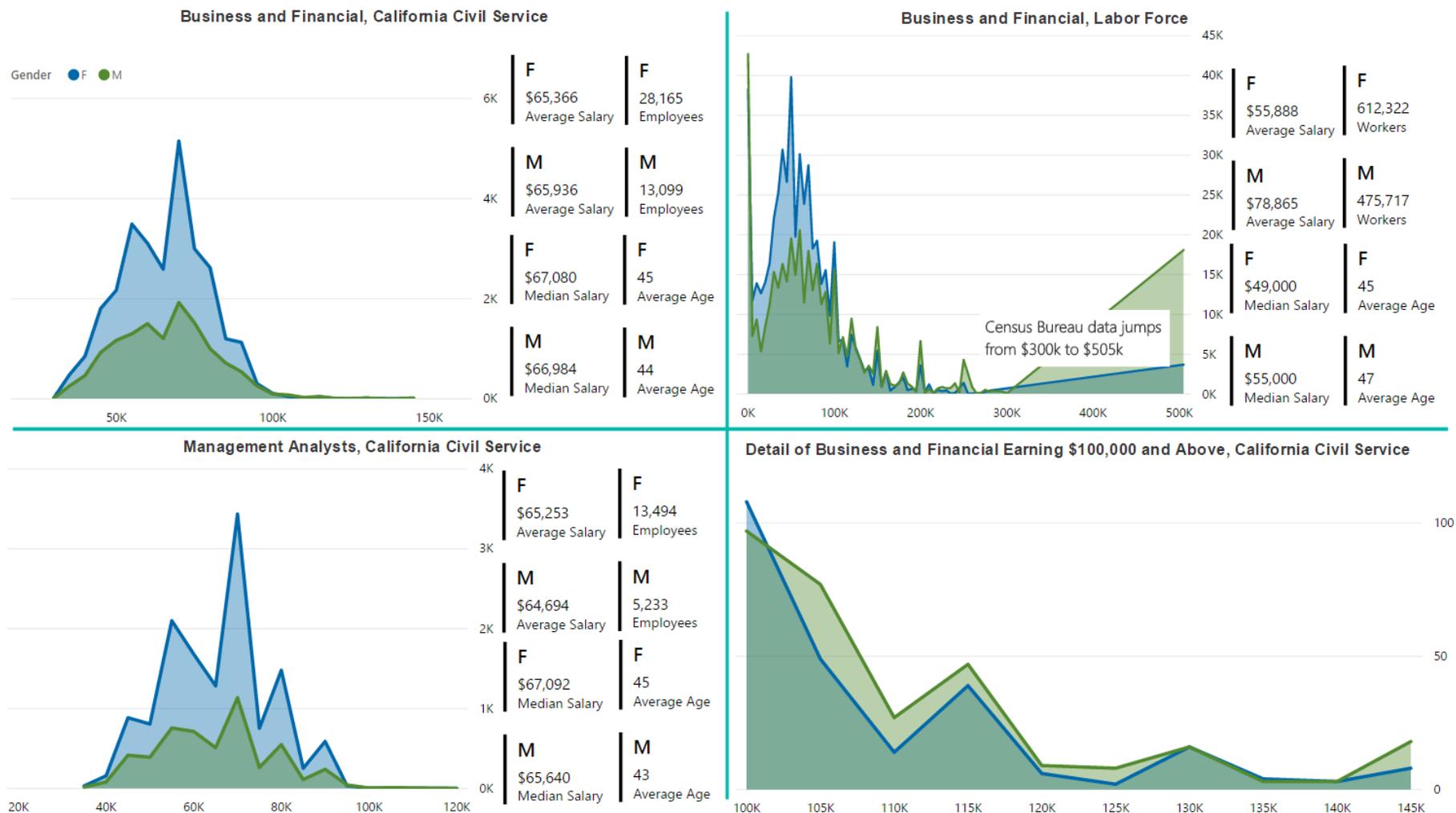
In the Business and Financial occupational group, 45 percent of civil service employees work in the Management Analysts subcategory compared to 13 percent in the labor force. The departments that are the top three employers of this occupational group are the Franchise Tax Board, Department of Corrections and Rehabilitation, and the Board of Equalization.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Management Analysts	18,727	136,460
Accountants and Auditors	7,226	289,699
Tax Examiners, Collectors and Preparers, and Revenue Agents	4,209	30,838
Compliance Officers	3,798	32,720
Claims Adjusters, Appraisers, Examiners, and Investigators	2,426	26,490
Compensation, Benefits, and Job Analysis Specialists	1,577	6,836
Miscellaneous Business Operations Specialists	1,436	46,410
Financial Examiners	427	1,216
Financial Analysts and Advisors	302	92,772
Budget Analysts	296	4,935
Miscellaneous Financial Specialists	185	6,874
Human Resources	118	124,263
Training and Development Specialists	104	14,573
Appraisers and Assessors of Real Estate	95	13,213
Buyers and Purchasing Agents	80	73,460
Meeting, Convention, and Event Planners	79	24,726
Credit Counselors and Loan Officers	75	42,732
Market Research Analysts and Marketing Specialists	63	54,676
Cost Estimators	41	18,767
Agents and Business Managers of Artists, Performers, and Athletes		12,252
Credit Analysts		5,013
Fundraisers		13,058
Logisticians		16,056
Total	41,264	1,088,039

Agencies with 500 or more	Employees
Franchise Tax Board	3,849
Corrections and Rehabilitation, California Department of	3,825
Equalization, Board of	2,728
Social Services, Department of	2,581
Employment Development Department	2,204
Transportation, Department of	1,842
Health Care Services, Department of	1,835
Public Health, California Department of	1,786
Consumer Affairs, Department of	1,616
Compensation Insurance Fund, State	1,598
Public Employees' Retirement System, California	1,508
Motor Vehicles, Department of	1,205
General Services, Department of	758
Controller, Office of the California State	755
Industrial Relations, Department of	740
Teachers' Retirement System, California State	692
Rehabilitation, Department of	614
Education, Department of	587
State Hospitals, Department of	572
Justice, Department of	562
Insurance, Department of	542

Business and Financial Analysis

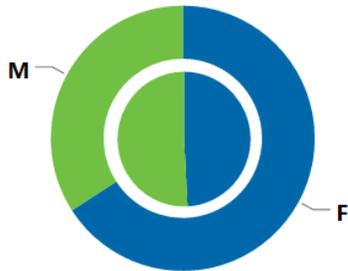
In civil service, the Business and Financial occupational group is made up of 68 percent women. Although there are more women in the group as a whole, the representation of men exceeds the representation of women in almost all of the salary ranges above \$100,000; see section below titled Detail of Business and Financial Earning \$100,000 and Above, California Civil Service.



Community Social Services Overall

In civil service, the Community and Social Services occupational group is almost 50 percent women and has a median pay gap of 13.3 percent between men and women.

Civil Service - Inner **Labor Force - Outer**



Number of Employees

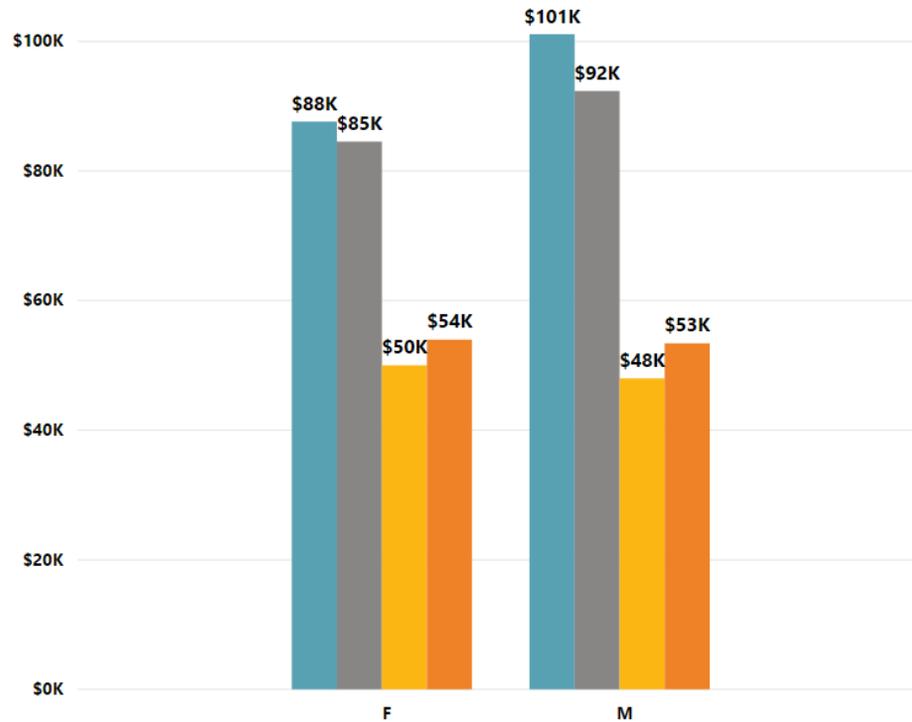
F	F
2,520	150,523
Civil Service	Labor Force
M	M
2,604	78,016
Civil Service	Labor Force

All Civil Service Employees

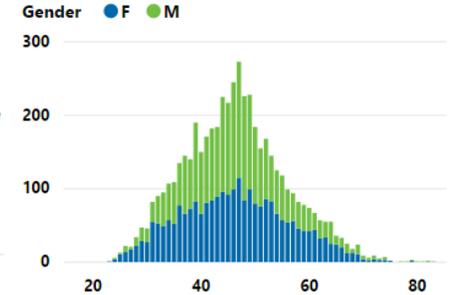
F
\$87,576
Median of Salary
M
\$101,112
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average

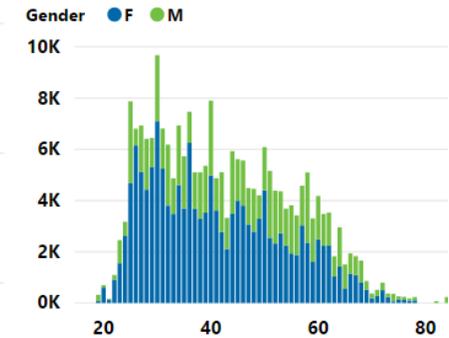


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	46	46
M	46	46

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	43	41
M	47	46

Community Social Services Categories and Top Agencies

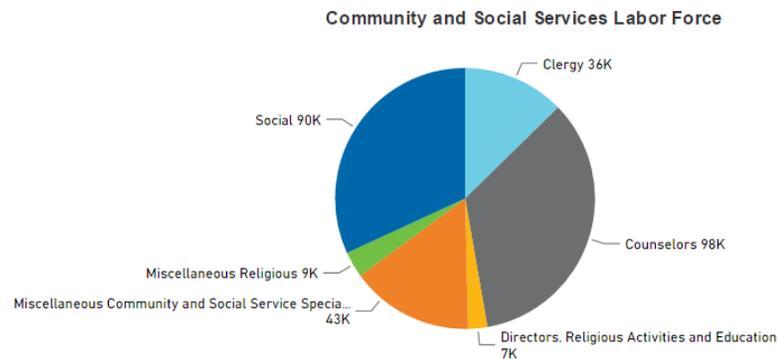
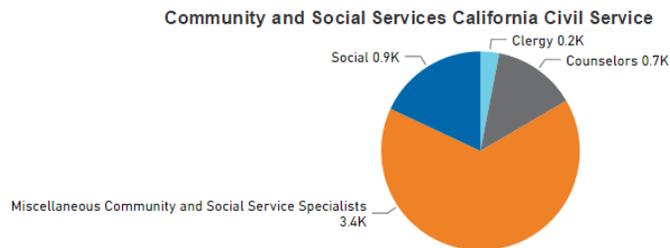
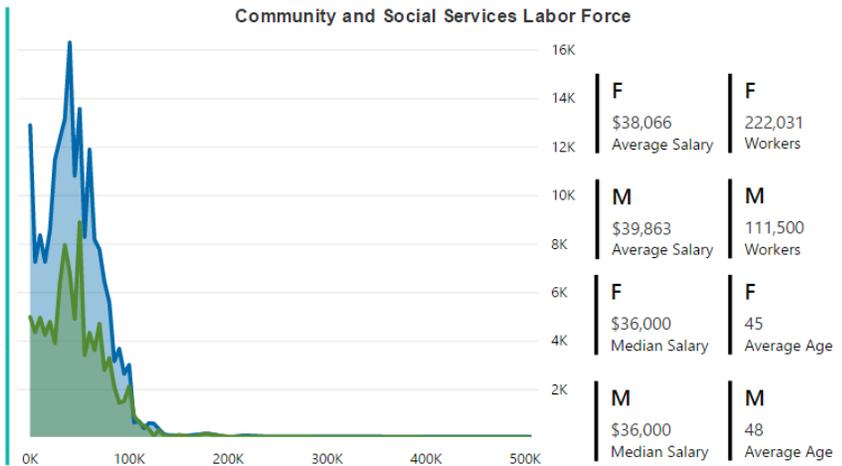
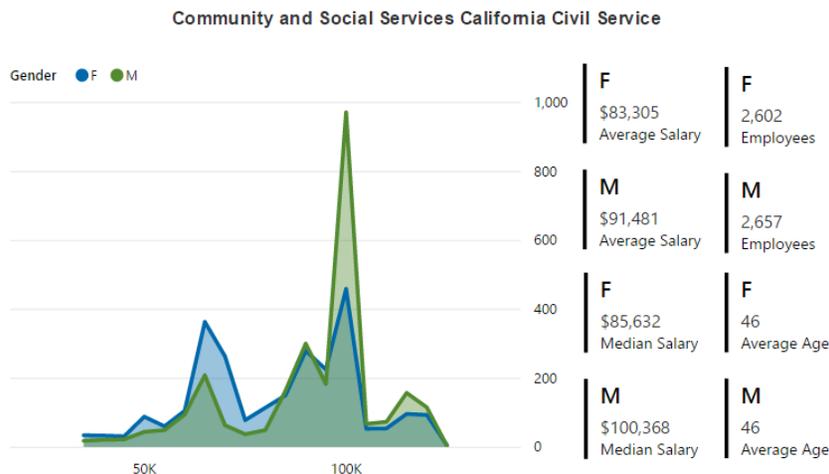
In the Community Social Services occupational group, 65 percent of civil service employees work in the Miscellaneous Community and Social Service Specialists subcategory compared to 16 percent in the labor force. The departments that are the top three employers of this occupational group are the Department of Corrections and Rehabilitation, Department of Rehabilitation, and Department of State Hospitals.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees ▼	Californians
Miscellaneous Community and Social Service Specialists	3,439	53,098
Social	948	104,027
Counselors	712	116,709
Clergy	160	40,894
Directors, Religious Activities and Education		8,080
Miscellaneous Religious		10,723
Total	5,259	333,531

Agencies with 50 or more	Employees ▼
Corrections and Rehabilitation, California Department of	3,885
Rehabilitation, Department of	571
State Hospitals, Department of	351
Developmental Services, Department of	152
Education, Department of	96
Veterans Affairs, California Department of	77
Social Services, Department of	75

Community and Social Services Analysis

The pay gap in the Community and Social Services occupational group is due to higher paying, male-dominated classifications. Of classifications with over 500 employees (shown below), men are the majority of Parole Agents and Correctional Counselors and have a median salary of \$101,112. The other two classifications that have over 500 employees and are represented by a female majority are the Clinical Social Worker, which has a median salary of \$83,412, and the Senior Vocational Rehab Counselor, which has a median salary of \$66,324. The pay gap is larger between genders because this particular occupational group has male-dominated classifications with higher salaries.



