

2020

# Pay Equity Study

Produced by Analytica Consulting for the City of San Diego

January 2021



## 2020 City of San Diego Pay Equity Study

The report was the result of a collaboration between Analytica Consulting and the City of San Diego's Performance and Analytics Department (PandA). The PandA team spearheaded the efforts to conduct this study and provided constant insights and support throughout its duration. This study would not have been possible without them.

Analytica independently performed all analysis and authored this report. Feedback on the findings and recommendations was provided by PandA and other stakeholders throughout the city; nevertheless, Analytica had the final say on the content of this report. Therefore, **any views expressed in this report are those of Analytica Consulting and do not reflect any official statement or policy of the City of San Diego or any of its employees.**

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January 2021



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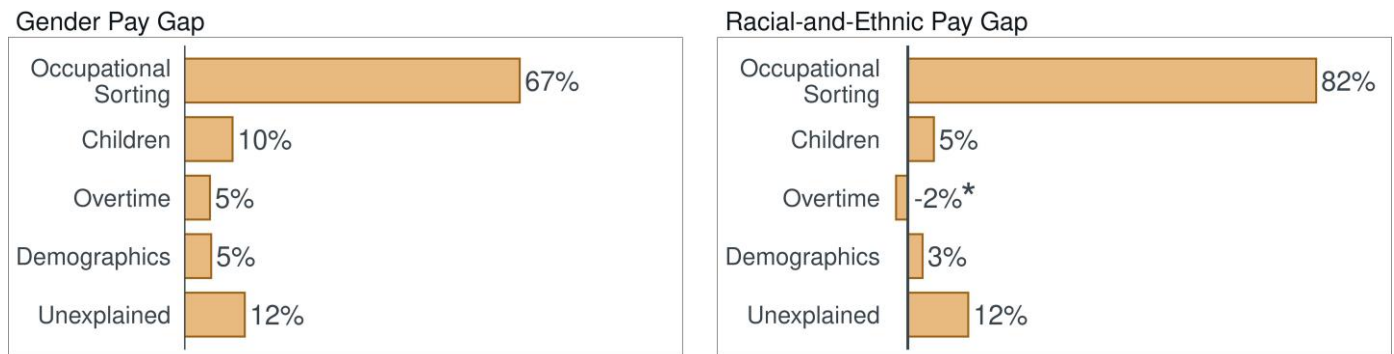


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## Executive Summary

In 2019, women made up 32% of the City of San Diego's<sup>1</sup> workforce and, on average, their total pay was 17.6% less than men's. People of color<sup>2</sup> made up 55% of the City's workforce and, on average, their total pay was 20.8% less than Whites'. These findings do not provide direct evidence of deliberate gender or racial bias in the City. Instead, our analysis concludes that the pay gaps are primarily a result of disparities between the groups caused by underlying societal factors. In 2019, almost 90% of the City's gender and racial-and-ethnic pay gaps can be explained by group disparities in: occupation, the effect of children, overtime, and demographics<sup>3</sup>.

### 2019 Citywide Total Pay Gap - Source Breakdown Estimates



\*On average, people of color took more overtime than whites, reducing the overall pay gap.

The societal factors that lead to these observed group disparities are largely not in the City's control; however, by conducting this study, the City of San Diego is taking an important step towards identifying what perpetuates the disparities, and thus, the pay gap among their employees. To our knowledge, this is the most scientifically robust and thorough internal pay equity study any municipality in the United States has conducted to date. The City of San Diego is setting the standard for what it means for a municipality to do one's part in addressing this worldwide issue.

This report seeks to identify the issues behind the gender and racial-and-ethnic pay gaps among City of San Diego employees and provide actionable recommendations to mitigate these issues. At first glance, the solutions to the issues we identify seem obvious (e.g., hire more women and people of color, increase their pay, provide daycare, etc.); however, we believe that these generalized solutions can make the problem feel unsolvable and result in no progress (especially when facing budgetary constraints resulting from the COVID-19 pandemic). Therefore, we attempted to make our recommendations targeted, cost-efficient, and simple in order to facilitate taking action towards solving this complex issue.

## Finding #1 - Occupational Sorting Accounts for Most of the Citywide Pay Gap

Occupational sorting refers to divergent career paths between groups due to personal choices, societal forces, differing barriers to entry, or a combination of these. Within the City, men and Whites are over-represented in higher paying career paths, while women and people of color are over-represented in lower

<sup>1</sup> All future mentions of "the City" refer to the City of San Diego

<sup>2</sup> Within the City, this group is comprised of the following races/ethnicities: Hispanic or Latino (52%), Black or African American (21.9%), Asian (13.6%), Filipino (7.4%), Other/Two or more races (3.5%), American Indian or Alaska Native (1%), and Native Hawaiian or Other Pacific Islander (0.5%).

<sup>3</sup> This was determined utilizing a statistical technique known as Oaxaca-Blinder decomposition (Oaxaca 1973; Blinder 1973). See appendix for details.

paying career paths. This sorting accounts for approximately 67%<sup>4</sup> of the gender pay gap and 82% of the racial-and-ethnic pay gap (total pay<sup>5</sup>).

To study this effect within the City, we created groupings of jobs that required similar skills, required similar education, or were on similar career paths within the City (see appendix for details). There are three elements that significantly increase the impact a given job type has on the overall pay gap.

1. Gender/Racial Imbalance - job types that had a high proportion of one gender/race.
2. High or Low Average Total Pay - total pay significantly different from the City's average.
3. Proportion of City's Workforce - number of employees in the job type as a proportion of all City employees.

Out of the 75 job types identified, three emerged as having the biggest impact on each pay gap due to their occupational sorting: Police Officers, Fire Fighters, and Administrative Support.

#### *City Job Types with Largest Contributions to Pay Gaps Due to Occupational Sorting*

	Employees <sup>a</sup>	% Women	% People of Color	Average Pay		
				Regular	Overtime	Total
<b>Citywide</b>	<b>9344</b>	<b>32.3%</b>	<b>55%</b>	<b>\$79,202</b>	<b>\$9,828</b>	<b>\$89,030</b>
Police Officer	1823 (19.5%)	16.5%	40.6%	\$109,853	\$14,301	\$124,154
Fire Fighter	749 (8%)	4%	33.4%	\$78,576	\$50,703	\$129,280
Administrative Support	1061 (11.4%)	83%	74.9%	\$55,583	\$1,135	\$56,718

<sup>a</sup>2019 full-time, 3/4 time, or 1/2 time employees who were employed for at least half the year and met our other study criteria (see appendix). All pay was prorated for employees working less than full-time and/or all year.

These three roles account for almost 40% of the City's employees. This large proportion of the City's employees, when combined with these job types' gender and racial imbalances and their above/below average pay, explain their strong effect on the citywide<sup>6</sup> pay gap. The magnitude of this effect is such that **if the gender and race imbalances in these three roles were eliminated, the City's gender pay gap would disappear, and the racial-and-ethnic pay gap would be almost cut in half**; therefore, we took a detailed look at each job type to identify specific issues that could be reasonably addressed.

### Police Officers

Analyzing police recruit applicants from January 2016 to January 2019, we found that men were 2.3 times more likely to be considered qualified than women, despite those same women being 1.2 times more likely to have a college degree. Police recruits directly feed into the Police Officer 1 and Police Officer 2 roles, so anything that disproportionately filters women from potentially becoming police officers at this early stage will undoubtedly reduce diversity in the department and increase the citywide pay gap.

### Firefighters

All fire stations in the city must be constantly staffed, so fewer firefighters results in more overtime. Consequently, the average City firefighter had over 1000 overtime hours in 2019. We estimate that if the

<sup>4</sup> All numerical findings presented in the executive summary are statistically significant at  $p < 0.05$ . Detailed results can be found in the body of the report and the appendix.

<sup>5</sup> Total pay is all pay an employee receives, including overtime and add-on pay.

<sup>6</sup> Unless otherwise stated, any references to 'citywide' are referring to the City of San Diego's municipal employees, resources, etc.

City had somehow eliminated overtime for firefighters, the gender pay gap would have decreased by over 25%.

Completely removing overtime for firefighters is unrealistic; however, one remedy that can reduce the department's overtime usage is to recruit additional firefighters. The Assistant Fire Chiefs with whom we met expressed two main barriers to recruitment: 1) the San Diego Fire Department pays significantly less than other departments in the area, and 2) only one staff member in the department is dedicated to recruitment. While we did not independently verify that they only have one staff member for recruiting, a few internet searches made it clear that the pay for City of San Diego firefighters is not on par with nearby metropolitan areas.

#### *Firefighter's Starting Salary - San Diego and Nearby Municipalities*

Role	City of San Diego	Orange County Fire Authority	Los Angeles
Fire Recruit	\$32,947	\$63,107	\$71,284
Fire Fighter 1	\$41,787	\$71,402	\$71,284

### Administrative Support

Administrative Support roles are one of the lower paying job types in the City, with a total pay 36% below the City's average. In 2019, 83% of these positions were held by women. We examined application data for two of the larger roles within this job type: Clerical Assistant 2 and Administrative Aide 1. This data revealed three factors that are contributing to the occupational sorting of women into these roles:

1. Women were more likely to apply than men – 80% of Clerical Assistant 2 and 71% of Administrative Aide 1 applicants were women.
2. Women had more experience than men – Women in the Clerical Assistant 2 role were 1.3 times more likely than men to have at least five years of experience. That likelihood was 1.5 times for women in the Administrative Aide 1 role.
3. Women were more likely to have heard about the job opening from an employee referral – Women in the Clerical Assistant 2 role were 1.4 times more likely to have heard about the open position from a City of San Diego employee. That likelihood was 1.3 times for women in the Administrative Aide 1 role.

### Recommended Actions

1. Police Officers – Systematically track pass/fail rates and reasons for failure at each stage of the police recruiting process (including the academy) by gender, race, and ethnicity; make that data available to the City.
2. Fire Fighters – Enable the fire department to be less reliant on overtime:
  - a. Reduce the difference between City firefighter pay and that of other fire departments.
  - b. Ensure the fire department has the resources it needs for recruitment.
3. Citywide – Evaluate whether changes to things like job names (e.g., “Office Specialist” instead of “Administrative Aide”), job descriptions, job posting locations, or recruiting locations could reduce the likelihood of women and people of color self-selecting lower paying positions to apply for, and men and Whites self-selecting higher paying positions to apply for.

## Finding #2 - There is a “Parenthood Penalty” for Women and People of Color

Whether or not an employee had children impacted the pay of each group differently. We refer to this effect as the “Parenthood Penalty.” When analyzing regular, non-overtime pay in 2019, we found that White men experienced no fatherhood penalty; however, men of color experienced a 3% fatherhood penalty. When looking at mothers in the City, we found that both white women and women of color had a motherhood penalty that was larger than the fatherhood penalty for men of color; however, the motherhood penalty was much larger for women of color (7.4% compared with 4.7% for White women).

### Parenthood Effect on Expected Non-Overtime Pay - Citywide



\*Expected pay is adjusted to control for differences in age, gender, tenure, and job type

It is important to note that **the differences in pay reported above do not account for differences between the groups in overtime utilization.** As shown in our third finding, women generally work less overtime than men, and the differences in overtime are even larger when comparing mothers and fathers.

### Recommended Actions

While anything the City does to diminish the parenthood penalty for mothers and parents of color will decrease the gender and racial-and-ethnic pay gaps, we recommend that the City start this process with the following action:

1. Evaluate options and costs for employee benefits that would directly target the work-life balance needs of mothers and parents of color.

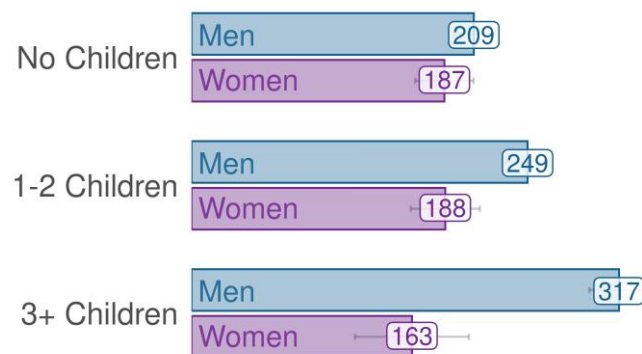
## Finding #3 - Men Work More Overtime Than Women

Independent of differences in job, tenure, and parenthood status, the average female employee in 2019 worked 48 fewer overtime hours<sup>7</sup> than the average male employee, contributing approximately 5% of the 2019 gender pay gap. Conversely, the average employee of color in 2019 worked 22 more overtime hours than the average White employee (after controlling, for job, tenure, gender, and parenthood status), which reduced the racial-and-ethnic pay gap by approximately 2%.

As one might expect, the observed differences in overtime between men and women were more prominent in jobs that utilized more overtime. For example, the average female firefighter worked approximately 272 fewer overtime hours in 2019 than the average male firefighter.

The citywide gender difference in overtime hours exists between non-parents and is even higher between mothers and fathers. After controlling for tenure and job, the average female employee without children in 2019 worked about 21 fewer hours of overtime compared to the average male employee without children. For families of one or two children, mothers worked about 61 fewer hours of overtime than fathers. Mothers and fathers of three or more children saw a difference of about 154 overtime hours between them.

Parenthood Effect on Expected Yearly Overtime Hours



\*Expected overtime hours is adjusted to control for differences in tenure and job type

## Recommended Actions

### Fire Department

1. Systematically track and monitor department overtime by gender, race, and ethnicity, and source (i.e., voluntary, mandatory, or wildland fire).
2. Use that data to investigate if female firefighters are *volunteering* for overtime at lower rates than men and, if so, why.

### All City Departments

1. Conduct further evaluation of reasons why women work less overtime than men:
  - a. Ensure that methods for distributing overtime within jobs and departments across the City are not unintentionally biased.
  - b. Evaluate why women might be volunteering for less overtime than men.
2. Evaluate if and how overtime is valued when promoting employees.

<sup>7</sup> Overtime hours were estimated for each employee based on their overtime pay and their base pay. See appendix for details.



## Finding #4 - Twelve Percent of Each Pay Gap Remains Unexplained

Twelve percent of both the gender total pay gap and racial-and-ethnic total pay gap remains unexplained. The unexplained part of the pay gap represents differences in pay between groups resulting from something that is either unmeasured or unmeasurable. Typically, in the research community, this part of the pay gap is attributed to discrimination; however, the City of San Diego does not systematically collect data on things like employees' level of education or performance review results. We know these things are measurable and have an impact on pay, yet we do not know how much of the pay gap can be attributed to them. This makes it harder to identify solutions to most effectively close the pay gap.

### *Recommended Actions*

1. Systematically collect data on all employees' level of education.
2. Systematically collect other data on all employees that can help describe differences in pay (e.g., performance reviews, bilingual pay bonuses, other lump sum pay sources, etc.).



# 2020 City of San Diego Pay Equity Study

*Analytica Consulting*

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## Introduction

The issue of pay equity across genders and across racial and ethnic groups is well-documented nationwide. As representation of women and people of color continues to grow in the workforce, it is vital to analyze trends within the City's own personnel and ensure that the City's practices reflect fairness and equality between representative groups and across job titles. The national pay gap that persists between both men and women and Whites and people of color perpetuates difficulties for minority groups to break down societal barriers to success. Based on the current national gender wage gap, women will earn over \$400,000 less than men over a 40-year career ("The Wage Gap: The Who, How, Why, and What to Do" 2020). This results in key differences in ability to participate in the economy, such as less spending power, lower ability to invest, and reduced ability to pay back loans which could impact other decisions such as higher-level education and/or home purchasing.

According to the U.S. Department of Labor's 2019 data ("US Census Bureau Personal Income: PINC-05" 2020), women's average earnings was 23.1% less than their male counterparts across the country. In 2019, the City of San Diego's unadjusted<sup>8</sup> average pay gap was lower than the national gap. Women employed by the City earned 17.6% less than men and people of color earned 20.8% less than their White counterparts in regular pay. The existence of a pay gap does not provide direct evidence of a deliberate gender or racial bias. The pay gap is highly attributable to underlying social structures that give rise to different occupational barriers between groups, resulting in different pay. While these underlying social factors are not entirely within the City's control, there are steps the City can take to identify and mitigate some of the barriers that perpetuate the pay gap. By conducting this study, the City of San Diego is on the forefront of addressing pay inequity across the nation. To our knowledge, this is the most scientifically robust and thorough pay equity study any municipality in the United States has conducted to date. The City of San Diego is setting the standard for what it means to do one's part in addressing this worldwide issue.

## How the City of San Diego Compares

There are a number of ways other municipalities and reports calculate the pay gap<sup>9</sup>. The most common method is an unadjusted comparison of median (mid-point) salaries for men and women. Using this metric, Table 1 below<sup>10</sup> shows the 2018 gender wage gap of 10 of the largest metropolitan areas across the country ("The Pay Gap in 25 Major US Cities" 2020). The gender pay gap compares the median annual earnings of men and women working full time, year-round in the metropolitan areas, but not specifically as city employees.

*Table 1: Comparison of Top Metropolitan Area Pay Gaps*

City	2018 Gender Pay Gap
Chicago, IL	22%
Houston, TX	18%
Philadelphia, PA	17%
San Francisco, CA	17%

<sup>8</sup> Unadjusted - comparison of the difference in men and women's salary overall, not accounting for any differences in job type, years of experience, industry, etc.

<sup>9</sup> In later sections of our report, we will focus on the adjusted comparison of mean (average) salaries. However, for this section we rely on unadjusted median comparisons to be able to compare equivalent calculations.

<sup>10</sup> All data was from ("The Pay Gap in 25 Major US Cities" 2020) except the City of San Diego Employees (calculated in this study) and the data for San Diego, CA (calculated from US ACS Data("American Community Survey 2018 5-Year Estimates - Table Dpo3" 2020) for San Diego city).

City	2018 Gender Pay Gap
Phoenix, AZ	16%
City of San Diego Employees	15.7%
New York City, NY	15%
Dallas-Fort Worth, TX	14%
Washington DC	14%
San Diego, CA	12%
Los Angeles, CA	9%

Although there are not many reports that detail the pay gap within local government employees, Table 2 compares reports<sup>11</sup> that use a similar methodology to the analysis in this report. The Comparison Method column denotes whether the report is using average or median values and total or regular pay.

*Table 2: Municipality Report Comparison*

Comparison Method	Municipality Report	Year	Gender Pay Gap	City of San Diego Comparable Value
Average, regular pay	State of Minnesota	2014	11%	8.4%
	U.S. Federal Employees	2018	7%	
Average, total pay	Los Angeles	2019	24%	17.8%
Median, regular pay	State of Oregon	2015	17%	7.9%
	City of Spokane	2014	15%	
	City of Cambridge	2015	5.7%	
Median, total pay	State of California	2019	20.5%	15.7%

Simple, unadjusted pay comparisons are valuable. However, including controls for key differences such as job type, years of experience, number of children, etc. can lead to a more precise comparison for the pay gap across genders and across racial and ethnic groups. This study breaks down the pay gap using the Oaxaca-Blinder decomposition method (Oaxaca 1973; Blinder 1973)<sup>12</sup>. By doing so, we found that almost 90% of the City's gender and racial-and-ethnic pay gaps can be explained by group disparities in: occupation, the effect of children, overtime, and demographics. With a targeted analysis of each effect, the City is empowered to more effectively direct efforts to minimize the pay gap.

<sup>11</sup> All references for reports in this table can be found in the References section of the Appendix

<sup>12</sup> For further details, refer to the Methodology appendix

## The Gender Pay Gap

In this study we differentiate between total pay, regular pay, and base pay, as defined below.

**Total pay:** All pay an employee received including overtime. This is the Box 5 pay on the employees W-2.

**Regular pay:** All pay an employee received including add-on pay, but excluding overtime.

**Base pay:** Pay before adding any lump sum, overtime, or other pay.

### 2011-2019 Citywide Gender Pay Gap By Year

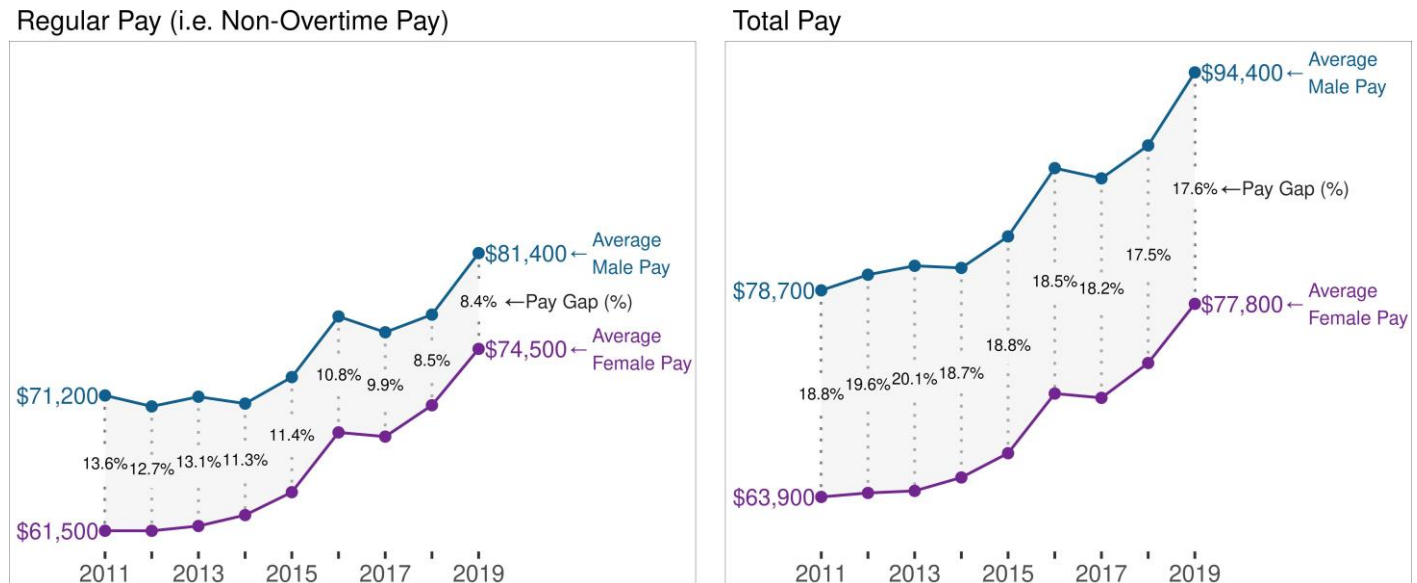


Figure 1: 2011-2019 Citywide Gender Pay Gap by Year

The pay gap attributed to regular pay is significantly smaller than the total pay gap, and has steadily declined since 2011. The total pay gap is much larger because a higher proportion of the City's total overtime compensation (\$64M total in 2019) goes to men as opposed to women. Police and Fire are two of the largest job types in the City, accounting for 28% of City employees and 70% of the total overtime the City paid in 2019. These two departments also have a very large gender imbalance (just 16.5% and 4% women, respectively), which means the increased average total pay due to overtime had a substantial impact on the pay gap.

An analysis of the decrease in the pay gap over time is outside of the scope of this study. However, it is highly recommended as an area of future research to understand if/how past policies have impacted the pay gap.

The gender pay gap was broken down into five categories to isolate the most impactful differences that drive the pay gap between men and women. Figure 2 shows the magnitude of impact for each category. This breakdown allowed us to thoroughly analyze causes of the pay gap and identify ways for the City to begin addressing these issues. Each category will be discussed in detail in the following sections.

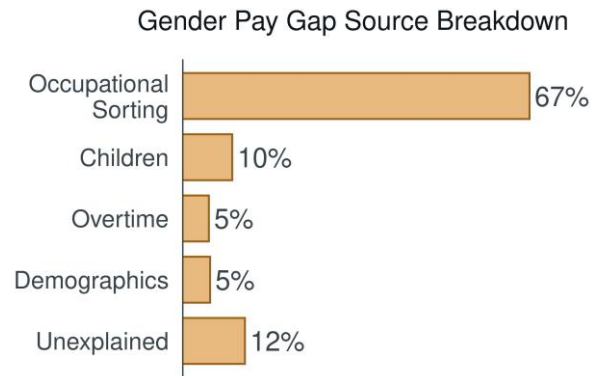


Figure 2: 2019 Citywide Gender Total Pay Gap Source Estimates

## Pay Gap Cause #1 - Occupational Sorting

Occupational sorting refers to differences between career paths for men and women most often based on personal choice, societal forces, differing barriers to entry, or a combination of these. There are three elements that significantly increase the impact a given job type has on the overall pay gap.

1. Gender imbalance: job types that had a high proportion of one gender.
2. Average total pay: total pay significantly different from the city's average.
3. Proportion of City's workforce: Number of employees in the job type as a proportion of all City employees.

Two careers that had a particularly high impact on the pay gap in the City are Police Officers and Firefighters. Police Officers were 83.5% male, had an average total pay 39% higher than the City average, and 19.5% of City employees are in this job type. Firefighters were 96% male, had average total pay 45% higher than the City average, and 8% of City employees are in this job type. The City of San Diego's level of diversity in these roles is similar to that of the national average. However, concerted efforts in improving diversity at these positions and/or adjusting pay structures (e.g., high usage of overtime) has the greatest potential for reducing the pay gap.

For the purposes of this study, all City jobs were placed into groups of job types. The jobs in each job type grouping all required similar skills/education and/or were along a similar career paths within the City<sup>13</sup>.

In Figure 3, roles with many employees (larger circles) near the bottom-left and top-right corners have the largest effect on increasing the citywide pay gap. Roles in the top-right quadrant are high paying and have disproportionately high numbers of men. Roles in the bottom-left quadrant are low paying and have disproportionately high numbers of women.

<sup>13</sup> See appendix for details on each job type and the methodology by which they were created.

## Gender Occupational Sorting - Avg Pay vs Gender Proportion by Job Type

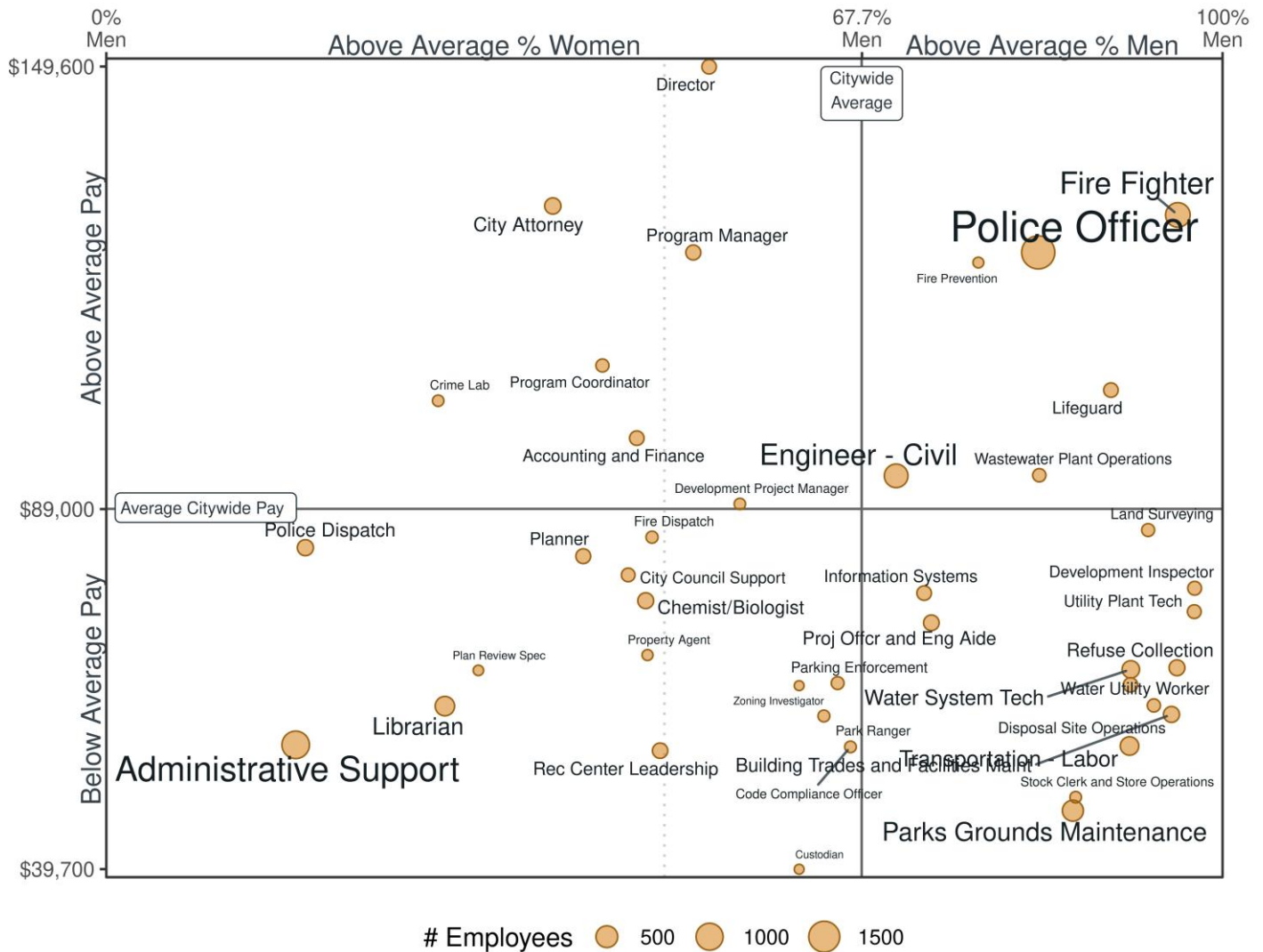


Figure 3: Pay vs Gender Proportions by Job Type

Table 3: Gender Diversity by Occupation - City of San Diego vs Nationwide

### US Nationwide (2019 Bureau of Labor Statistics)

Occupation	% Women
Police and sheriff's patrol officers	17.6%
Office and administrative support occupations	70.9%
Firefighters	3.3%
Civil engineers	13.9%
Grounds maintenance workers	6.3%
Librarians	79.9%
Lawyers	36.4%
Construction and extraction occupations	3.5%
Biological scientists, chemists, and materials scientists	45.2%
Refuse and recyclable material collectors	7.6%

### City of San Diego (2019)

City Job Type	% Women
Police Officer	16.5%
Administrative Support	83%
Fire Fighter	4%
Engineer - Civil	29.2%
Parks Grounds Maintenance	13.4%
Librarian	69.7%
City Attorney	60%
Building Trades and Facilities Maint	4.6%
Chemist/Biologist	51.7%
Refuse Collection	4.1%



## Top Job Types

Table 4: Job Types With The Most Employees

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Police Officer	1,823	16.5%	40.6%	\$124,154	Police (100%)	Police Officer 2 (51%) Police Sergeant (15%)
Administrative Support	1,061	83%	74.9%	\$56,718	Public Util - Admin Svcs (16%) Police (13%)	Asoc Mgmt Anlyst (10%) Administrative Aide 2 (9%)
Fire Fighter	749	4%	33.4%	\$129,280	SDFD - Suppression (94%) SDFD - Fire Rescue (6%)	Fire Fighter 2 (37%) Fire Captain (26%)
Engineer - Civil	660	29.2%	54.1%	\$93,555	Eng & Capital Proj (54%) Development Svcs (14%)	Asst Eng-Civil (35%) Asoc Eng-Civil (30%)
Parks Grounds Maintenance	440	13.4%	80.9%	\$47,703	Parks & Rec - Metro Pks (48%) Parks & Rec - Community Pks (18%)	Grounds Maint Wrkr 2 (56%) Grounds Maint Mgr (6%)
Librarian	333	69.7%	57.1%	\$62,025	Library (100%)	Library Assistant 2 (33%) Library Assistant 3 (20%)

See the appendix for full details on all the job types.

## Police Officers

In 2019, there were 1823 standard-hour<sup>14</sup> police officers: 1522 (83.5%) were men and 301 (16.5%) were women. The occupational sorting of mostly men into the police officer role had a strong effect on increasing the pay gap because the role pays \$35,125 above the citywide average (total pay). We estimate that if the ratio of men to women among City police officers equaled the citywide average, the total pay gap would have decreased by 30.8% (\$5,114).

The extent of police officers' contribution to the citywide pay gap was due to the role's reliance on overtime. The average City police officer had approximately 222 overtime hours in 2019. We estimate that if the police force had somehow eliminated overtime (while maintaining its existing ratio of men to women) the citywide total pay gap would have decreased by 6.7% (\$1,106)<sup>15</sup>.

Table 5: Police Officer Role vs Citywide

	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Police Officer	1823	16.5%	\$109,853	\$14,301	\$124,154
Citywide	9344	32.3%	\$79,202	\$9,828	\$89,030
	19.5%	-15.8%	+\$30,651	+\$4,473	+\$35,125

Table 6: Jobs in Study's 'Police Officer' Role

Job	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Police Officer 2	931	14%	\$107,068	\$16,558	\$123,626
Police Sergeant	270	12.2%	\$138,813	\$17,010	\$155,824

<sup>14</sup> Our study sample for this and all subsequent analysis included employees who: 1) had compensation data, 2) worked at least half of the year, 3) worked standard hours (full-time, 3/4 time, or 1/2 time), 4) worked the same schedule all year, 5) worked in the same job type all year, 6) had regular pay (prorated for time worked) that was at least 80% of the stated minimum salary for the position or were on long term disability (LTD) during the year (protects against including erroneous pay values, removes likely workman's comp employees, and still allows for likely underfilled positions and those on LTD), and 7) were not on long term disability the entire year. All pay was prorated for employees who worked less than the entire year and/or worked 3/4 or 1/2 time.