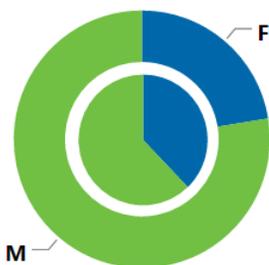
Community and Social Service Classes Over 500 Employees

ClassTitle	F	M
Clinical Social Worker (Health/Correctional Facility)-Safety	549	208
Correctional Counselor I	367	549
Parole Agent I Adult Parole	290	756
Senior Vocational Rehabilitation Counselor, Qualified Rehabilitation Professional	361	148

Computer and Mathematical Summary

In the Computer and Mathematical occupational group, the civil service has a higher representation of women than the labor force, but is still not equal. There is no significant pay gap in salaries between men and women in this category, only a lower number of women compared to men.

Civil Service - Inner Labor Force - Outer



Number of Employees

Gender	Civil Service	Labor Force
F	4,137	137,716

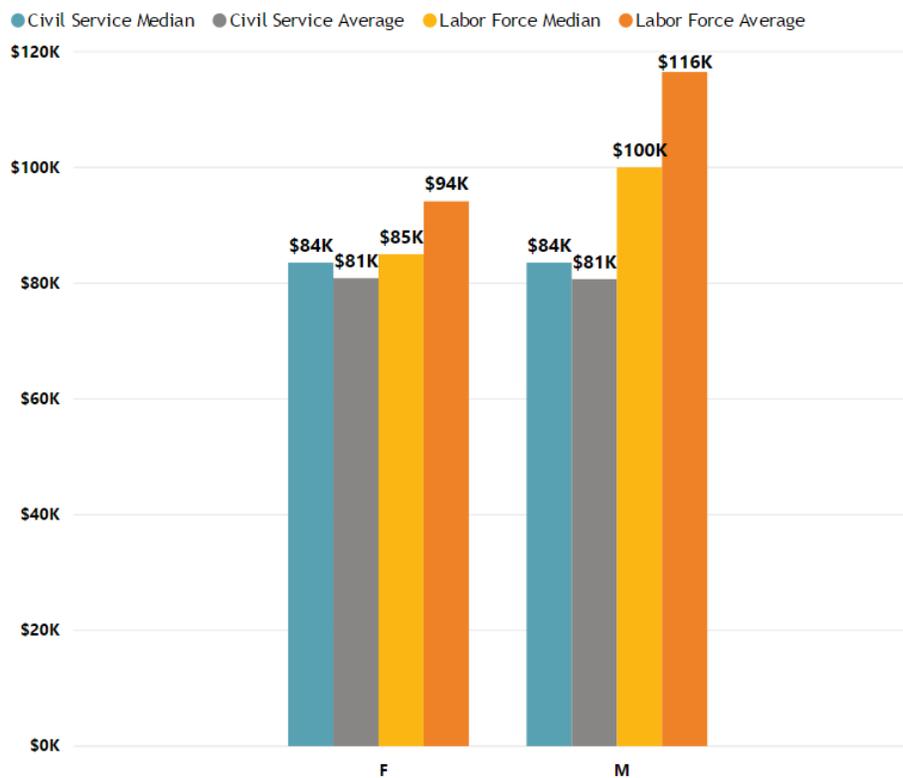
Gender	Civil Service	Labor Force
M	6,809	476,618

All Civil Service Employees

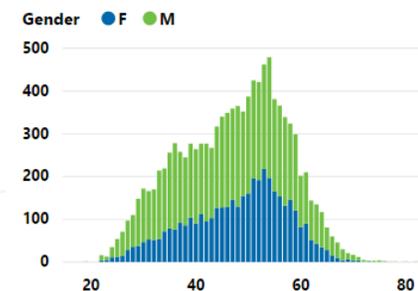
F	\$83,544
	Median of Salary

M	\$83,544
	Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

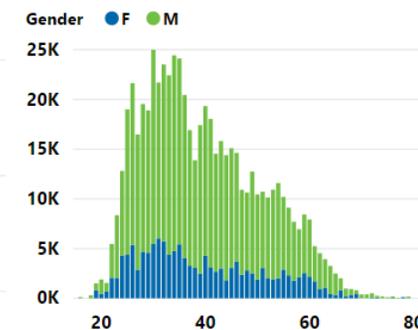


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	48	49
M	47	47

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	41	39
M	41	39

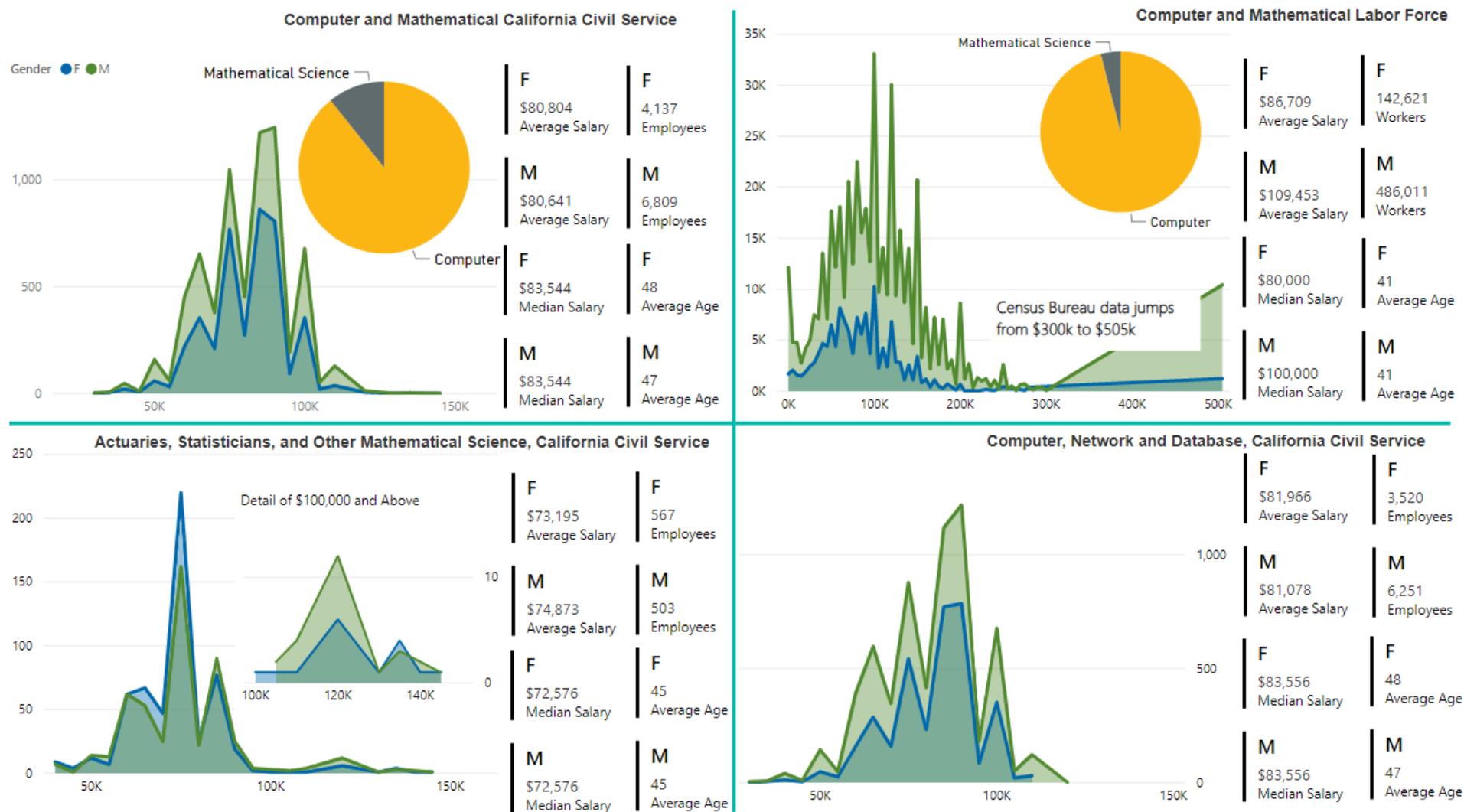
Computer and Mathematical Categories and Top Agencies

The Computer and Mathematical occupational group is made up of mainly Computer and Information Analysts and Software Developers and Programmers. Of all the state agencies, the Franchise Tax Board and the Department of Corrections and Rehabilitation, have the most employees that fall in this category.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians	Agencies with 300 or more	Employees
Computer and Information Analysts	5,659	13,133	Franchise Tax Board	1,021
Software Developers and Programmers	3,833	389,172	Corrections and Rehabilitation, California Department of	815
Miscellaneous mathematical science, including mathematicians and statisticians	1,017	7,138	Public Employees' Retirement System, California	648
Computer Support Specialists	385	85,021	Technology, Department of	632
Operations Research Analysts	105	21,167	Employment Development Department	602
Actuaries	86	1,538	Transportation, Department of	530
Miscellaneous Computer	1	78,680	Health Care Services, Department of	526
Computer and Information Research Scientists		71,863	Motor Vehicles, Department of	471
Database and Systems Administrators and Network Architects		54,941	Compensation Insurance Fund, State	354
Total	11,086	722,653	Justice, Department of	340
			Equalization, Board of	328

Computer and Mathematical Analysis

When comparing the civil service with the labor force, there is a higher percentage of Mathematical Science occupations in the civil service than in the labor force. Although there is no median pay gap in the Computer and Mathematical category for civil service, there is a higher representation of men in the Computer, Network and Database subgroup. There are more women than men in the Actuaries, Statisticians, and Other Mathematical Science subgroup, except in most of the earnings above \$100,000.



Construction and Extraction Summary

The Construction and Extraction occupational group is a male-dominated group for both civil service and labor force. The median and average salary are in the \$50,000 range, which is higher when compared to a female-dominated entry-level occupational group such as Office and Administrative Support, where the median and average salary range is in the \$40,000 range.

Civil Service - Inner Labor Force - Outer



Number of Employees

Gender	Civil Service	Labor Force
F	265	18,982

Gender	Civil Service	Labor Force
M	5,423	752,520

All Civil Service Employees

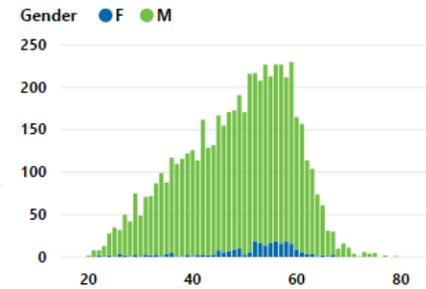
Gender	Median of Salary
F	\$52,068

Gender	Median of Salary
M	\$51,960

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

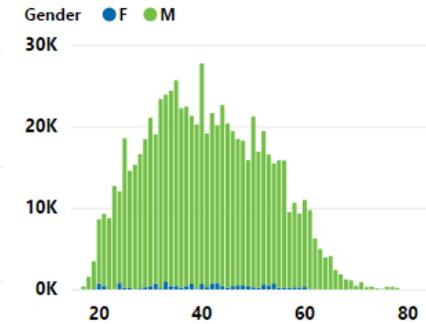


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	51	53
M	48	50

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	43	43
M	42	42

Construction and Extraction Categories and Top Agencies

In the Construction and Extraction occupation group, 70 percent of the employees for civil service work in either the Construction Equipment Operators, Highway Maintenance, or the First-Line Supervisors of Construction Trades and Extraction subgroups. The Department of Transportation has 5,156 (78 percent) employees that fall in the Construction and Extraction category.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Construction Equipment Operators	2,464	28,556
Highway Maintenance	1,640	5,874
First-Line Supervisors of Construction Trades and Extraction	1,079	87,868
Electricians	484	95,681
Painters and Paperhangers	274	90,238
Pipelayers, Plumbers, Pipefitters, and Steamfitters	214	71,697
Carpenters	186	143,060
Construction and Building Inspectors	163	13,137
Construction Laborers	49	339,934
Earth Drillers, Except Oil and Gas	23	2,847
Miscellaneous construction workers, including solar photovoltaic installers, septic tank servicers and sewer pipe cleaners	8	18,251
Sheet Metal	4	12,045
Cement Masons, Concrete Finishers, and Terrazzo	3	9,883
Boilermakers		807
Brickmasons, blockmasons, stonemasons, and reinforcing iron and rebar workers		12,891
Carpet, Floor, and Tile Installers and Finishers		33,709
Derrick, rotary drill, and service unit operators, and roustabouts, oil, gas, and mining		1,435
Drywall Installers, Ceiling Tile Installers, and Tapers		21,091
Elevator Installers and Repairers		2,829
Explosives, Ordnance Handling Experts, and Blasters		4,920
Fence Erectors		6,045
Glaziers		7,288
Hazardous Materials Removal		5,062
Helpers, Construction Trades		5,455
Insulation		2,676
Mining Machine Operators		2,200
Miscellaneous extraction workers, including roof bolters and helpers		5,186
Plasterers and Stucco Masons		7,834
Rail-Track Laying and Maintenance Equipment Operators		720
Roofers		20,554
Structural Iron and Steel		8,318
Total	6,591	1,068,091

Agencies with 100 or more	Employees
Transportation, Department of	5,156
Corrections and Rehabilitation, California Department of	689
Forestry and Fire Protection, Department of	145
General Services, Department of	122
State Hospitals, Department of	101

Healthcare Practitioners and Technical Summary

In the Healthcare Practitioners and Technical occupational group, there is an 8.6 percent median gender pay gap and an average gender pay gap of 20.2 percent. Although the representation between men and women in the Health and Practitioners in Civil Service is similar to the Labor Force, the pay for men is substantially higher.

Civil Service - Inner **Labor Force - Outer**



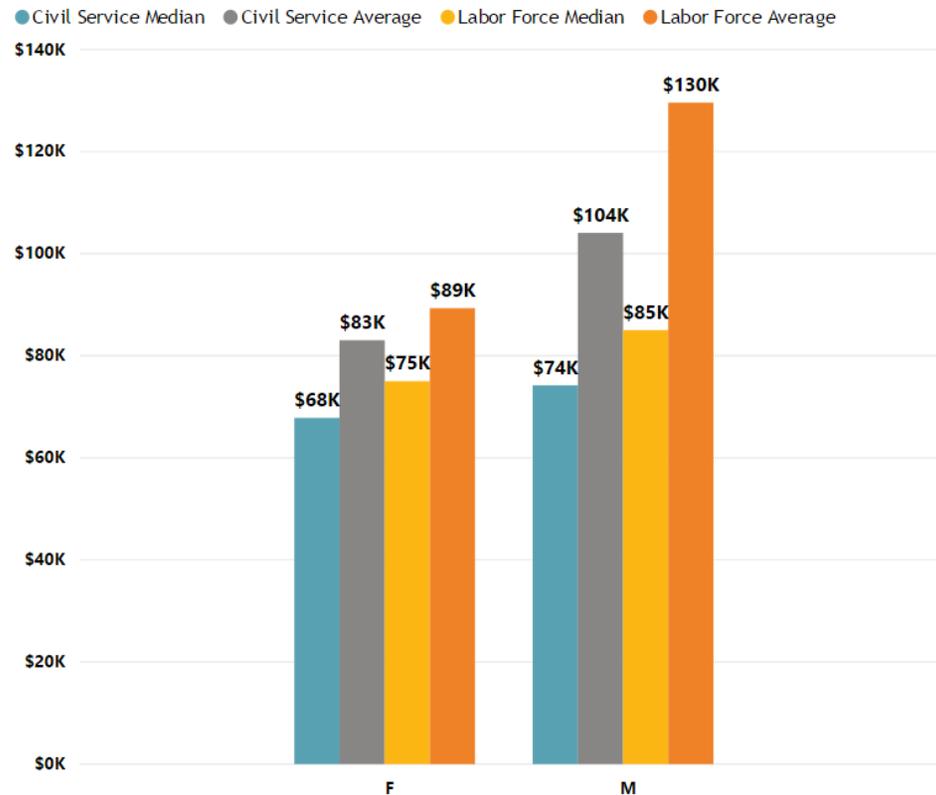
Number of Employees

F	F
11,139	486,294
Civil Service	Labor Force
M	M
6,049	239,827
Civil Service	Labor Force

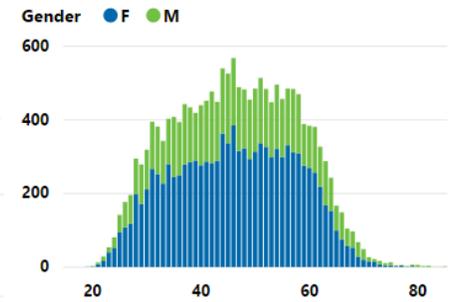
All Civil Service Employees

F
\$67,812
Median of Salary
M
\$73,308
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

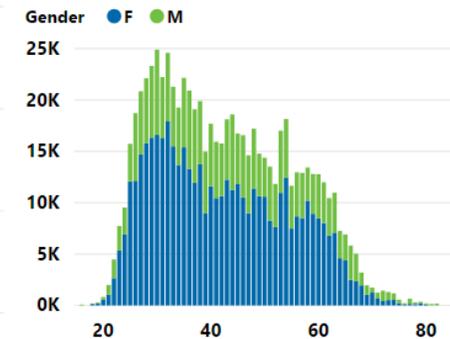


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	46	46
M	47	46

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	44	42
M	45	44

Healthcare Practitioners and Technical Categories and Top Agencies

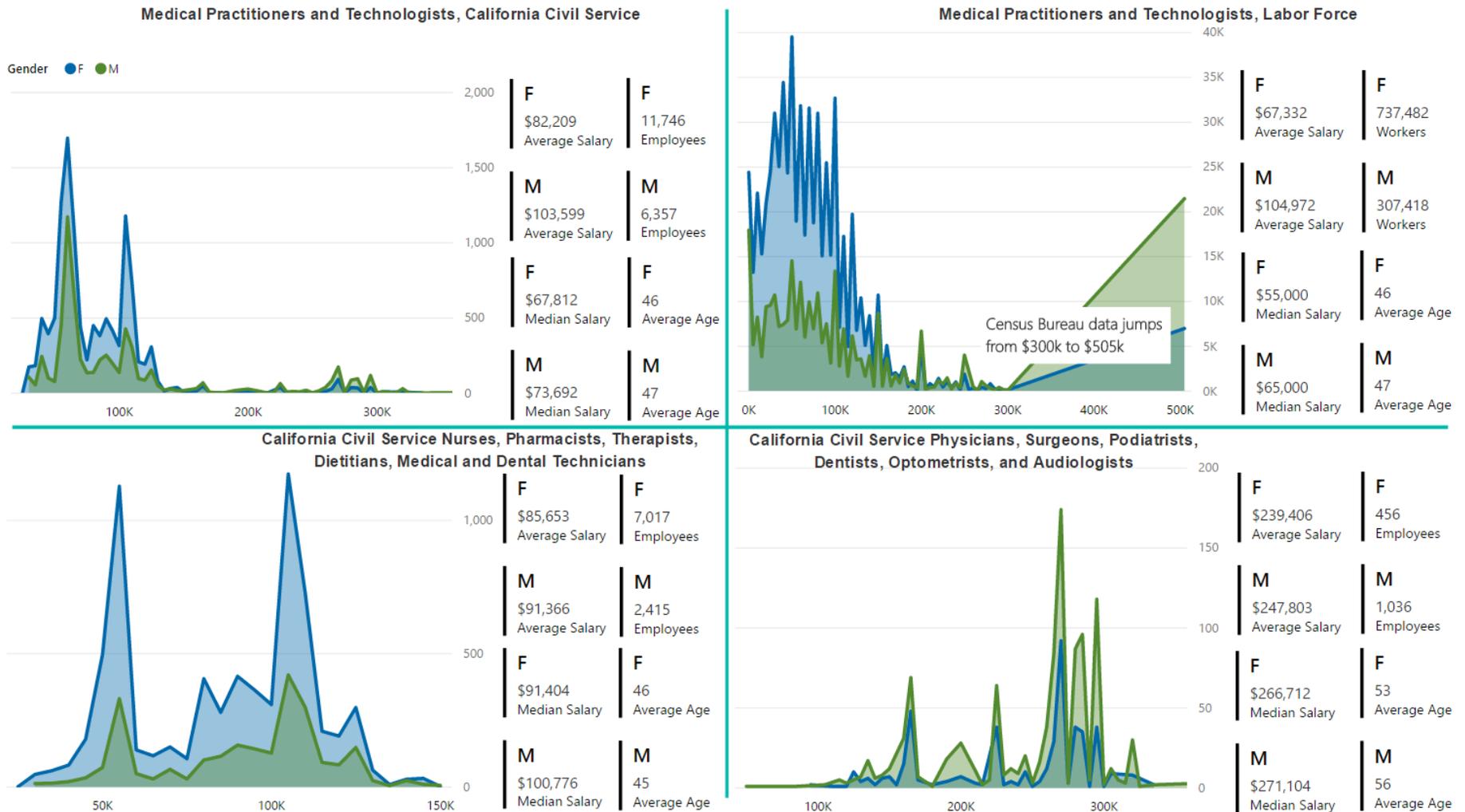
In the Healthcare Practitioners and Technical occupation group, 38 percent of the employees for civil service work in the Healthcare Practitioner Support Technologists and Technicians and 29 percent in the Registered Nurses subgroups. The departments with the highest percentage of employees in this category are the Department of State Hospitals at 7,296 (40 percent) employees and Department of Corrections and Rehabilitation at 7,072 (39 percent) employees.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Health Practitioner Support Technologists and Technicians	6,926	73,292
Registered Nurses	5,177	348,055
Licensed Practical and Licensed Vocational Nurses	1,980	103,009
Physicians and Surgeons	1,200	120,220
Therapists	695	102,740
Pharmacists	461	31,868
Medical Records and Health Information Technicians	435	18,354
Dentists	278	28,828
Dietitians and Nutritionists	235	14,279
Clinical Laboratory Technologists and Technicians	219	32,768
Other healthcare practitioners and technical	124	13,272
Nurse practitioners and nurse midwives	96	13,387
Diagnostic Related Technologists and Technicians	71	39,335
Dental Hygienists	63	18,723
Miscellaneous Health Diagnosing and Treating Practitioners	62	8,976
Veterinarians	39	7,340
Physician Assistants	27	8,563
Podiatrists	8	474
Optometrists	4	6,010
Audiologists	2	1,822
Miscellaneous Health Technologists and Technicians	1	14,924
Chiropractors		7,817
Emergency Medical Technicians and Paramedics		20,764
Nurse Anesthetists		983
Opticians, Dispensing		9,097
Total	18,103	1,044,900

Agencies with 100 or more	Employees
State Hospitals, Department of	7,296
Corrections and Rehabilitation, California Department of	7,072
Developmental Services, Department of	2,060
Veterans Affairs, California Department of	607
Health Care Services, Department of	386
Public Health, California Department of	155
Social Services, Department of	142

Healthcare Practitioners and Technical Analysis

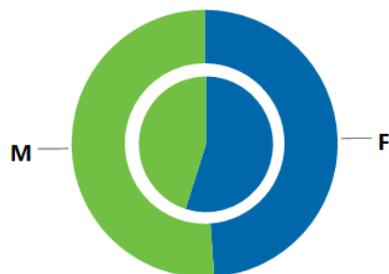
In the Healthcare Practitioners and Technical occupational group, there are almost three times the amount of women than men in the Nurses, Pharmacists, Therapists, Dietitians, Medical and Dental Technicians subgroup. Although there are more women, the women have a lower median salary of \$91,404 compared to that of men at \$100,776. In the Physicians, Surgeons, Podiatrists, Dentists, Optometrists, and Audiologists subgroup there are over twice as many men than women and the median salary is higher for men at \$271,104 than for women at \$266,712.



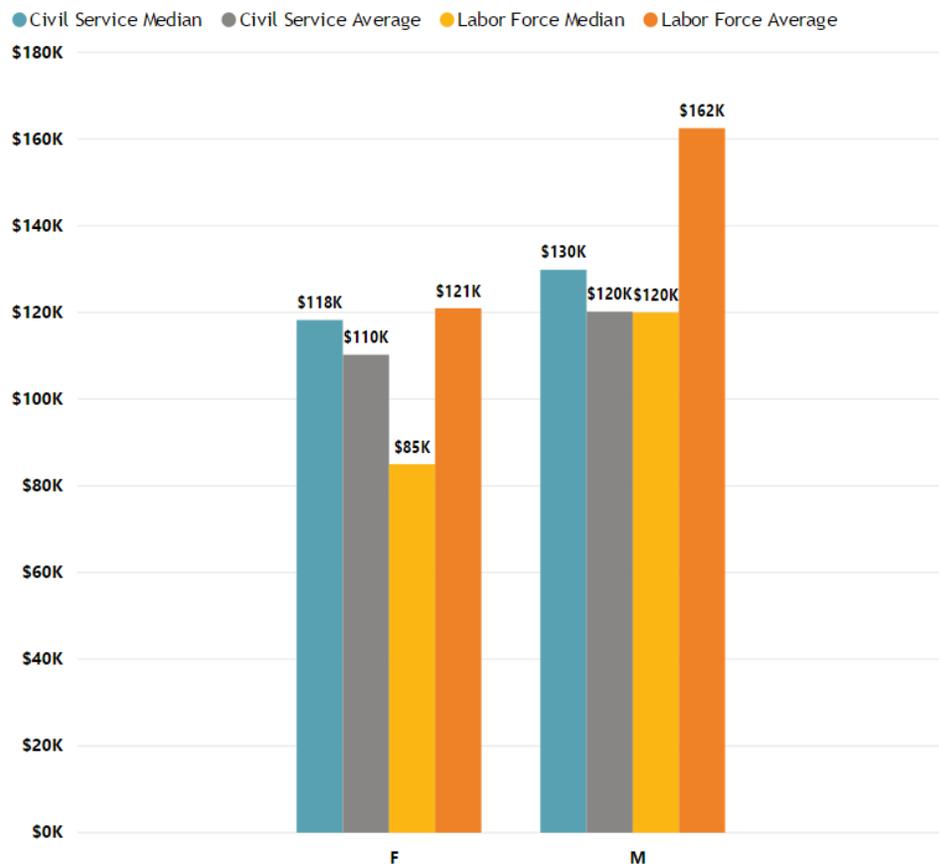
Legal Summary

The Legal occupational group has over 50 percent representation of women civil service, but has a median pay gap of over 8.9 percent.