<sup>15</sup> This and other similar occupational sorting estimates are based on pay gap calculations using the average log of total pay. When calculated this way, the pay gap is slightly different than the unadjusted pay gap(s) reported elsewhere in the report (e.g., 18.5% vs 17.6% for 2019 gender pay gap). This does not affect the overall findings of the report.



Job	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Police Detective	237	28.3%	\$115,352	\$15,230	\$130,581
Police Officer 1	217	20.3%	\$72,657	\$9,445	\$82,102
Police Recruit	82	17.1%	\$62,326	\$783	\$63,109
Police Lieutenant	51	15.7%	\$169,399	\$212	\$169,610
Police Captain	18	16.7%	\$197,411	\$0	\$197,411
Police Officer 3	11	9.1%	\$123,330	\$29,933	\$153,263
Asst Police Chief	5	20%	\$217,016	\$0	\$217,016
Police Chief	1	0%	\$252,026	\$0	\$252,026

### Police Officer Job Type - Career Progression

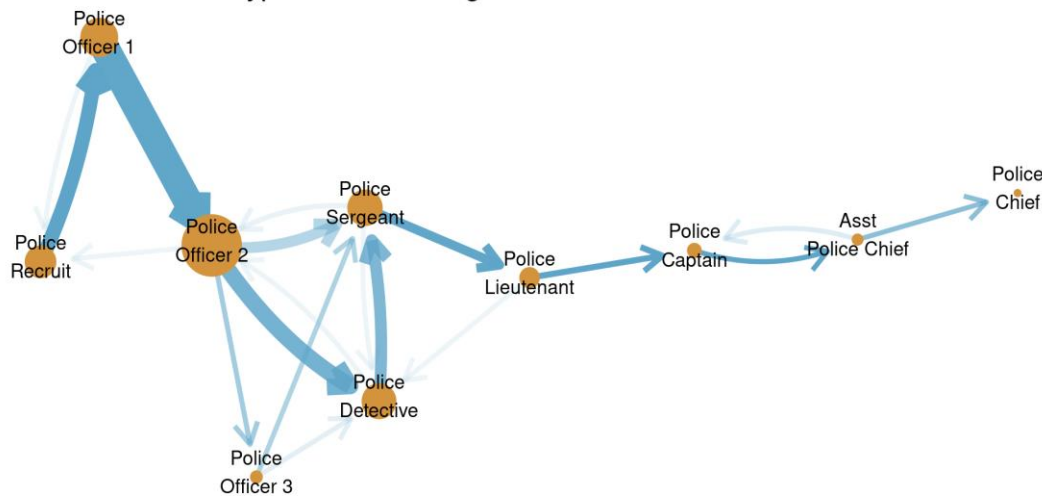


Figure 4: Police Officer Job Progression

## Recruitment

We examined recruitment data<sup>16</sup> to understand if women want to take Police Officer and Firefighter positions (i.e., are applying) but are being filtered out at any specific points in the recruitment process. For both Police Officers and Firefighters the physical demands of the job are often stated as a strong reason for the lack of women in these careers. Ability to meet job requirements and maintain public and personal safety are of the utmost importance in these roles. Further analysis of the physical abilities and written tests may reveal certain aspects that can be altered to maintain rigor and screen for physical ability but allow women to improve their performance.

## Police Recruit

Men were 2.3 times more likely than women to be considered qualified for this position (M: 19.1%, W: 8.3%;  $p < 0.001$ ). However, once they were considered qualified, women were 2 times more likely to be hired (W: 25.8%, M: 12.9%;  $p = 0.002$ ). The net effect was no significant difference between the gender proportions in the applicants compared to the hired candidates, however it is important to understand why

<sup>16</sup> We examined recruitment data from January 2016 - January 2019 across 12 roles that showed significant imbalance in their gender and/or racial-and-ethnic makeup. See appendix for additional details.

women are much less likely to apply to this position and why women who do apply are being filtered out of the qualified applicant pool.

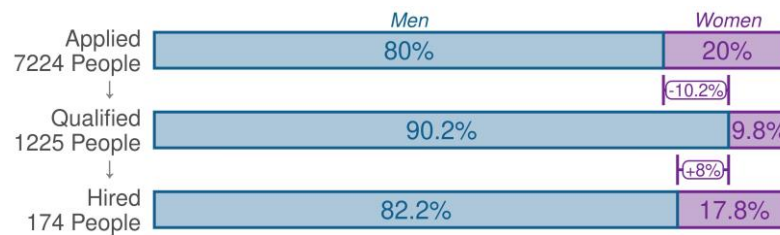


Figure 5: Gender Proportions at Each Recruiting Stage - Police Recruit

The application process for Police Officers includes an application, a written test, and a physical test; at this time, we were only able to examine the application to analyze differences between men and women's responses. Further analysis on the pass rates and performance on the physical abilities test would provide additional context and information about the differences we are seeing in the likelihood of women to be qualified.

### Education Requirement

Applicants must meet the education requirement using one of the following: graduation from high school, passing the General Education Development (G.E.D.) test/California High School Proficiency Examination, or possession of a two-year, four-year or advanced degree from an accredited college or university. Figure 6 shows the proportion of applicants who met this requirement with a college degree.

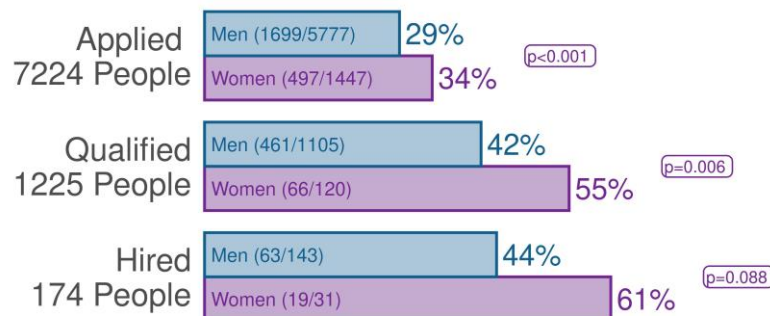


Figure 6: Applicants with College Education - Police Recruit

Overall, women were 1.2 times more likely to meet the education requirement with a college degree (W: 33.7%, M: 28.9%;  $p < 0.001$ ). This difference is amplified in the qualified applicant pool, where women were 1.3 times more likely to have a college education than men (W: 55%, M: 41.8%;  $p = 0.006$ ). This may contribute to the increased likelihood of women being hired once they were considered qualified, i.e., while it was harder for women to make it to the qualified stage, once they did, their higher levels of education compared to men increased their chances of being hired.

### Police Officer 1

Men were 1.3 times more likely than women to be considered qualified (M: 21.7%, W: 16.6%;  $p = 0.045$ ). The difference in rates of qualified men and women being hired was not statistically significant.

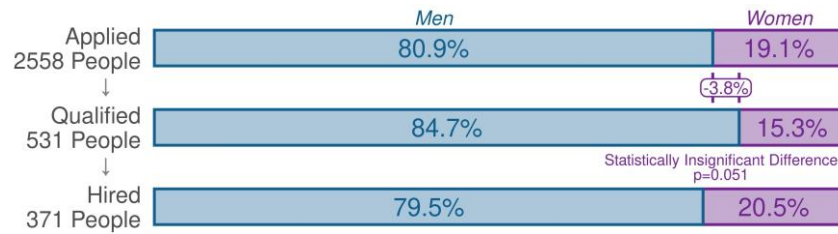


Figure 7: Gender Proportions at Each Recruiting Stage - Police Officer 1

### Education Requirement

Applicants must meet the education requirement using one of the following: graduation from high school, passing the General Education Development (G.E.D.) test/California High School Proficiency Examination, or possession of a two-year, four-year or advanced degree from an accredited college or university. Figure 8 shows the proportion of applicants who met this requirement with a college degree.

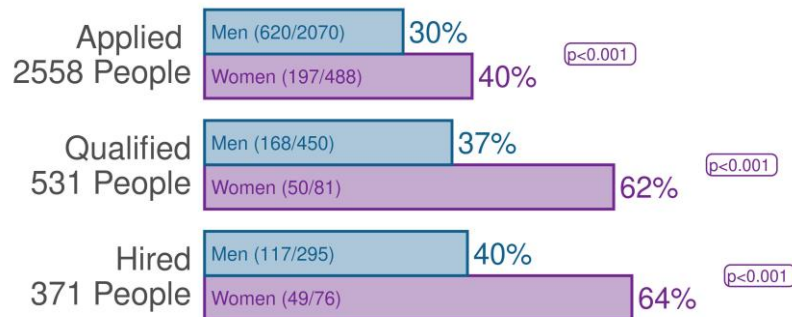


Figure 8: Applicants with College Education - Police Officer 1

Similar to the Police Recruits, in the total applicant pool for Police Officer 1, women were 1.4 times more likely than men to meet the education requirement with a college degree (W: 40.7%, M: 29.5%;  $p < 0.001$ ). The differences in education level between gender grow even more in the qualified applicant pool, with women being 1.7 times more likely to have had a college education (W: 62.7%, M: 37.2%;  $p < 0.001$ ). This could be a contributing factor to women being more likely to be hired once they were qualified. Further analysis of complete application data and hiring qualifications could reveal additional confounding variables.

### Police Officer 2

Men were 2.8 times more likely than women to be considered qualified (M: 14.7%, W: 5.3%;  $p = 0.042$ ).

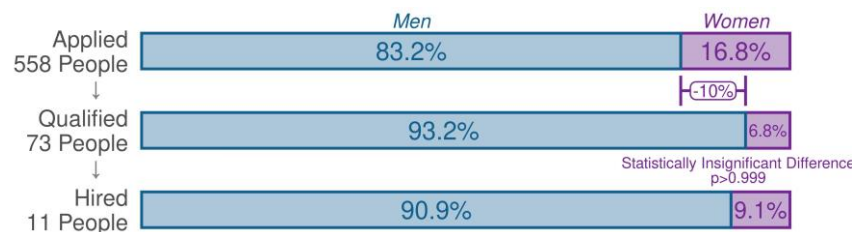


Figure 9: Gender Proportions at Each Recruiting Stage - Police Officer 2

There were significant differences in the responses between men and women for two questions we were able to analyze: 1) how they met the minimum college level education requirement and 2) did they have previous experience as a sworn peace officer.

### Education Requirement

Applicants were asked to separately indicate how they met the high school graduation requirement and how they met the minimum college level education requirement. There were no significant differences in the high school graduation requirement. The options for the college level education requirement were completion of a minimum of 30 semester/45 quarter college-level units, possession of a two or four-year degree, substitution of additional qualifying experience, or none of the above.



Figure 10: Applicants Meeting the Minimum College Level Education Requirement - Police Officer 2

Overall, women were 1.4 times more likely than men to meet the college education requirement with a college degree (W: 57%, M: 40.8%;  $p=0.003$ ), while men were 2.3 times more likely than women to meet the college education requirement with qualifying experience (M: 16.1%, W: 7%;  $p=0.018$ ). Years spent gaining experience as an officer instead of going to college may contribute to the differences in qualification rates between women and men; further analysis of the qualification criteria and additional data from the application questions should be analyzed to support this hypothesis.

### Previous Experience

Applicants were asked if they had full-time paid experience as a sworn peace officer within the last year and if so, how many years of experience did they have. In the total applicant pool, men were 1.4 times more likely than women to have had previous experience as a peace officer (M: 60.2%, W: 44%;  $p=0.003$ ). All qualified and hired applicants (men and women) had previous experience and there were no significant differences in the years of experience between genders at any recruiting stage.

As noted by Personnel, previous experience is a firm requirement for the Police Officer 2 position and the majority of applicants come from the internal hiring pool stemming from the Police Recruits who were promoted to Police Officer 1. However, the proportion of men and women who applied for this position and answered “No” to this question was unexpectedly high (40% of men and 56% of women). So, there is a possibility that this question is being misinterpreted by some applicants and causing the automated system to filter them out of the qualified pool. Additional analysis is recommended to understand the impact of this question and whether many applicants are applying without experience or if the question would benefit from being rewritten.

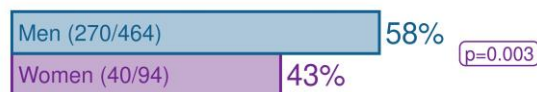


Figure 11: Applicants with Previous Experience - Police Officer 2

### Administrative Support

In 2019, there were 1061 standard-hour employees in the Administrative Support role: 180 (17%) were men and 881 (83%) were women. The occupational sorting of mostly women into the Administrative Support role had a strong effect on increasing the pay gap because the role pays \$32,312 below the

citywide average (total pay). We estimate that if the Administrative Support role's pay or ratio of men to women equaled the citywide average(s), the total pay gap would have decreased by 55.1% (\$9,162).

*Table 7: Administrative Support Role vs Citywide*

	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Administrative Support	1061	83%	\$55,583	\$1,135	\$56,718
Citywide	9344	32.3%	\$79,202	\$9,828	\$89,030
	11.4%	+50.7%	-\$23,618	-\$8,693	-\$32,312

*Table 8: Top 10 Jobs in Study's 'Administrative Support' Role*

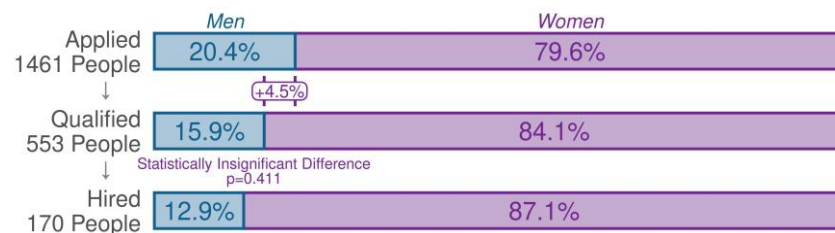
Job	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Asoc Mgmt Anlyst	107	79.4%	\$68,990	\$799	\$69,789
Administrative Aide 2	100	89%	\$56,729	\$1,527	\$58,256
Clerical Asst 2	91	81.3%	\$41,360	\$517	\$41,877
Word Processing Oper	81	92.6%	\$43,848	\$893	\$44,741
Sr Mgmt Anlyst	70	65.7%	\$77,206	\$650	\$77,856
Public Info Clerk	60	85%	\$43,659	\$1,412	\$45,071
Account Clerk	53	84.9%	\$42,887	\$739	\$43,626
Administrative Aide 1	47	85.1%	\$47,854	\$620	\$48,474
Supv Mgmt Anlyst	45	66.7%	\$88,618	\$0	\$88,618
Payroll Spec 2	43	95.3%	\$49,624	\$941	\$50,565
Other (57 Jobs)	364	83.8%	\$54,769	\$1,669	\$56,437

Due to the high number of roles included in this job type, see appendix for detailed Administrative Support career progression graph.

## Recruitment

### Clerical Assistant 2

The Clerical Assistant 2 position is predominantly occupied by women at all stages of recruitment. Applicants are more likely to be women and these women were 1.4 times more likely to be qualified for this position than the men who applied (W: 40%, M: 29.5%;  $p=0.027$ ).



*Figure 12: Gender Proportions at Each Recruiting Stage - Clerical Asst 2*

From the application data, we can see that women generally apply to the Clerical Assistant 2 position with more experience. Women were 1.3 times more likely to have more than 5 years of experience compared to men (W: 58.8%, M: 45%;  $p<0.001$ ). This could contribute to women being better qualified and explain the difference we see in men and women reaching the qualified stage.



Figure 13: Percent of All Clerical Assistant 2 Applicants with 5+ Years of Experience - By Gender

Additionally, qualified women were 1.8 times more likely to hear about this role from a City of San Diego Facility/Employee (W: 24.4%, M: 13.2%; p=0.012). Employee networks are a great source for recruitment, but it is very likely that the employees are referring other qualified women. To support the diversification of qualified candidates, the City should increase the number of qualified men who hear about the opportunity.

### Administrative Aide 1

The Administrative Aide 1 position is predominately occupied by women. In the hiring process, men and women applied at similar rates and were considered qualified at similar rates. However, women were 1.7 times more likely to be hired (W: 6%, M: 3.3%; p=0.032). This position falls in the Administrative Support job type, which contributed significantly to the pay gap due to the high proportion of women combined with an average pay that is well below the citywide average. The significant increase in the proportion of women hired compared to the qualified applicant pool further increases the impact of this position on the pay gap.

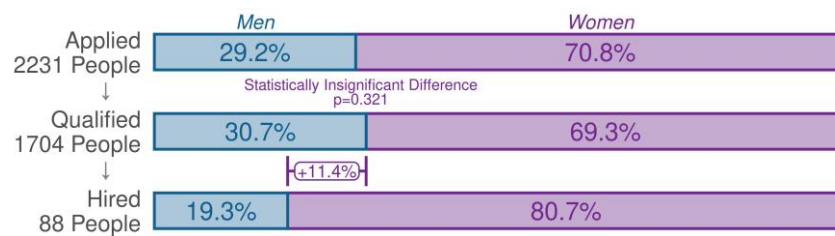


Figure 14: Gender Proportions at Each Recruiting Stage - Administrative Aide 1

### Fire Fighter

In 2019, there were 749 standard-hour firefighters: 719 (96%) were men and 30 (4%) were women. Recruitment of women to firefighting is a difficult task. Representation of women in firefighting is low across the country, and the City of San Diego is taking steps to encourage women to consider firefighting as a career. The Girls Empowerment Camp (“Girls Empowerment Camp” 2020) provided by the San Diego Fire Rescue Foundation is a great example of programs to encourage more female participation in firefighting. The City also has a Fire Cadet program to help youths learn about firefighting as a career; this is another place the department can continue to encourage female participation to take steps towards increasing diversity in the earliest stages of career development.

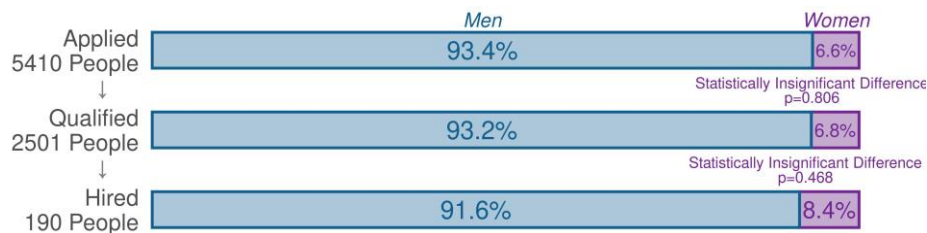


Figure 15: Gender Proportions at Each Recruiting Stage - Fire Recruit

The occupational sorting of mostly men into the Firefighter role has a strong effect on increasing the pay gap because the role pays \$40,250 above the citywide average (total pay). The role’s non-overtime pay



was actually \$626 below the citywide average, so firefighters' above average pay was entirely due to their heavy overtime utilization.

The average City firefighter had approximately 1018 overtime hours in 2019. We estimate that if the City had somehow eliminated overtime for firefighters (while maintaining its ratio of men to women) the citywide total pay gap would have decreased by 26.7% (\$4,437). Additionally, this same decrease in the citywide pay gap would be expected if the ratio of men to women among firefighters equaled the citywide average.

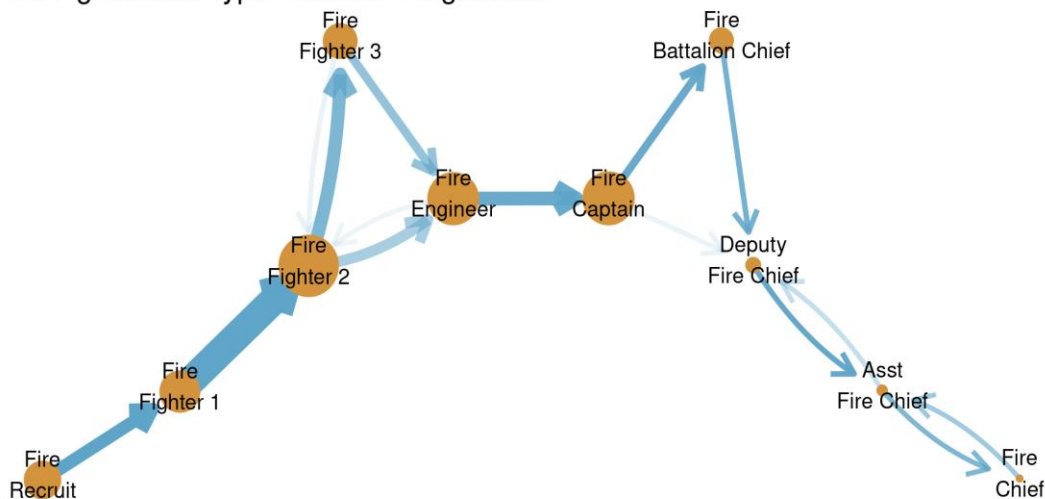
*Table 9: Fire Fighter Role vs Citywide*

	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Fire Fighter	749	4%	\$78,576	\$50,703	\$129,280
Citywide	9344	32.3%	\$79,202	\$9,828	\$89,030
	8%	-28.3%	-\$626	+\$40,875	+\$40,250

*Table 10: Jobs in Study's 'Fire Fighter' Role*

Job	Employees	% Women	Average Pay		
			Regular	Overtime	Total
Fire Fighter 2	275	4%	\$67,562	\$36,039	\$103,600
Fire Captain	193	4.1%	\$88,097	\$67,010	\$155,107
Fire Engineer	192	4.7%	\$75,465	\$56,430	\$131,895
Fire Fighter 3	38	2.6%	\$74,395	\$58,636	\$133,032
Fire Battalion Chief	32	3.1%	\$116,886	\$62,497	\$179,383
Fire Fighter 1	9	0%	\$51,989	\$7,863	\$59,853
Deputy Fire Chief	7	0%	\$167,748	\$0	\$167,748
Asst Fire Chief	2	0%	\$173,024	\$0	\$173,024
Fire Chief	1	0%	\$226,463	\$0	\$226,463

#### Fire Fighter Job Type - Career Progression



*Figure 16: Fire Fighter Job Progression*

All fire stations in the city must be constantly staffed, so completely removing overtime for firefighters is unrealistic; however, there may be options for the City to reduce the department's need for overtime. One



remedy that can clearly address the fire department's necessary over-reliance on overtime is to recruit additional firefighters. The Assistant Fire Chiefs with whom we met expressed two main barriers to recruitment: 1) City of San Diego fire department pays significantly less than other departments in the area, and 2) only one staff member in the department is dedicated to recruitment. While we did not independently verify that they only have one staff member for recruiting, a few internet search queries made it clear that the pay for City of San Diego firefighters is not on par with nearby metropolitan areas. Table 11 shows the minimum salary for firefighters at neighboring departments.

*Table 11: Fire Fighter's Starting Salary - San Diego vs Nearby Municipalities*

Role	City of San Diego	Orange County Fire Authority	Los Angeles
Fire Recruit	\$32,947	\$63,107	\$71,284
Fire Fighter 1	\$41,787	\$71,402	\$71,284

In addition to the taxpayer costs and impact on the citywide gender pay gap that result from the fire department's necessary over-reliance on overtime, there is a toll on the firefighters themselves. The Assistant Fire Chiefs with whom we met, expressed a great deal of concern about the personal strain that is placed on the City's firefighters due to overtime demands (approximately 1018 hours per firefighter in 2019). While this issue is outside the scope of this report, we feel that this particular concern of the Assistant Fire Chiefs will also be addressed if our recommendations are followed.

### *Jobs with Above-Average Pay and Disproportionately Low Numbers of Women*

These jobs increased the citywide pay gap because they had above-average pay and above-average proportions of men.

*Table 12: Job Types with Occupational Sorting that Increased Citywide Gender Pay Gap*

Job Type	# Emps	% Women	Average Pay		Contribution to Citywide Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent
Police Officer	1,823	16.5%	\$109,853	\$124,154	\$4,007	58.3%	\$5,114	30.8%
Fire Fighter	749	4%	\$78,576	\$129,280	\$-491	-7.1%	\$3,946	23.7%
Lifeguard	100	10%	\$84,634	\$105,298			\$134	0.8%

### *Jobs with Below-Average Pay and Disproportionately Low Numbers of Women*

These jobs decreased the citywide pay gap because they had below-average pay and above-average proportions of men.

*Table 13: Job Types with Occupational Sorting that Decreased Citywide Gender Pay Gap*

Job Type	# Emps	% Women	Average Pay		Contribution to Citywide Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent
Parks Grounds Maintenance	440	13.4%	\$46,447	\$47,703	\$-2,018	-29.3%	\$-2,206	-13.3%
Transportation - Labor	276	8.3%	\$50,621	\$56,561	\$-1,446	-21%	\$-1,354	-8.1%
Water System Tech	219	8.2%	\$54,650	\$67,052	\$-881	-12.8%	\$-603	-3.6%
Building Trades and Facilities Maint	153	4.6%	\$57,997	\$60,885	\$-532	-7.7%	\$-584	-3.5%
Refuse Collection	147	4.1%	\$59,928	\$67,275	\$-644	-9.4%	\$-568	-3.4%
Water Utility Worker	97	8.2%	\$51,201	\$64,937	\$-583	-8.5%	\$-449	-2.7%

Job Type	# Emps	% Women	Average Pay		Contribution to Citywide Pay Gap		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent	Dollars	Percent
Stock Clerk and Store Operations	38	13.2%	\$45,619	\$49,547	\$-137	-2%	\$-136	-0.8%		

### Jobs with Above-Average Pay and Disproportionately High Numbers of Women

These jobs decreased the citywide pay gap because they had above-average pay and above-average proportions of women.

*Table 14: Job Types with Occupational Sorting that Decreased Citywide Gender Pay Gap*

Job Type	# Emps	% Women	Average Pay		Contribution to Citywide Pay Gap		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent	Dollars	Percent
City Attorney	165	60%	\$130,510	\$130,510	\$-1,073	-15.6%	\$-1,026	-6.2%		
Director	100	46%	\$149,573	\$149,573	\$-421	-6.1%	\$-403	-2.4%		
Program Manager	116	47.4%	\$124,138	\$124,138	\$-319	-4.6%	\$-294	-1.8%		
Accounting and Finance	101	52.5%	\$98,433	\$98,719	\$-242	-3.5%	\$-205	-1.2%		
Crime Lab	37	70.3%	\$101,320	\$103,840	\$-169	-2.5%	\$-165	-1%		

### Jobs with Below-Average Pay and Disproportionately High Numbers of Women

These jobs increased the citywide pay gap because they had below-average pay and above-average proportions of women.

*Table 15: Job Types with Occupational Sorting that Increased Citywide Gender Pay Gap*

Job Type	# Emps	% Women	Average Pay		Contribution to Citywide Pay Gap		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent	Dollars	Percent
Administrative Support	1,061	83%	\$55,583	\$56,718	\$8,052	117.1%	\$9,162	55.1%		
Librarian	333	69.7%	\$59,443	\$62,025	\$1,561	22.7%	\$1,688	10.2%		
Rec Center Leadership	129	50.4%	\$55,744	\$55,921	\$413	6%	\$489	2.9%		
Chemist/Biologist	149	51.7%	\$75,173	\$76,461	\$93	1.4%	\$146	0.9%		
Plan Review Spec	30	66.7%	\$64,894	\$66,917	\$81	1.2%	\$95	0.6%		

## Recommended Actions

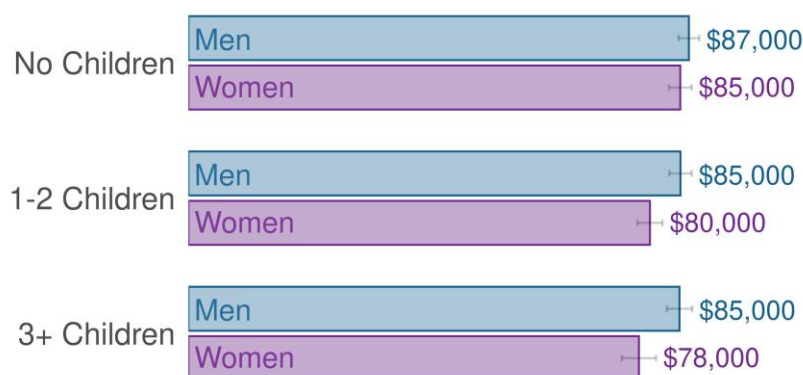
- Police Officers – Systematically track pass/fail rates and reasons for failure at each stage of the police recruiting process (including the academy) by gender, race, and ethnicity; make that data available to the City.
- Fire Fighters – Enable the fire department to be less reliant on overtime:
  - Reduce the difference between City firefighter pay and that of other fire departments.
  - Ensure the fire department has the resources it needs for recruitment.
- Citywide – Evaluate whether changes to things like job names (e.g., “Office Specialist” instead of “Administrative Aide”), job descriptions, job posting locations, or recruiting locations could reduce

the likelihood of women and people of color self-selecting lower paying positions to apply for, and men and Whites self-selecting higher paying positions to apply for.

## Pay Gap Cause #2 - Motherhood Effect

About 10% of the citywide gender pay gap was explained by the negative effect that children had on women's pay compared with men's pay<sup>17</sup>. In our society, women are more likely to be primary caretakers for children, which one could safely assume is a contributing factor to this observed disparity. If women must take on the bulk of the childcare responsibilities in the home, they are much less likely to take on additional work hours. They also may be forced to take unplanned time off or sick days if their children get sick and must stay home. These unplanned days may be negatively perceived during reviews and promotional decisions. Any benefits or policies that address the specific obstacles that mothers face when balancing work and family caretaking responsibilities will minimize the pay gap due to motherhood.

Parenthood Effect on Expected Citywide Regular Pay



\*Expected pay is adjusted to control for differences in age, tenure, and job type

Figure 17: Parenthood Effect on Expected Citywide Regular Pay - By Gender

## Recommended Actions

While anything the City does to diminish the parenthood penalty for mothers and parents of color will decrease the gender and racial-and-ethnic pay gaps, we recommend that the City start this process with the following action:

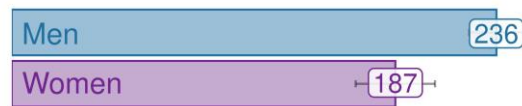
1. Evaluate options and costs for employee benefits that would directly target the work-life balance needs of mothers and parents of color.

## Pay Gap Cause #3 - Different Overtime Utilization between Men and Women

Citywide, men work about 48 hours more overtime per year than women (after controlling for tenure, job, and parenthood status,  $p < 0.001$ ).

<sup>17</sup> Number of children was determined from the dependents an employee declared for any utilized benefits. For any analysis involving number of children, the employee must have utilized City benefits before age 50. This was done to reduce the likelihood of declaring an employee has no children, when they actually have grown children who are no longer dependents.

## Expected Overtime Hours By Gender - Citywide



\*Expected overtime hours is adjusted to control for differences in tenure and job type

Figure 18: Expected Overtime Hours By Gender - Citywide

Jobs types with significant differences in yearly overtime utilization between men and women (controlling for specific job, and parenthood status).

Table 16: Job Types with Significant Differences in Overtime Between Genders

Job Type	Gender Ovtm Hours Diff (Yearly)
Fire Fighter	<b>272</b> (95% CI: 48-496, p=0.018)
Fire Dispatch	<b>259</b> (95% CI: 33-485, p=0.026)
Water Utility Worker	<b>247</b> (95% CI: 2-492, p=0.048)
Water System Tech	<b>199</b> (95% CI: 6-392, p=0.044)
Police Officer	<b>55</b> (95% CI: 22-88, p=0.001)
Engineer - Civil	<b>37</b> (95% CI: 15-59, p<0.001)
Chemist/Biologist	<b>34</b> (95% CI: 10-58, p=0.005)

The differences in overtime are greatly influenced by the Fire Department in particular. The firefighter role makes up 8% of City employees, is 96% men, and uses five times the citywide average overtime value. We were able to speak at length with two Assistant Fire Chiefs to further understand the utilization of overtime within the department. Within the San Diego Fire Department, overtime for firefighters comes in three different forms: 1) Voluntary, 2) Mandatory, and 3) Wildland fire strike teams. All stations in the City must be constantly staffed, so the fewer the number of firefighters the City has, the more overtime is required to staff all the fire stations. Firefighters can volunteer for overtime and priority is given to firefighters with the least amount of volunteer overtime hours within a 90-day period. Any remaining scheduling vacancies are filled with mandatory overtime, which is assigned via a separate automated system, in which the firefighters who have had the most time since their last mandatory assignment will be assigned first, regardless of their voluntary overtime hours.