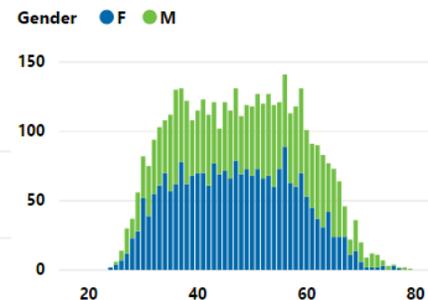
Civil Service - Inner Labor Force - Outer



Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

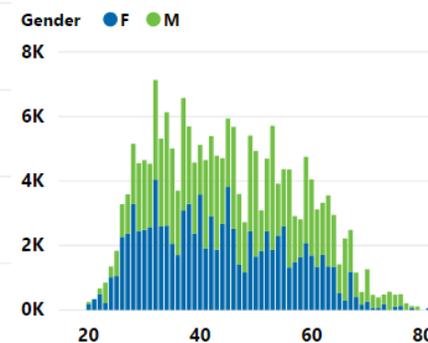


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	47	47
M	49	49

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	44	43
M	48	48

Number of Employees

Gender	Civil Service	Labor Force
F	2,400	95,020
M	1,970	99,472

All Civil Service Employees

F	\$118,236 Median of Salary
M	\$129,840 Median of Salary

Legal Categories and Top Agencies

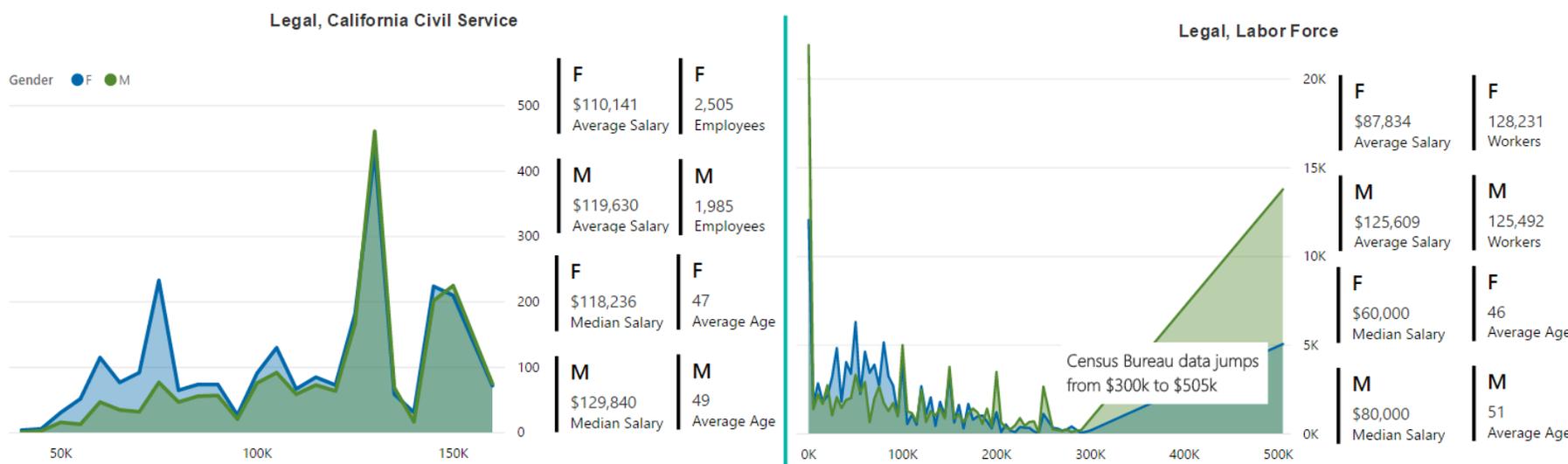
In the Legal occupation group, 89 percent of civil service employees work in the Lawyers, and Judges, Magistrates, and other Judicial Workers subcategory. Of all the California state agencies, 29 percent of the Legal occupational group is staffed by Department of Justice employees.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Lawyers, and judges, magistrates, and other judicial workers	4,011	169,594
Paralegals and Legal Assistants	377	58,974
Miscellaneous Legal Support	102	23,345
Lawyers and Judicial Law Clerks		1,810
Total	4,490	253,723

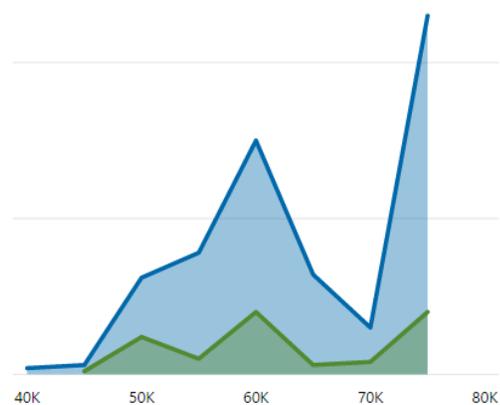
Agencies with 100 or more	Employees
Justice, Department of	1,316
Industrial Relations, Department of	367
Compensation Insurance Fund, State	308
Social Services, Department of	200
Motor Vehicles, Department of	166
Transportation, Department of	145
Unemployment Insurance Appeals Board, California	144
Corrections and Rehabilitation, California Department of	139
General Services, Department of	105

Legal Analysis

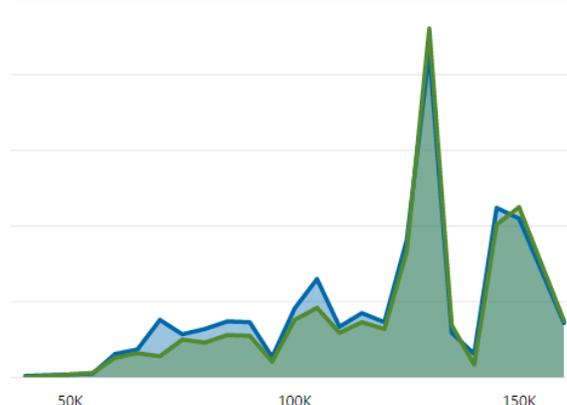
In the Legal occupational group, the Paralegals and Legal Assistants subcategory is 82 percent women and their median pay is \$63,360. In the Lawyers and Judges subcategory, although 52 percent are women, there is a pay gap. The median salary for women is \$125,328 and for men it is \$129,840. Men are the majority of employees in the higher salary ranges, especially salaries that are over \$135,000.



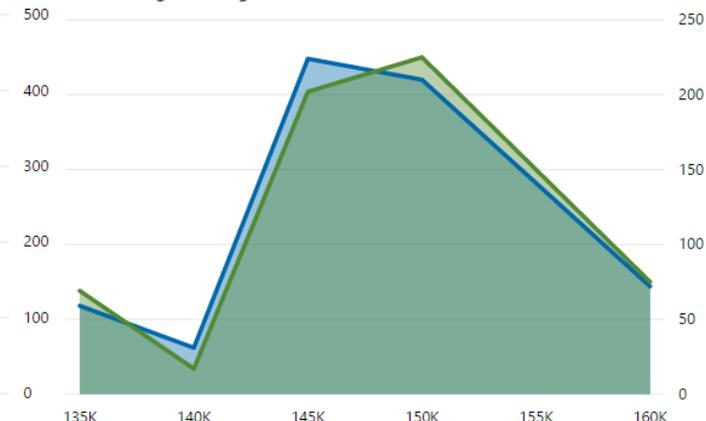
Paralegals and Legal Assistants, California Civil Service



Lawyers and Judges, California Civil Service



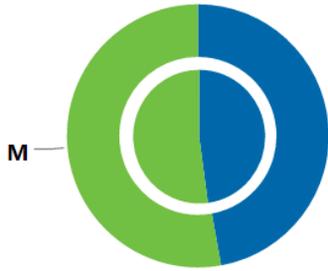
Detail of Legal Earning \$135,000 and Above, California Civil Service



Life, Physical, and Social Science Summary

The civil service representation in the Life, Physical, and Social Science occupational group is consistent with the representation of women in the California labor force. The civil service median and average salary are both \$88,000 for this group and the average age is older than the California labor force.

Civil Service - Inner Labor Force - Outer



Number of Employees

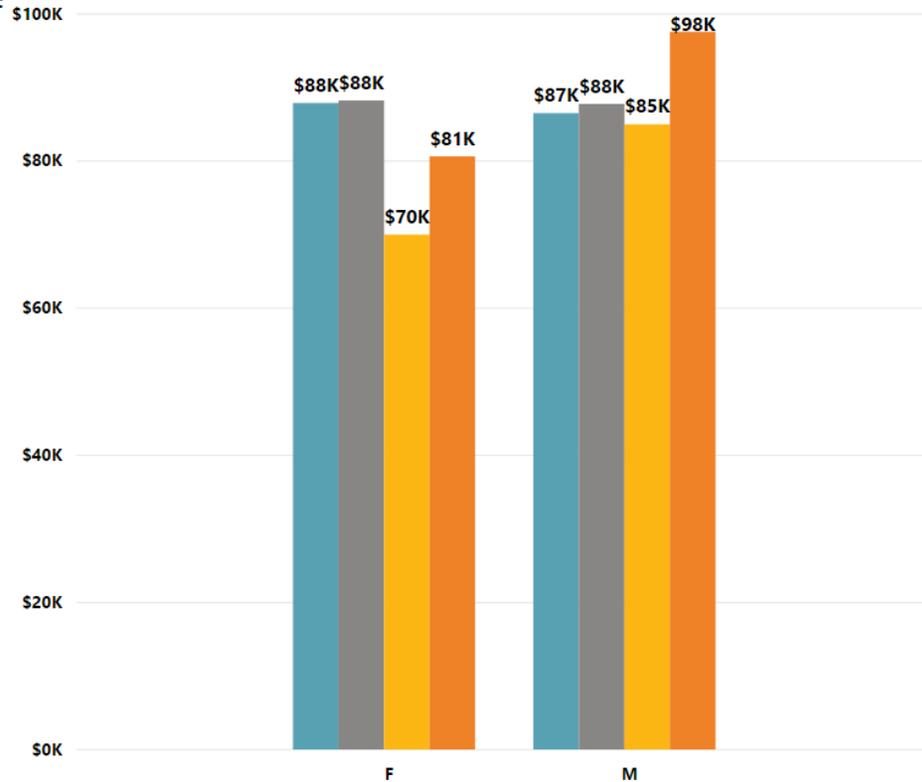
F	F
3,773	76,634
Civil Service	Labor Force
M	M
4,109	85,856
Civil Service	Labor Force

All Civil Service Employees

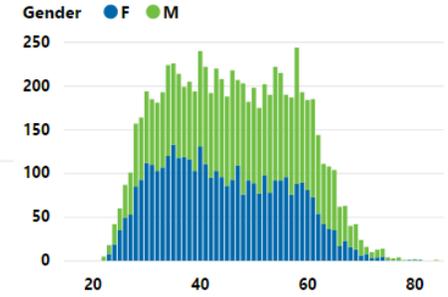
F
\$87,864
Median of Salary
M
\$85,608
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average

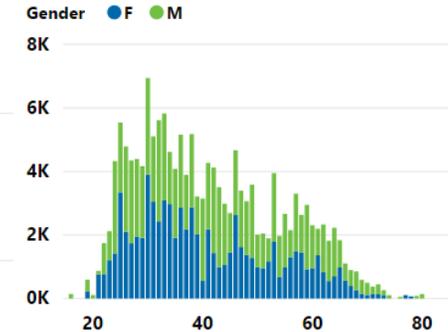


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	44	43
M	47	48

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	42	39
M	43	42

Life, Physical, and Social Science Categories and Top Agencies

In the Life, Physical, and Social Science occupational group, the Environmental Scientists and Geoscientists are the largest group at 3,463 employees (38 percent), followed by the Psychologists at 1,654 employees (18 percent). Department of Corrections and Rehabilitation, Department of Fish and Wildlife, and Department of Transportation all have over 900 employees in this job category of 9,148.