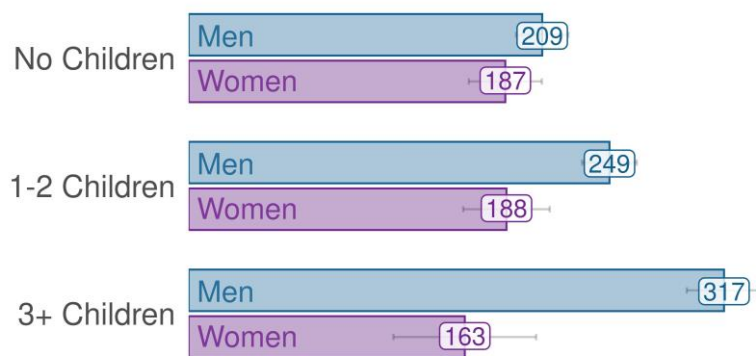
Across the San Diego Fire Department and departments in surrounding municipalities, there are always one or more engine companies on stand-by to become a wildland fire strike team. The engine company or companies on stand-by rotates throughout the year, and should a fire break out, these teams can be gone up to two weeks (and possibly more) and are on-the-clock that entire duration. As a result, the strike teams will earn overtime pay for all hours beyond what they were originally scheduled (e.g., 24 hours/day x 14 days = 336 - 80 scheduled hours = 256 overtime hours). Since all stations in the city must be constantly staffed, the resulting vacancies from the strike team's absence must also be filled, resulting in more department-wide overtime.

Based on this understanding, we feel comfortable saying that the observed difference in overtime hours between male and female firefighters is most likely attributed to: 1) the wildland fire strike teams on-call when fires broke out in 2019 were, by random chance, mostly (if not all) men and/or 2) women volunteering for less overtime.

## Parenthood Effect on Overtime Utilization

The difference in overtime utilization is starker when you compare employees with children to employees without children. After controlling for tenure and job, men without children work about 21 more hours of overtime per year compared to women without children ( $p=0.045$ ). Men with children work about 84 more hours of overtime per year compared to women with children ( $p<0.001$ ).

Parenthood Effect on Expected Yearly Overtime Hours



\*Expected overtime hours is adjusted to control for differences in tenure and job type

Figure 19: Parenthood Effect on Expected Overtime Hours - By Gender

## Recommended Actions

### Fire Department

1. Systematically track and monitor department overtime by gender, race, and ethnicity, and source (i.e., voluntary, mandatory, or wildland fire).
2. Use that data to investigate if female firefighters appear to be volunteering for overtime at lower rates than men and, if so, why.

### All City Departments

1. Conduct further evaluation on reasons why women work less overtime than men:
  - a) Ensure that methods for distributing overtime within jobs and departments across the City aren't unintentionally biased.
  - b) Evaluate why women might be volunteering for less overtime than men.
2. Evaluate if and how overtime is valued when promoting employees.

## Pay Gap Cause #4 - Different Demographics of Men and Women

Our statistical models utilized four variables that we refer to as 'demographics': age at first child<sup>18</sup>, tenure<sup>19</sup>, percent of the year spent on long-term disability<sup>20</sup>, and age<sup>21</sup>.

- Age at first child - Citywide, people who have children at a younger age and people with no children have lower average pay; women who work at the City were more likely than men to be in both of these categories.

*Table 17: Age At First Child Differences in Gender Proportions*

Average Pay			
Age at First Child	Regular	Total	
No Children	\$76,080	\$83,213	Women were 1.47 times more likely not to have children than men (p<0.001)
Under 22	\$72,213	\$82,392	Women were 1.51 times more likely to have their first child before age 22 than men (p<0.001)
23-28	\$77,751	\$90,233	Men were 1.26 times more likely to have their first child at 23-28 years old than women (p<0.001)
29-35	\$86,564	\$100,613	Men were 1.46 times more likely to have their first child at 29-35 years old than women (p<0.001)
Over 35	\$86,393	\$99,042	Men were 1.46 times more likely to have their first child at Over 35 years old than women (p<0.001)

- Tenure - There was no statistically significant difference in average tenure between men and women (p=0.702). On average, both genders have just over 14 years of tenure.
- Long-Term Disability (LTD) - Citywide, women were 5 times more likely to take long-term disability than men (p<0.001). This is to be expected since most women will utilize LTD while pregnant and/or after giving birth. However, women were still 2.5 times more likely to take over 3 months of LTD than men (p<0.001). While employees are on LTD they don't normally receive their full regular pay and are unable to take advantage of overtime opportunities, so their pay is less. Since women utilize LTD at higher rates than men, this increases the citywide pay gap.
- Age - Men are more likely to be in age groups (35-39, 40-49) that attain higher pay.

*Table 18: Age Groups With Significant Differences in Gender Proportions*

Average Pay			
Age at First Child	Regular	Total	
Under 30	\$62,691	\$68,713	Insignificant difference between proportions of men and women (p=0.964)
30-34	\$70,881	\$79,497	Insignificant difference between proportions of men and women (p=0.887)
<b>35-39</b>	<b>\$78,829</b>	<b>\$89,779</b>	<b>Men were 1.21 times more likely to be 35-39 years old than women (p=0.025)</b>
<b>40-49</b>	<b>\$83,180</b>	<b>\$95,379</b>	<b>Men were 1.18 times more likely to be 40-49 years old than women (p&lt;0.001)</b>

<sup>18</sup> For modeling purpose an employee's age when they had their first child was put into one of six groups: No Children, Under 22, 23-28, 29-35, and Over 35.

<sup>19</sup> Determined based on the employee's hire date.

<sup>20</sup> For modeling purpose the percent of the year spent on long-term disability (LTD) was put into one of three groups: No LTD, 0-3 Months, over 3 Months.

<sup>21</sup> Age is approximate to within a 3 year window. This is because the authors were provided three-year age groups as part of the city's efforts to de-identify the research data set. For modeling purpose an employee's age was put into one of six groups: Under 30, 30-34, 35-39, 40-49, 50-59, and Over 60.

Average Pay			
Age at First Child	Regular	Total	
50-59	\$84,581	\$95,571	Insignificant difference between proportions of men and women (p=0.715)
<b>Over 60</b>	<b>\$74,159</b>	<b>\$79,423</b>	<b>Women were 1.34 times more likely to be Over 60 years old than men (p&lt;0.001)</b>

## Recommended Actions

None at this time. This is almost entirely out of the City's control. However, we do suggest deeper analysis on these findings in future pay equity studies.

## Remaining Unexplained Portion of Gender Pay Gap

The unexplained part of the pay gap accounts for differences in pay between men and women resulting from something that is either unmeasured or unmeasurable. Typically, in the research community, this is the "gender bias" part of the pay gap; however, the City of San Diego does not systematically collect data on things like an employee's level of education or performance review results. We know that these things are measurable and have an impact on pay, yet we don't know how much of the pay gap can be attributed to them. This makes it harder to identify the solution(s) to most effectively close the pay gap. Therefore, we recommend that the City:

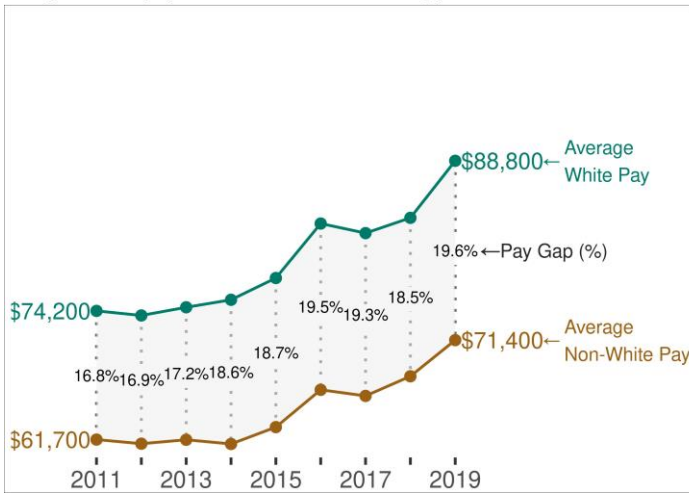
1. Systematically collect data on all employees' level of education.
2. Systematically collect other data on all employees that can help describe differences in pay (e.g., performance reviews, bilingual pay bonuses, other lump sum pay sources, etc.).



## The Racial-and-Ethnic Pay Gap

### 2011-2019 Citywide Racial-and-Ethnic Pay Gap By Year

Regular Pay (i.e. Non-Overtime Pay)



Total Pay

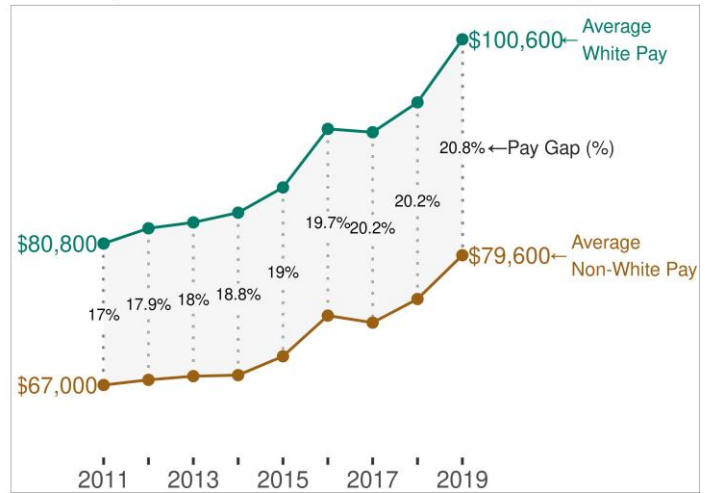
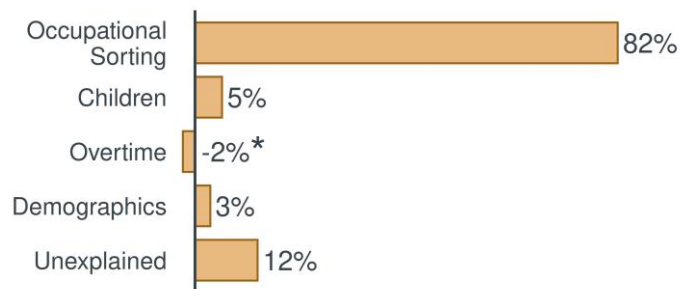


Figure 20: 2011-2019 Citywide Racial-and-Ethnic Pay Gap by Year

The racial-and-ethnic pay gap was broken down into five categories to isolate the most impactful differences that drive the pay gap between Whites and people of color. Figure 21 shows the magnitude of impact for each category. Occupational sorting has an even bigger impact on the racial-and-ethnic pay gap than the gender pay gap. Another noteworthy difference is the impact of overtime. As discussed in later sections, people of color utilize overtime at higher proportions than Whites, which increases their pay; therefore, this category actually has a negative impact on the pay gap (i.e., reduces the pay gap between Whites and people of color). Each category will be discussed in detail in the following sections.

#### Racial-and-Ethnic Pay Gap Source Breakdown



\*On average, people of color took more overtime than whites, reducing the overall pay gap.

Figure 21: 2019 Citywide Racial-and-Ethnic Total Pay Gap Source Estimates

### Pay Gap Cause #1 - Occupational Sorting

In Figure 22, roles with many employees (larger circles) near the bottom-left and top-right corners have the largest effect on increasing the citywide pay gap. Roles in the top-right quadrant are high paying and have disproportionately high numbers of Whites. Roles in the bottom-left quadrant are low paying and have disproportionately high numbers of people of color.

## Ethnicity Occupational Sorting - Avg Pay vs Ethnicity Proportion by Job Type

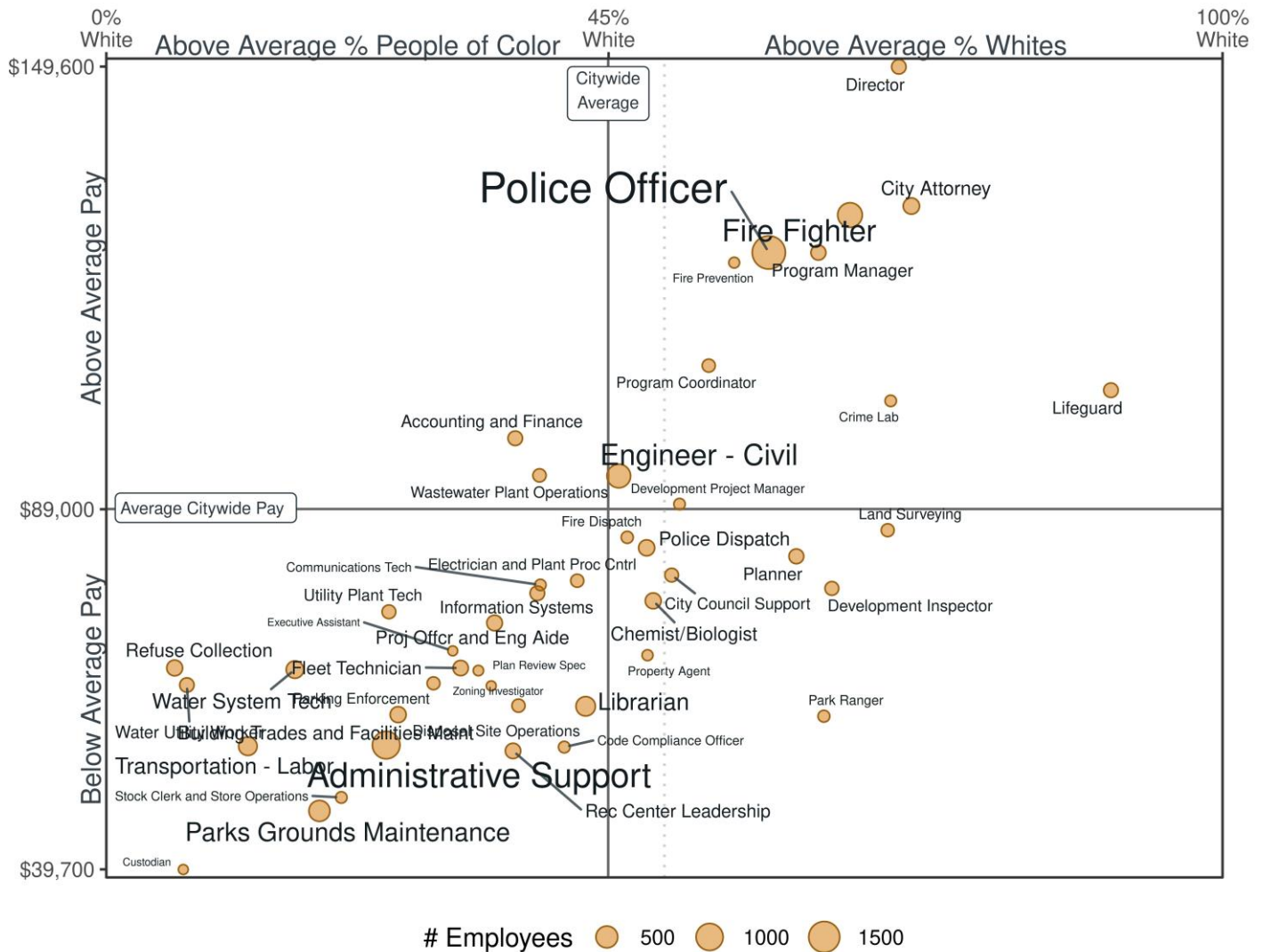


Figure 22: Pay vs Ethnic-and-Racial Proportions by Job Type

Table 19: Racial-and-Ethnic Diversity by Occupation - City of San Diego vs Nationwide

### US Nationwide (2019 Bureau of Labor Statistics)

Occupation	People of Color <sup>a</sup>
Police and sheriff's patrol officers	41.1%
Office and administrative support occupations	51.5%
Firefighters	30.6%
Civil engineers	38.1%
Grounds maintenance workers	58.5%
Librarians	27.4%
Lawyers	26%
Construction and extraction occupations	50.7%
Biological scientists, chemists, and materials scientists	41%

### City of San Diego (2019)

City Job Type	People of Color
Police Officer	40.6%
Administrative Support	74.9%
Fire Fighter	33.4%
Engineer - Civil	54.1%
Parks Grounds Maintenance	80.9%
Librarian	57.1%
City Attorney	27.9%
Building Trades and Facilities Maint	73.9%
Chemist/Biologist	51%

## US Nationwide (2019 Bureau of Labor Statistics)

Occupation	People of Color <sup>a</sup>
Refuse and recyclable material collectors	65.8%

<sup>a</sup>Since the US nationwide percent people of color (36.3%) is significantly less than the percent people of color in the City of San Diego (57.2%), this number was scaled proportionally to represent the expected value for the occupation in San Diego (Source: 2010 US Census)

## City of San Diego (2019)

City Job Type	People of Color
Refuse Collection	93.9%

## Police Officers

In 2019, there were 1823 standard-hour police officers: 1082 (59.4%) were White and 741 (40.6%) were people of color. The occupational sorting of mostly Whites into the police officer role had a strong effect on increasing the pay gap because the role pays \$35,125 above the citywide average (total pay). We estimate that if the ratio of Whites to people of color among City police officers equaled the citywide average, the total pay gap would have decreased by 20.9% (\$4,378).

The extent of police officers' contribution to the citywide pay gap was partly due to the role's reliance on overtime. The average City police officer had approximately 222 overtime hours in 2019. We estimate that if the police force had somehow eliminated overtime (while maintaining its ratio of Whites to people of color) the citywide total pay gap would have decreased by 4.6% (\$954).

Table 20: Police Officer Role vs Citywide

		Average Pay			
	Employees	% People of Color	Regular	Overtime	Total
Police Officer	1823	40.6%	\$109,853	\$14,301	\$124,154
Citywide	9344	55%	\$79,202	\$9,828	\$89,030
	19.5%	-14.4%	+\$30,651	+\$4,473	+\$35,125

Table 21: Jobs in Study's 'Police Officer' Role

		Average Pay			
Job	Employees	% People of Color	Regular	Overtime	Total
Police Officer 2	931	41.1%	\$107,068	\$16,558	\$123,626
Police Sergeant	270	33.7%	\$138,813	\$17,010	\$155,824
Police Detective	237	37.1%	\$115,352	\$15,230	\$130,581
Police Officer 1	217	46.5%	\$72,657	\$9,445	\$82,102
Police Recruit	82	54.9%	\$62,326	\$783	\$63,109
Police Lieutenant	51	31.4%	\$169,399	\$212	\$169,610
Police Captain	18	44.4%	\$197,411	\$0	\$197,411
Police Officer 3	11	54.5%	\$123,330	\$29,933	\$153,263
Asst Police Chief	5	60%	\$217,016	\$0	\$217,016
Police Chief	1	0%	\$252,026	\$0	\$252,026

## Recruitment

### Police Recruit

White applicants were 1.5 times more likely to be considered qualified than non-white applicants (Wh: 21.4%, POC: 14.7%;  $p < 0.001$ ). There was not a significant difference in hiring rates between Whites and people of color.



Figure 23: Race/Ethnicity Proportions at Each Recruiting Stage - Police Recruit

### Education Requirement

For Police Recruit applicants, we only found significant differences between the answers of men and women for the education requirement. Applicants must meet the education requirement using one of the following: graduation from high school, passing the General Education Development (G.E.D.) test/California High School Proficiency Examination, or possession of a two-year, four-year or advanced degree from an accredited college or university. Figure 24 shows the proportion of applicants that met the requirement with a college degree.

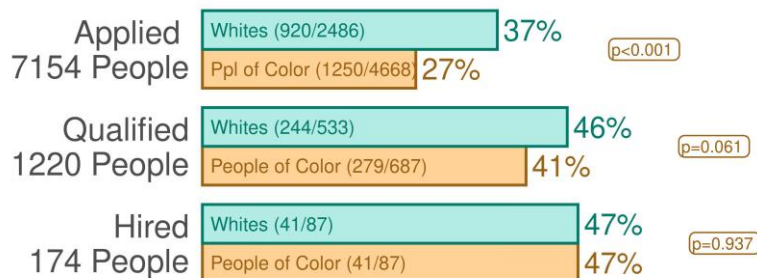


Figure 24: Applicants with College Education by Race/Ethnicity - Police Recruit

Among total applicants, Whites were 1.4 times more likely than people of color to meet the education requirement with a college degree (Wh: 36.4%, POC: 26.4%;  $p < 0.001$ ). In the qualified stage, there are no significant differences between the two applicant groups (Wh: 46%, POC: 40.6%;  $p = 0.061$ ). This indicates that education level could be an important factor in selecting qualified applicants.

### Police Officer 1

White applicants were 1.6 times more likely to be qualified (Wh: 27.2%, POC: 17.4%;  $p < 0.001$ ).



Figure 25: Race/Ethnicity Proportions at Each Recruiting Stage - Police Officer 1

### Education Requirement

Applicants must meet the education requirement using one of the following: graduation from high school, passing the General Education Development (G.E.D.) test/California High School Proficiency Examination, or possession of a two-year, four-year or advanced degree from an accredited college or university.

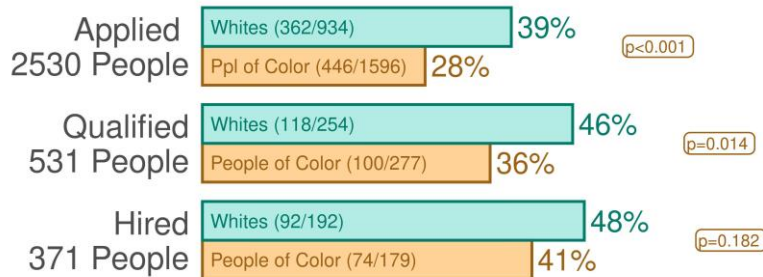


Figure 26: Applicants with College Degree by Race/Ethnicity - Police Officer 1

In the total applicant pool, Whites were 1.4 times more likely than people of color to meet the education requirement with a college degree (Wh: 38.6%, POC: 27.6%; p<0.001). In the qualified pool, Whites were 1.3 times more likely than people of color to meet the education requirement with a college degree (Wh: 46.5%, POC: 36.1%; p=0.014). Additional analysis should be done to support the hypothesis that education level is a key criteria for being considered qualified.

### Police Sergeant

White applicants were 1.7 times more likely to be qualified (Wh: 56.9%, POC: 32.9%; p=0.005).



Figure 27: Race/Ethnicity Proportions at Each Recruiting Stage - Police Sergeant

We were able to analyze seven questions from the application and found no significant differences between applications of Whites and people of color.

### Administrative Support

In 2019, there were 1061 standard-hour employees in the Administrative Support role: 266 (25.1%) were White and 795 (74.9%) were people of color. The occupational sorting of mostly people of color into the Administrative Support role had a strong effect on increasing the pay gap because the role pays \$32,312 below the citywide average (total pay). We estimate that if the Administrative Support role's pay or ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 12.4% (\$2,589).



Table 22: Administrative Support Role vs Citywide

	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Administrative Support	1061	74.9%	\$55,583	\$1,135	\$56,718
Citywide	9344	55%	\$79,202	\$9,828	\$89,030
	11.4%	+19.9%	-\$23,618	-\$8,693	-\$32,312

Table 23: Top 10 Jobs in Study's 'Administrative Support' Role

Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Asoc Mgmt Anlyst	107	70.1%	\$68,990	\$799	\$69,789
Administrative Aide 2	100	71%	\$56,729	\$1,527	\$58,256
Clerical Asst 2	91	78%	\$41,360	\$517	\$41,877
Word Processing Oper	81	80.2%	\$43,848	\$893	\$44,741
Sr Mgmt Anlyst	70	68.6%	\$77,206	\$650	\$77,856
Public Info Clerk	60	86.7%	\$43,659	\$1,412	\$45,071
Account Clerk	53	90.6%	\$42,887	\$739	\$43,626
Administrative Aide 1	47	76.6%	\$47,854	\$620	\$48,474
Supv Mgmt Anlyst	45	71.1%	\$88,618	\$0	\$88,618
Payroll Spec 2	43	81.4%	\$49,624	\$941	\$50,565
Other (57 Jobs)	364	72%	\$54,769	\$1,669	\$56,437

## Firefighter

In 2019, there were 749 standard-hour firefighters: 499 (66.6%) were White and 250 (33.4%) were people of color. The occupational sorting of mostly Whites into the Fire Fighter role had a strong effect on increasing the pay gap because the role pays \$40,250 above the citywide average (total pay). The role's non-overtime pay was actually \$626 below the citywide average, so firefighter's above average pay was entirely due to their heavy overtime utilization.

The average City firefighter had approximately 1018 overtime hours in 2019. We estimate that if the City had somehow eliminated overtime for firefighters (while maintaining its ratio of Whites to people of color) the citywide total pay gap would have decreased by 13.1% (\$2,735). Additionally, this same decrease in the citywide pay gap would be expected if the ratio of Whites to people of color among firefighters equaled the citywide average.

Table 24: Fire Fighter Role vs Citywide

	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Fire Fighter	749	33.4%	\$78,576	\$50,703	\$129,280
Citywide	9344	55%	\$79,202	\$9,828	\$89,030
	8%	-21.7%	-\$626	+\$40,875	+\$40,250

Table 25: Jobs in Study's 'Fire Fighter' Role

Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Fire Fighter 2	275	35.6%	\$67,562	\$36,039	\$103,600

Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Fire Captain	193	32.6%	\$88,097	\$67,010	\$155,107
Fire Engineer	192	27.1%	\$75,465	\$56,430	\$131,895
Fire Fighter 3	38	42.1%	\$74,395	\$58,636	\$133,032
Fire Battalion Chief	32	43.8%	\$116,886	\$62,497	\$179,383
Fire Fighter 1	9	33.3%	\$51,989	\$7,863	\$59,853
Deputy Fire Chief	7	42.9%	\$167,748	\$0	\$167,748
Asst Fire Chief	2	50%	\$173,024	\$0	\$173,024
Fire Chief	1	0%	\$226,463	\$0	\$226,463

## Recruitment

### Fire Recruit

There were no significant differences in race-and-ethnicity at any stage of recruitment for Fire Recruits.



Figure 28: Race/Ethnicity Proportions at Each Recruiting Stage - Fire Recruit

## Parks Grounds Maintenance

In 2019, there were 440 standard-hour employees in the Parks Grounds Maintenance role: 84 (19.1%) were White and 356 (80.9%) were people of color. The occupational sorting of mostly people of color into the Parks Grounds Maintenance role has a strong effect on increasing the pay gap because the role pays \$41,326 below the citywide average (total pay). We estimate that if the Parks Grounds Maintenance role's pay or ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 9.3% (\$1,944).

Table 26: Parks Grounds Maintenance Role vs Citywide

	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Parks Grounds Maintenance	440	80.9%	\$46,447	\$1,257	\$47,703
Citywide	9344	55%	\$79,202	\$9,828	\$89,030
		4.7%	-\$32,755	-\$8,571	-\$41,326

Table 27: Top 10 Jobs in Study's 'Parks Grounds Maintenance' Role

Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Grounds Maint Wrkr 2	245	84.1%	\$42,527	\$887	\$43,414
Grounds Maint Mgr	26	61.5%	\$68,385	\$1,011	\$69,396
Greenskeeper	21	81%	\$43,814	\$1,730	\$45,544



Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Grounds Maint Wrkr 1	15	100%	\$38,485	\$1,438	\$39,923
Light Equipment Operator	15	80%	\$44,906	\$416	\$45,322
Equip Operator 1	14	92.9%	\$49,787	\$748	\$50,535
Seven-Gang Mower Operator	12	83.3%	\$50,824	\$520	\$51,344
Grounds Maint Supv	10	80%	\$50,062	\$1,374	\$51,436
Equip Operator 2	9	88.9%	\$55,013	\$5,841	\$60,854
Equip Tech 1	9	100%	\$47,747	\$1,300	\$49,047
Other (18 Jobs)	64	65.6%	\$52,129	\$2,351	\$54,479

### Parks Grounds Maintenance Job Type - Career Progression

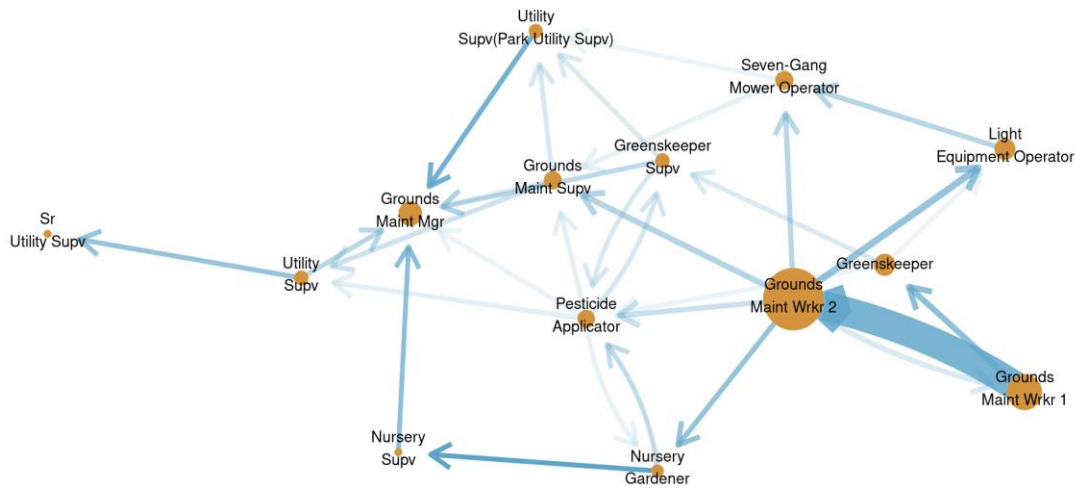


Figure 29: Parks Ground Maintenance Job Progression

## Transportation - Labor

In 2019, there were 276 standard-hour employees in the Transportation - Labor role: 35 (12.7%) were White and 241 (87.3%) were people of color. The occupational sorting of mostly people of color into the Transportation - Labor role has a strong effect on increasing the pay gap because the role pays \$32,469 below the citywide average (total pay). We estimate that if the Transportation - Labor role's pay or ratio of Whites to people of color equaled the citywide average(s), the total pay gap would have decreased by 5.5% (\$1,155).

Table 28: Transportation - Labor Role vs Citywide

	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Transportation - Labor	276	87.3%	\$50,621	\$5,940	\$56,561
Citywide	9344	55%	\$79,202	\$9,828	\$89,030
	3%	+32.3%	-\$28,580	-\$3,888	-\$32,469

**Table 29: Top 10 Jobs in Study's 'Transportation - Labor' Role**

Job	Employees	% People of Color	Average Pay		
			Regular	Overtime	Total
Utility Worker 2	54	94.4%	\$47,089	\$5,920	\$53,009
Utility Worker 1	40	92.5%	\$41,065	\$3,080	\$44,145
Heavy Truck Drvr 2	38	84.2%	\$47,889	\$4,980	\$52,869
Public Works Supv	22	63.6%	\$69,438	\$13,010	\$82,448
Cement Finisher	21	85.7%	\$55,760	\$6,038	\$61,798
Equip Operator 2	21	81%	\$52,689	\$3,033	\$55,722
Laborer	19	94.7%	\$36,679	\$4,087	\$40,766
Motor Sweeper Oper	16	100%	\$55,424	\$11,930	\$67,354
Heavy Truck Drvr 1	9	88.9%	\$48,959	\$419	\$49,378
Equip Operator 1	8	100%	\$55,174	\$12,141	\$67,315
Other (9 Jobs)	28	78.6%	\$60,554	\$5,753	\$66,307

Due to the high number of roles included in this job type, see appendix for detailed Transportation Public Works career progression graph.

### Other Job Types Whose Above/Below Average Pay and Racial-and-Ethnic Ratios Contribute to the Pay Gap

#### Jobs with Above Average Pay and Disproportionately High Numbers of Whites

**Table 30: Job Types with Occupational Sorting that Increased Citywide Racial-and-Ethnic Pay Gap**

Job Type	# Emps	% People of Color	Contribution to Citywide Pay Gap					
			Average Pay		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent
Police Officer	1,823	40.6%	\$109,853	\$124,154	\$3,425	19.7%	\$4,378	20.9%
Fire Fighter	749	33.4%	\$78,576	\$129,280			\$2,681	12.8%
City Attorney	165	27.9%	\$130,510	\$130,510	\$727	4.2%	\$706	3.4%
Director	100	29%	\$149,573	\$149,573	\$504	2.9%	\$492	2.4%
Lifeguard	100	10%	\$84,634	\$105,298			\$265	1.3%
Program Manager	116	36.2%	\$124,138	\$124,138	\$256	1.5%	\$242	1.2%
Crime Lab	37	29.7%	\$101,320	\$103,840	\$89	0.5%	\$88	0.4%

#### Jobs with Below Average Pay and Disproportionately High Numbers of Whites

These jobs decreased the citywide pay gap because they had below-average pay and above-average proportions of Whites.

**Table 31: Job Types with Occupational Sorting that Decreased Citywide Racial-and-Ethnic Pay Gap**

Job Type	# Emps	% People of Color	Contribution to Citywide Pay Gap					
			Average Pay		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent
Golf Operations	23	13%	\$54,435	\$58,402	\$-95	-0.5%	\$-97	-0.5%

### Jobs with Below Average Pay and Disproportionately High Numbers of People of Color

These jobs increased the citywide pay gap because they had below-average pay and above-average proportions of people of color.