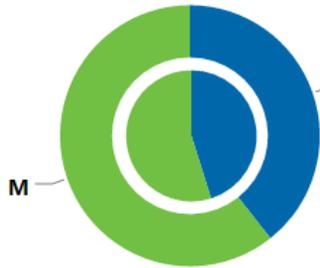
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Environmental Scientists and Geoscientists	3,463	11,146
Psychologists	1,654	42,032
Miscellaneous life, physical, and social science technicians, including social science research assistants	1,544	31,538
Urban and Regional Planners	930	4,647
Miscellaneous social scientists, including survey researchers and sociologists	530	5,552
Medical scientists, and life scientists, all other	304	24,371
Conservation Scientists and Foresters	241	1,671
Chemists and Materials Scientists	153	10,179
Biological Scientists	99	14,237
Astronomers and Physicists	89	2,779
Economists	63	2,412
Agricultural and Food Science Technicians	36	6,477
Chemical Technicians	16	7,067
Agricultural and Food Scientists	15	2,041
Biological Technicians	9	5,368
Atmospheric and Space Scientists	2	1,057
Geological and petroleum technicians, and nuclear technicians		1,215
Miscellaneous Physical Scientists		50,512
Total	9,148	224,301

Agencies with 100 or more	Employees
Fish and Wildlife, Department of	1,666
Corrections and Rehabilitation, California Department of	1,156
Transportation, Department of	919
Water Resources Control Board	669
Air Resources Board	606
Public Health, California Department of	494
State Hospitals, Department of	453
Parks and Recreation, Department of	363
Water Resources, Department of	325
Food and Agriculture, Department of	314
Toxic Substances Control, Department of	306
Justice, Department of	267
Resources Recycling and Recovery, Department of	224
Pesticide Regulation, Department of	222
Housing and Community Development, Department of	168
Forestry and Fire Protection, Department of	163
Conservation Corps, California	147
Conservation, Department of	114

Management Summary

The Management occupational group makes up 2.6 percent of the civil service workforce and is 45 percent women. There is a significant median pay gap between men and women in both civil service at 14 percent and the labor force at 24 percent.

Civil Service - Inner Labor Force - Outer



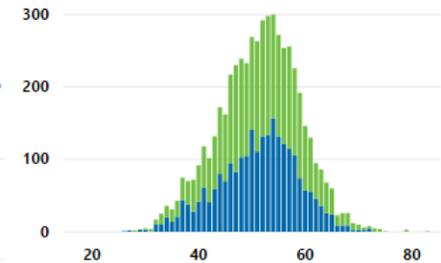
F Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

● Civil Service Median ● Civil Service Average ● Labor Force Median ● Labor Force Average



Civil Service by Age and Gender

Gender ● F ● M

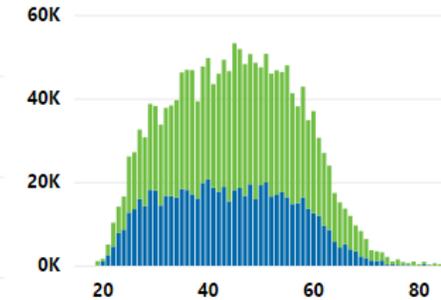


Gender Average of Age Median of Age

M	52	52
F	51	52

Labor Force by Age and Gender

Gender ● F ● M



Gender Average of Age Median of Age

F	45	45
M	47	47

Number of Employees

F	F
2,444	700,301
Civil Service	Labor Force

M	M
2,972	1,078,901
Civil Service	Labor Force

All Civil Service Employees

F
\$109,656
Median of Salary

M
\$123,024
Median of Salary

Management Categories and Top Agencies

In the Management occupational group, Chief Executives and Legislators subcategory make up 27 percent of the group which include classifications such as Chief Counsels, Assistant Chief Counsels, and C.E.As. The General and Operations Managers make up 21 percent and include classifications such as Staff Services Manager II (Managerial), Staff Services Manager III, and some Chiefs, Assistant Chiefs, Captains, and Administrators. The top three departments in the Management occupational group are the Department of Corrections and Rehabilitation, Department of Transportation, and State Compensation Insurance Fund.

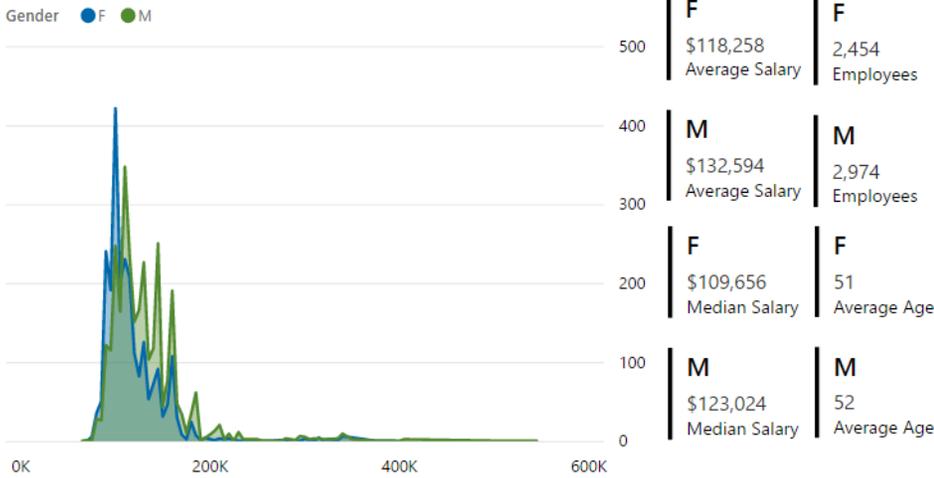
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Chief executives and legislators	1,462	198,668
General and Operations Managers	1,125	124,631
Miscellaneous managers, including funeral service managers and postmasters and mail superintendents	959	640,782
Computer and Information Systems Managers	573	85,281
Architectural and Engineering Managers	385	28,813
Medical and Health Services Managers	267	86,112
Financial Managers	242	145,751
Natural Sciences Managers	137	2,330
Emergency Management Directors	54	1,913
Education Administrators	52	114,326
Human Resources Managers	49	57,880
Property, Real Estate, and Community Association Managers	36	124,411
Training and Development Managers	26	7,342
Compensation and Benefits Managers	19	2,710
Industrial Production Managers	15	31,580
Construction Managers	11	89,177
Public Relations and Fundraising Managers	11	6,771
Purchasing Managers	3	23,689
Food Service Managers	1	123,695
Marketing and Sales Managers	1	158,354
Administrative Services Managers		22,762
Advertising and Promotions Managers		5,601
Farmers, Ranchers, and Other Agricultural Managers		49,525
Gaming Managers		1,683
Lodging Managers		23,485
Social and Community Service Managers		50,606
Transportation, Storage, and Distribution Managers		30,146
Total	5,428	2,238,024

Agencies with 100 or more	Employees
Corrections and Rehabilitation, California Department of	965
Transportation, Department of	490
Compensation Insurance Fund, State	198
Public Employees' Retirement System, California	197
Franchise Tax Board	160
Water Resources, Department of	159
Highway Patrol, California	152
Health Care Services, Department of	139
Motor Vehicles, Department of	132
State Hospitals, Department of	128
Employment Development Department	127
Public Health, California Department of	121
Justice, Department of	117
Technology, Department of	110
Teachers' Retirement System, California State	109

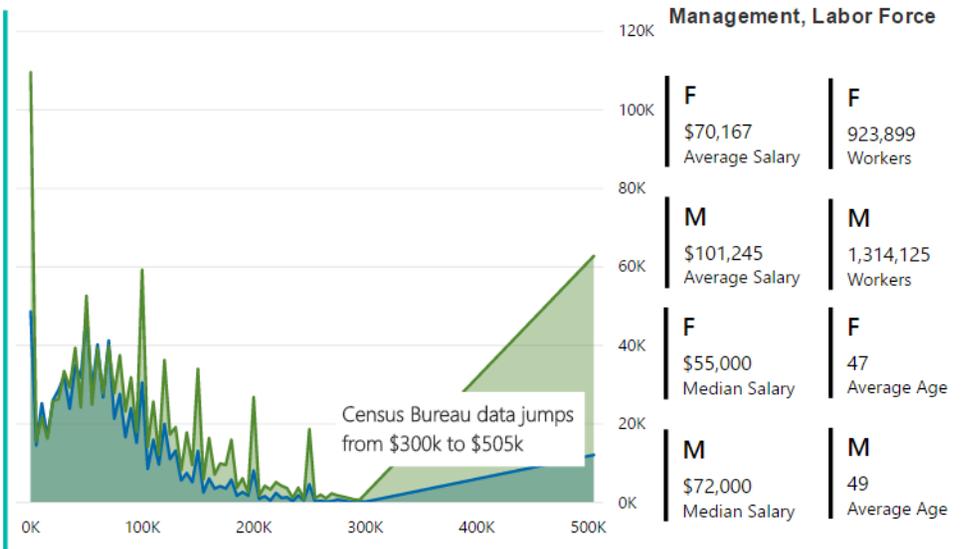
Management Analysis

In civil service, the Management occupational group has more men than women in almost all of the salary ranges above \$100,000 and this number increases when the salary reaches \$200,000 and above.

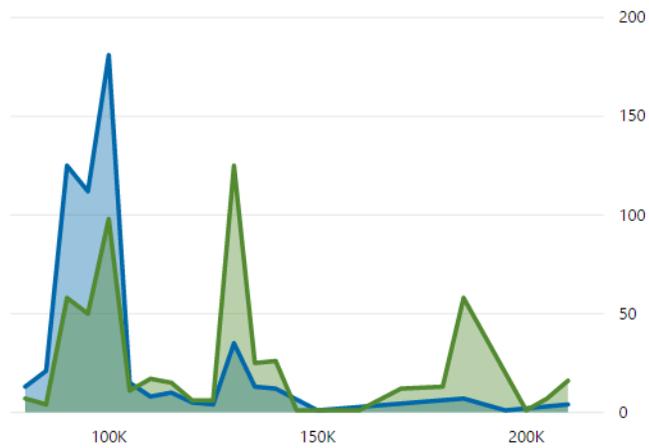
Management, California Civil Service



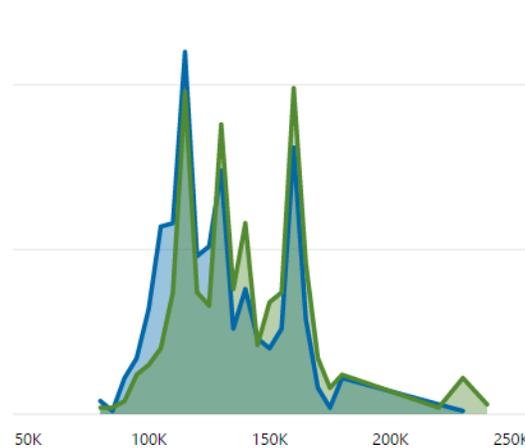
Management, Labor Force



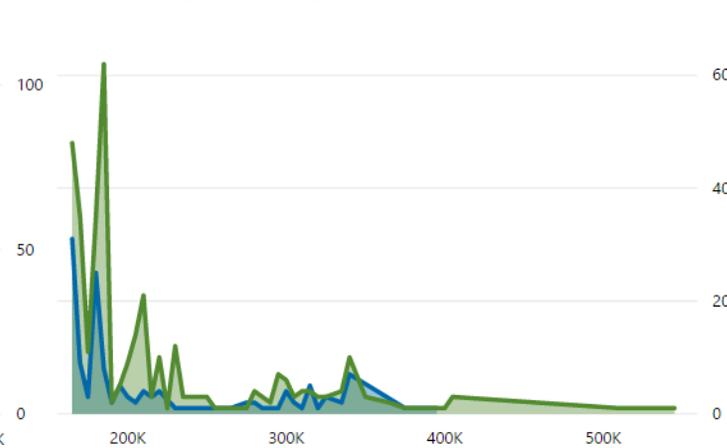
General and Operations Managers, California Civil Service



Chief Executives, California Civil Service



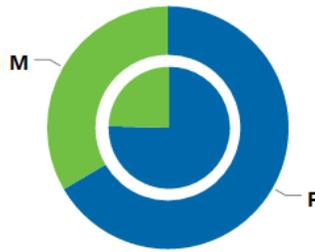
Detail of Management Earning \$165,000 and Above, California Civil Service



Office and Administrative Support Summary

The Office and Administrative Support occupational group is a female-dominated group for both civil service and labor force, but civil service has slightly more representation. The median (\$42,000) and average (\$45,000) salary are the same for both men and women in civil service, but are low paying compared to other occupational groups with high representation of men. In the labor force, men make more than women in their median and average salary range.

Civil Service - Inner Labor Force - Outer



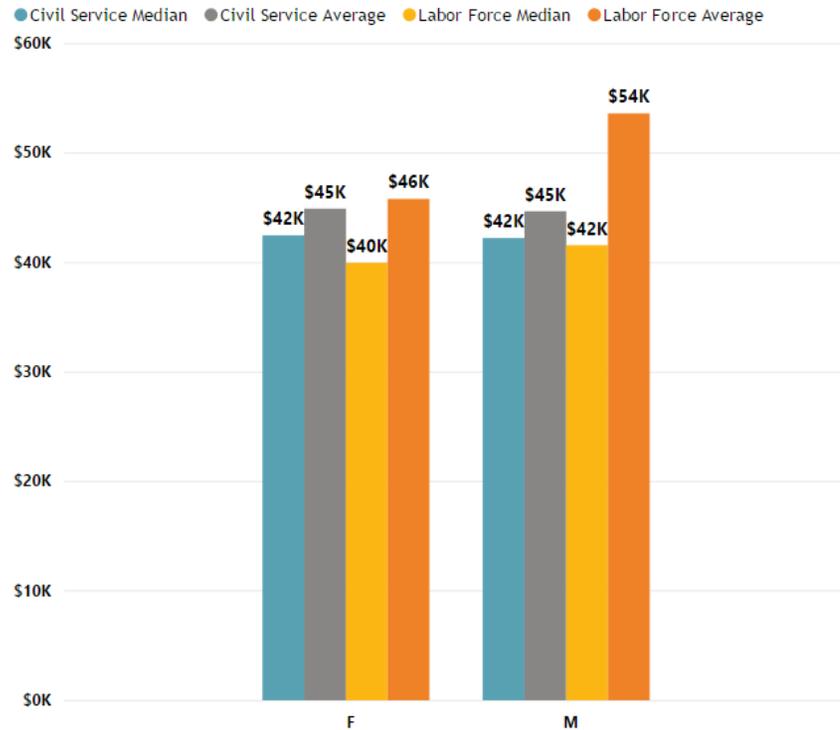
Number of Employees

F	F
21,917	1,175,150
Civil Service	Labor Force
M	M
7,146	590,976
Civil Service	Labor Force

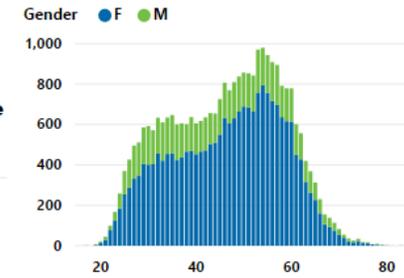
All Civil Service Employees

F
\$42,192
Median of Salary
M
\$42,180
Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

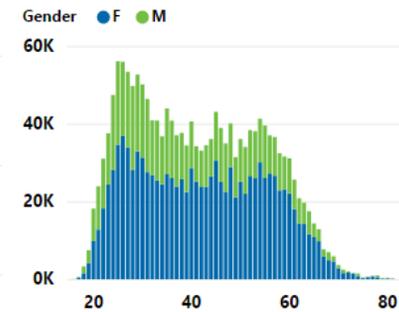


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	47	48
M	45	45

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	44	44
M	41	40

Office and Administrative Support Categories and Top Agencies

In the Office and Administrative Support occupational group, 41 percent of civil service employees work in the Office Clerks subcategory at 13,277 employees. The departments that are the top three employers of the Office and Administrative Support occupational group are the Department of Motor Vehicles, Department of Corrections and Rehabilitation, and the Employment Development Department.

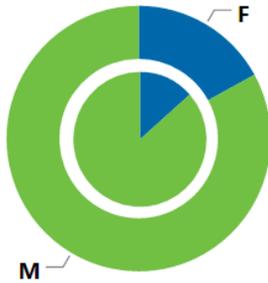
Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Office Clerks, General	13,277	252,258
Court, Municipal, and License Clerks	4,530	9,883
Eligibility Interviewers, Government Programs	3,099	21,411
First-Line Supervisors of Office and Administrative Support	2,975	193,170
Secretaries and Administrative Assistants	1,674	418,755
Payroll and Timekeeping Clerks	1,300	23,521
Bookkeeping, Accounting, and Auditing Clerks	1,173	187,664
Dispatchers	1,072	41,329
Stock Clerks and Order Fillers	827	259,687
Miscellaneous Information and Record Clerks	692	19,272
Data Entry and Information Processing	569	106,146
Insurance Claims and Policy Processing Clerks	533	39,292
Human Resources Assistants, Except Payroll and Timekeeping	190	6,360
Receptionists and Information Clerks	152	170,884
Mail Clerks and Mail Machine Operators, Except Postal Service	124	10,762
Procurement Clerks	80	4,257
Bill and Account Collectors	67	15,529
Customer Service Representatives	53	394,159
Miscellaneous office and administrative support workers, including desktop publishers	42	94,019
Shipping, Receiving, and Traffic Clerks	29	96,925
Computer Operators	25	13,297
Proofreaders and Copy Markers	16	1,463
Statistical Assistants	10	2,182
Couriers and Messengers	7	34,305
Switchboard Operators, Including Answering Service	3	4,354
Office Machine Operators, Except Computer	1	4,587
Billing and Posting Clerks		66,301
Brokerage Clerks		1,166
Cargo and Freight Agents		3,781
Correspondence clerks and order clerks		25,952
Credit Authorizers, Checkers, and Clerks		4,304
File Clerks		44,137
Gaming Cage		2,264
Hotel, Motel, and Resort Desk Clerks		21,574
Interviewers, Except Eligibility and Loan		17,798
Library Assistants, Clerical		10,476
Loan Interviewers and Clerks		21,144
Meter Readers, Utilities		3,196
Miscellaneous Communications Equipment Operators		899
Miscellaneous Financial Clerks		16,341
New Accounts Clerks		1,146
Postal Service		64,793
Production, Planning, and Expediting Clerks		54,619
Reservation and Transportation Ticket Agents and Travel Clerks		17,320
Telephone Operators		3,781
Tellers		32,490
Weighers, Measurers, Checkers, and Samplers, Recordkeeping		11,037
Total	32,520	2,849,990

Agencies with 500 or more	Employees
Motor Vehicles, Department of	6,284
Corrections and Rehabilitation, California Department of	5,199
Employment Development Department	4,363
Highway Patrol, California	1,653
Compensation Insurance Fund, State	1,218
Franchise Tax Board	1,110
Justice, Department of	1,004
Consumer Affairs, Department of	932
Equalization, Board of	867
Transportation, Department of	803
Industrial Relations, Department of	721
Social Services, Department of	614
Health Benefit Exchange, California	607
State Hospitals, Department of	533

Protective Service Summary

The Protective Service occupational group is the largest group of civil service employees at 20.8 percent, compared to approximately 2 percent of the labor force. This is a male-dominated occupational group and has a median pay of \$84,000.

Civil Service - Inner **Labor Force - Outer**



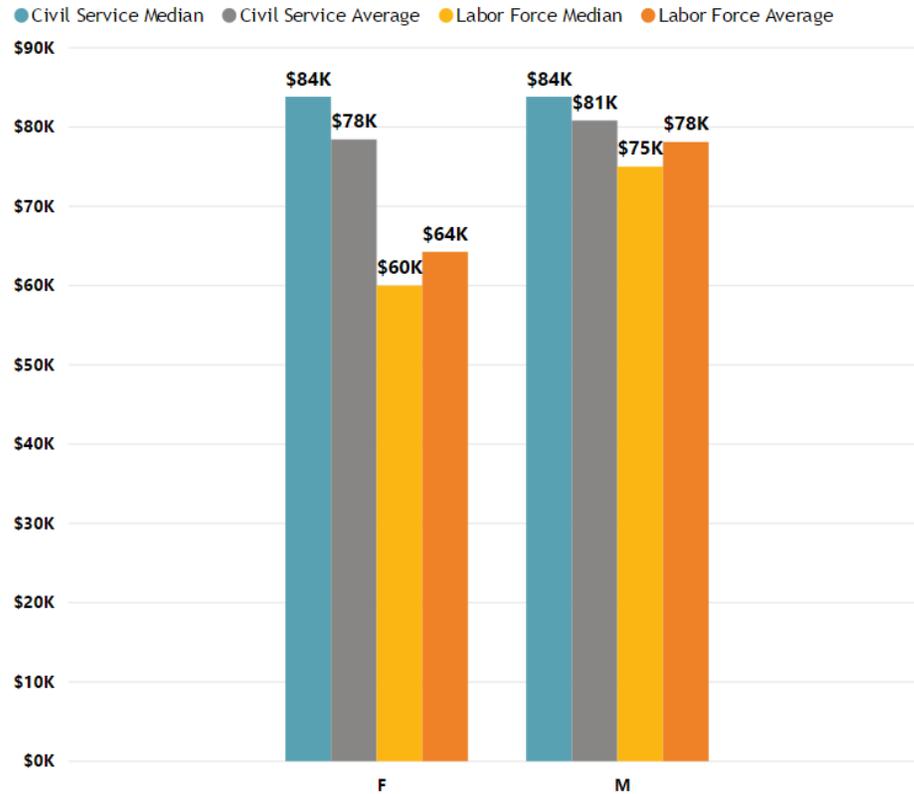
Number of Employees

Gender	Civil Service	Labor Force
F	5,714	53,347
M	36,780	260,112

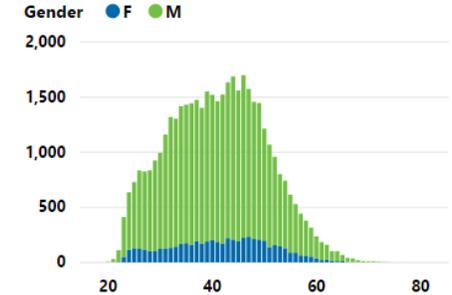
All Civil Service Employees

F	\$83,820 Median of Salary
M	\$83,820 Median of Salary

Full-time Salary of Active, Permanent Civil Service and Employed Labor Force

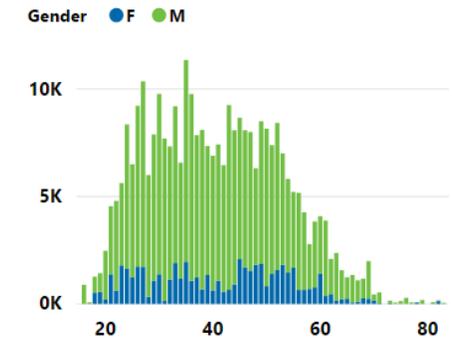


Civil Service by Age and Gender



Gender	Average of Age	Median of Age
F	42	42
M	41	41

Labor Force by Age and Gender



Gender	Average of Age	Median of Age
F	42	42
M	42	41

Protective Service Categories and Top Agencies

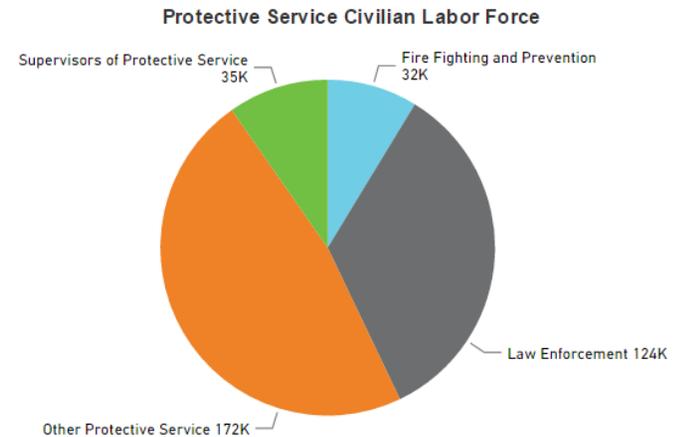
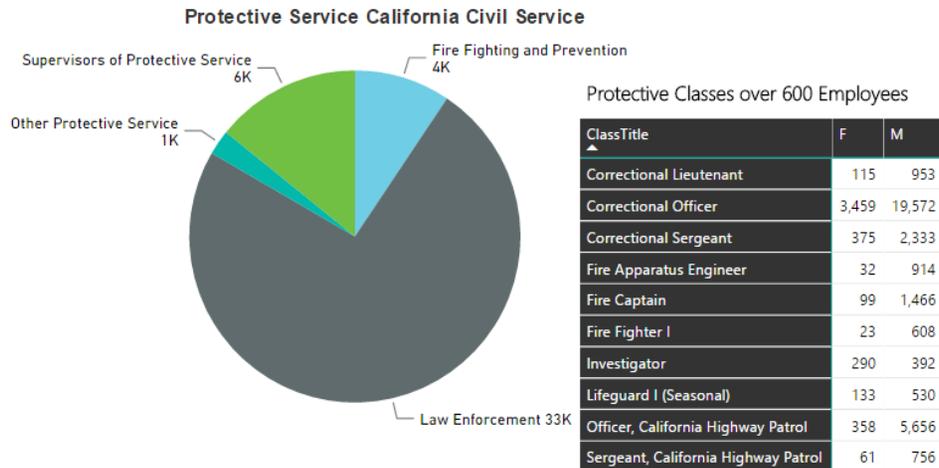
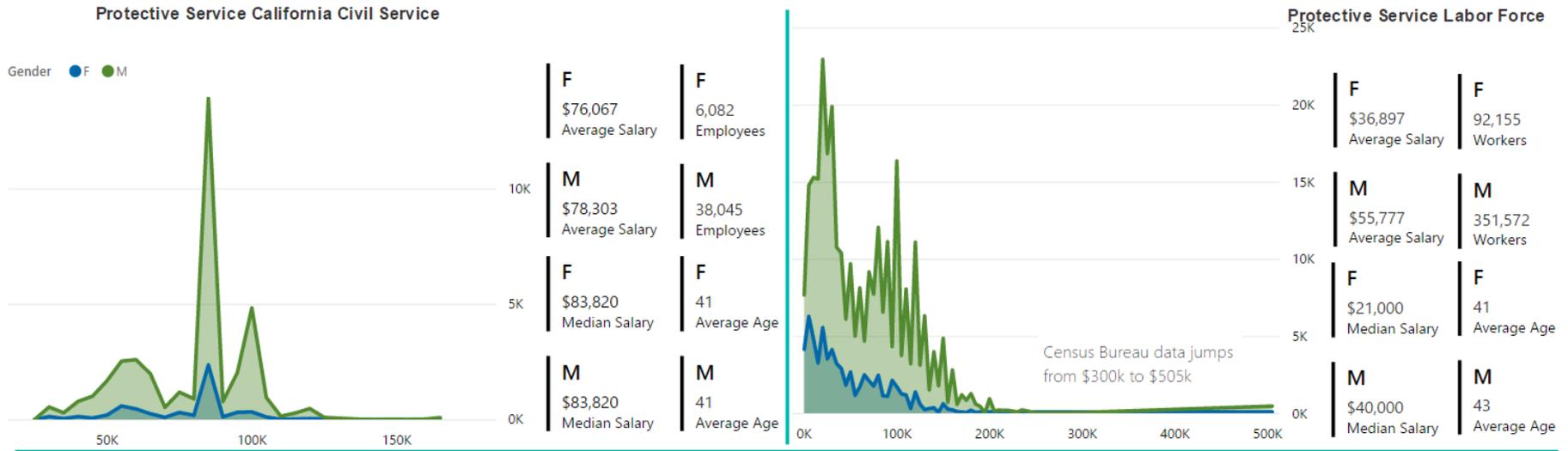
In the Protective Service occupational group, 53 percent of employees fall into the Bailiffs, Correctional Officers, and Jailers subcategory. In addition, the Department of Corrections and Rehabilitation has 27,613 employees in this occupational group of which 23,031 are Correctional Officers.