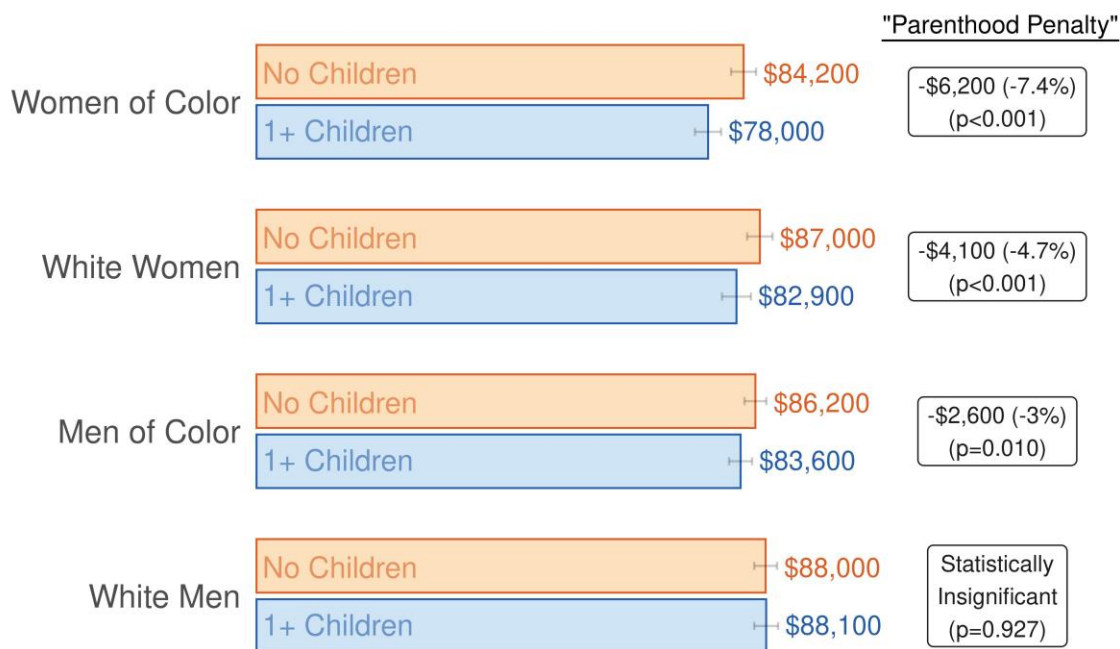
*Table 32: Job Types with Occupational Sorting that Increased Citywide Racial-and-Ethnic Pay Gap*

Job Type	# Emps	% People of Color	Contribution to Citywide Pay Gap					
			Average Pay		Regular Pay Gap		Total Pay Gap	
			Regular	Total	Dollars	Percent	Dollars	Percent
Administrative Support	1,061	74.9%	\$55,583	\$56,718	\$2,161	12.4%	\$2,589	12.4%
Parks Grounds Maintenance	440	80.9%	\$46,447	\$47,703	\$1,732	10%	\$1,944	9.3%
Transportation - Labor	276	87.3%	\$50,621	\$56,561	\$1,233	7.1%	\$1,155	5.5%
Refuse Collection	147	93.9%	\$59,928	\$67,275	\$520	3%	\$443	2.1%
Water Utility Worker	97	92.8%	\$51,201	\$64,937	\$578	3.3%	\$431	2.1%
Water System Tech	219	83.1%	\$54,650	\$67,052	\$652	3.7%	\$406	1.9%
Building Trades and Facilities Maint	153	73.9%	\$57,997	\$60,885	\$244	1.4%	\$277	1.3%
Librarian	333	57.1%	\$59,443	\$62,025	\$235	1.4%	\$264	1.3%
Stock Clerk and Store Operations	38	78.9%	\$45,619	\$49,547	\$156	0.9%	\$156	0.7%
Fleet Technician	126	68.3%	\$62,781	\$67,261	\$149	0.9%	\$151	0.7%
Collections	22	81.8%	\$54,867	\$54,867			\$78	0.4%
Utility Plant Tech	79	74.7%	\$63,792	\$74,962	\$131	0.8%	\$76	0.4%

### Pay Gap Cause #2 - Different Parenthood Effects between Whites and People of Color

As seen in the analysis on the motherhood effect in the gender pay gap, having children has a much stronger negative effect on women's pay as opposed to men's. When breaking down this analysis by race and ethnicity, some interesting findings emerge. Within men, the fatherhood penalty only exists for men of color (-3%). Both white women and women of color have a motherhood penalty that is larger than the fatherhood penalty for men of color; however, the motherhood penalty is much larger for women of color (-7.4% vs -4.7% for white women).

### Parenthood Effect on Expected Citywide Non-Overtime Pay



\*Expected pay is adjusted to control for differences in age, gender, tenure, and job type

Figure 30: Parenthood Effect on Expected Citywide Regular Pay

### Pay Gap Cause #3 - Different Overtime Utilization between Whites and People of Color

Citywide, people of color work about 24 hours more overtime per year than Whites (after controlling for tenure, gender, job, and children,  $p<0.001$ ). This difference is most predominantly seen within the City's firefighters, where people of color work about 176 hours more overtime per year than Whites (after controlling for specific job, gender, and if they have children,  $p<0.001$ ).

### Pay Gap Cause #4 - Different Demographics of Whites and People of Color

- Age at first child - People who have children at a younger age have lower average pay; people of color who work at the City were more likely than Whites to have children at younger ages (under 28).

Table 33: Age At First Child Differences in Racial/Ethnic Proportions

Age at First Child	Average Pay		
	Regular	Total	
No Children	\$76,080	\$83,213	Whites were 1.23 times more likely not to have children than people of color ( $p<0.001$ )
Under 22	\$72,213	\$82,392	People of color were 3.74 times more likely to have their first child before age 22 than Whites ( $p<0.001$ )
23-28	\$77,751	\$90,233	People of color were 1.58 times more likely to have their first child at 23-28 years old than Whites ( $p<0.001$ )
29-35	\$86,564	\$100,613	Insignificant difference between proportions of Whites and people of color ( $p=0.133$ )
Over 35	\$86,393	\$99,042	Whites were 1.4 times more likely to have their first child at Over 35 years old than people of color ( $p<0.001$ )

- Tenure - There was no statistically significant difference in average tenure between Whites and people of color ( $p=0.319$ ). On average, both groups have just over 14 years of tenure.
- Long-Term Disability - Citywide, there is not a statistically significant difference in the rates at which Whites and people of color utilize long-term disability ( $p=0.376$ ).
- Age - People of color were more likely to be in younger age groups (under 30, 30-34), which tend to make less money. Whites were more likely to be in age groups that had higher average salaries (35-39, 40-49).

*Table 34: Age Groups With Significant Differences in Racial/Ethnic Proportions*

Age	Average Pay		
	Regular	Total	
<b>Under 30</b>	<b>\$62,691</b>	<b>\$68,713</b>	<b>People of color were 1.29 times more likely to be Under 30 years old than Whites (<math>p=0.028</math>)</b>
<b>30-34</b>	<b>\$70,881</b>	<b>\$79,497</b>	<b>People of color were 1.16 times more likely to be 30-34 years old than Whites (<math>p=0.012</math>)</b>
<b>35-39</b>	<b>\$78,829</b>	<b>\$89,779</b>	<b>Whites were 1.3 times more likely to be 35-39 years old than people of color (<math>p&lt;0.001</math>)</b>
<b>40-49</b>	<b>\$83,180</b>	<b>\$95,379</b>	<b>Whites were 1.1 times more likely to be 40-49 years old than people of color (<math>p=0.036</math>)</b>
<b>50-59</b>	<b>\$84,581</b>	<b>\$95,571</b>	<b>People of color were 1.15 times more likely to be 50-59 years old than Whites (<math>p=0.003</math>)</b>
Over 60	\$74,159	\$79,423	Insignificant difference between proportions of Whites and people of color ( $p=0.065$ )

## Remaining Unexplained Portion of Racial-and-Ethnic Pay Gap

The unexplained part of the pay gap accounts for differences in pay between Whites and people of color resulting from something that is either unmeasured or unmeasurable. Typically, in the research community, this is the 'bias' part of the pay gap; however, the City of San Diego does not systematically collect data on things like an employee's level of education or performance review results. We know that these things are measurable and have an impact on pay, yet we don't know how much of the pay gap can be attributed to them. This makes it harder to identify the solution(s) to most effectively close the pay gap. Therefore, we recommend that the City:

1. Systematically collect data on all employees' level of education.
2. Systematically collect other data on all employees that can help describe differences in pay (e.g., performance reviews, bilingual pay bonuses, other lump sum pay sources, etc.).

## Appendix

### Suggested Areas of Research for Future Pay Equity Studies

Much of the time on this initial pay equity study was spent collecting and aggregating data and forming the job type groups for occupational sorting analysis. The amount of effort needed to do this work, forced us to limit the scope of this study. Fortunately, this preliminary work should not need to be repeated in future studies since the analysis code developed for this work has been provided to the City. We recommend the City ensure that procedures for collecting the data for this study are easily repeatable for future pay equity studies by documenting the processes performed and automating as much of the process as possible. Additionally, we believe that the scope of future pay equity studies should also include research to better understand:

1. What are the sources of the pay gap that remain unexplained?
2. How has the gender pay gap changed since this study was conducted? How have the underlying sources of the pay gap identified in this report (i.e., occupational sorting, the parenthood penalty, overtime, and demographics) changed?
3. What is driving the changes in the gender and racial-and-ethnic pay gap over time?
4. How do men/women and Whites/people of color differ in how they progress through their career in the City? How does the effect of children play into the differences in outcomes we observed?
5. Does utilization of the current dependent care FSA have an effect on the parenthood pay penalty?
6. Do those employees who work more overtime and/or take fewer sick/PTO days have higher likelihoods of being promoted?
7. Break down sources of racial-pay-inequity into specific races/ethnicities instead of just white/non-white.
8. Revisit the job types:
  - a) Integrate new job titles and departments that have been established since the writing of this report.
  - b) Share the detailed job type analysis in this report with the relevant department heads within the city to determine if further modifications might be fruitful.
  - c) Explore the occupational groups that Personnel uses for its annual Equal Employment Opportunity report to the Civil Service Commission.
  - d) Look into possible ways to re-organize the Administrative Support job type into smaller, more meaningful groups that would enable better study of occupational sorting.
9. Look at specific add-on pays by gender and race/ethnicity.
10. Explore the utilization and benefits of part-time employment by gender and race/ethnicity.
11. Study pay and advancement for women's careers before and after having a child.



## Other Recommendations

### Job Types

In order to understand the effect that occupational sorting had on the pay gap within the City of San Diego, we first needed to group the City's jobs into occupations (i.e., job types). Our goal in creating these job types was to create groupings of jobs that all required similar skills/education and/or were along a similar career paths within the City. To do that, we analyzed the position changes that employees made within the City from 2015-2019. The more employees that moved between two positions, the more likely those two positions were similar enough to be grouped together as a single job type. Draft versions of the job type visualizations seen in this section were reviewed with various department heads before finalizing the job types utilized in the study and seen in Table 35.

*Table 35: Summary of All Job Types*

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Police Officer	1,823	16.5%	40.6%	\$124,154	Police (100%)	Police Officer 2 (51%) Police Sergeant (15%)
Administrative Support	1,061	83%	74.9%	\$56,718	Public Util - Admin Svcs (16%) Police (13%)	Asoc Mgmt Anlyst (10%) Administrative Aide 2 (9%)
Fire Fighter	749	4%	33.4%	\$129,280	SDFD - Suppression (94%) SDFD - Fire Rescue (6%)	Fire Fighter 2 (37%) Fire Captain (26%)
Engineer - Civil	660	29.2%	54.1%	\$93,555	Eng & Capital Proj (54%) Development Svcs (14%)	Asst Eng-Civil (35%) Asoc Eng-Civil (30%)
Parks Grounds Maintenance	440	13.4%	80.9%	\$47,703	Parks & Rec - Metro Pks (48%) Parks & Rec - Community Pks (18%)	Grounds Maint Wrkr 2 (56%) Grounds Maint Mgr (6%)
Librarian	333	69.7%	57.1%	\$62,025	Library (100%)	Library Assistant 2 (33%) Library Assistant 3 (20%)
Transportation - Labor	276	8.3%	87.3%	\$56,561	Transportation - Streets (71%) Transportation - Storm Wtr (29%)	Utility Worker 2 (20%) Utility Worker 1 (14%)
Water System Tech	219	8.2%	83.1%	\$67,052	Public Util - Wtr Constrct Maint (72%) Public Util - Wtr Sys Ops (25%)	Water Sys Tech 3 (52%) Water Sys Tech 4 (21%)
Other	203	40.4%	40.4%	\$88,905	Public Util - Wtr Sys Ops (8%) Environ Svcs - Refuse (7%)	Public Works Dispatcher (5%) Horticulturist (3%)
City Attorney	165	60%	27.9%	\$130,510	City Attorney (100%)	Deputy City Atty (93%) Deputy City Atty - Unrep (4%)
Police Dispatch	157	82.2%	51.6%	\$83,717	Police (100%)	Dispatcher 2 (42%) Police Dispatcher (36%)
Building Trades and Facilities Maint	153	4.6%	73.9%	\$60,885	READ Facilities Svcs (88%) Fleet Ops (6%)	Bldg Service Tech (13%) Painter (13%)
Chemist/Biologist	149	51.7%	51%	\$76,461	Public Util - Admin Svcs (90%) Parks & Rec - Open Space (3%)	Asst Chemist (30%) Laboratory Technician (18%)
Refuse Collection	147	4.1%	93.9%	\$67,275	Environ Svcs - Collection (100%)	Sanitation Driver 2 (68%) Sanitation Driver 1 (9%)
Proj Offcr and Eng Aide	138	26.1%	65.2%	\$73,435	Eng & Capital Proj (60%) Public Util - Admin Svcs (13%)	Principal Engrng Aide (42%) Project Assistant (20%)
Rec Center Leadership	129	50.4%	63.6%	\$55,921	Parks & Rec - Community Pks (50%) Parks & Rec - Community Pks - Disabled Svcs (45%)	Asst Rec Ctr Dir (28%) Rec Cntr Dir 3 (26%)
Fleet Technician	126	0.8%	68.3%	\$67,261	Fleet Ops (100%)	Fleet Technician (48%) Asst Fleet Technician (17%)
Program Manager	116	47.4%	36.2%	\$124,138	Information Technology (19%) Development Svcs (7%)	Program Manager (100%)
Planner	110	57.3%	38.2%	\$82,556	Development Svcs (36%) Planning (22%)	Asoc Planner (39%) Sr Planner (39%)
Accounting and Finance	101	52.5%	63.4%	\$98,719	Department of Finance (77%) City Treasurer (17%)	Finance Analyst 3 (29%) Finance Analyst 2 (18%)
Information Systems	101	26.7%	61.4%	\$77,500	Public Util - Admin Svcs (18%) Information Technology (13%)	Info Sys Anlyst 3 (36%) Info Sys Anlyst 2 (30%)
Director	100	46%	29%	\$149,573	Development Svcs (13%) Eng & Capital Proj (13%)	Deputy Director (52%) Asst Deputy Director (13%)
Lifeguard	100	10%	10%	\$105,298	SDFD - Lifeguard (100%)	Lifeguard 2 (54%) Lifeguard 3 (21%)

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Water Utility Worker	97	8.2%	92.8%	\$64,937	Public Util - Wstwr Collection (97%) Public Util - Wtr Constrct Maint (2%)	Equip Oper 1(Sewer Maint Equip Oper) (24%) Utility Worker 1 (20%)
Development Inspector	80	2.5%	35%	\$78,165	Development Svcs (100%)	Combination Inspctr 2 (30%) Combination Inspctr 1 (15%)
Utility Plant Tech	79	2.5%	74.7%	\$74,962	Public Util - Wstwr Treat & Disposal (97%) Public Util - Admin Svcs (3%)	Plant Tech 2 (24%) Plant Tech 3 (18%)
City Council Support	77	53.2%	49.4%	\$79,987	City Council (79%) Council Administration (19%)	Council Rep 1 (68%) Council Assistant (10%)
Wastewater Plant Operations	67	16.4%	61.2%	\$93,637	Public Util - Wstwr Treat & Disposal (100%)	Wstwr Plant Operator (52%) Wstwr Operations Supv (31%)
Disposal Site Operations	65	6.2%	63.1%	\$62,114	Environ Svcs - Refuse (52%) Environ Svcs - Waste Reduction Division (35%)	Utility Worker 2 (26%) Landfill Equip Oper (25%)
Electrician and Plant Proc Cntrl	64	1.6%	57.8%	\$79,218	READ Facilities Svcs (31%) Public Util - Wstwr Treat & Disposal (27%)	Electrician (48%) Plant Procs Cntrl Electrician (34%)
Program Coordinator	63	55.6%	46%	\$108,665	Information Technology (27%) Performance & Analytics (11%)	Program Coordinator (100%)
Land Surveying	60	6.7%	30%	\$86,131	Eng & Capital Proj (85%) Development Svcs (13%)	Land Surveyng Assist (47%) Principal Survey Aide (25%)
Parking Enforcement	58	34.5%	70.7%	\$65,174	Police (83%) Transportation - Storm Wtr (17%)	Parking Enfrnc Ofcr 1 (62%) Parking Enfrnc Ofcr 2 (26%)
Utilities Tech Other	54	5.6%	72.2%	\$73,468	Public Util - Admin Svcs (35%) Public Util - Wstwr Treat & Disposal (20%)	Instrumentation & Control Tech (22%) Sr Backflow & Cross Connection Spec (19%)
Other Equip Tech	47	2.1%	55.3%	\$80,085	Transportation - Streets (38%) City Treasurer (19%)	Traffic Signal Technician 2 (28%) Parking Meter Tech (17%)
Fire Dispatch	45	51.1%	53.3%	\$85,157	SDFD - Fire Rescue (100%)	Fire Dispatcher (67%) Fire Dispatch Supv (16%)
Park Ranger	42	35.7%	35.7%	\$60,669	Parks & Rec - Open Space (60%) Parks & Rec - Metro Pks (40%)	Park Ranger (74%) Sr Park Ranger (24%)
Code Compliance Officer	39	33.3%	59%	\$56,441	Environ Svcs - Waste Reduction Division (49%) Transportation - Storm Wtr (15%)	Code Compliance Ofcr (79%) Code Compliance Supv (10%)
Stock Clerk and Store Operations	38	13.2%	78.9%	\$49,547	Purchasing & Contracting (37%) Fleet Ops (26%)	Storekeeper 1 (29%) Stock Clerk (18%)
Crime Lab	37	70.3%	29.7%	\$103,840	Police (100%)	Criminalist 2(DNA) (32%) Criminalist 2 (30%)
Development Project Manager	37	43.2%	48.6%	\$89,705	Development Svcs (84%) Planning (14%)	Development Project Manager 2 (46%) Development Project Manager 3 (38%)
Communications Tech	36	0%	61.1%	\$78,642	Information Technology (97%) Communications (3%)	Commctn Tech (47%) Asoc Commctns Eng (11%)
Property Agent	33	51.5%	51.5%	\$69,020	Police (45%) Real Estate Assets (42%)	Police Property & Evid Spec (36%) Property Agent (27%)
Fire Prevention	32	21.9%	43.8%	\$122,763	SDFD - Fire Rescue (100%)	Fire Prevention Inspctr 2 (62%) Fire Prevention Inspctr 2/Civ (19%)
Plan Review Spec	30	66.7%	66.7%	\$66,917	Development Svcs (100%)	Plan Review Spec 3 (37%) Supv Plan Review Spec (20%)
Custodian	29	37.9%	93.1%	\$39,685	READ Facilities Svcs (52%) Parks & Rec - Metro Pks (48%)	Custodian 2 (76%) Custodian 3 (21%)
Executive Assistant	29	100%	69%	\$69,617	City Attorney (10%) Department of Finance (7%)	Executive Assistant (72%) Asst to the Director (7%)
Zoning Investigator	29	37.9%	65.5%	\$64,827	Development Svcs (97%) Parks & Rec - Open Space (3%)	Zoning Investigator 2 (62%) Zoning Investigator 1 (21%)
Cmnty Dev Spec	28	64.3%	50%	\$80,461	Economic Development (100%)	Cmnty Dev Spec 2 (39%) Cmnty Dev Spec 4 (25%)
Water Plant Operations	28	7.1%	53.6%	\$96,341	Public Util - Wtr Sys Ops (100%)	Water Plant Operator (79%) Sr Water Operations Supv (11%)
City Atty Invstgtr	27	40.7%	22.2%	\$81,163	City Attorney (100%)	City Atty Invstgtr (74%) Sr City Atty Invstgtr (19%)
Risk Mgmt Claims	27	55.6%	59.3%	\$75,721	Risk Management (100%)	Workers' Compensation Claims Rep 2 (41%) Claims Rep 2(Liability) (26%)

Job Type	# Emps in Study	% Women	% People of Color	Avg Total Pay	Top 2 Depts	Top 2 Jobs
Paralegal	26	84.6%	38.5%	\$70,284	City Attorney (92%) City Retirement (8%)	Paralegal (69%) Sr Paralegal (19%)
Public Utilities Field Rep	26	0%	76.9%	\$45,357	Public Util - Admin Svcs (100%)	Field Rep (85%) Supv Field Rep (8%)
Communications	24	54.2%	41.7%	\$65,942	Communications (88%) Purchasing & Contracting (8%)	Sr Public Info Ofcr (33%) Supv Public Info Ofcr (21%)
Crime Scene Spec and Print Examiners	24	66.7%	37.5%	\$79,061	Police (100%)	Latent Print Examiner 2 (42%) Crime Scene Specialist (33%)
Reservoir Mgmt	24	37.5%	41.7%	\$51,897	Public Util - Wtr Sys Ops (100%)	Lake Aide 2 (33%) Reservoir Keeper (29%)
Golf Operations	23	4.3%	13%	\$58,402	Parks & Rec - Golf Courses (100%)	Golf Starter (74%) Rec Spec(Golf) (17%)
Collections	22	54.5%	81.8%	\$54,867	City Treasurer (100%)	Collections Invstgtr 1 (55%) Collections Invstgtr 3 (18%)
Service Officer	22	45.5%	50%	\$58,928	Police (100%)	Police Invstgtv Serv Ofcr 2 (73%) Police Serv Ofcr 2(Indochinese Srv Of 2) (18%)
Utilities Equip Oper	22	0%	86.4%	\$71,454	Public Util - Wstwr Collection (50%) Public Util - Wtr Constrct Maint (32%)	Equip Operator 2 (64%) Heavy Truck Drvr 2 (23%)

## Accounting and Finance

## Accounting and Finance Job Type - Career Progression

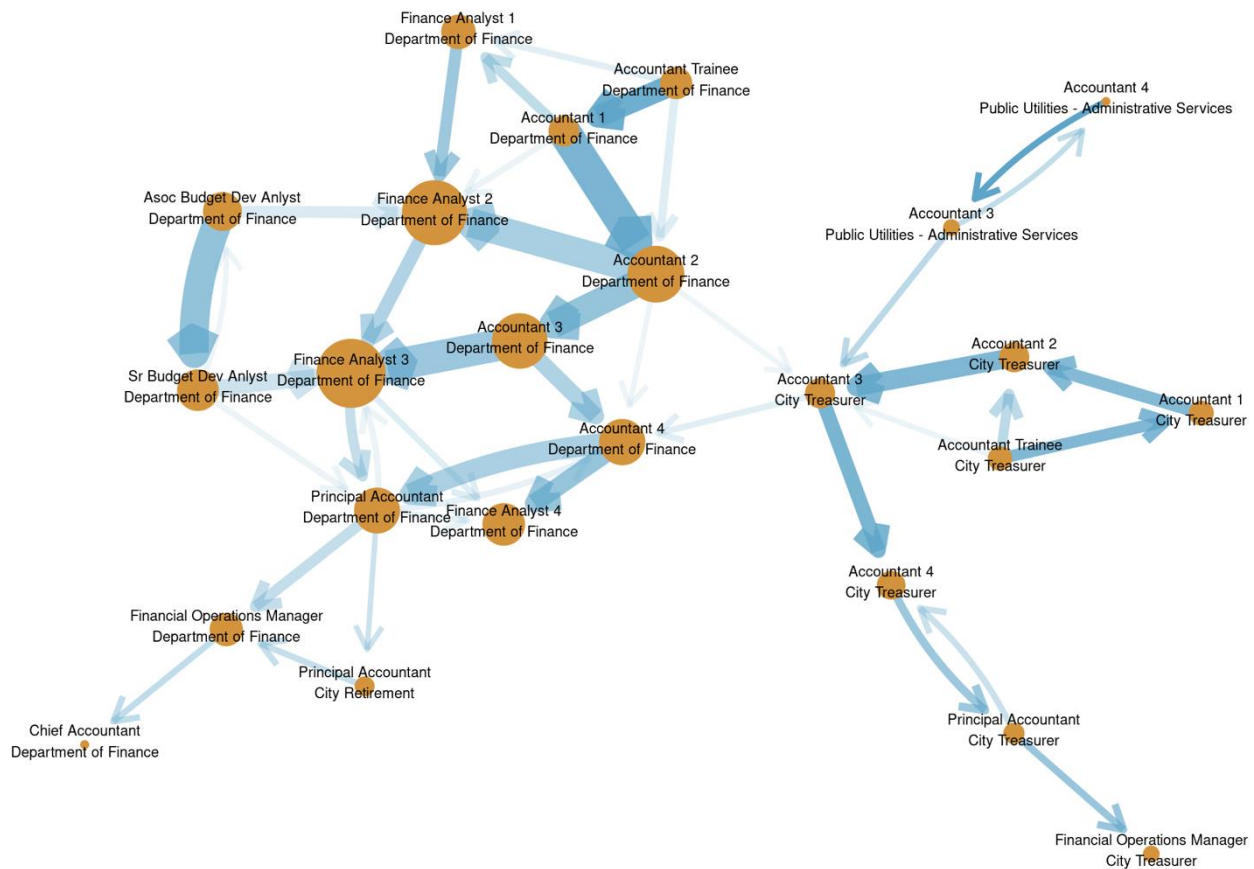


Table 36: Accounting and Finance Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Finance Analyst 3	Department of Finance (100%)	29	48.3%	62.1%	\$89,546	\$587	\$90,133
Finance Analyst 2	Department of Finance (100%)	18	44.4%	66.7%	\$81,068	\$448	\$81,516
Principal Accountant	Department of Finance (71%), City Treasurer (18%)	17	76.5%	52.9%	\$127,415	\$0	\$127,415
Finance Analyst 4	Department of Finance (100%)	10	50%	70%	\$110,644	\$5	\$110,649
Accountant 4	City Treasurer (62%), City Retirement (25%)	8	50%	75%	\$102,244	\$0	\$102,244
Financial Operations Manager	Department of Finance (100%)	5	40%	40%	\$134,952	\$0	\$134,952
Accountant 3	City Treasurer (75%), Public Util - Admin Svcs (25%)	4	25%	50%	\$77,335	\$709	\$78,044
Accountant 1	City Treasurer (100%)	3	66.7%	66.7%	\$59,374	\$0	\$59,374
Accountant 2	City Treasurer (100%)	2			\$74,830	\$0	\$74,830
Finance Analyst 1	Department of Finance (100%)	2			\$70,223	\$242	\$70,465
Accountant Trainee	City Treasurer (50%), Department of Finance (50%)	2			\$58,027	\$227	\$58,254
Chief Accountant	Department of Finance (100%)	1			\$226,788	\$0	\$226,788

					Average Pay		
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
		101	52.5%	63.4%	\$98,433	\$286	\$98,719

Jobs in this job type with an employee excluded from study population: Finance Analyst 2 (3 excluded)



## Administrative Support

## Administrative Support Job Type - Career Progression



Table 37: Administrative Support Job Type - Study Population (2019)



## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asoc Mgmt Anlyst	Public Util - Admin Svcs (21%), Eng & Capital Proj (12%)	107	79.4%	70.1%	\$68,990	\$799	\$69,789
Administrative Aide 2	Public Util - Admin Svcs (15%), Police (12%)	100	89%	71%	\$56,729	\$1,527	\$58,256
Clerical Asst 2	City Attorney (20%), SDFD - Fire Rescue (12%)	91	81.3%	78%	\$41,360	\$517	\$41,877
Word Processing Oper	Police (38%), Development Svcs (15%)	81	92.6%	80.2%	\$43,848	\$893	\$44,741
Sr Mgmt Anlyst	Public Util - Admin Svcs (26%), Eng & Capital Proj (13%)	70	65.7%	68.6%	\$77,206	\$650	\$77,856
Public Info Clerk	Development Svcs (57%), City Treasurer (23%)	60	85%	86.7%	\$43,659	\$1,412	\$45,071
Account Clerk	Public Util - Admin Svcs (25%), City Treasurer (11%)	53	84.9%	90.6%	\$42,887	\$739	\$43,626
Administrative Aide 1	Eng & Capital Proj (30%), Public Util - Admin Svcs (9%)	47	85.1%	76.6%	\$47,854	\$620	\$48,474
Supv Mgmt Anlyst	Public Util - Admin Svcs (22%), Eng & Capital Proj (9%)	45	66.7%	71.1%	\$88,618	\$0	\$88,618
Payroll Spec 2	Public Util - Admin Svcs (16%), Police (12%)	43	95.3%	81.4%	\$49,624	\$941	\$50,565
Cust Svcs Rep	Public Util - Admin Svcs (100%)	36	83.3%	91.7%	\$46,780	\$4,961	\$51,741
Sr Clerk/Typist	Police (31%), City Attorney (26%)	35	88.6%	74.3%	\$48,138	\$1,451	\$49,589
Legal Secretary 2	City Attorney (100%)	31	100%	61.3%	\$62,268	\$19	\$62,287
Police Records Clerk	Police (100%)	30	56.7%	56.7%	\$48,301	\$4,827	\$53,129
Court Support Clrk 2	City Attorney (100%)	18	83.3%	72.2%	\$43,484	\$285	\$43,769
Court Support Clrk 1	City Attorney (100%)	14	100%	71.4%	\$43,997	\$0	\$43,997
Payroll Audit Spec 2	Personnel (50%), Department of Finance (36%)	14	100%	71.4%	\$55,520	\$35	\$55,555
Asoc Pers Anlyst	Personnel (100%)	13	76.9%	69.2%	\$77,815	\$0	\$77,815
Deputy City Clerk 1	City Clerk (100%)	13	92.3%	76.9%	\$44,921	\$1	\$44,922
Asst Mgmt Anlyst	Public Util - Admin Svcs (31%), Police (15%)	13	69.2%	76.9%	\$58,819	\$279	\$59,098
Claims Clerk	Risk Management (100%)	9	77.8%	88.9%	\$40,658	\$1,207	\$41,865
Sr Pers Anlyst	Personnel (100%)	8	37.5%	75%	\$86,288	\$0	\$86,288
Sr Account Clrk	City Treasurer (38%), Eng & Capital Proj (12%)	8	87.5%	87.5%	\$47,589	\$640	\$48,229
Asoc Department HR Analyst	Human Resources (57%), Public Util - Admin Svcs (29%)	7	71.4%	71.4%	\$69,646	\$0	\$69,646
Retirement Assistant	City Retirement (100%)	6	100%	100%	\$46,857	\$0	\$46,857
Sr Customer Svcs Rep	Public Util - Admin Svcs (100%)	6	83.3%	100%	\$45,040	\$4,433	\$49,473
Cust Svcs Supv	Public Util - Admin Svcs (100%)	5	100%	80%	\$77,908	\$10,328	\$88,236
Employee Benefits Specialist 2	Risk Management (100%)	5	80%	40%	\$66,030	\$0	\$66,030
Sr Legal Secretary	City Attorney (100%)	5	100%	40%	\$72,713	\$329	\$73,042
Sr Mgmt Anlyst(Hland Secur Coord)	Offc of Homel& Security (100%)	5	80%	0%	\$77,511	\$513	\$78,024
Sr Police Records Clerk	Police (100%)	5	100%	100%	\$54,115	\$3,132	\$57,248
Cashier	Public Util - Admin Svcs (60%), Development Svcs (20%)	5	100%	40%	\$41,988	\$564	\$42,551
Payroll Supv	Public Util - Admin Svcs (40%), Development Svcs (20%)	5	100%	80%	\$57,507	\$2,920	\$60,427
Account Audit Clerk	Department of Finance (100%)	4	100%	75%	\$44,934	\$8	\$44,942
Deputy City Clerk 2	City Clerk (100%)	4	100%	100%	\$50,240	\$0	\$50,240
Legislative Recorder 2	City Clerk (100%)	4	75%	50%	\$56,240	\$27	\$56,268
Asoc Mgmt Anlyst(Arts Mgmt Asoc)	Offc of Boards & Commissions (75%), Library (25%)	4	75%	50%	\$69,524	\$0	\$69,524
Asoc Mgmt Anlyst(Records Mgmt Anlyst)	Police (100%)	3	33.3%	100%	\$76,601	\$12,834	\$89,435

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Cal-Id Technician	Police (100%)	3	100%	66.7%	\$47,681	\$744	\$48,425
Supv Cal-Id Tech	Police (100%)	3	100%	100%	\$56,789	\$7,841	\$64,630
Workers' Compensation Claims Aide	Risk Management (100%)	3	66.7%	100%	\$52,772	\$613	\$53,385
Clerical Asst 1	Library (67%), Police (33%)	3	66.7%	66.7%	\$40,892	\$2,543	\$43,436
Payroll Audit Supv	Personnel (67%), Department of Finance (33%)	3	100%	100%	\$72,117	\$2,122	\$74,239
Asst Mgmt Anlyst(Litrcy Tut/Lrng Coord)	Library (100%)	2			\$64,170	\$0	\$64,170
Claims Aide	Risk Management (100%)	2			\$51,324	\$0	\$51,324
Contracts Processing Clrk	Eng & Capital Proj (100%)	2			\$44,626	\$392	\$45,018
Legal Secretary 1	City Attorney (100%)	2			\$59,260	\$0	\$59,260
Payroll Audit Spec 1	Personnel (100%)	2			\$56,074	\$62	\$56,136
Sr Mgmt Anlyst(Ret Fnci Spec 3)	City Retirement (100%)	2			\$79,838	\$0	\$79,838
Sr Offset Press Operator	Purchasing & Contracting (100%)	2			\$53,016	\$0	\$53,016
Supv Department HR Anlyst	Public Util - Admin Svcs (100%)	2			\$92,669	\$0	\$92,669
Test Administration Spec	Personnel (100%)	2			\$36,846	\$881	\$37,728
Payroll Spec 1	Airports (50%), Risk Management (50%)	2			\$51,326	\$1,026	\$52,353
Asoc Mgmt Anlyst(Ret Fnci Spec 2)	City Retirement (100%)	1			\$77,634	\$0	\$77,634
Asst Department HR Anlyst	Police (100%)	1			\$67,772	\$0	\$67,772
Asst Mgmt Anlyst(Sr Victim Servs Coord)	City Attorney (100%)	1			\$62,708	\$0	\$62,708
Asst Pers Anlyst	Personnel (100%)	1			\$67,275	\$0	\$67,275
Benefits Rep 2	City Retirement (100%)	1			\$52,499	\$0	\$52,499
Legislative Recorder 1	Development Svcs (100%)	1			\$56,129	\$0	\$56,129
Principal Clerk	City Attorney (100%)	1			\$57,674	\$586	\$58,260
Principal Test Admnstrn Spec	Personnel (100%)	1			\$67,800	\$3,809	\$71,609
Public Info Spec	City Clerk (100%)	1			\$53,441	\$0	\$53,441
Sr Account Audit Clrk	Department of Finance (100%)	1			\$48,697	\$0	\$48,697
Sr Cashier	Public Util - Admin Svcs (100%)	1			\$41,064	\$32	\$41,096
Sr Department HR Analyst	Police (100%)	1			\$89,005	\$0	\$89,005
Sr Test Admin Spec	Personnel (100%)	1			\$57,145	\$2,220	\$59,365
Test Monitor 2	Personnel (100%)	1			\$35,244	\$255	\$35,499
		1,061	83%	74.9%	\$55,583	\$1,135	\$56,718

Jobs in this job type with zero employees who met the study's inclusion criteria: Clerical Asst 2(Temp Pool) (7 employees), Employee Benefits Specialist 1 (1), Police Records Data Spec (1), Police Records Data Spec Supv (1), Supv Mgmt Anlyst(Supv Lndscp Cnsv Dsnr) (1), and Test Monitor 1 (1)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
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Jobs in this job type with an employee excluded from study population: Asst Mgmt Anlyst(Litrcy Tut/Lrng Coord) (48 excluded), Clerical Asst 2 (35), Cust Servs Rep (15), Administrative Aide 1 (12), Sr Mgmt Anlyst (12), Asoc Mgmt Anlyst (11), Administrative Aide 2 (8), Payroll Spec 2 (8), Police Records Clerk (7), Supv Mgmt Anlyst (7), Account Clerk (6), Asst Mgmt Anlyst (6), Clerical Asst 1 (6), Legal Secretary 2 (6), Word Processing Oper (5), Court Support Clrk 2 (4), Public Info Clerk (4), Sr Clerk/Typist (3), Deputy City Clerk 2 (2), Sr Mgmt Anlyst(Hland Secur Coord) (2), Sr Mgmt Anlyst(Ret Fncl Spec 3) (2), Sr Pers Anlyst (2), Workers' Compensation Claims Aide (2)

## Auditor

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 38: Auditor Job Type - Study Population (2019)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Performance Auditor	Offc of the City Auditor (100%)	15	46.7%	46.7%	\$103,474	\$0	\$103,474
City Auditor	Offc of the City Auditor (100%)	1			\$196,281	\$0	\$196,281
Performance Audit Manager	Offc of the City Auditor (100%)	1			\$128,630	\$0	\$128,630
		17	47.1%	47.1%	\$110,413	\$0	\$110,413

Jobs in this job type with an employee excluded from study population: Performance Auditor (4 excluded)

## Building Trades and Facilities Maint

Table 39: Building Trades and Facilities Maint Job Type - Study Population (2019)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Bldg Service Tech	READ Facilities Svcs (100%)	20	10%	75%	\$43,936	\$1,656	\$45,592
Painter	READ Facilities Svcs (100%)	20	5%	75%	\$53,945	\$2,455	\$56,400
Carpenter	READ Facilities Svcs (94%), Public Util - Wtr Constrct Maint (6%)	16	0%	81.2%	\$57,316	\$1,015	\$58,331
Bldg Maint Supv	READ Facilities Svcs (100%)	11	18.2%	72.7%	\$79,922	\$2,221	\$82,143

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Welder	Fleet Ops (64%), Public Util - Wstwr Treat & Disposal (18%)	11	0%	72.7%	\$60,663	\$8,354	\$69,017
Plumber	READ Facilities Svcs (100%)	10	0%	60%	\$65,138	\$5,730	\$70,868
Roofer	READ Facilities Svcs (100%)	8	0%	87.5%	\$49,906	\$24	\$49,930
HVACR Technician	READ Facilities Svcs (100%)	7	14.3%	57.1%	\$64,708	\$1,005	\$65,714
Sr HVACR Technician	READ Facilities Svcs (100%)	7	0%	42.9%	\$71,105	\$1,435	\$72,540
Bldg Supv	READ Facilities Svcs (80%), Parks & Rec - Metro Pks (20%)	5	20%	80%	\$56,246	\$3,486	\$59,732
Grounds Maint Wrkr 2	READ Facilities Svcs (100%)	4	0%	100%	\$39,490	\$3,906	\$43,396
Stadium Maintenance Tech	READ Facilities Svcs (100%)	4	0%	100%	\$49,319	\$3,526	\$52,844
Equip Painter	Fleet Ops (50%), Public Util - Wstwr Treat & Disposal (50%)	4	0%	75%	\$55,233	\$10,964	\$66,197
Plasterer	READ Facilities Svcs (100%)	3	0%	66.7%	\$55,019	\$377	\$55,396
Apprentice 2-HVACR Technician	READ Facilities Svcs (100%)	2			\$62,501	\$470	\$62,970
Bldg Service Supv	READ Facilities Svcs (100%)	2			\$58,086	\$1,141	\$59,226
Carpenter Supv	READ Facilities Svcs (100%)	2			\$56,028	\$238	\$56,267
Heat, Vent, & Air Condit Supv	READ Facilities Svcs (100%)	2			\$74,696	\$1,513	\$76,208
Locksmith	READ Facilities Svcs (100%)	2			\$54,672	\$86	\$54,758
Painter Supervisor	READ Facilities Svcs (100%)	2			\$61,402	\$894	\$62,296
Stadium Groundskpr	READ Facilities Svcs (100%)	2			\$60,379	\$9,525	\$69,904
Cement Finisher	Parks & Rec - Metro Pks (50%), Public Util - Wstwr Collection (50%)	2			\$58,807	\$16,008	\$74,815
Apprentice 1-HVACR Technician	READ Facilities Svcs (100%)	1			\$39,577	\$0	\$39,577
Apprentice 2-Plumber	READ Facilities Svcs (100%)	1			\$47,874	\$223	\$48,097
Construction Estimator	READ Facilities Svcs (100%)	1			\$75,491	\$0	\$75,491
Plumber Supv	READ Facilities Svcs (100%)	1			\$77,841	\$106	\$77,947
Roofing Supervisor	READ Facilities Svcs (100%)	1			\$60,989	\$0	\$60,989
Sr Building Maint Supv	READ Facilities Svcs (100%)	1			\$92,390	\$242	\$92,632
Sr Locksmith	READ Facilities Svcs (100%)	1			\$61,393	\$0	\$61,393
		153	4.6%	73.9%	\$57,997	\$2,888	\$60,885

Jobs in this job type with zero employees who met the study's inclusion criteria: Stadium Turf Mgr (1 employee)

Jobs in this job type with an employee excluded from study population: Welder (6 excluded), Bldg Service Tech (4), HVACR Technician (4), Carpenter (2), and Plumber (2)

## Chemist/Biologist

## Chemist Biologist Job Type - Career Progression

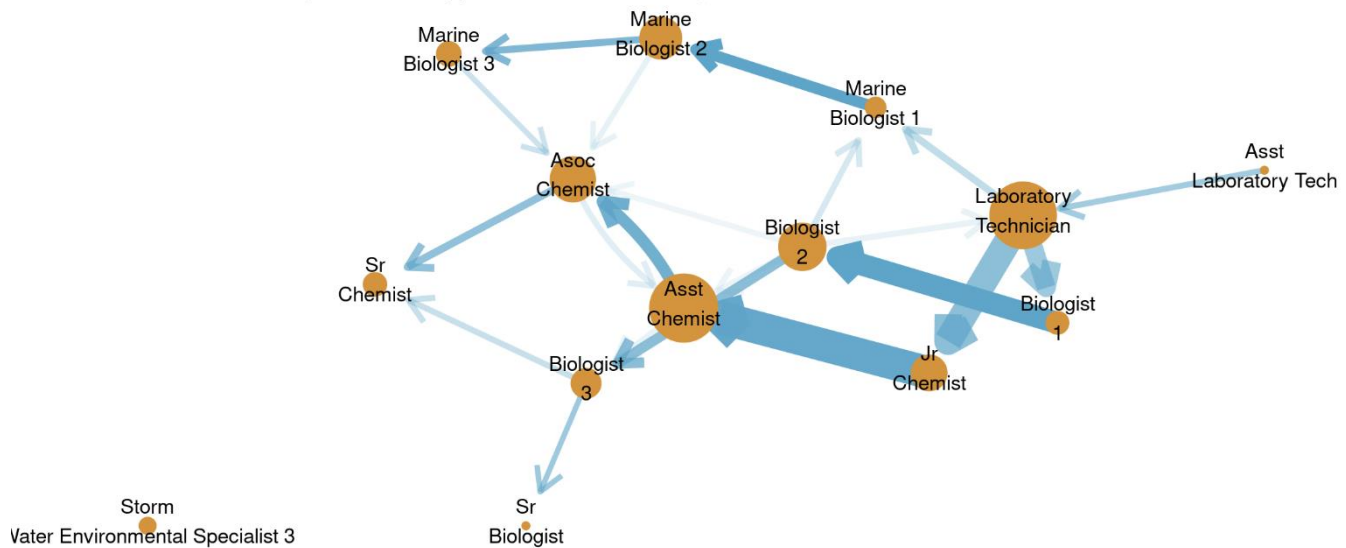


Table 40: Chemist/Biologist Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asst Chemist	Public Util - Admin Svcs (100%)	45	57.8%	64.4%	\$74,046	\$428	\$74,474
Laboratory Technician	Public Util - Admin Svcs (100%)	27	40.7%	59.3%	\$59,373	\$1,848	\$61,221
Asoc Chemist	Public Util - Admin Svcs (100%)	17	47.1%	47.1%	\$90,660	\$594	\$91,255
Biologist 2	Public Util - Admin Svcs (71%), Transportation - Storm Wtr (29%)	17	29.4%	35.3%	\$75,315	\$1,484	\$76,800
Marine Biologist 2	Public Util - Admin Svcs (100%)	11	54.5%	36.4%	\$75,006	\$420	\$75,426
Environmental Biologist 3	Parks & Rec - Open Space (40%), Eng & Capital Proj (20%)	10	80%	50%	\$85,787	\$4,043	\$89,830
Biologist 3	Public Util - Admin Svcs (100%)	5	100%	40%	\$80,401	\$2,192	\$82,593
Biologist 1	Public Util - Admin Svcs (100%)	4	50%	50%	\$65,318	\$1,746	\$67,064
Marine Biologist 3	Public Util - Admin Svcs (100%)	4	75%	25%	\$77,586	\$1,820	\$79,405
Sr Chemist	Public Util - Admin Svcs (100%)	4	50%	50%	\$100,010	\$1,405	\$101,414
Jr Chemist	Public Util - Admin Svcs (100%)	3	33.3%	33.3%	\$67,958	\$3,830	\$71,788
Environmental Biologist 2	Parks & Rec - Open Space (100%)	1			\$73,142	\$0	\$73,142
Sr Biologist	Public Util - Admin Svcs (100%)	1			\$110,449	\$0	\$110,449
		149	51.7%	51%	\$75,173	\$1,288	\$76,461

Jobs in this job type with zero employees who met the study's inclusion criteria: Marine Biologist 1 (3 employees), Sr Marine Biologist (2), Storm Water Environmental Specialist 3 (2), and Asst Laboratory Tech (1)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total

Jobs in this job type with an employee excluded from study population: Laboratory Technician (6 excluded), Asst Chemist (2), and Marine Biologist 3 (2)

### City Attorney

#### City Attorney Job Type - Career Progression

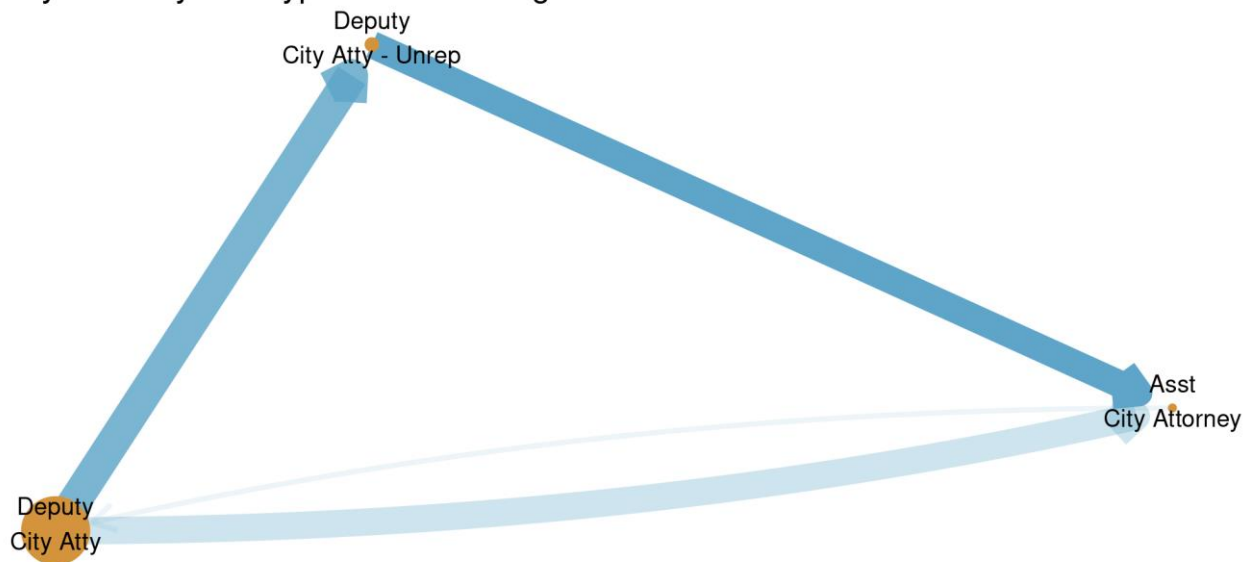


Table 41: City Attorney Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Deputy City Attorney	City Attorney (100%)	154	61%	28.6%	\$127,479	\$0	\$127,479
Deputy City Attorney - Unrep	City Attorney (100%)	6	50%	16.7%	\$148,645	\$0	\$148,645
Asst City Attorney	City Attorney (100%)	5	40%	20%	\$202,100	\$0	\$202,100
		165	60%	27.9%	\$130,510	\$0	\$130,510

Jobs in this job type with an employee excluded from study population: Deputy City Attorney (26 excluded)



## City Atty Invstgtr

## City Atty Invstgtr Job Type - Career Progression

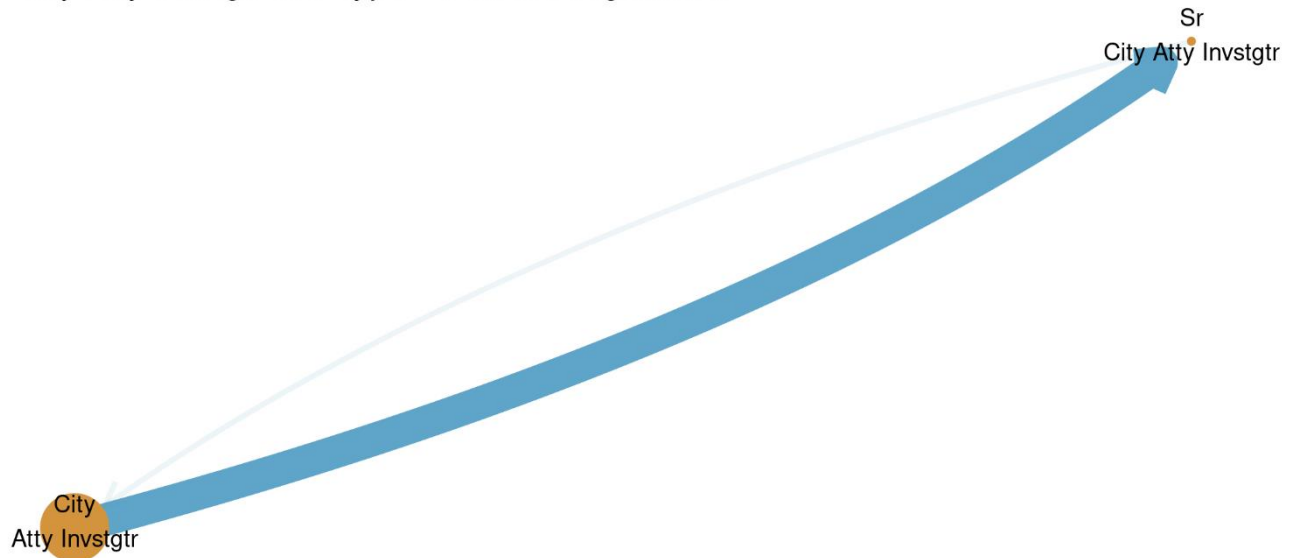
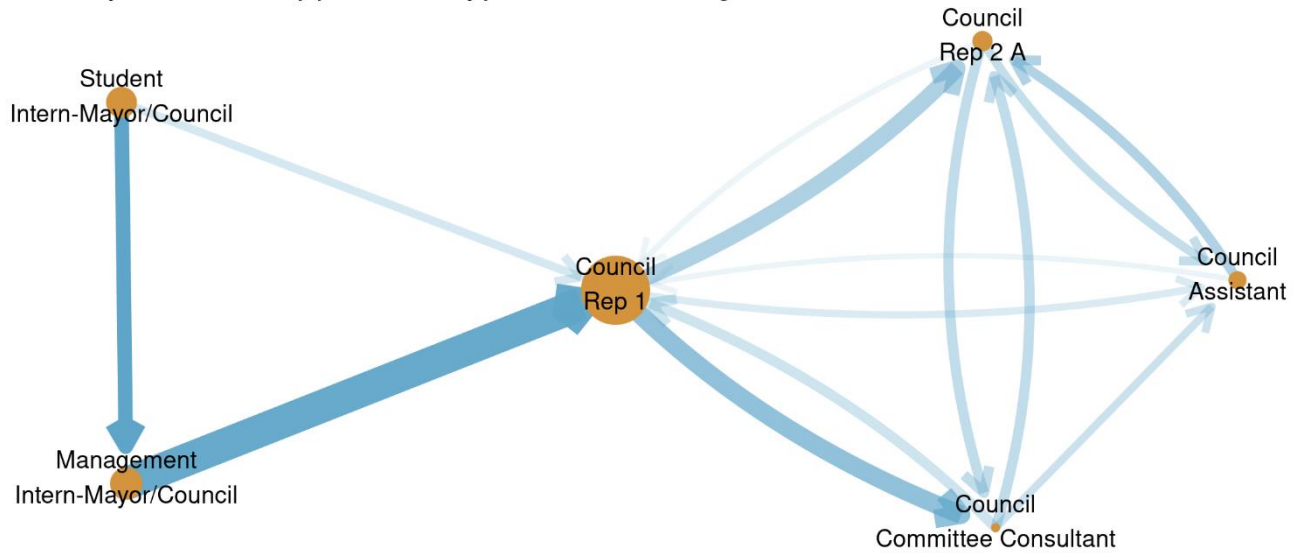


Table 42: City Atty Invstgtr Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
City Atty Invstgtr	City Attorney (100%)	20	45%	20%	\$78,983	\$81	\$79,064
Sr City Atty Invstgtr	City Attorney (100%)	5	40%	40%	\$84,311	\$422	\$84,733
Principal City Atty Invstgtr	City Attorney (100%)	1			\$92,964	\$809	\$93,773
Sr City Atty Invstgtr (Env Prot Invstgtr)	City Attorney (100%)	1			\$92,677	\$0	\$92,677
		27	40.7%	22.2%	\$80,995	\$168	\$81,163

Jobs in this job type with an employee excluded from study population: City Atty Invstgtr (22 excluded)

### City Council Support Job Type - Career Progression



### City Council Support

Table 43: City Council Support Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Council Rep 1	City Council (90%), Council Administration (10%)	52	51.9%	55.8%	\$69,606	\$0	\$69,606
Council Assistant	City Council (100%)	8	50%	25%	\$126,246	\$0	\$126,246
Council Committee Consultant	Council Administration (100%)	8	50%	37.5%	\$89,041	\$0	\$89,041
Council Rep 2 A	City Council (75%), Council Administration (12%)	8	62.5%	50%	\$85,822	\$0	\$85,822
Council Rep 2 B	Council Administration (100%)	1			\$130,641	\$0	\$130,641
		77	53.2%	49.4%	\$79,987	\$0	\$79,987

Jobs in this job type with zero employees who met the study's inclusion criteria: Student Intern-Mayor/Council (21 employees), Management Intern-Mayor/Council (9)

Jobs in this job type with an employee excluded from study population: Council Rep 1 (20 excluded), and Council Rep 2 A (2)

## Cmnty Dev Spec

## Cmnty Dev Spec Job Type - Career Progression

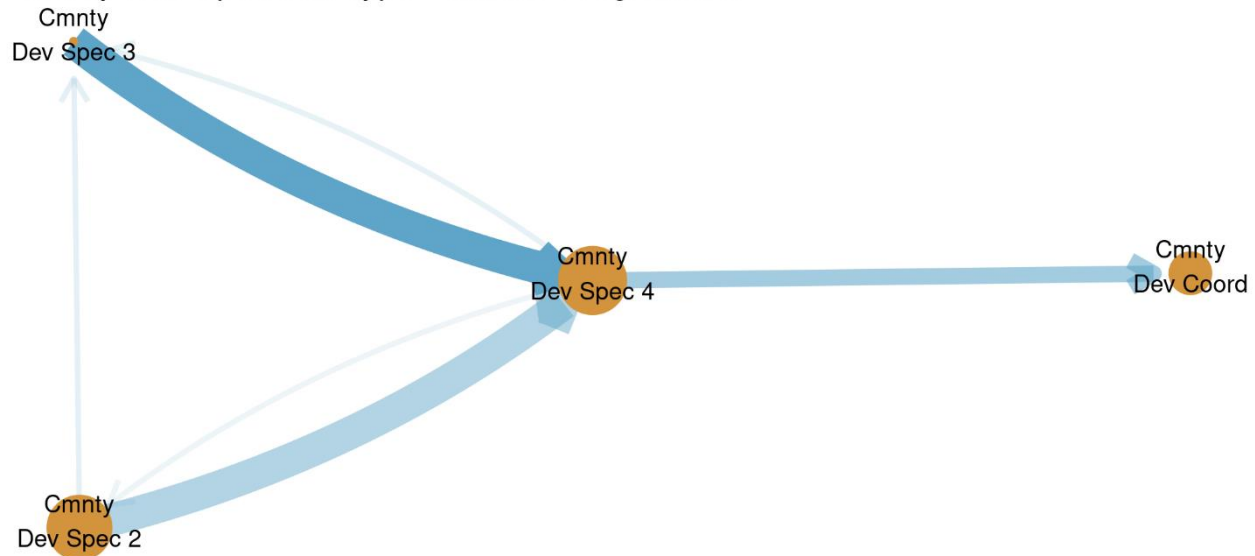


Table 44: Cmnty Dev Spec Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Cmnty Dev Spec 2	Economic Development (100%)	11	72.7%	54.5%	\$66,595	\$153	\$66,748
Cmnty Dev Spec 4	Economic Development (100%)	7	42.9%	71.4%	\$85,500	\$0	\$85,500
Cmnty Dev Coord	Economic Development (100%)	6	50%	0%	\$99,211	\$0	\$99,211
Cmnty Dev Spec 3	Economic Development (100%)	4	100%	75%	\$81,230	\$0	\$81,230
		28	64.3%	50%	\$80,401	\$60	\$80,461

Jobs in this job type with an employee excluded from study population: Cmnty Dev Spec 4 (2 excluded)

## Code Compliance Officer

## Code Compliance Officer Job Type - Career Progression

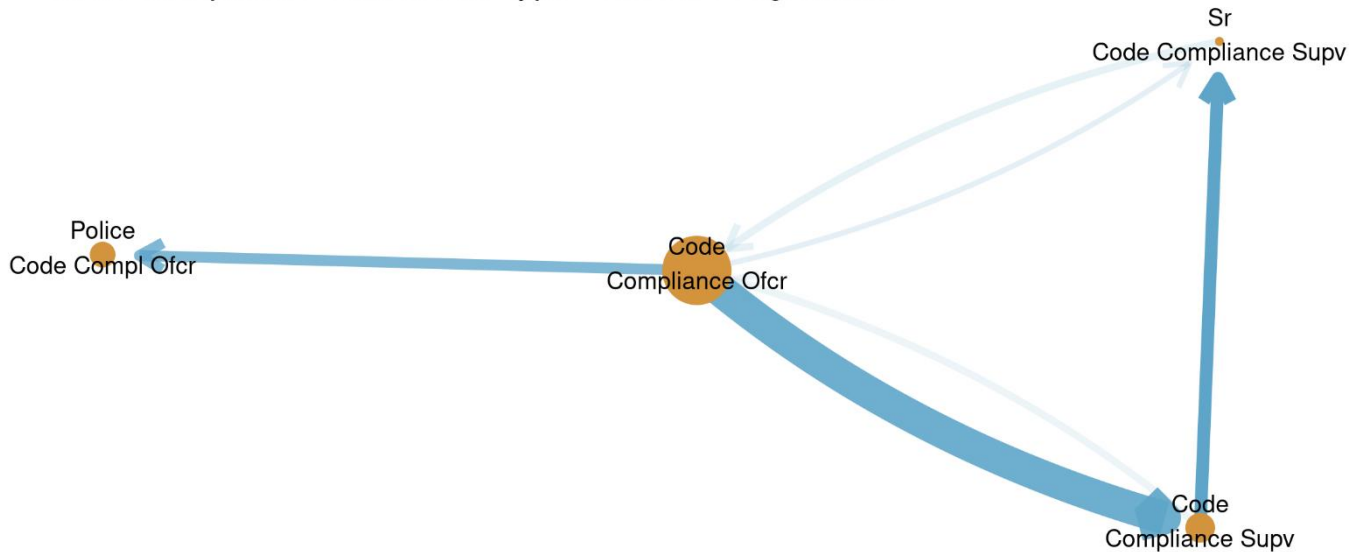


Table 45: Code Compliance Officer Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Code Compliance Ofcr	Environ Svcs - Waste Reduction Division (55%), Transportation - Storm Wtr (16%)	31	41.9%	64.5%	\$50,029	\$3,694	\$53,723
Police Code Compl Ofcr	Police (100%)	4	0%	25%	\$58,816	\$17,407	\$76,223
Code Compliance Supv	Environ Svcs - Waste Reduction Division (50%), Public Util - Admin Svcs (25%)	4	0%	50%	\$56,653	\$1,072	\$57,725
		39	33.3%	59%	\$51,609	\$4,832	\$56,441

Jobs in this job type with zero employees who met the study's inclusion criteria: Sr Code Compliance Supv (1 employee)

Jobs in this job type with an employee excluded from study population: Code Compliance Ofcr (8 excluded)

## Collections

Table 46: Collections Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Collections Invstgtr 1	City Treasurer (100%)	12	58.3%	75%	\$49,134	\$0	\$49,134
Collections Invstgtr 3	City Treasurer (100%)	4	25%	100%	\$66,699	\$0	\$66,699
Collections Invstgtr 2	City Treasurer (100%)	3	66.7%	66.7%	\$55,977	\$0	\$55,977
Collections Invstgtr 1 (Legal)	City Treasurer (100%)	1			\$59,197	\$0	\$59,197
Collections Invstgtr Trainee	City Treasurer (100%)	1			\$38,742	\$0	\$38,742
Collections Manager	City Treasurer (100%)	1			\$84,799	\$0	\$84,799
		22	54.5%	81.8%	\$54,867	\$0	\$54,867

Jobs in this job type with an employee excluded from study population: Collections Invstgtr 1 (2 excluded)

## Communications

Table 47: Communications Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Sr Public Info Ofcr	Communications (88%) SDFD - Fire Rescue (12%)	8	50%	37.5%	\$69,992	\$1,138	\$71,130
Supv Public Info Ofcr	Communications (100%)	5	40%	60%	\$71,001	\$1,635	\$72,636
Graphic Designer	Communications (50%), Purchasing & Contracting (50%)	4	50%	75%	\$57,560	\$154	\$57,713
Multimedia Prod Coord	Communications (100%)	3	33.3%	33.3%	\$68,195	\$717	\$68,912
Public Info Ofcr	Communications (100%)	3	100%	0%	\$51,860	\$0	\$51,860
Multimedia Prod Spec	Communications (100%)	1			\$57,223	\$0	\$57,223
		24	54.2%	41.7%	\$65,107	\$835	\$65,942

Jobs in this job type with an employee excluded from study population: Sr Public Info Ofcr (3 excluded)

## Communications Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

### Communications Tech Job Type - Career Progression

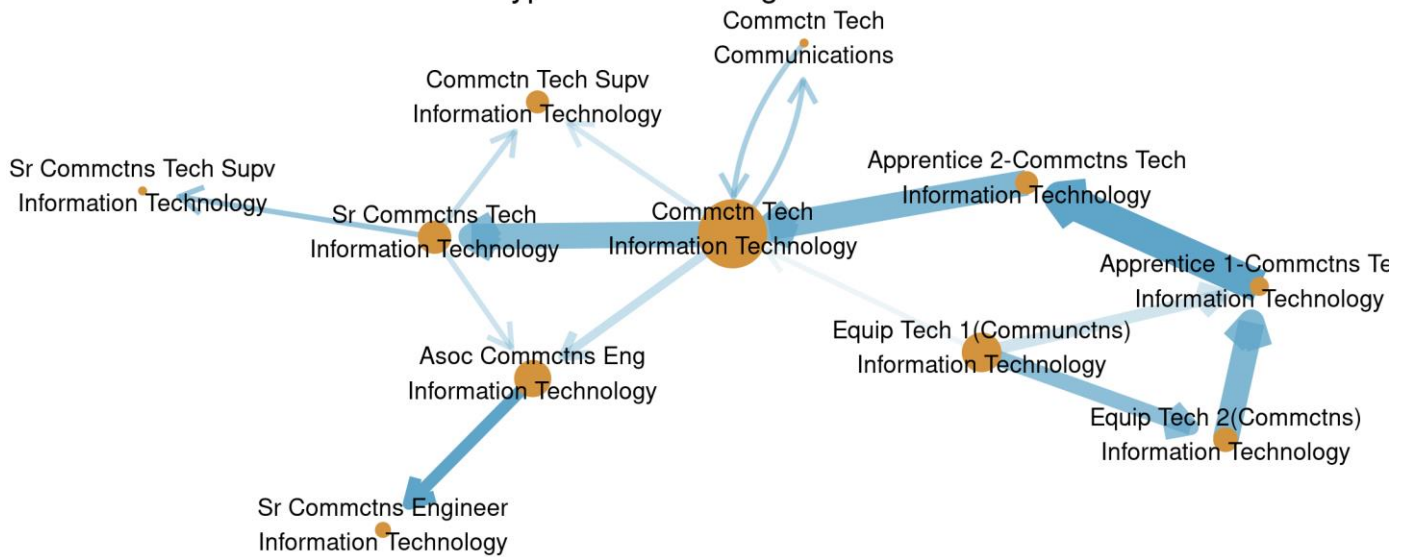


Table 48: Communications Tech Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Commctn Tech	Information Technology (94%), Communications (6%)	17	0%	76.5%	\$76,923	\$1,439	\$78,362
Asoc Commctns Eng	Information Technology (100%)	4	0%	0%	\$103,306	\$44	\$103,350
Equip Tech 1(Communctns)	Information Technology (100%)	4	0%	75%	\$48,598	\$440	\$49,038
Sr Commctns Tech	Information Technology (100%)	4	0%	50%	\$79,216	\$2,328	\$81,544
Commctn Tech Supv	Information Technology (100%)	2			\$80,800	\$1,964	\$82,764
Apprentice 1-Commctns Tech	Information Technology (100%)	1			\$56,877	\$323	\$57,200
Apprentice 2-Commctns Tech	Information Technology (100%)	1			\$74,583	\$5,349	\$79,932
Equip Tech 2(Communctns)	Information Technology (100%)	1			\$48,502	\$1,995	\$50,497
Sr Commctns Engineer	Information Technology (100%)	1			\$106,839	\$0	\$106,839
Sr Commctns Tech Supv	Information Technology (100%)	1			\$102,459	\$758	\$103,217
		36	0%	61.1%	\$77,307	\$1,335	\$78,642

Jobs in this job type with an employee excluded from study population: Equip Tech 1(Communctns) (2 excluded)



## Crime Lab

## Crime Lab Job Type - Career Progression

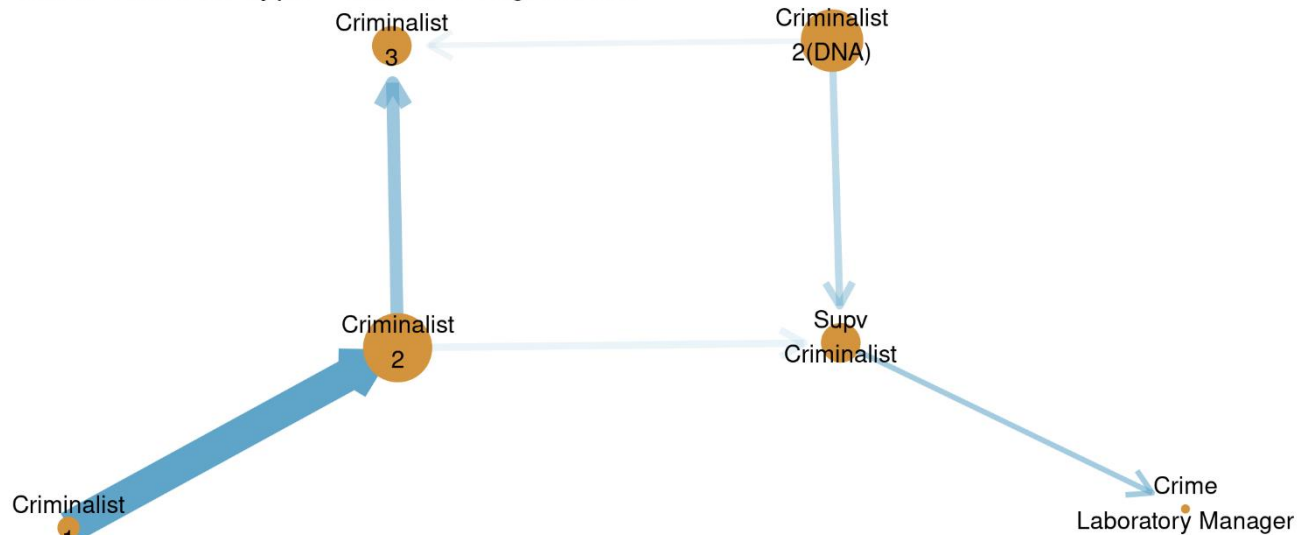


Table 49: Crime Lab Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Criminalist 2(DNA)	Police (100%)	12	66.7%	33.3%	\$106,950	\$4,494	\$111,444
Criminalist 2	Police (100%)	11	72.7%	45.5%	\$95,225	\$1,567	\$96,793
Criminalist 3	Police (100%)	5	40%	0%	\$102,182	\$3,590	\$105,772
Supv Criminalist	Police (100%)	5	100%	0%	\$111,739	\$791	\$112,530
Laboratory Technician	Police (100%)	3	66.7%	66.7%	\$61,633	\$47	\$61,681
Crime Laboratory Manager	Police (100%)	1			\$163,477	\$0	\$163,477
		37	70.3%	29.7%	\$101,320	\$2,519	\$103,840

## Crime Scene Spec and Print Examiners

Table 50: Crime Scene Spec and Print Examiners Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Latent Print Examiner 2	Police (100%)	10	50%	40%	\$79,976	\$418	\$80,394
Crime Scene Specialist	Police (100%)	8	87.5%	50%	\$75,824	\$6,280	\$82,104
Latent Print Examiner Aide	Police (100%)	3	100%	33.3%	\$50,953	\$249	\$51,202
Latent Print Examiner 3	Police (100%)	1			\$97,543	\$0	\$97,543
Supv Crime Scene Specialist	Police (100%)	1			\$86,214	\$8,046	\$94,260
Supv Latent Print Examiner	Police (100%)	1			\$89,469	\$1,814	\$91,283
		24	66.7%	37.5%	\$76,351	\$2,710	\$79,061

## Custodian

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial-and-ethnic pay gap analysis. See methods appendix for more details.