Department of Labor Broad Standard Occupation, Census Bureau Groupings	Employees	Californians
Bailiffs, Correctional Officers, and Jailers	23,226	38,824
Police Officers	7,212	84,968
First-Line Supervisors of Law Enforcement	5,241	20,775
Firefighters	4,084	35,499
Detectives and Criminal Investigators	1,906	17,888
Miscellaneous Protective Service	903	39,391
First-Line Supervisors of Fire Fighting and Prevention	568	9,203
Miscellaneous First-Line Supervisors, Protective Service	458	11,037
Miscellaneous law enforcement workers	301	1,294
Security Guards and Gaming Surveillance Officers	169	167,647
Fire Inspectors	59	2,502
Animal Control		2,866
Private Detectives and Investigators		11,833
Total	44,127	443,727

Agencies with 100 or more	Employees
Corrections and Rehabilitation, California Department of	27,613
Highway Patrol, California	7,336
Forestry and Fire Protection, Department of	4,528
Parks and Recreation, Department of	1,409
State Hospitals, Department of	598
Justice, Department of	550
Fish and Wildlife, Department of	357
Consumer Affairs, Department of	278
Insurance, Department of	224
Motor Vehicles, Department of	202
Alcoholic Beverage Control, Department of	159
Exposition and State Fair, California	121

Protective Services Analysis

Although there is not a pay gap in civil service for the Protective Services occupational group, there is a high representation of men in these jobs, especially in the jobs that pay over \$100,000, which is a major driver of overall gender the pay gap. The largest classification in the Protective Services occupational group is the Correctional Officer with a total of 23,031 (52 percent) of the group. There are 3,459 (15 percent) women Correctional Officers compared to 19,572 (85 percent) men. The Fire Fighter I classification has 4 percent women and the California Highway Patrol Officer has 6 percent women.



Hiring and Promoting Women

In 2016, 48.0 percent of all hiring was women. The job occupational groups with the highest percentage of hires within state civil service when combining men and women were the following:

- Business and Financial Operations (18.5%)
- Office and Administrative Support (17.9%)
- Protective Service (14.6%)
- Healthcare Practitioners and Technical (13.1%)
- Life, Physical, and Social Science (5.5%)

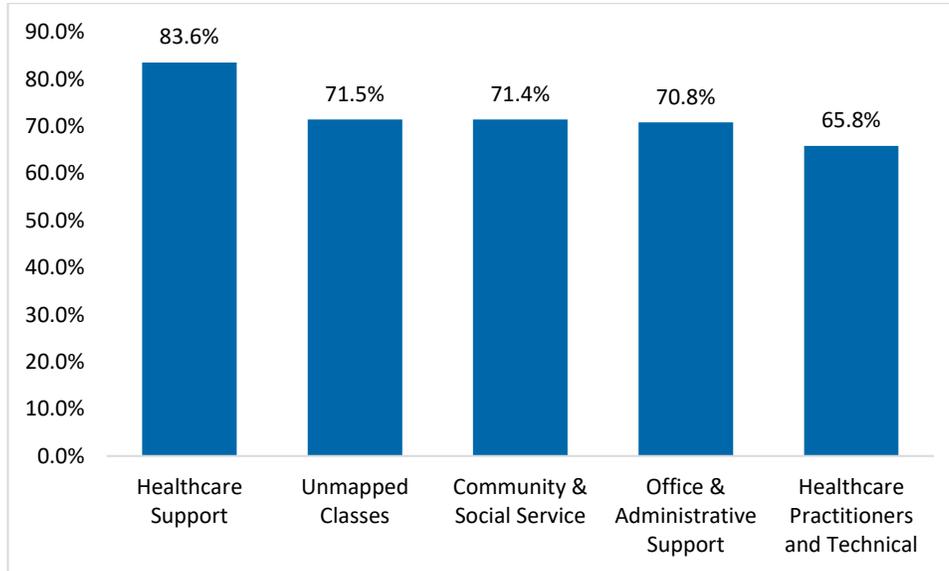
The table below shows the percent of all hires by occupational group and what percent of hires were women for each occupational group. Although the Protective Service group was third in the top hires, only 5.5 percent were women.

Percentage of Full-Time Women Hires by Occupation

Occupational Groups	Percent of all Hires	Percent of Hires that were Women
Architecture and Engineering	2.0%	19.2%
Arts, Design, Entertainment, Sports, and Media	0.6%	39.6%
Building and Grounds Cleaning and Maintenance	2.5%	24.6%
Business and Financial Operations	18.5%	59.9%
Community and Social Service	1.9%	71.4%
Computer and Mathematical	5.2%	30.1%
Construction and Extraction	2.8%	0.8%
Education, Training, and Library	1.6%	53.9%
Farming, Fishing, and Forestry Occupations	<0.1%	50.0%
Food Preparation and Serving Related	1.9%	58.0%
Healthcare Practitioners and Technical	13.1%	65.8%
Healthcare Support	1.5%	83.6%
Installation, Maintenance, and Repair	1.6%	8.5%
Legal	2.5%	54.2%
Life, Physical, and Social Science	5.5%	54.3%
Management	0.6%	38.9%
Office and Administrative Support	17.9%	70.8%
Personal Care and Service	0.1%	62.5%
Production	0.7%	3.1%
Protective Service	14.6%	5.5%
Sales and Related	0.5%	28.9%
Transportation and Material Moving	0.9%	1.2%
Unmapped Classes	3.5%	71.5%
Total Hires of Women		48.0%

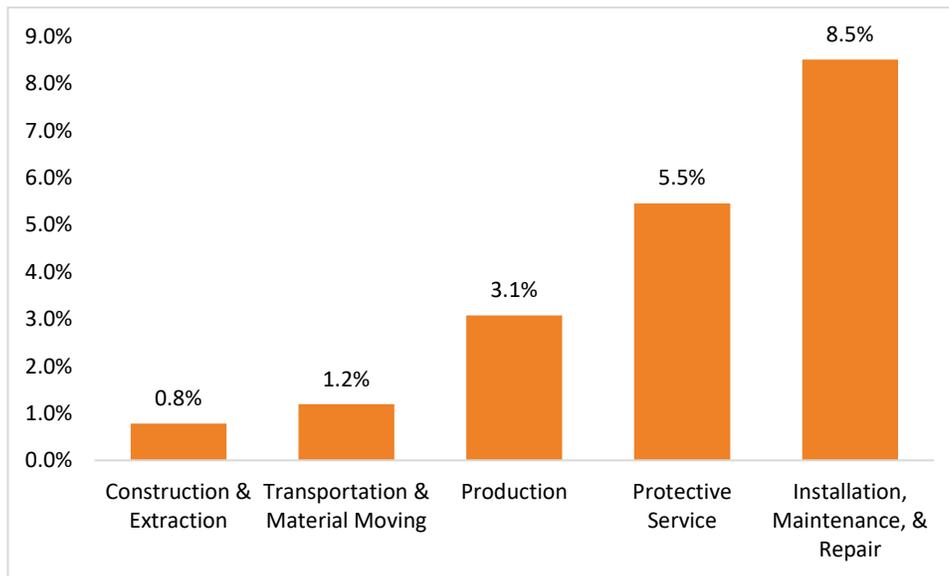
Women were hired with the highest percentage in the following occupational groups:

Top Five Percent of Women Hires by Occupational Group



Women were hired with the lowest percentage in the following occupational groups:

Bottom Five Percent of Women Hires by Occupational Group



In 2016, the State of California promoted⁷ 2,156 women or 41.7 percent when compared to men.

The job occupational groups with the highest percentage of promotions within state civil service when combining men and women were the following:

- Protective Service (31.9%)
- Business and Financial Operations (25.5%)
- Management (12.0%)
- Office and Administrative Support (11.0%)
- Community and Social Service (3.8%)

This table below shows the percent of all promotions by occupational group and which percent of promotions were given to women by for each occupational group.

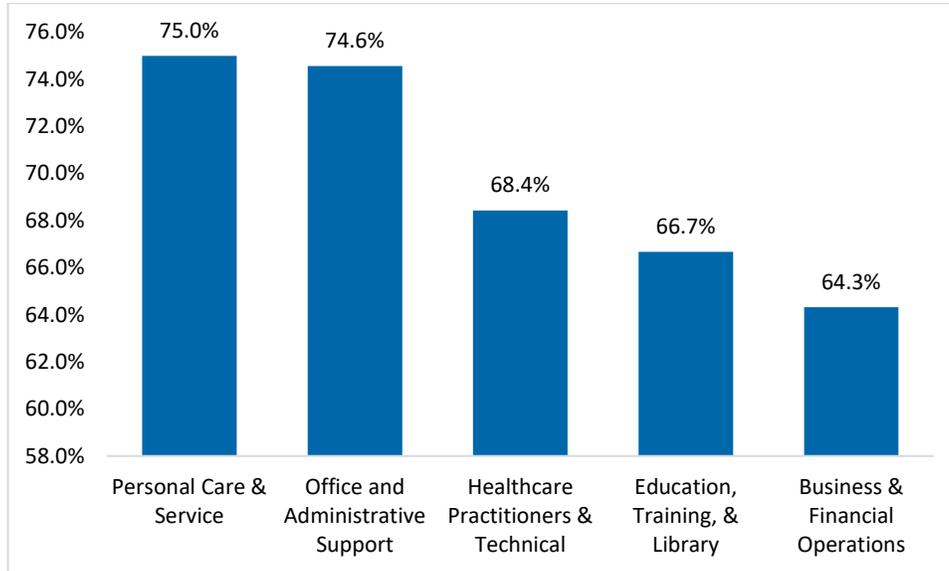
Percentage of Full Time Women Promotions by Occupation

Occupational Groups	Percent of all Promotions	Percent of Promotions that were Women
Architecture and Engineering Occupations	2.4%	28.0%
Arts, Design, Entertainment, Sports, and Media Occupations	0.2%	55.6%
Building and Grounds Cleaning and Maintenance Occupations	0.6%	34.5%
Business and Financial Operations Occupations	25.5%	64.3%
Community and Social Service Occupations	3.8%	43.3%
Computer and Mathematical Occupations	1.4%	55.7%
Construction and Extraction Occupations	2.8%	6.1%
Education, Training, and Library Occupations	0.2%	66.7%
Farming, Fishing, and Forestry Occupations	0.2%	50.0%
Food Preparation and Serving Related Occupations	0.3%	22.2%
Healthcare Practitioners and Technical Occupations	0.4%	68.4%
Healthcare Support Occupations	0.0%	0.0%
Installation, Maintenance, and Repair Occupations	0.8%	9.5%
Legal Occupations	3.7%	58.9%
Life, Physical, and Social Science Occupations	1.2%	50.0%
Management Occupations	12.0%	46.5%
Office and Administrative Support Occupations	11.0%	74.6%
Personal Care and Service Occupations	0.1%	75.0%

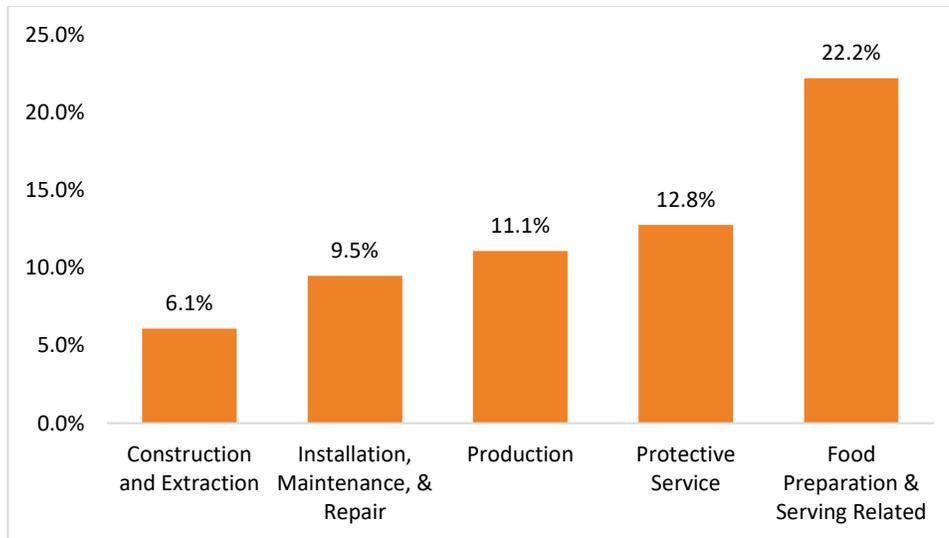
⁷ All promotional data are preliminary numbers.

Occupational Groups	Percent of all Promotions	Percent of Promotions that were Women
Production Occupations	0.5%	11.1%
Protective Service Occupations	31.9%	12.8%
Sales and Related Occupations	0.4%	60.9%
Transportation and Material Moving Occupations	0.7%	26.5%
Unmapped Classes	0.0%	0.0%
Total Promotions of Women		41.7%

Top Five Percent of Women Promotions by Occupational Group



Bottom Five Percent of Women Promotions by Occupational Group



Strategies for Supporting Recruitment, Hiring and Development of Women in State Civil Service

Agencies have made progress in attracting women to management positions and science, technology, engineering and mathematics related classifications. State hiring professionals should help agencies continue this trend by ensuring that department hiring policies and the resulting procedures and practices are free from discrimination and address all types of biases. In addition, agencies should ensure that departments are developing their existing talent to help all employees build the skills needed to qualify for higher-paying classifications. The Upward Mobility Program requires departments to develop plans for employees in low-paying, low-skilled classifications. Though required, these plans, which rely on managers and supervisors investing time in creating individual development plans, have been underutilized. Such plans should be part of departments' broader workforce and succession planning efforts. These practices should help create a state civil service that reflects the state we serve.