### Custodian Job Type - Career Progression

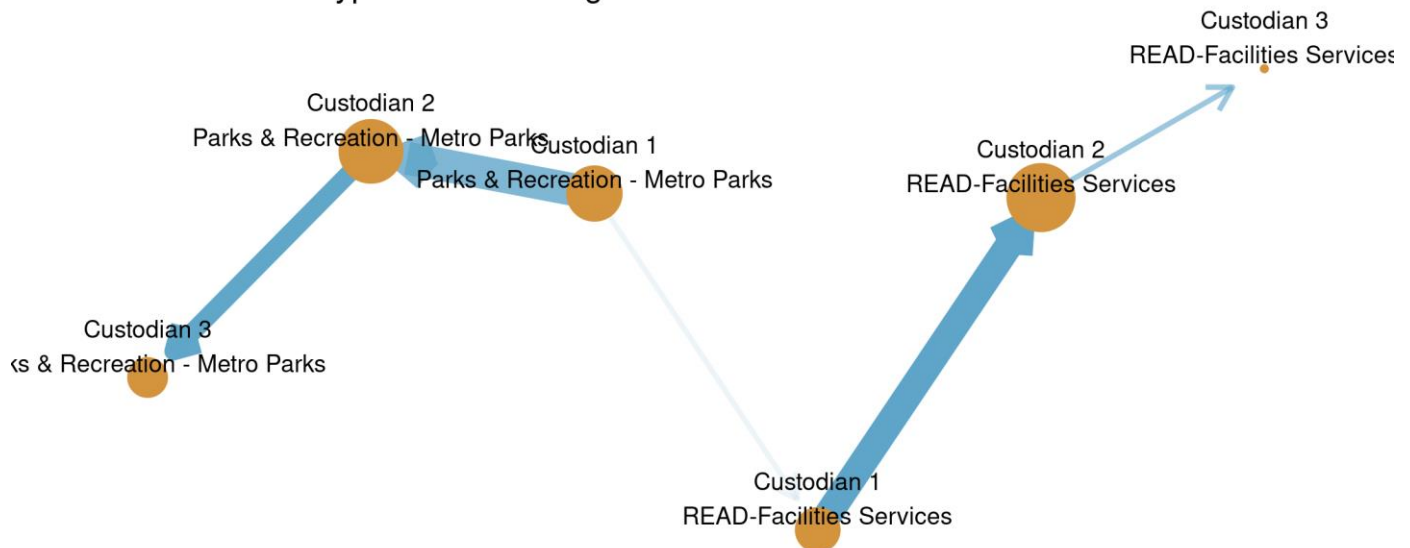


Table 51: Custodian Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Custodian 2	READ Facilities Svcs (59%), Parks & Rec - Metro Pks (41%)	22	31.8%	90.9%	\$36,804	\$865	\$37,669
Custodian 3	Parks & Rec - Metro Pks (83%), READ Facilities Svcs (17%)	6	66.7%	100%	\$47,833	\$448	\$48,280
Custodian 1	READ Facilities Svcs (100%)	1			\$30,847	\$1,616	\$32,463
		29	37.9%	93.1%	\$38,880	\$804	\$39,685

Jobs in this job type with an employee excluded from study population: Custodian 2 (4 excluded)

### Development Inspector

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

#### Development Inspector Job Type - Career Progression

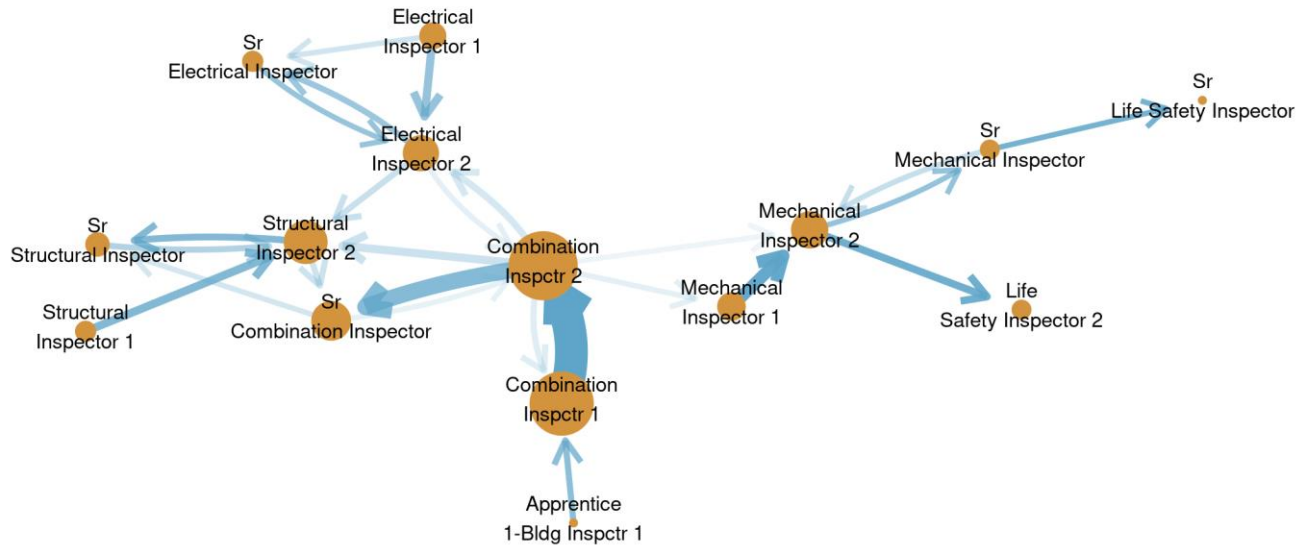


Table 52: Development Inspector Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Combination Inspctr 2	Development Svcs (100%)	24	4.2%	37.5%	\$72,313	\$784	\$73,097
Combination Inspctr 1	Development Svcs (100%)	12	0%	50%	\$71,695	\$400	\$72,095
Structural Inspector 2	Development Svcs (100%)	11	0%	9.1%	\$74,587	\$4,636	\$79,223
Sr Combination Inspector	Development Svcs (100%)	8	0%	25%	\$83,177	\$271	\$83,448
Electrical Inspector 2	Development Svcs (100%)	7	0%	42.9%	\$78,323	\$6,298	\$84,621
Mechanical Inspector 2	Development Svcs (100%)	7	14.3%	42.9%	\$75,762	\$6,882	\$82,644
Electrical Inspector 1	Development Svcs (100%)	3	0%	0%	\$71,400	\$10,120	\$81,520
Sr Structural Inspector	Development Svcs (100%)	3	0%	0%	\$80,371	\$4,072	\$84,443
Sr Mechanical Inspector	Development Svcs (100%)	2			\$83,438	\$11,232	\$94,670
Mechanical Inspector 1	Development Svcs (100%)	1			\$70,046	\$2,616	\$72,662
Sr Electrical Inspector	Development Svcs (100%)	1			\$73,828	\$12,052	\$85,880
Structural Inspector 1	Development Svcs (100%)	1			\$73,161	\$4,885	\$78,046
		80	2.5%	35%	\$74,994	\$3,170	\$78,165

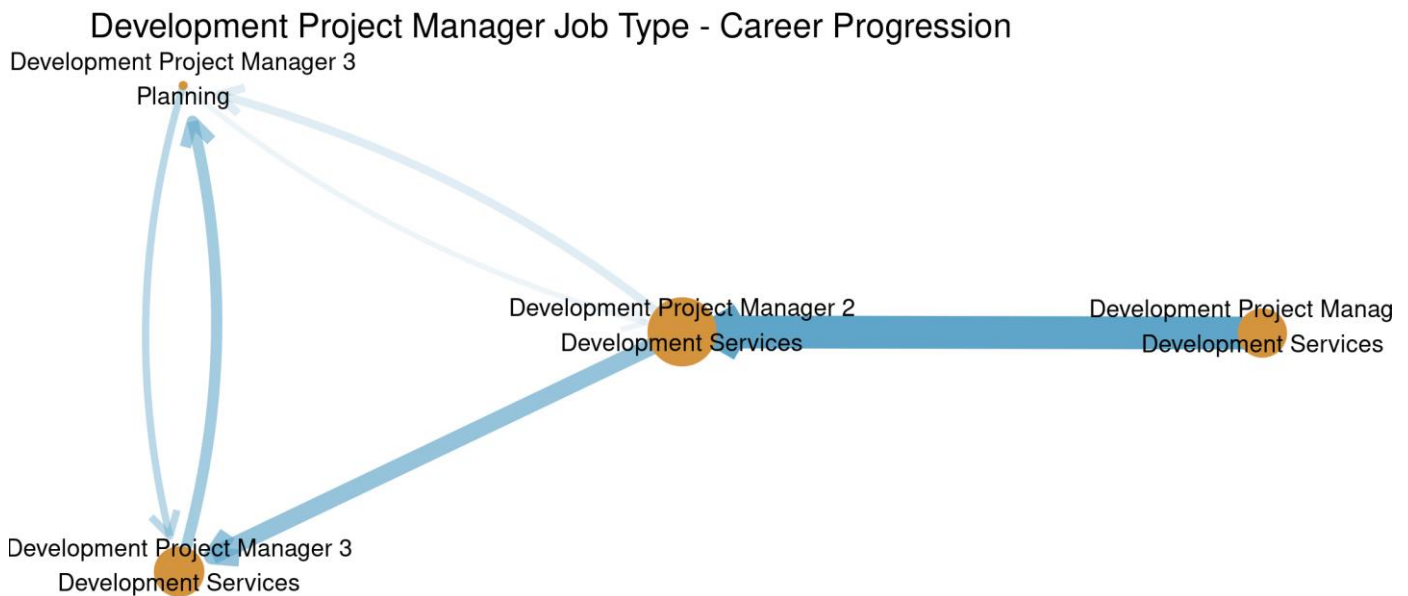
Jobs in this job type with zero employees who met the study's inclusion criteria: Life Safety Inspector 1 (2 employees)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total

Jobs in this job type with an employee excluded from study population: Combination Inspctr 1 (6 excluded), and Combination Inspctr 2 (6)

### Development Project Manager

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial-and-ethnic pay gap analysis. See methods appendix for more details.



**Table 53: Development Project Manager Job Type - Study Population (2019)**

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Development Project Manager 2	Development Svcs (100%)	17	23.5%	70.6%	\$84,528	\$778	\$85,306
Development Project Manager 3	Development Svcs (57%), Planning (36%)	14	78.6%	21.4%	\$101,038	\$1,800	\$102,838
Development Project Manager 1	Development Svcs (100%)	6	16.7%	50%	\$71,370	\$153	\$71,523
		37	43.2%	48.6%	\$88,641	\$1,064	\$89,705

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
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Jobs in this job type with an employee excluded from study population: Development Project Manager 2 (3 excluded), and Development Project Manager 3 (3)

## Director

Table 54: Director Job Type - Study Population (2019)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Deputy Director	Enq & Capital Proj (13%), Development Svcs (12%)	52	42.3%	26.9%	\$141,167	\$0	\$141,167
Asst Deputy Director	Development Svcs (38%), Eng & Capital Proj (31%)	13	53.8%	30.8%	\$130,666	\$0	\$130,666
Department Director	Debt Management (10%), Department of Finance (10%)	10	60%	40%	\$183,675	\$0	\$183,675
Asst Department Director	Department of Finance (22%), Public Util - Admin Svcs (22%)	9	55.6%	33.3%	\$154,416	\$0	\$154,416
Deputy Pers Director	Personnel (100%)	2			\$134,658	\$0	\$134,658
Asst Development Services Dir	Development Svcs (100%)	1			\$154,318	\$0	\$154,318
Asst Environmental Services Dir	Environ Svcs - Resource Mgmt Refuse (100%)	1			\$149,638	\$0	\$149,638
Asst Metro Wstwtr Dir	Public Util - Admin Svcs (100%)	1			\$150,169	\$0	\$150,169
Asst Pers Director	Personnel (100%)	1			\$154,131	\$0	\$154,131
Asst Planning Director	Planning (100%)	1			\$139,872	\$0	\$139,872
Deputy Planning Director	Planning (100%)	1			\$130,715	\$0	\$130,715
Development Services Dir	Development Svcs (100%)	1			\$187,838	\$0	\$187,838
Environmental Services Dir	Environ Svcs - Resource Mgmt Refuse (100%)	1			\$259,756	\$0	\$259,756
Governmental Rel Dir	NA (100%)	1			\$188,434	\$0	\$188,434
Park & Recreation Director	Parks & Rec - Other (100%)	1			\$150,013	\$0	\$150,013
Personnel Director	Personnel (100%)	1			\$180,016	\$0	\$180,016
Planning Director	Planning (100%)	1			\$192,391	\$0	\$192,391
Real Estate Assets Dir	Real Estate Assets (100%)	1			\$195,096	\$0	\$195,096
Risk Management Director	Risk Management (100%)	1			\$189,720	\$0	\$189,720
		100	46%	29%	\$149,573	\$0	\$149,573

Jobs in this job type with zero employees who met the study's inclusion criteria: Public Utilities Director (2 employees)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
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Jobs in this job type with an employee excluded from study population: Deputy Director (16 excluded), Asst Deputy Director (4), Department Director (3), and Asst Department Director (2)

### Disposal Site Operations

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

*Table 55: Disposal Site Operations Job Type - Study Population (2019)*

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Utility Worker 2	Environ Svcs - Collection (47%), Environ Svcs - Waste Reduction Division (41%)	17	0%	82.4%	\$43,217	\$5,818	\$49,035
Landfill Equip Oper	Environ Svcs - Refuse (100%)	16	0%	56.2%	\$60,029	\$18,821	\$78,851
Laborer	Environ Svcs - Refuse (88%), Environ Svcs - Waste Reduction Division (12%)	8	0%	37.5%	\$40,416	\$9,779	\$50,195
Equip Operator 2	Environ Svcs - Refuse (100%)	7	14.3%	57.1%	\$54,818	\$17,406	\$72,223
Heavy Truck Drvr 2	Environ Svcs - Waste Reduction Division (100%)	5	0%	80%	\$46,282	\$2,557	\$48,839
Utility Worker 1	Environ Svcs - Waste Reduction Division (100%)	4	25%	75%	\$41,405	\$503	\$41,908
Public Works Supv	Environ Svcs - Waste Reduction Division (100%)	3	66.7%	66.7%	\$63,704	\$16,147	\$79,851
General Util Supv	Environ Svcs - Refuse (67%), Environ Svcs - Waste Reduction Division (33%)	3	0%	33.3%	\$74,066	\$20,676	\$94,742
Heavy Truck Drvr 1	Environ Svcs - Waste Reduction Division (100%)	2			\$48,852	\$881	\$49,733
		65	6.2%	63.1%	\$50,927	\$11,187	\$62,114

Jobs in this job type with an employee excluded from study population: Laborer (5 excluded), and Utility Worker 2 (2)

### Elected Official

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.



Table 56: Elected Official Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Council Member	City Council (100%)	9	55.6%	44.4%	\$88,894	\$0	\$88,894
City Atty	City Attorney (100%)	1			\$197,287	\$0	\$197,287
Mayor	NA (100%)	1			\$99,147	\$0	\$99,147
		11	54.5%	45.5%	\$99,680	\$0	\$99,680

### Electrician and Plant Proc Cntrl

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

### Electrician and Plant Proc Cntrl Job Type - Career Progression

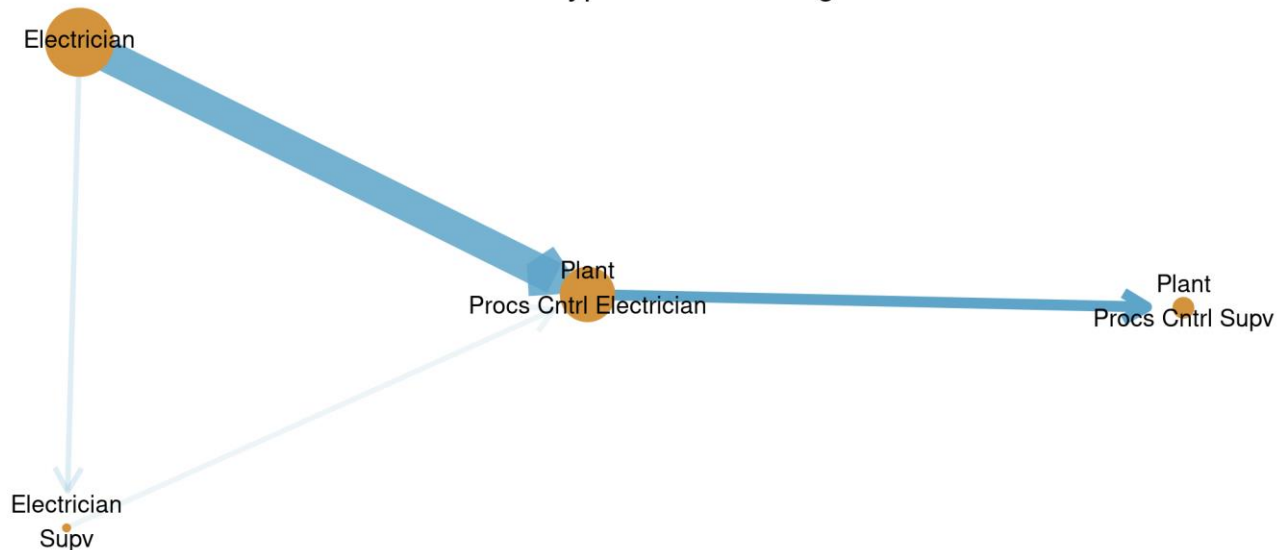


Table 57: Electrician and Plant Proc Cntrl Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Electrician	READ Facilities Svcs (48%), Transportation - Streets (39%)	31	0%	61.3%	\$65,950	\$2,441	\$68,391
Plant Procs Cntrl Electrician	Public Util - Wstwr Treat & Disposal (55%), Public Util - Wstwr Collection (14%)	22	4.5%	50%	\$77,225	\$10,121	\$87,346
Plant Procs Cntrl Supv	Public Util - Wstwr Treat & Disposal (50%), Public Util - Wstwr Collection (17%)	6	0%	50%	\$86,183	\$24,678	\$110,861
Electrician Supv	Transportation - Streets (67%), READ Facilities Svcs (33%)	3	0%	100%	\$75,386	\$9,518	\$84,904
Apprentice 2-Electrchn(5 Yr)	READ Facilities Svcs (100%)	2			\$51,182	\$2,992	\$54,174
		64	1.6%	57.8%	\$71,704	\$7,514	\$79,218

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
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Jobs in this job type with an employee excluded from study population: Plant Procs Cntrl Electrician (6 excluded), and Electrician (2)

## Engineer - Civil

## Engineer Civil Job Type - Career Progression

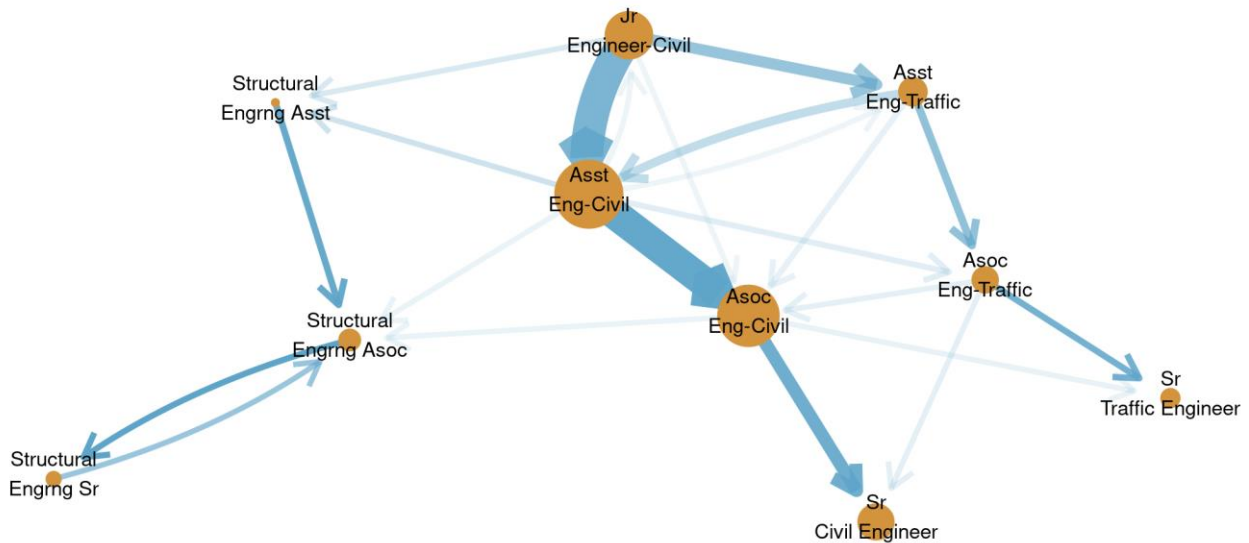


Table 58: Engineer - Civil Job Type - Study Population (2019)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Asst Eng-Civil	Eng & Capital Proj (72%) Public Util - Admin Svcs (10%)	229	26.6%	58.1%	\$78,942	\$2,396	\$81,338
Asoc Eng-Civil	Eng & Capital Proj (59%) Public Util - Admin Svcs (13%)	197	32.5%	48.7%	\$97,397	\$2,844	\$100,241
Sr Civil Engineer	Eng & Capital Proj (56%) Public Util - Admin Svcs (12%)	57	26.3%	45.6%	\$124,339	\$3,292	\$127,632
Jr Engineer-Civil	Eng & Capital Proj (39%) Development Svcs (16%)	57	33.3%	59.6%	\$64,212	\$995	\$65,208
Asst Eng-Traffic	Transportation - Traffic Eng (73%) Development Svcs (10%)	30	16.7%	86.7%	\$75,425	\$2,635	\$78,060
Asoc Eng-Traffic	Transportation - Traffic Eng (48%) Development Svcs (26%)	27	37%	51.9%	\$99,455	\$3,072	\$102,527
Structural Engrng Asoc	Development Svcs (100%)	20	35%	55%	\$100,182	\$21,982	\$122,164
Sr Traffic Engineer	Transportation - Traffic Eng (50%) Development Svcs (17%)	12	8.3%	25%	\$119,089	\$4,814	\$123,903

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Structural Engrng Sr	Development Svcs (100%)	9	0%	22.2%	\$123,328	\$31,485	\$154,814
Asoc Eng-Civil(Sr Cntrct Spec)	Eng & Capital Proj (56%), Public Util - Admin Svcs (44%)	9	66.7%	55.6%	\$85,659	\$19	\$85,678
Asst Eng-Civil(Cntrct Spec)	Eng & Capital Proj (100%)	7	42.9%	85.7%	\$73,397	\$0	\$73,397
Asoc Eng-Civil(Asoc Eng-Geol)	Development Svcs (100%)	3	0%	33.3%	\$110,433	\$16,484	\$126,917
Sr Civil Engineer(Princ Cntrct Spec)	Eng & Capital Proj (50%), Public Util - Admin Svcs (50%)	2			\$105,217	\$74	\$105,292
Structural Engrng Asst	Development Svcs (100%)	1			\$70,635	\$0	\$70,635
		660	29.2%	54.1%	\$90,000	\$3,555	\$93,555

Jobs in this job type with an employee excluded from study population: Asst Eng-Civil (36 excluded), Jr Engineer-Civil (28), Asoc Eng-Civil (12), Sr Civil Engineer (8), Asst Eng-Civil(Cntrct Spec) (2)

### Engineer - Electrical

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

Table 59: Engineer - Electrical Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asoc Eng-Electrical	Eng & Capital Proj (36%), Development Svcs (27%)	11	9.1%	27.3%	\$96,793	\$11,919	\$108,712
Asst Eng-Electrical	Eng & Capital Proj (83%), Development Svcs (17%)	6	0%	50%	\$81,348	\$8,480	\$89,828
Sr Electrical Engineer	Development Svcs (50%), Eng & Capital Proj (50%)	2			\$115,268	\$16,260	\$131,528
Sr Electrical Engineer(Sr Cntrl Sys Eng)	Public Util - Wstwr Treat & Disposal (100%)	1			\$121,376	\$0	\$121,376
		20	5%	30%	\$95,236	\$10,726	\$105,962

Jobs in this job type with zero employees who met the study's inclusion criteria: Jr Engineer-Electrical (1 employee)

Jobs in this job type with an employee excluded from study population: Asst Eng-Electrical (3 excluded), Asoc Eng-Electrical (2)

*Engineer - Other*

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

*Table 60: Engineer - Other Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asoc Eng-Mechanical	Development Svcs (80%), Public Util - Admin Svcs (20%)	5	40%	100%	\$89,230	\$16,464	\$105,693
Sr Mechanical Engineer	Development Svcs (67%), Environ Svcs - Refuse (33%)	3	0%	33.3%	\$122,299	\$22,116	\$144,415
Asoc Eng-Corrosion	Public Util - Wtr Sys Ops (100%)	2			\$114,922	\$7,012	\$121,934
Asst Eng-Corrosion	Public Util - Wtr Sys Ops (100%)	1			\$99,833	\$4,864	\$104,697
Asst Eng-Mechanical	Public Util - Admin Svcs (100%)	1			\$75,500	\$0	\$75,500
Asst Eng-Mechanical(Motve Equip Eng)	Environ Svcs - Collection (100%)	1			\$90,152	\$953	\$91,106
Sr Engineer-Fire Protection	Development Svcs (100%)	1			\$130,084	\$11,738	\$141,822
Sr Engineering Geologist	Development Svcs (100%)	1			\$139,983	\$2,564	\$142,547
		15	20%	46.7%	\$105,230	\$12,187	\$117,417

Jobs in this job type with an employee excluded from study population: Asoc Eng-Mechanical (3 excluded)

*Env Haz Mat Inspctr*

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.

*Table 61: Env Haz Mat Inspctr Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Haz Mat Inspctr 2	Environ Svcs - Refuse (100%)	6	0%	0%	\$72,663	\$1,316	\$73,980
Haz Mat Inspctr 3	Environ Svcs - Refuse (100%)	2			\$89,461	\$894	\$90,355
Haz Mat Inspctr 1	Environ Svcs - Refuse (100%)	1			\$54,066	\$1,265	\$55,331
Supv Haz Mat Inspctr	Environ Svcs - Refuse (100%)	1			\$89,949	\$2,373	\$92,322
		10	0%	0%	\$75,892	\$1,333	\$77,224

Jobs in this job type with zero employees who met the study's inclusion criteria: Haz Mat Prgrm Mgr (1 employee)

*Executive*

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.

*Table 62: Executive Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Executive Director	Offc of Boards & Commissions (43%), City Attorney (14%)	7	71.4%	42.9%	\$141,542	\$0	\$141,542
Deputy Chief Oper Ofcr	Neighborhood Svcs (20%), Offc of the Mayor (20%)	5	20%	20%	\$217,722	\$0	\$217,722
Asst Deputy Chief Oper Ofcr	Offc of the Mayor (100%)	2			\$202,958	\$0	\$202,958
Asst Chief Oper Ofcr	Assistant COO (50%), NA (50%)	2			\$287,516	\$0	\$287,516
Chief Financial Officer	Chief Financial Ofcr (100%)	1			\$240,847	\$0	\$240,847
Chief Operating Officer	Offc of the COO (100%)	1			\$289,423	\$0	\$289,423
		18	44.4%	33.3%	\$199,479	\$0	\$199,479

*Executive Assistant*

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

*Table 63: Executive Assistant Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Executive Assistant	Department of Finance (10%), Offc of Boards & Commissions (10%)	21	100%	71.4%	\$55,392	\$151	\$55,543
Asst to the Director	Offc of the City Auditor (100%)	2			\$70,374	\$0	\$70,374
Asst to the Fire Chief	SDFD - Fire Rescue (100%)	1			\$146,599	\$0	\$146,599
Conf Secretary to Chief Oper Ofcr	Offc of the COO (100%)	1			\$91,501	\$0	\$91,501
Conf Secretary to City Atty	City Attorney (100%)	1			\$150,793	\$0	\$150,793
Conf Secretary to Mayor	Offc of the Mayor (100%)	1			\$101,721	\$0	\$101,721
Conf Secretary to Police Chief	Police (100%)	1			\$79,591	\$0	\$79,591
Principal Asst to City Atty	City Attorney (100%)	1			\$141,549	\$0	\$141,549
		29	100%	69%	\$69,508	\$109	\$69,617

Jobs in this job type with an employee excluded from study population: Executive Assistant (5 excluded), and Asst to the Director (2)

## Fire Dispatch

## Fire Dispatch Job Type - Career Progression

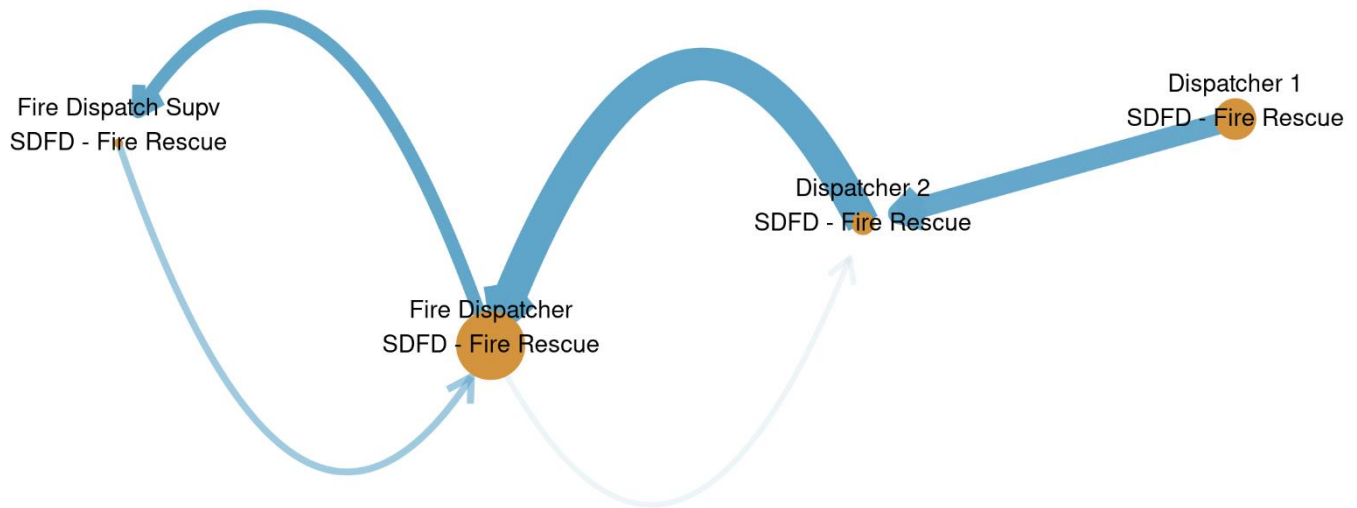


Table 64: Fire Dispatch Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Fire Dispatcher	SDFD - Fire Rescue (100%)	30	50%	56.7%	\$66,232	\$18,002	\$84,234
Fire Dispatch Supv	SDFD - Fire Rescue (100%)	7	42.9%	42.9%	\$73,257	\$20,967	\$94,224
Dispatcher 2	SDFD - Fire Rescue (100%)	6	66.7%	66.7%	\$55,400	\$17,954	\$73,354
Dispatcher 1	SDFD - Fire Rescue (100%)	1			\$56,830	\$3,267	\$60,097
Fire Dispatch Administrator	SDFD - Fire Rescue (100%)	1			\$90,882	\$54,377	\$145,259
		45	51.1%	53.3%	\$66,219	\$18,938	\$85,157

Jobs in this job type with an employee excluded from study population: Fire Dispatcher (4 excluded), and Dispatcher 2 (2)



## Fire Fighter

## Fire Fighter Job Type - Career Progression

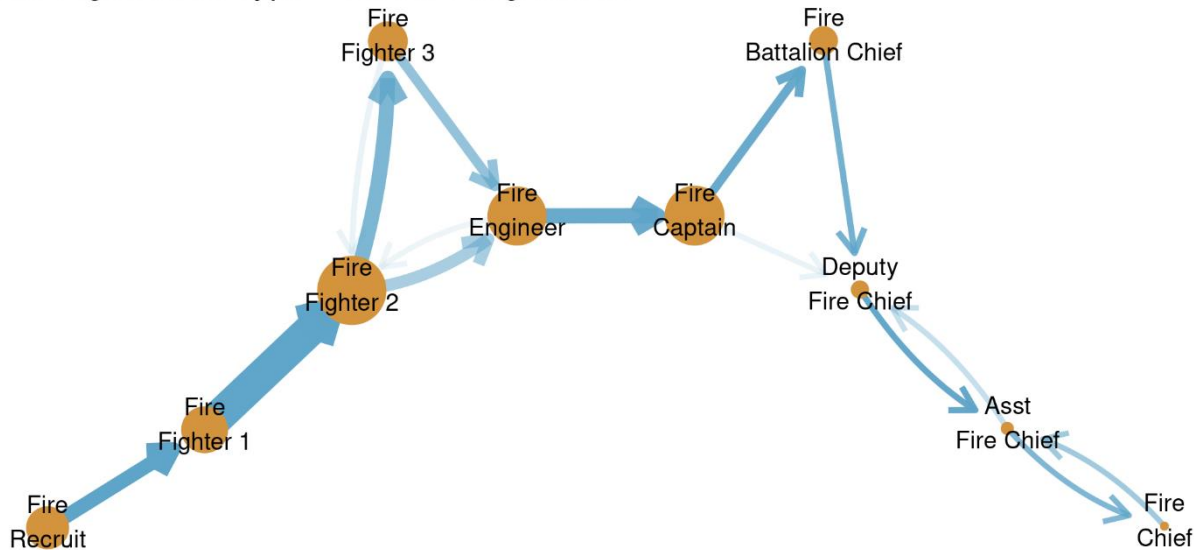


Table 65: Fire Fighter Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Fire Fighter 2	SDFD - Suppression (99%), SDFD - Fire Rescue (1%)	275	4%	35.6%	\$67,562	\$36,039	\$103,600
Fire Captain	SDFD - Suppression (93%), SDFD - Fire Rescue (7%)	193	4.1%	32.6%	\$88,097	\$67,010	\$155,107
Fire Engineer	SDFD - Suppression (99%), SDFD - Fire Rescue (1%)	192	4.7%	27.1%	\$75,465	\$56,430	\$131,895
Fire Fighter 3	SDFD - Suppression (87%), SDFD - Fire Rescue (13%)	38	2.6%	42.1%	\$74,395	\$58,636	\$133,032
Fire Battalion Chief	SDFD - Suppression (66%), SDFD - Fire Rescue (34%)	32	3.1%	43.8%	\$116,886	\$62,497	\$179,383
Fire Fighter 1	SDFD - Suppression (100%)	9	0%	33.3%	\$51,989	\$7,863	\$59,853
Deputy Fire Chief	SDFD - Fire Rescue (57%), SDFD - Suppression (43%)	7	0%	42.9%	\$167,748	\$0	\$167,748
Asst Fire Chief	SDFD - Fire Rescue (100%)	2			\$173,024	\$0	\$173,024
Fire Chief	SDFD - Fire Rescue (100%)	1			\$226,463	\$0	\$226,463
		749	4%	33.4%	\$78,576	\$50,703	\$129,280

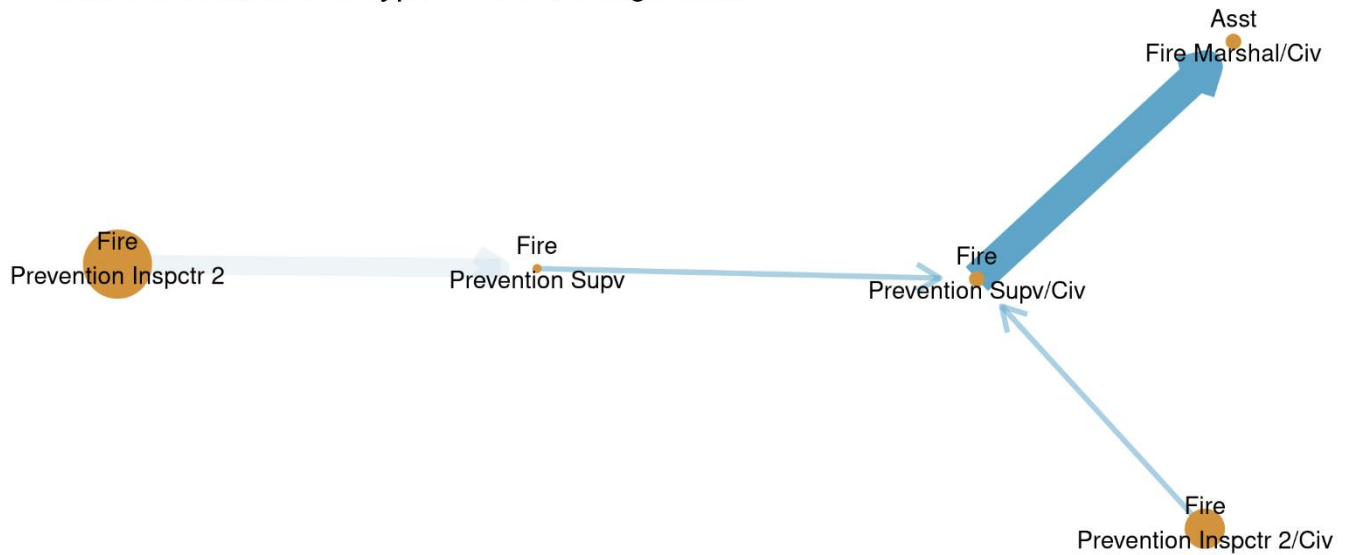
Jobs in this job type with zero employees who met the study's inclusion criteria: Fire Recruit (59 employees)

Jobs in this job type with an employee excluded from study population: Fire Fighter 1 (61 excluded), Fire Fighter 2 (44), Fire Captain (27), Fire Engineer (17), Fire Fighter 3 (8), and Fire Battalion Chief (3)

## Fire Prevention

Table 66: Fire Prevention Job Type - Study Population (2019)

## Fire Prevention Job Type - Career Progression



## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Fire Prevention Inspctr 2	SDFD - Fire Rescue (100%)	20	10%	45%	\$94,167	\$20,657	\$114,825
Fire Prevention Inspctr 2/Civ	SDFD - Fire Rescue (100%)	6	33.3%	33.3%	\$103,546	\$7,514	\$111,059
Asst Fire Marshal/Civ	SDFD - Fire Rescue (100%)	2			\$155,925	\$49,464	\$205,389
Fire Prevention Supv	SDFD - Fire Rescue (100%)	2			\$123,430	\$22,991	\$146,421
Fire Prevention Supv/Civ	SDFD - Fire Rescue (100%)	2			\$114,437	\$16,544	\$130,982
		32	21.9%	43.8%	\$102,881	\$19,882	\$122,763

## Fleet Technician

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

### Fleet Technician Job Type - Career Progression

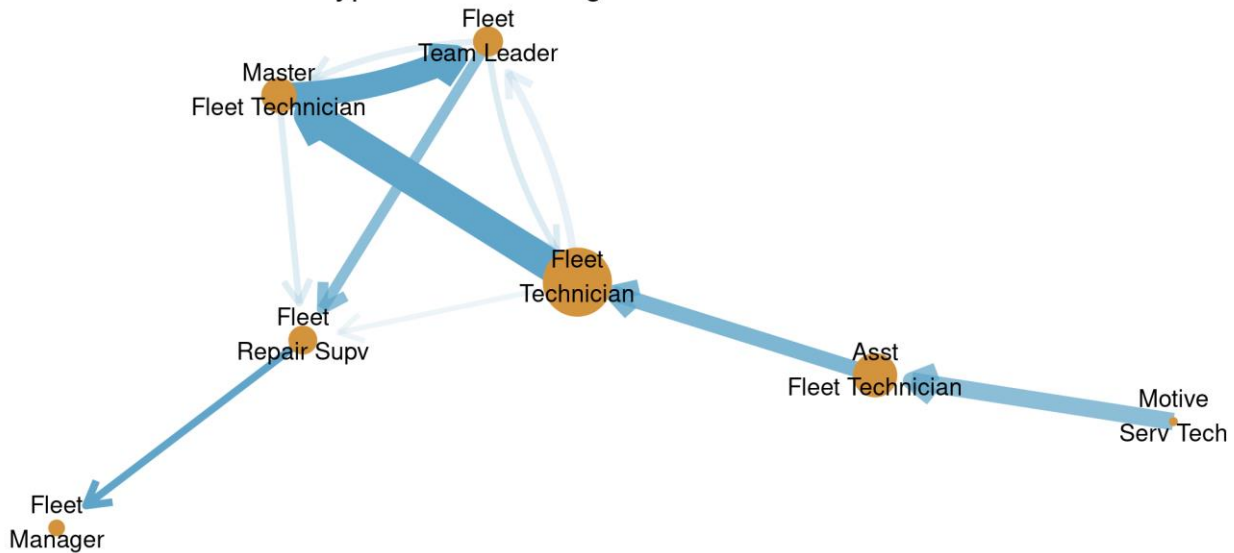


Table 67: Fleet Technician Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Fleet Technician	Fleet Ops (100%)	60	0%	78.3%	\$60,047	\$4,260	\$64,307
Asst Fleet Technician	Fleet Ops (100%)	21	4.8%	71.4%	\$49,892	\$3,478	\$53,370
Master Fleet Technician	Fleet Ops (100%)	14	0%	50%	\$66,494	\$5,526	\$72,020
Fleet Repair Supv	Fleet Ops (100%)	10	0%	70%	\$85,145	\$7,540	\$92,685
Fleet Team Leader	Fleet Ops (100%)	9	0%	55.6%	\$72,679	\$8,092	\$80,771
Body & Fender Mech	Fleet Ops (100%)	4	0%	50%	\$60,992	\$229	\$61,220
Fleet Manager	Fleet Ops (100%)	4	0%	25%	\$98,530	\$0	\$98,530
Apprentice 1-Fleet Technician	Fleet Ops (100%)	2			\$43,242	\$2,456	\$45,698
Machinist	Fleet Ops (100%)	1			\$62,008	\$0	\$62,008
Motive Serv Tech	Fleet Ops (100%)	1			\$36,791	\$4,508	\$41,299
		126	0.8%	68.3%	\$62,781	\$4,481	\$67,261

Jobs in this job type with an employee excluded from study population: Fleet Technician (17 excluded), and Asst Fleet Technician (4)

### Golf Operations

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

*Table 68: Golf Operations Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Golf Starter	Parks & Rec - Golf Courses (100%)	17	5.9%	5.9%	\$49,208	\$4,452	\$53,661
Rec Spec(Golf)	Parks & Rec - Golf Courses (100%)	4	0%	25%	\$59,322	\$2,132	\$61,455
Golf Course Mgr	Parks & Rec - Golf Courses (100%)	2			\$89,092	\$3,506	\$92,598
		23	4.3%	13%	\$54,435	\$3,967	\$58,402

Jobs in this job type with zero employees who met the study's inclusion criteria: Rec Aide (9 employees)

Jobs in this job type with an employee excluded from study population: Golf Starter (20 excluded)

## Information Systems

## Information Systems Job Type - Career Progression

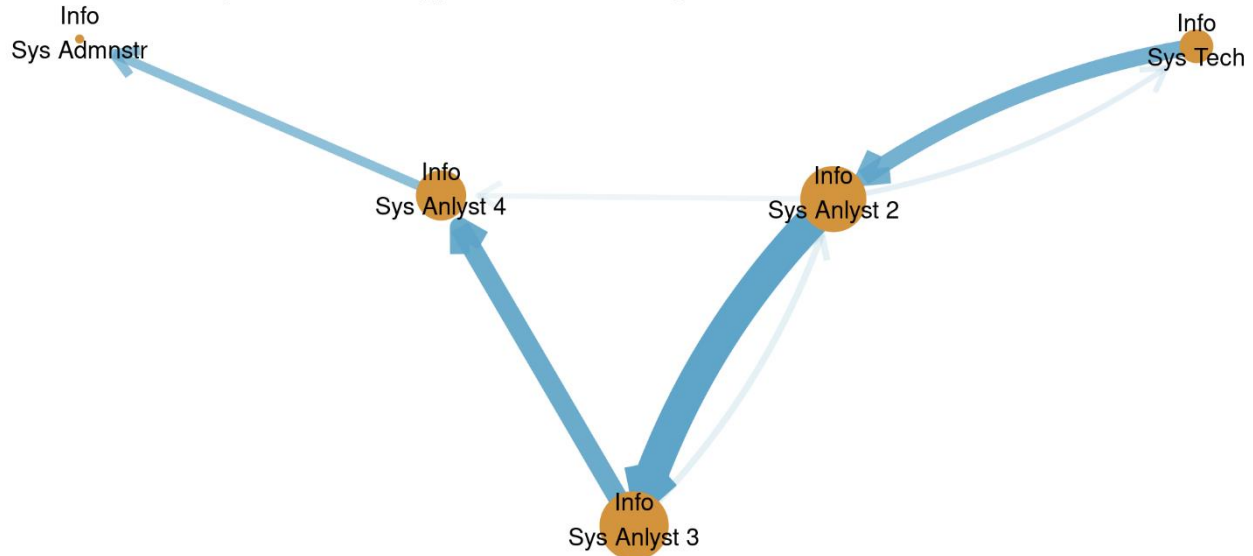


Table 69: Information Systems Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Info Sys Anlyst 3	Information Technology (22%), Public Util - Admin Svcs (22%)	36	38.9%	63.9%	\$79,608	\$0	\$79,608
Info Sys Anlyst 2	Police (17%), Public Util - Admin Svcs (17%)	30	13.3%	60%	\$70,045	\$0	\$70,045
Info Sys Anlyst 4	Public Util - Admin Svcs (19%), Information Technology (14%)	21	28.6%	66.7%	\$88,489	\$0	\$88,489
Info Sys Tech	Library (25%) City Attorney (12%)	8	37.5%	50%	\$51,888	\$68	\$51,955
Info Sys Admnstr	Development Svcs (33%), Eng & Capital Proj (33%)	3	0%	33.3%	\$99,929	\$0	\$99,929
Info Sys Anlyst 4(Supy Cntrl Sys Prgmr)	Public Util - Wstwr Treat & Disposal (50%), Public Util - Wtr Sys Ops (50%)	2			\$89,846	\$0	\$89,846
Info Sys Mgr	Information Technology (100%)	1			\$106,928	\$0	\$106,928
		101	26.7%	61.4%	\$77,495	\$5	\$77,500

Jobs in this job type with an employee excluded from study population: Info Sys Anlyst 2 (4 excluded), Info Sys Anlyst 3 (4), and Info Sys Tech (3)

## Land Surveying

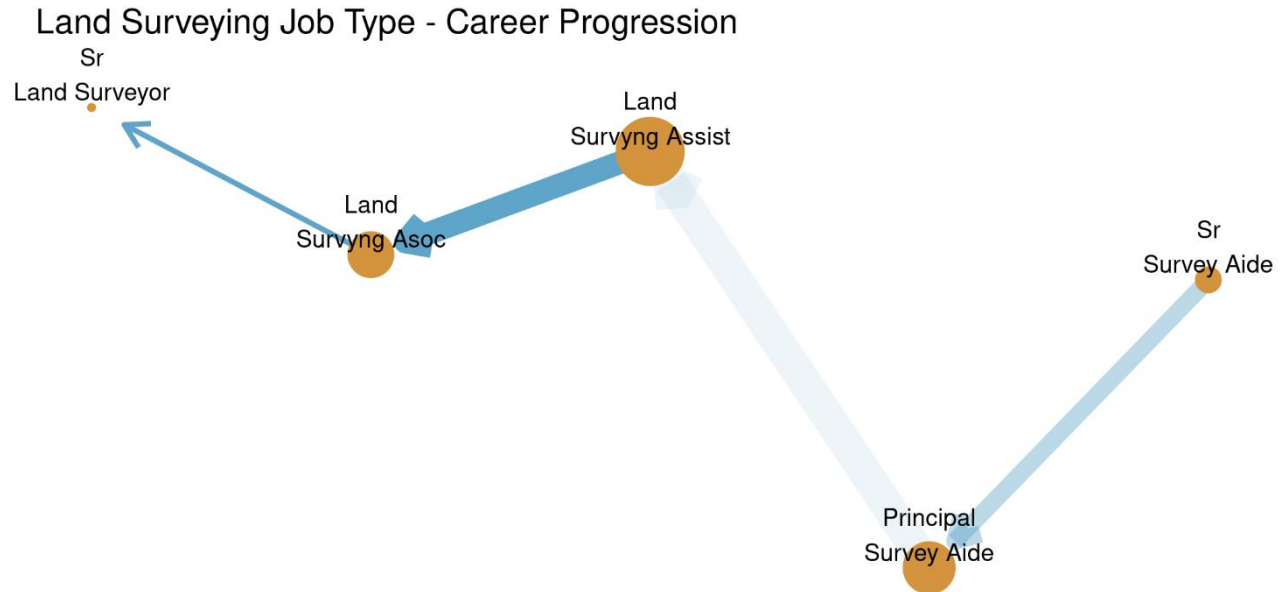


Table 70: Land Surveying Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Land Surveying Assist	Eng & Capital Proj (89%), Development Svcs (11%)	28	7.1%	32.1%	\$80,228	\$1,457	\$81,684
Principal Survey Aide	Eng & Capital Proj (100%)	15	13.3%	26.7%	\$67,012	\$1,255	\$68,268
Land Surveying Asoc	Eng & Capital Proj (58%), Development Svcs (33%)	12	0%	33.3%	\$106,934	\$6,319	\$113,253
Sr Land Surveyor	Eng & Capital Proj (67%), Development Svcs (33%)	3	0%	0%	\$125,438	\$5,624	\$131,062
Sr Survey Aide	Eng & Capital Proj (100%)	2			\$51,163	\$1,079	\$52,242
		60	6.7%	30%	\$83,557	\$2,574	\$86,131

Jobs in this job type with an employee excluded from study population: Land Surveying Asoc (2 excluded)



## Librarian

## Librarian Job Type - Career Progression

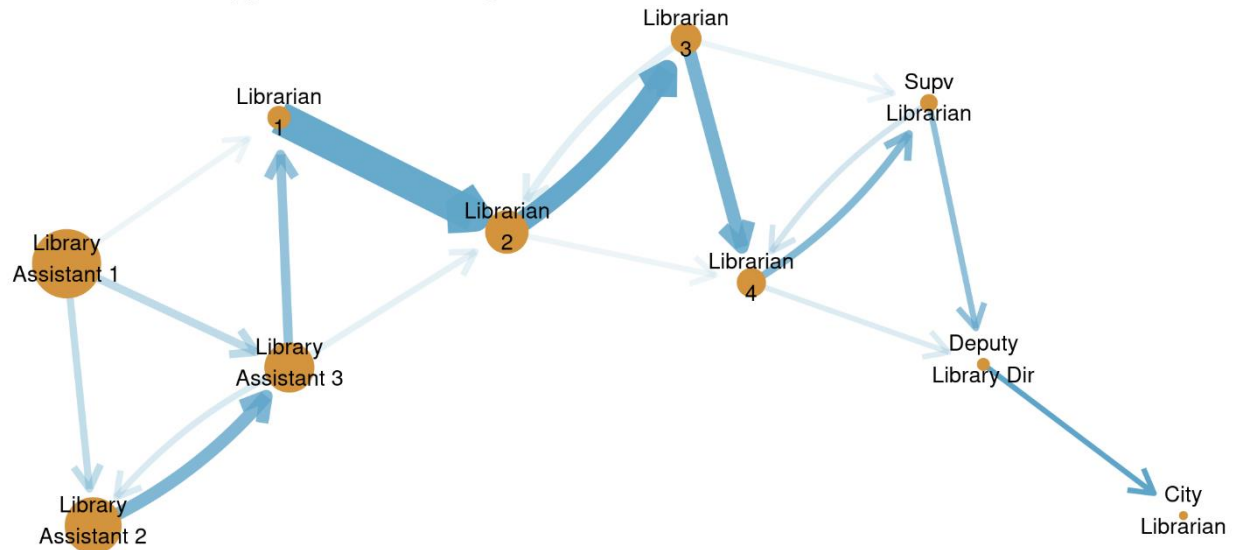


Table 71: Librarian Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Library Assistant 2	Library (100%)	111	64.9%	69.4%	\$49,378	\$2,581	\$51,958
Library Assistant 3	Library (100%)	68	69.1%	64.7%	\$61,453	\$4,738	\$66,190
Library Assistant 1	Library (100%)	49	77.6%	63.3%	\$39,030	\$2,728	\$41,759
Librarian 2	Library (100%)	40	77.5%	30%	\$71,847	\$2,534	\$74,381
Librarian 3	Library (100%)	27	74.1%	40.7%	\$76,556	\$206	\$76,762
Librarian 4	Library (100%)	24	58.3%	29.2%	\$81,400	\$284	\$81,684
Supv Librarian	Library (100%)	6	83.3%	66.7%	\$95,286	\$45	\$95,331
Librarian 1	Library (100%)	5	60%	40%	\$63,928	\$671	\$64,599
Deputy Library Dir	Library (100%)	2			\$127,686	\$0	\$127,686
City Librarian	Library (100%)	1			\$181,207	\$0	\$181,207
		333	69.7%	57.1%	\$59,443	\$2,582	\$62,025

Jobs in this job type with an employee excluded from study population: Library Assistant 1 (178 excluded), Library Assistant 3 (39), Librarian 2 (24), Library Assistant 2 (21), Librarian 1 (7), Librarian 3 (3), and Librarian 4 (2)

## Lifeguard

## Lifeguard Job Type - Career Progression

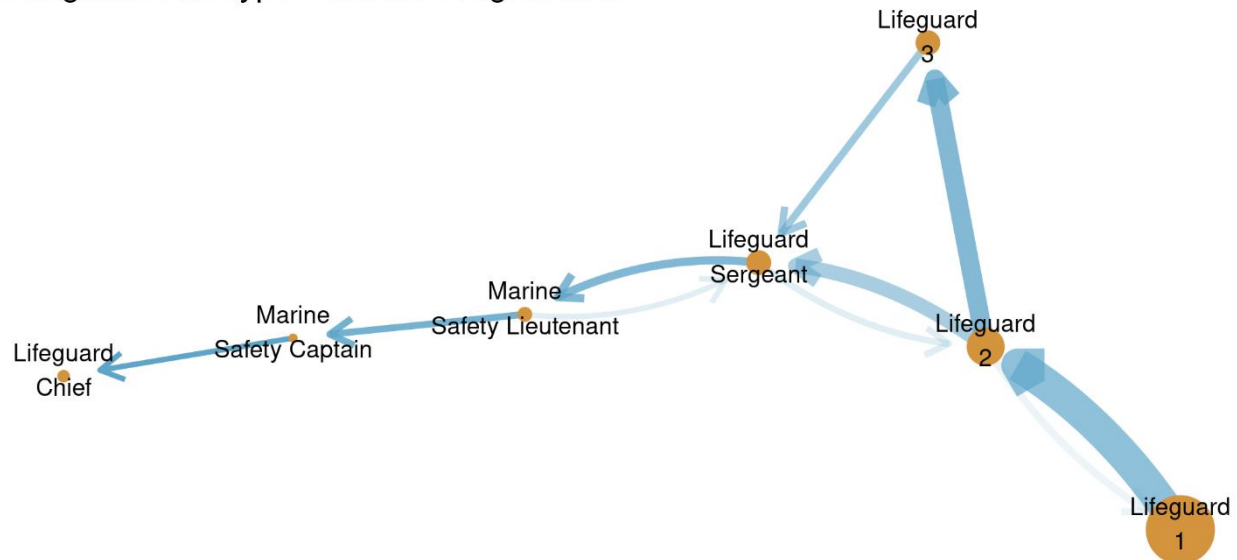


Table 72: Lifeguard Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Lifeguard 2	SDFD - Lifeguard (100%)	54	11.1%	9.3%	\$75,601	\$13,435	\$89,036
Lifeguard 3	SDFD - Lifeguard (100%)	21	4.8%	4.8%	\$86,674	\$32,931	\$119,605
Lifeguard Sergeant	SDFD - Lifeguard (100%)	19	10.5%	10.5%	\$96,358	\$29,155	\$125,512
Marine Safety Lieutenant	SDFD - Lifeguard (100%)	4	25%	50%	\$109,986	\$23,837	\$133,823
Lifeguard Chief	SDFD - Lifeguard (100%)	1			\$162,888	\$0	\$162,888
Marine Safety Captain	SDFD - Lifeguard (100%)	1			\$127,209	\$0	\$127,209
		100	10%	10%	\$84,634	\$20,663	\$105,298

Jobs in this job type with zero employees who met the study's inclusion criteria: Lifeguard 1 (294 employees)

Jobs in this job type with an employee excluded from study population: Lifeguard 2 (6 excluded)

## Mayor Representative

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial- and-ethnic pay gap analysis. See methods appendix for more details.