Recruiting and Marketing Materials

Agencies should review all current marketing strategies to make sure they highlight the state's diverse workforce and should feature women working in the classifications and occupations that are traditionally male-dominated. Inclusive marketing strategies should be reflected on agency websites and social media accounts, as well as in printed materials including brochures, fliers, advertisements, and annual reports. Because some people make career decisions based on who they see working in an occupation and what they know about careers, providing images of and quotes by women is critical to successful recruitment efforts.

In addition to including visual depictions of a diverse workforce, job announcements and other advertising collateral should be routinely evaluated to ensure they do not contain language that could be perceived as having a gender bias which may subtly, but pervasively, discourage women from applying. Especially when recruiting women into traditionally male-dominated fields, specific care should be made to remove from job advertisements all language that may signify a gender bias. For example, terms such as "dedicated" and "conscientious" have a broader gender-based appeal than "assertive" or "analytical." In all recruitment efforts, agencies should strive for a balance in descriptive language that encompasses various leadership, communication, and work styles to emphasize gender inclusivity.

As part of the Civil Service Improvement Initiative, the California Government Operations Agency and CalHR partnered to create an "Employer of Choice" campaign for the state of California. This campaign includes a brochure designed to attract a talented and diverse candidate pool and specifically features women in traditionally male-dominated occupations. Agencies are encouraged to use this brochure as part of their recruitment efforts and also to supplement it with material featuring their specific mission, career opportunities, and unique selling points (i.e., upward mobility resources, onsite daycare, wellness programs, telework opportunities, etc.). The brochure can also be complemented with a customizable insert template so that departments can feature their mission statements, unique attributes and provide information specific to the positions for which they are recruiting.

Neutral Applicant Screening Criteria

When screening applications for positions under recruitment, care should be given to ensure the methods employed to determine which applicants move forward in the recruitment process are fair and free from unintended bias. Applicant screening criteria should be based solely on the minimum qualifications listed for the classification and on the knowledge, skills, and experience necessary to perform the essential functions of the position as written on the duty statement. Utilizing arbitrary applicant screening criteria, such as the possession of a college degree when not required by all experience patterns in the classification specification, can unnecessarily and unfairly eliminate female candidates from moving forward in the selection process. Similarly, sorting candidates favorably by years of experience in a particular field or at a specified level beyond what is required to satisfy the minimum qualifications can also eliminate a larger proportion of female candidates compared to their male counterparts. In all phases of the hiring process, hiring managers and Human Resources professionals should ensure all applicant screening criteria are tied to the knowledge, skills, abilities and competencies needed to successfully perform the duties of the position.

Benefits

When an agency is actively recruiting employees it is important to highlight benefits that may be appealing to all employees and in some cases, especially to women. Organizations that are considered to be the best places to work are often identified as organizations that recognize the value and importance of being family-friendly. Pressures that come along with balancing work and family life can often be eased with the options of family-friendly benefits. Benefits such as maternity/paternity leave, job sharing, paid leave and other programs encourage positive employee satisfaction, engagement and retention.

Flexibility in the Workplace

The state offers civil service employees alternative work week and flexible work week schedules. Telecommuting has also allowed employees to manage their families. By creating more flexible work environments and a clear understanding of alternative work options, departments improve support for working employees.

Wellness Programs

Agencies may also provide wellness programs to all employees. These programs differ from department to department and promote healthy lifestyles to improve the physical health and mental well-being of the state workforce. Wellness programs may include quit smoking workshops, walking groups, lunchtime workouts, and seminars in how to eat healthily. They can encourage overall healthy living, which supports recruitment and retention in the workplace.

One example of a wellness program is Healthier U Connections. As part of a pilot program launched in 2012, CalHR and other state agencies partnered with the Service Employees International Union Local 1000, Kaiser Permanente, and Sierra Health Foundation. This service allows state employees to continually track health behaviors and access wellness resources such as healthy recipes, exercise videos, an Ask a Physician service, and more. Programs like this should be highlighted in recruitment efforts as they appeal to a diverse audience.

College Course Reimbursement

Agencies may offer college course reimbursement opportunities to help recruit and retain women in our workforce. Department training policies can support the overall growth and career advancement of state civil service employees.

Dependent Care Reimbursement/State On-site Programs

Childcare and Elder/Disabled dependent care are both benefits the state offers. Some departments offer on-site day care centers that assist their employees' work-life balance and improve overall retention. Employees can seek counseling regarding childcare and elder/disabled care by speaking with an Employee Assistance Program Counselor.

Focused Recruitment for Diversity that is Representative of the Labor Force

Where women are underrepresented within a state agency relative to the labor force, the agency is encouraged to develop a focused recruitment plan. This requires actively conducting outreach to community groups, associations, colleges and other public and private entities to reach women. In addition to including women in images used in marketing materials, specific focused recruitment strategies include ensuring there is diversity among the employees representing agencies at recruitment events and conducting outreach activities, and focused marketing efforts to women's professional organizations. Focused outreach and recruitment are intended to supplement—not to replace—general broad and inclusive recruitment and outreach efforts. Despite longstanding efforts to combat the thought that focused or targeted recruitment somehow violates the civil service hiring process, departments are encouraged to engage in strategic targeted recruitment to help improve the number of women in underrepresented classifications and/or occupational groups.

Media

Using various formats of media can also help agencies reach more women. If agencies are conducting recruitment efforts targeting women or are holding open houses for careers not traditionally associated with women, they should promote marketing efforts to various media outlets, including social media. This may increase outcomes and encourage women to apply.

Internships, Apprenticeships and Job Shadowing Opportunities

Some employees may be unfamiliar with the opportunities available in careers that traditionally include fewer women. Agencies can improve representation of women and concurrently build a strong pipeline for future incumbents by expanding skill development and promotional opportunities through internships, apprenticeships and job shadowing activities. Internships increase an agency's visibility with prospective applicant pools; apprenticeships support skill development and employees' upward mobility prospects, and job shadowing provides opportunities for employees to learn what it would be like to work in a particular classification. The state is piloting a new apprenticeship program that focuses on helping employees in clerical positions to move into information technology positions that have higher paying career ladders.

Diverse Hiring Panels

Agencies should endeavor to compile hiring panels thoughtfully so as to represent diversity

of thought. Not only does a diverse panel reinforce the value the agency puts on inclusion, but also results in a more impartial hiring decision. Diverse hiring panels are the single best way to minimize the impact of first impressions and personal biases, resulting in hiring decisions based on applicants' skill sets, readiness and ability to perform the essential functions of the position. (For more information, please see "[Educate Hiring Managers about Unconscious Bias.](#)")

Training and Development Opportunities

Agencies should strive to have current Individual Development Plans (IDP) complete for all employees with care given to what courses or other opportunities are planned not just in support of job performance improvement, but also with career development in mind. Specific activities and resources should be identified as part of the plans that will allow employees to achieve their performance objectives. In addition, training committees or coordinators should evaluate the training received by all employees to ensure women are receiving equivalent training and professional development opportunities as men. Training can assist with the development of skills needed to promote into higher paying classifications.

Upward Mobility

Upward Mobility is the planned development and advancement of employees in low-paying classes to entry level technical, professional, and administrative positions in state civil service. Because many women are in low paying classes, having an effective program gives more women opportunities to develop new skills and advance their careers. Agencies should have an active Upward Mobility program in place that aligns with Government Code section 19402, which states, "All upward mobility programs shall include annual goals that include the number of employees expected to progress from positions in low-paying occupational groups to entry-level technical, professional and administrative positions, and the timeframe within this progress shall occur." When setting annual goals, agencies may want to identify which of the low-paying classes have the highest percentage of women employees and focus career development resources on them.

Develop an Agency Culture that Emphasizes Work-Life Balance and Inclusion

A quality work-life balance is essential to ensuring positive employee satisfaction, engagement and retention. It is important for employees and management to be aware of the policies in place that encourage flexibility and work-life balance, and where feasible, agencies should consider telework, alternate work weeks and flexible schedules. Marketing the positive benefits and opportunities of work-life balance can help generate and sustain a desirable and accommodating workplace culture. Showcasing real employee testimonials is a powerful method to promote the effectiveness and value of work-life balance benefits.

Organizational inclusion is often considered in tandem with efforts to increase diversity. While diversity is the makeup of a workforce broken down by demographic factors such as gender, ethnicity and age, inclusion is described as an organization providing equal access to its opportunities and resources, as well as valuing the contributions made towards the organizational mission equally. Especially where increasing numbers of women may be joining a traditionally male-dominated occupation, an inclusive workplace can mean the difference between increased turnover or lasting gains made in increased diversity. Inclusive workplaces foster innovation, engagement and empowerment.

Leadership Development and Succession Planning

Encourage and support women as leaders in agencies by providing a culture that values accountability, provides rewarding work, and models exemplary leadership. Many agencies offer leadership development opportunities. CalHR has redesigned its training for supervisors and developed a new program for new managers in accordance with recent statute changes requiring enhanced training for all new supervisors and managers. The training curriculum is based on leadership values and competencies that apply statewide. Like all career development opportunities, building leaders from within an organization is a great way to retain talent and create equal representation for all demographics, including women. Succession planning programs and mentoring opportunities are strategies to develop leaders at all levels of the organization. CalHR has developed workforce and succession planning programs in which departments tackle these and related issues in the process of creating their own workforce and succession plans.

Educate Hiring Managers about Unconscious Bias

Unconscious biases are assumptions, often unrecognized, that all individuals make about various social and identity groups. While our brains employ information sorting of this manner as a way to efficiently process the millions of individual pieces of incoming data, the reality and universality of unconscious bias plays a role in maintaining the current gender disparities in the workforce.

While awareness of the implications of unconscious bias on workforce composition is relatively new, the phenomenon of unconscious bias in general is considered a well-established concept. Evidence for unconscious bias can be found, and also controlled for, in other aspects of the recruitment process. As published in the “Proceedings of the National Academy of Sciences,” a Princeton University study found that when the names on application packages were submitted with a male name, the reviewing faculty participants rated the applicant more hireable and more competent than when they were asked to evaluate an identical application package submitted with a female name. A related experiment conducted by the United States Department of Agriculture (USDA) provides support for the universality of the conclusion reached in the Princeton University study, but also a possible strategy to mitigate the effects of unconscious bias. The USDA implemented a blind application process by removing the applicant names in the selection process for its Senior Executive Service class. The reviewing panellists were subsequently not able to make any conclusions regarding the gender or race of the applicants when evaluating their applicable professional experience. The results at the USDA were dramatic with a 41 percent increase in the number of women at the Senior Executive Service level between 2009 and 2015.

To avoid inadvertently acting upon unconscious biases that may be tied to stereotypes based on gender when making decisions regarding hiring or promotion, organizations should take steps to educate their Human Resource professionals and hiring managers on the topic. As mentioned previously, diverse hiring interview panels are one effective way to limit the impacts of unconscious bias. Increasing self-awareness about the pervasiveness of unconscious bias can help ensure it does not interfere in decisions regarding access to training or other promotional opportunities. CalHR addresses this topic in its leadership trainings, which are mandatory for all newly appointed managers.

Mentoring Opportunities

Whether formal or informal, effective mentoring activities can positively impact the way women build their skill sets and view their readiness for promotional opportunities. Mentoring can facilitate open dialogue regarding career development, increase confidence regarding tackling new workplace challenges, and provide increased support for taking on stretch assignments and/or moving out of comfort zones. In addition to serving as advisors, mentors can also provide pathways for their mentees to gain exposure to new audiences and to exhibit competence in new settings. Particularly because women are far less likely to pursue advancement opportunities, mentorship can be a critical component in supporting their professional development and career growth.

The state has reduced the gender pay gap since 1989 by increasing the number of women in its workforce and hiring women into higher paying occupations. However, women are still underrepresented in state civil service relative to population, and female employees have yet to reach pay parity.

In support of department-level efforts, CalHR provides guidance at a statewide level through the State Recruiters Round Table bimonthly meetings and the Workforce Planning Quarterly Forums. Participation in both of these groups can help departments strengthen the connection between understanding their workforce demographics and creating effective recruitment strategies to source the candidates they need. Departments are encouraged to leverage the extensive information and resources CalHR maintains online regarding workforce and succession planning. These collective resources encourage department-level collaboration to bolster the connection between larger strategic efforts as a means to achieve desired recruitment outcomes.

In addition to recruitment efforts, CalHR also recognizes the importance of professional development in preparing employees for career advancement. CalHR will continue to provide a variety of professional development opportunities, and will seek additional courses to assist more women in our workforce with advancement into higher-paying careers as a strategy to close the gender pay gap. CalHR also is considering how it can incorporate these topics into statewide leadership development offerings. Departments are encouraged to explore opportunities to further raise awareness and develop their leaders' readiness to address these topics as management is in a unique position to bring about change in this area.

It is important that state agencies identify occupations where women are under-utilized, incorporate this data into their workforce plans and outline appropriate strategies to improve representation. CalHR is available to assist agencies with these efforts. The Office of Civil Rights and the Workforce Development and Selection Divisions of CalHR can provide support and consultation to help organizations evaluate current workforce demographics and develop strategies to improve representation.

Conclusion

Departments are encouraged to use the recommendations in this report to make their own progress in this area, as overall statewide trends are reflective of department-level efforts. To further enhance the impacts of implemented recommendations, departments should continue to raise leadership awareness of recruitment and hiring best practices, including the mitigation of unconscious bias and the support of inclusive workplaces.

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Attachment

California Civil Service Classifications Mapped to Occupational Groups

- [Link to Report 2 – State Classifications by Detailed 2010 Standard Occupational Classification \(SOC\) Occupational Group by Major SOC Group](#)
- This report lists all state classifications by their mapping to the 2010 SOC detailed, minor, and major group name and code that are used in this report.

Additional civil service statewide demographic reports are found on the [CalHR Statewide Reports page](#).