*Table 73: Mayor Representative Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Mayor Representative 2	Offc of the Mayor (100%)	14	71.4%	71.4%	\$93,529	\$0	\$93,529
		14	71.4%	71.4%	\$93,529	\$0	\$93,529

Jobs in this job type with an employee excluded from study population: Mayor Representative 2 (6 excluded)

### Other

*Table 74: Other Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Public Works Dispatcher	Transportation - General Svcs Station 38 (80%), Environ Svcs - Collection (20%)	10	80%	70%	\$53,013	\$6,378	\$59,391
Horticulturist	Parks & Rec - Metro Pks (57%), Transportation - Streets (29%)	7	28.6%	14.3%	\$67,278	\$1,401	\$68,679
Library Technician	Library (100%)	6	50%	50%	\$40,958	\$0	\$40,958
Recycling Spec 2	Environ Svcs - Waste Reduction Division (100%)	6	50%	50%	\$68,771	\$89	\$68,860
Victim Services Coordinator	City Attorney (100%)	6	83.3%	83.3%	\$49,891	\$56	\$49,948
Budget/Legislative Analyst 1	Independent Budget Analyst (100%)	5	60%	20%	\$117,405	\$0	\$117,405
Water Distribution Operator	Public Util - Wtr Sys Ops (100%)	5	20%	60%	\$67,435	\$26,447	\$93,882
District Manager	Parks & Rec - Metro Pks (60%), Parks & Rec - Open Space (40%)	5	20%	40%	\$81,699	\$1,175	\$82,874
Airport Operations Assistant	Airports (100%)	4	0%	25%	\$51,038	\$2,846	\$53,884
Disposal Site Rep	Environ Svcs - Refuse (100%)	4	75%	75%	\$42,674	\$3,068	\$45,741
Environmental Health Inspector 2	Environ Svcs - Refuse (100%)	4	25%	50%	\$73,519	\$2,219	\$75,738
Special Event Traffic Control Supv	Police (100%)	4	50%	25%	\$62,022	\$32,898	\$94,920
Fire Helicopter Pilot	SDFD - Suppression (75%), SDFD - Fire Rescue (25%)	4	0%	0%	\$112,111	\$56,956	\$169,067
Management Trainee	Debt Management (25%), Environ Svcs - Collection (25%)	4	75%	50%	\$45,059	\$0	\$45,059
Fire Captain-Mast	SDFD - MAST (100%)	3	0%	33.3%	\$71,365	\$114,502	\$185,866
Haz Mat Inspctr 3 (Solid Wst Insp 3)	Development Svcs (100%)	3	0%	33.3%	\$71,302	\$897	\$72,199
Parking Meter Supv	City Treasurer (100%)	3	0%	33.3%	\$56,143	\$0	\$56,143
Power Plant Oper	Public Util - Wstwr Treat & Disposal (100%)	3	0%	66.7%	\$72,548	\$10,100	\$82,648
Ranger/Diver 1	Public Util - Wtr Sys Ops (100%)	3	0%	33.3%	\$71,530	\$7,151	\$78,681
Recycling Spec 3	Environ Svcs - Waste Reduction Division (100%)	3	100%	66.7%	\$74,481	\$65	\$74,546
Storm Water Compliance Mgr	Transportation - Storm Wtr (100%)	3	66.7%	0%	\$84,255	\$2,684	\$86,939

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asst Investment Ofcr	City Retirement (67%), City Treasurer (33%)	3	0%	0%	\$128,896	\$0	\$128,896
Quality Mgmt Coord	SDFD - Fire Rescue (67%), Emergency Medical Svcs (33%)	3	33.3%	0%	\$111,107	\$0	\$111,107
Airport Manager	Airports (100%)	2			\$71,624	\$2,944	\$74,567
Compliance & Metering Mgr	Public Util - Admin Svcs (100%)	2			\$86,391	\$0	\$86,391
Environmental Health Coordinator	Environ Svcs - Refuse (100%)	2			\$79,089	\$1,442	\$80,531
Field Rep	Transportation - Storm Wtr (100%)	2			\$46,759	\$436	\$47,194
Fire Engineer-Mast	SDFD - MAST (100%)	2			\$69,831	\$68,520	\$138,352
Paramedic 2 (Terminal)	Emergency Medical Svcs (100%)	2			\$77,745	\$6,164	\$83,910
Polygrapher 3	Police (100%)	2			\$98,480	\$143	\$98,622
Public Art Prgm Admnstr	Offc of Boards & Commissions (100%)	2			\$87,929	\$0	\$87,929
Publishing Specialist 2	Purchasing & Contracting (100%)	2			\$41,539	\$214	\$41,754
Pump Station Oper Supv	Public Util - Wstwr Treat & Disposal (100%)	2			\$55,944	\$31,368	\$87,313
Recycling Spec 1	Environ Svcs - Waste Reduction Division (100%)	2			\$49,669	\$138	\$49,807
Sr Airport Operations Asst	Airports (100%)	2			\$52,371	\$1,758	\$54,130
Supv Disposal Site Rep	Environ Svcs - Refuse (100%)	2			\$49,316	\$11,378	\$60,693
Supv Recycling Spec	Environ Svcs - Waste Reduction Division (100%)	2			\$86,498	\$0	\$86,498
Utility Worker 1	Public Util - Wtr Constrct Maint (100%)	2			\$39,164	\$14,476	\$53,640
Utility Worker 2	Airports (100%)	2			\$46,912	\$742	\$47,654
Water Production Superintendent	Public Util - Wtr Sys Ops (100%)	2			\$106,987	\$7,546	\$114,532
Water Sys District Mgr	Public Util - Wtr Constrct Maint (100%)	2			\$86,990	\$2,335	\$89,325
Investment Officer	City Retirement (50%), City Treasurer (50%)	2			\$189,158	\$0	\$189,158
Org Efec Spec 3	Human Resources (50%), Public Util - Admin Svcs (50%)	2			\$79,396	\$0	\$79,396
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util - Wtr Constrct Maint (50%), Public Util - Wtr Sys Ops (50%)	2			\$75,010	\$17,405	\$92,414
Recycling Prgm Mgr(Asset Mgmt Coord)	Public Util - Admin Svcs (50%), Public Util - Wstwr Treat & Disposal (50%)	2			\$99,961	\$0	\$99,961
Supv Rec Spec	Parks & Rec - Metro Pks (50%), Parks & Rec - Other (50%)	2			\$64,006	\$2,128	\$66,134
Air Operations Chief	SDFD - Fire Rescue (100%)	1			\$136,452	\$82,599	\$219,051
Asoc Economist	Debt Management (100%)	1			\$67,927	\$0	\$67,927
Asst for Community Outreach	City Attorney (100%)	1			\$100,630	\$0	\$100,630
Asst Retirement Administrator	City Retirement (100%)	1			\$210,066	\$0	\$210,066
Asst Retirement General Counsel	City Retirement (100%)	1			\$143,655	\$0	\$143,655
Boat Operator	Public Util - Admin Svcs (100%)	1			\$55,575	\$798	\$56,373
Business Systems Analyst 2	Information Technology (100%)	1			\$80,513	\$0	\$80,513
City Clerk	City Clerk (100%)	1			\$164,629	\$0	\$164,629
Deputy Fire Chief	Emergency Medical Svcs (100%)	1			\$150,699	\$0	\$150,699
Dispatcher 1	Transportation - General Svcs Station 38 (100%)	1			\$68,812	\$5,622	\$74,434

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
DNA Technical Manager	Police (100%)	1			\$92,693	\$7,039	\$99,732
Electronics Tech	Transportation - Streets (100%)	1			\$67,586	\$0	\$67,586
Environmental Health Manager	Environ Svcs - Refuse (100%)	1			\$91,722	\$2,451	\$94,173
Equal Employment Invstgtns Mgr	Personnel (100%)	1			\$142,082	\$0	\$142,082
Equip Operator 1	Airports (100%)	1			\$54,342	\$0	\$54,342
Equip Operator 2	Fleet Ops (100%)	1			\$65,176	\$488	\$65,664
Executive Assistant Police Chief	Police (100%)	1			\$350,595	\$0	\$350,595
Facility Manager	Qualcomm Stadium Ops (100%)	1			\$145,563	\$0	\$145,563
Fire Battalion Chief	Emergency Medical Svcs (100%)	1			\$153,864	\$67,503	\$221,367
Fire Captain(Emer Mgmt Coord)	SDFD - Fire Rescue (100%)	1			\$131,949	\$13,671	\$145,620
Fire Fighter 2	Emergency Medical Svcs (100%)	1			\$93,820	\$15,798	\$109,618
Fleet Attendant	Fleet Ops (100%)	1			\$37,600	\$1,484	\$39,084
Grounds Maint Wrkr 2	Airports (100%)	1			\$41,302	\$0	\$41,302
Haz Mat Inspctr 2(Solid Wst Insp 2)	Development Svcs (100%)	1			\$65,817	\$0	\$65,817
Independent Budget Analyst	Independent Budget Analyst (100%)	1			\$250,955	\$0	\$250,955
Librarian 3(Law Librn)	City Attorney (100%)	1			\$84,046	\$0	\$84,046
Literacy Prgm Admnstr	Library (100%)	1			\$106,363	\$0	\$106,363
Medical Review Officer	City Retirement (100%)	1			\$110,552	\$0	\$110,552
Metal Fabrication Supv	Fleet Ops (100%)	1			\$70,567	\$0	\$70,567
Org Efec Spec 2	Eng & Capital Proj (100%)	1			\$75,406	\$0	\$75,406
Org Efec Spec 3(Outrch & Ed Coord)	SDFD - Lifeguard (100%)	1			\$81,029	\$0	\$81,029
Org Efec Supv	Public Util - Admin Svcs (100%)	1			\$98,419	\$0	\$98,419
Paramedic Coord	SDFD - Fire Rescue (100%)	1			\$116,118	\$0	\$116,118
Principal Auditor	Offc of the City Auditor (100%)	1			\$114,510	\$0	\$114,510
Principal Legal Sec	City Attorney (100%)	1			\$80,674	\$0	\$80,674
Print Shop Supv	Purchasing & Contracting (100%)	1			\$68,968	\$2,334	\$71,302
Public Works Dispatch Supv	Transportation - General Svcs Station 38 (100%)	1			\$67,225	\$2,602	\$69,827
Ranger/Diver 2	Public Util - Wtr Sys Ops (100%)	1			\$61,285	\$7,208	\$68,493
Ranger/Diver Supv	Public Util - Wtr Sys Ops (100%)	1			\$67,845	\$6,750	\$74,595
Rec Spec	Parks & Rec - Open Space (100%)	1			\$58,525	\$1,745	\$60,270
Recycling Prgm Mgr	Environ Svcs - Waste Reduction Division (100%)	1			\$92,124	\$0	\$92,124
Retirement Administrator	City Retirement (100%)	1			\$275,581	\$0	\$275,581
Retirement General Counsel	City Retirement (100%)	1			\$206,201	\$0	\$206,201
Security Officer	Public Util - Admin Svcs (100%)	1			\$78,629	\$565	\$79,194
Sr Boat Operator	Public Util - Admin Svcs (100%)	1			\$77,082	\$1,785	\$78,867
Sr Corrosion Specialist	Public Util - Wtr Sys Ops (100%)	1			\$117,943	\$5,356	\$123,299
Sr Disposal Site Rep	Environ Svcs - Refuse (100%)	1			\$48,379	\$6,380	\$54,759
Sr Legislative Recorder(Docket Coord)	Offc of the COO (100%)	1			\$60,115	\$0	\$60,115
Sr Library Tech	Library (100%)	1			\$75,042	\$0	\$75,042

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Sr Paralegal (Sr Retire Paralegal)	City Retirement (100%)	1			\$79,508	\$234	\$79,742
Sr Power Plant Supv	Public Util - Wstwr Treat & Disposal (100%)	1			\$81,326	\$15,972	\$97,298
Sr Publishing Specialist	Purchasing & Contracting (100%)	1			\$52,205	\$4,949	\$57,154
Sr Water Distribution Operations Supv	Public Util - Wtr Sys Ops (100%)	1			\$107,325	\$37,402	\$144,727
Supv Economist	Public Util - Admin Svcs (100%)	1			\$89,826	\$0	\$89,826
Supv Procurement Contracting Officer	Purchasing & Contracting (100%)	1			\$86,814	\$4,096	\$90,910
Water Distribution Operations Supv	Public Util - Wtr Sys Ops (100%)	1			\$87,116	\$19,468	\$106,584
		203	40.4%	40.4%	\$80,711	\$8,194	\$88,905

### Other Equip Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

*Table 75: Other Equip Tech Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Traffic Signal Technician 2	Transportation - Streets (100%)	13	0%	30.8%	\$71,733	\$24,159	\$95,892
Parking Meter Tech	City Treasurer (100%)	8	0%	50%	\$52,617	\$0	\$52,617
Equip Tech 2	Transportation - Storm Wtr (80%), Environ Svcs - Refuse (20%)	5	0%	80%	\$55,936	\$26,929	\$82,866
Aquatics Tech 2	Parks & Rec - Metro Pks (100%)	4	25%	75%	\$59,482	\$4,207	\$63,689
Traffic Signal Supervisor	Transportation - Streets (100%)	3	0%	100%	\$89,559	\$19,962	\$109,521
Marine Mechanic	SDFD - Lifeguard (67%), Public Util - Wtr Sys Ops (33%)	3	0%	66.7%	\$59,398	\$4,610	\$64,009
Aquatics Tech 1	Parks & Rec - Metro Pks (100%)	2			\$60,584	\$10,264	\$70,848
Equip Tech 1	Transportation - Storm Wtr (100%)	2			\$52,230	\$26,252	\$78,482
Traffic Signal Technician 1	Transportation - Streets (100%)	2			\$72,853	\$5,665	\$78,518
Aquatics Tech Supv	Parks & Rec - Metro Pks (100%)	1			\$69,214	\$18,513	\$87,727
Equip Tech 3	Environ Svcs - Refuse (100%)	1			\$66,618	\$12,102	\$78,720
Helicopter Mechanic	SDFD - Fire Rescue (100%)	1			\$63,857	\$67,629	\$131,486
Master Fleet Technician	Environ Svcs - Refuse (100%)	1			\$87,886	\$13,561	\$101,447
Sr Parking Meter Tech	City Treasurer (100%)	1			\$51,725	\$0	\$51,725
		47	2.1%	55.3%	\$64,438	\$15,647	\$80,085

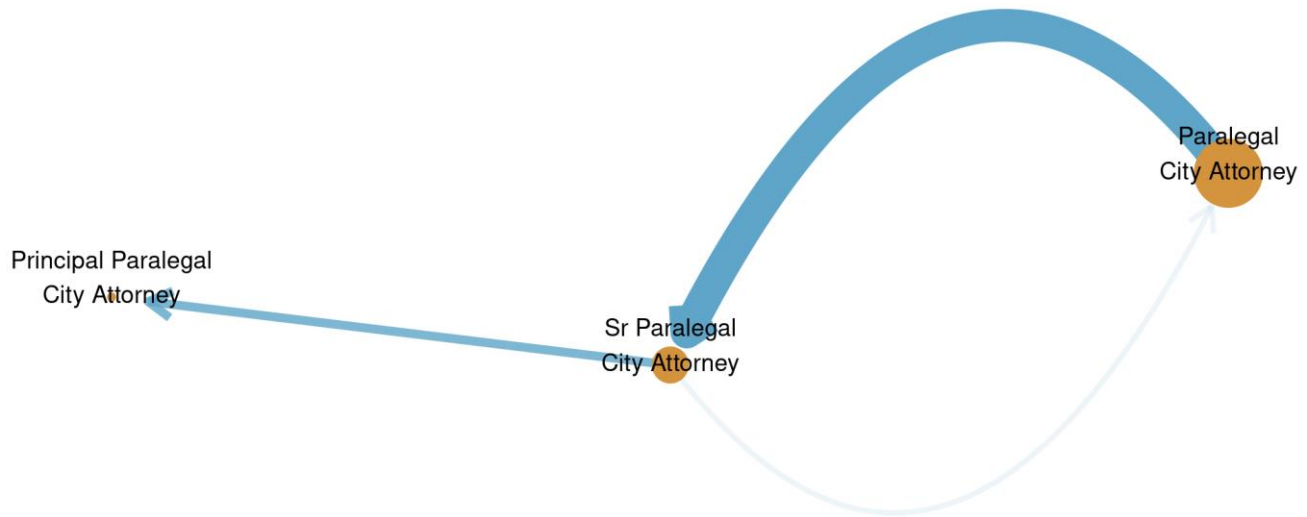
Jobs in this job type with an employee excluded from study population: Equip Tech 1 (3 excluded)



*Paralegal*

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

## Paralegal Job Type - Career Progression



*Table 76: Paralegal Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Paralegal	City Attorney (100%)	18	83.3%	38.9%	\$67,473	\$932	\$68,406
Sr Paralegal	City Attorney (100%)	5	80%	60%	\$75,845	\$104	\$75,948
Paralegal(Ret Paralegal)	City Retirement (100%)	2			\$71,643	\$762	\$72,404
Principal Paralegal	City Attorney (100%)	1			\$68,022	\$3,520	\$71,542
		26	84.6%	38.5%	\$69,425	\$859	\$70,284

Jobs in this job type with an employee excluded from study population: Paralegal (2 excluded)

## Park Ranger

## Park Ranger Job Type - Career Progression

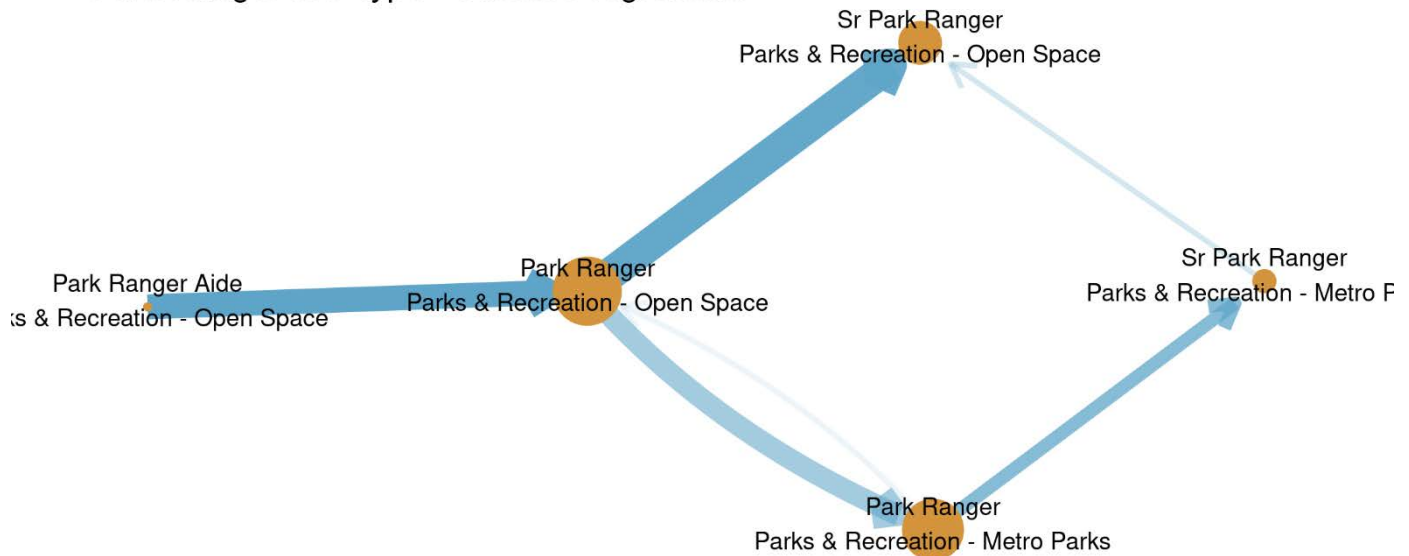


Table 77: Park Ranger Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Park Ranger	Parks & Rec - Open Space (55%), Parks & Rec - Metro Pks (45%)	31	38.7%	35.5%	\$54,635	\$2,878	\$57,513
Sr Park Ranger	Parks & Rec - Open Space (70%), Parks & Rec - Metro Pks (30%)	10	30%	30%	\$68,763	\$3,334	\$72,097
Park Ranger Aide	Parks & Rec - Open Space (100%)	1			\$40,831	\$3,400	\$44,231
		42	35.7%	35.7%	\$57,670	\$2,999	\$60,669

Jobs in this job type with an employee excluded from study population: Park Ranger (2 excluded)

## Parking Enforcement

## Parking Enforcement Job Type - Career Progression

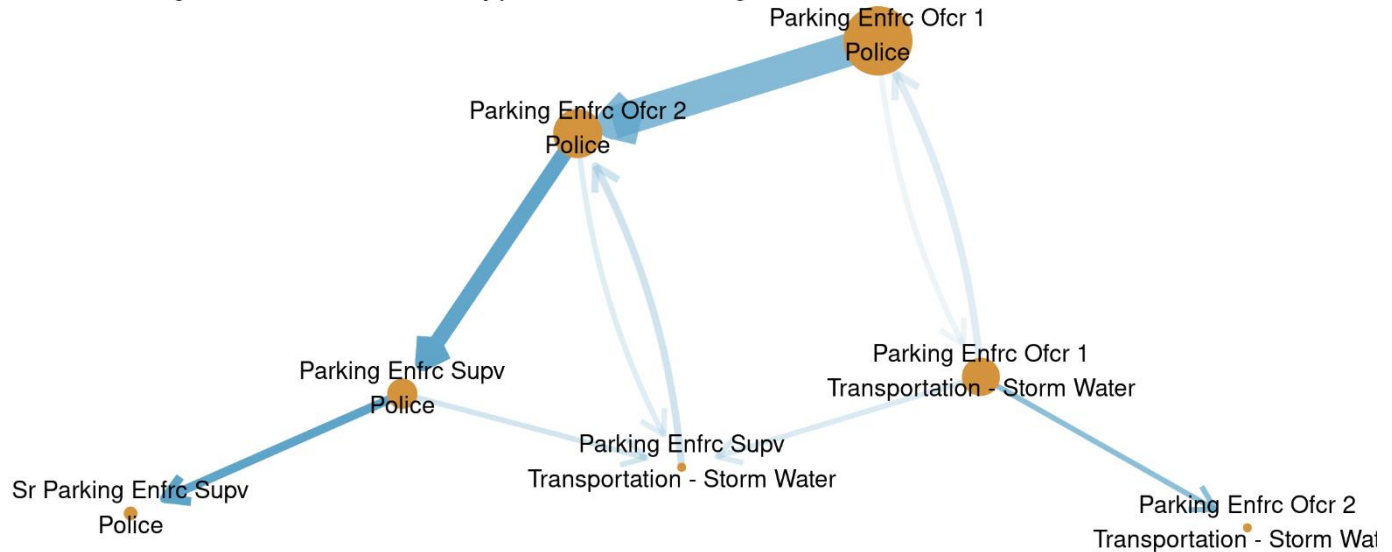


Table 78: Parking Enforcement Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Parking Enfrc Ofcr 1	Police (78%), Transportation - Storm Wtr (22%)	36	36.1%	63.9%	\$54,464	\$6,416	\$60,881
Parking Enfrc Ofcr 2	Police (93%), Transportation - Storm Wtr (7%)	15	33.3%	86.7%	\$56,537	\$10,865	\$67,401
Parking Enfrc Supv	Police (86%), Transportation - Storm Wtr (14%)	7	28.6%	71.4%	\$64,209	\$18,275	\$82,484
		58	34.5%	70.7%	\$56,176	\$8,998	\$65,174

Jobs in this job type with zero employees who met the study's inclusion criteria: Sr Parking Enfrc Supv (1 employee)

Jobs in this job type with an employee excluded from study population: Parking Enfrc Ofcr 1 (13 excluded), and Parking Enfrc Ofcr 2 (4)

## Parks Grounds Maintenance

## Parks Grounds Maintenance Job Type - Career Progression

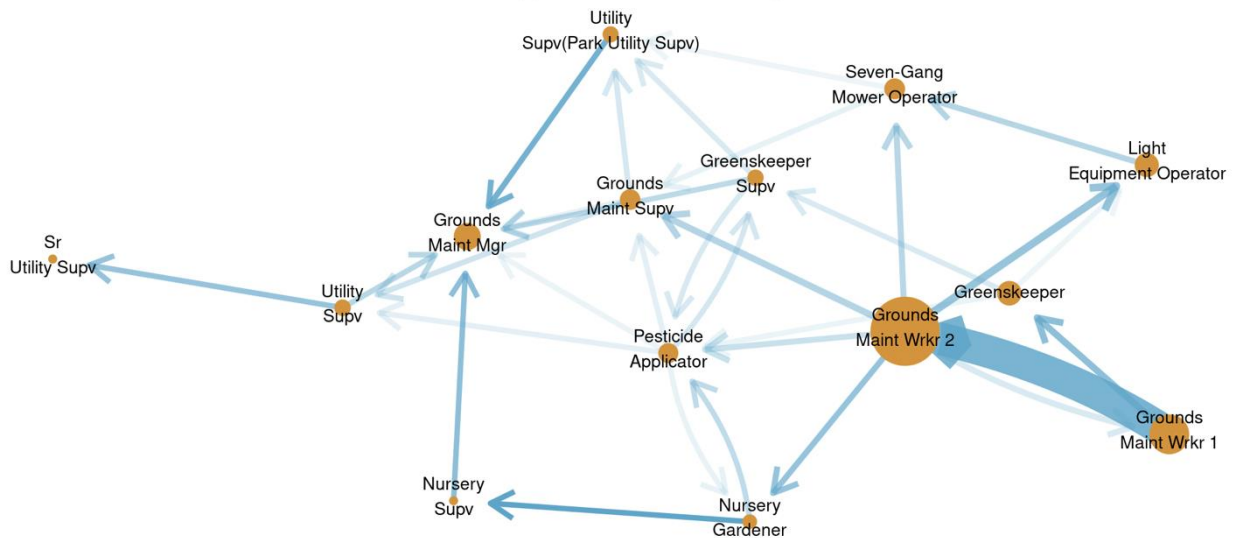


Table 79: Parks Grounds Maintenance Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Grounds Maint Wrkr 2	Parks & Rec - Metro Pks (44%), Parks & Rec - Community Pks (31%)	245	17.6%	84.1%	\$42,527	\$887	\$43,414
Grounds Maint Mgr	Parks & Rec - Open Space (77%), Parks & Rec - Metro Pks (23%)	26	3.8%	61.5%	\$68,385	\$1,011	\$69,396
Greenskeeper	Parks & Rec - Golf Courses (100%)	21	4.8%	81%	\$43,814	\$1,730	\$45,544
Light Equipment Operator	Parks & Rec - Metro Pks (80%), Parks & Rec - Golf Courses (20%)	15	0%	80%	\$44,906	\$416	\$45,322
Grounds Maint Wrkr 1	Parks & Rec - Golf Courses (60%), Parks & Rec - Metro Pks (33%)	15	33.3%	100%	\$38,485	\$1,438	\$39,923
Equip Operator 1	Parks & Rec - Metro Pks (79%), Parks & Rec - Golf Courses (21%)	14	0%	92.9%	\$49,787	\$748	\$50,535
Seven-Gang Mower Operator	Parks & Rec - Metro Pks (83%), Parks & Rec - Golf Courses (17%)	12	0%	83.3%	\$50,824	\$520	\$51,344
Grounds Maint Supv	Parks & Rec - Metro Pks (70%), Parks & Rec - Community Pks - Disabled Svcs (20%)	10	40%	80%	\$50,062	\$1,374	\$51,436
Equip Operator 2	Parks & Rec - Metro Pks (100%)	9	11.1%	88.9%	\$55,013	\$5,841	\$60,854
Equip Tech 1	Parks & Rec - Metro Pks (89%), Parks & Rec - Golf Courses (11%)	9	0%	100%	\$47,747	\$1,300	\$49,047
Equip Tech 2	Parks & Rec - Metro Pks (62%), Parks & Rec - Golf Courses (38%)	8	12.5%	62.5%	\$53,797	\$1,252	\$55,048
Pesticide Applicator	Parks & Rec - Metro Pks (50%), Parks & Rec - Golf Courses (25%)	8	25%	50%	\$52,627	\$1,088	\$53,714
Laborer	Parks & Rec - Open Space (100%)	6	0%	100%	\$40,531	\$4,001	\$44,531
Greenskeeper Supv	Parks & Rec - Golf Courses (100%)	5	0%	20%	\$60,060	\$4,869	\$64,929
Heavy Truck Drvr 1	Parks & Rec - Metro Pks (100%)	5	0%	80%	\$42,038	\$3,925	\$45,963
Irrigation Specialist	Parks & Rec - Golf Courses (60%), Parks & Rec - Metro Pks (40%)	5	0%	40%	\$53,552	\$3,511	\$57,063
Utility Supv(Park Utility Supv)	Parks & Rec - Metro Pks (100%)	4	0%	50%	\$57,703	\$315	\$58,018
Utility Worker 1	Parks & Rec - Open Space (100%)	4	0%	100%	\$46,932	\$2,542	\$49,474

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Utility Supv	Parks & Rec - Open Space (50%), Parks & Rec - Community Pks - Disabled Svcs (25%)	4	0%	100%	\$63,375	\$4,027	\$67,402
Tree Trimmer	Parks & Rec - Metro Pks (100%)	3	0%	100%	\$43,207	\$466	\$43,674
Utility Worker 2	Parks & Rec - Metro Pks (100%)	3	0%	66.7%	\$43,521	\$398	\$43,919
Nursery Gardener	Parks & Rec - Metro Pks (100%)	2			\$49,012	\$522	\$49,534
Equip Tech 3	Parks & Rec - Golf Courses (50%), Parks & Rec - Metro Pks (50%)	2			\$62,628	\$2,024	\$64,652
Golf Course Supt	Parks & Rec - Golf Courses (100%)	1			\$83,066	\$3,226	\$86,292
Nursery Supv	Parks & Rec - Metro Pks (100%)	1			\$55,895	\$322	\$56,217
Pesticide Supv	Parks & Rec - Metro Pks (100%)	1			\$55,646	\$0	\$55,646
Sr Utility Supv	Parks & Rec - Metro Pks (100%)	1			\$64,775	\$7,430	\$72,205
Tree Maint Crewleader	Parks & Rec - Metro Pks (100%)	1			\$48,542	\$0	\$48,542
		440	13.4%	80.9%	\$46,447	\$1,257	\$47,703

Jobs in this job type with an employee excluded from study population: Grounds Maint Wrkr 1 (36 excluded), Grounds Maint Wrkr 2 (30), Greenskeeper (6), Laborer (4), and Equip Tech 2 (2)

## Plan Review Spec

## Plan Review Spec Job Type - Career Progression



Table 80: Plan Review Spec Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Plan Review Spec 3	Development Svcs (100%)	11	54.5%	72.7%	\$63,285	\$309	\$63,594
Supv Plan Review Spec	Development Svcs (100%)	6	50%	66.7%	\$77,155	\$8,043	\$85,199
Plan Review Spec 4	Development Svcs (100%)	5	100%	80%	\$70,915	\$1,575	\$72,490
Plan Review Spec 1	Development Svcs (100%)	4	50%	50%	\$53,737	\$8	\$53,745
Plan Review Spec 2	Development Svcs (100%)	4	100%	50%	\$54,560	\$280	\$54,839
		30	66.7%	66.7%	\$64,894	\$2,023	\$66,917

Jobs in this job type with an employee excluded from study population: Plan Review Spec 3 (7 excluded), Plan Review Spec 1 (5), and Plan Review Spec 2 (3)

## Planner

## Planner Job Type - Career Progression

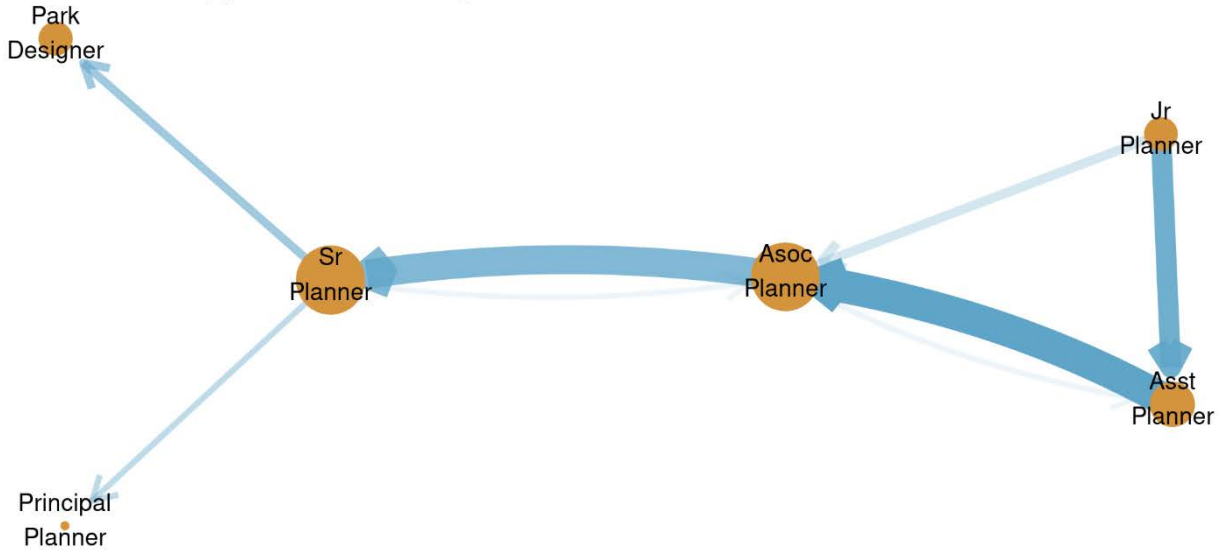


Table 81: Planner Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asoc Planner	Development Svcs (49%), Transportation - Storm Wtr (14%)	43	60.5%	37.2%	\$75,552	\$197	\$75,749
Sr Planner	Planning (35%), Development Svcs (30%)	43	51.2%	37.2%	\$90,353	\$1,659	\$92,012
Asst Planner	Development Svcs (40%), Eng & Capital Proj (30%)	10	60%	60%	\$63,224	\$449	\$63,672
Park Designer	Eng & Capital Proj (50%), Parks & Rec - Other (25%)	8	37.5%	25%	\$92,140	\$179	\$92,319
Sr Planner(Wtr Resrcs Spec)	Public Util - Admin Svcs (100%)	2			\$80,510	\$2,269	\$82,778
Jr Planner	Development Svcs (50%), Eng & Capital Proj (50%)	2			\$59,294	\$3,052	\$62,346
Principal Planner	Environ Svcs - Resource Mgmt Refuse (100%)	1			\$101,316	\$0	\$101,316
Sr Planner(Code Enfrc Coord)	Development Svcs (100%)	1			\$100,595	\$0	\$100,595
		110	57.3%	38.2%	\$81,680	\$876	\$82,556

Jobs in this job type with an employee excluded from study population: Sr Planner (11 excluded), Asoc Planner (9), Jr Planner (3), Asst Planner (2), and Park Designer (2)



## Police Dispatch

## Police Dispatch Job Type - Career Progression

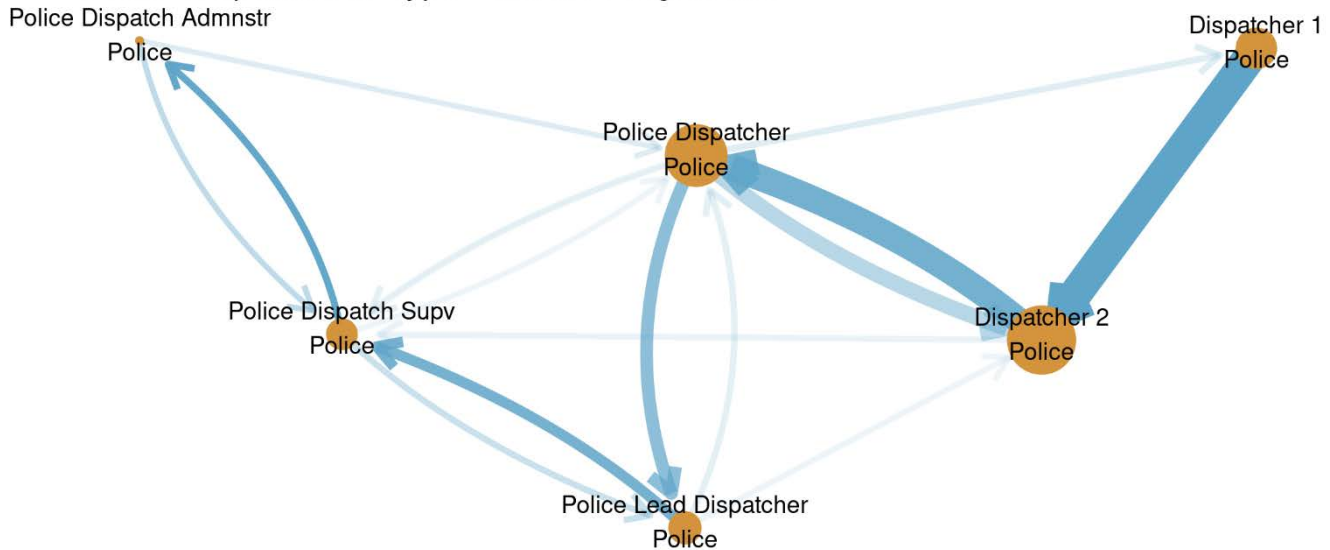


Table 82: Police Dispatch Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Dispatcher 2	Police (100%)	66	78.8%	56.1%	\$64,115	\$13,490	\$77,605
Police Dispatcher	Police (100%)	56	83.9%	53.6%	\$76,471	\$7,547	\$84,017
Police Dispatch Supv	Police (100%)	14	85.7%	57.1%	\$95,312	\$16,837	\$112,149
Police Lead Dispatcher	Police (100%)	11	100%	18.2%	\$81,011	\$6,373	\$87,385
Dispatcher 1	Police (100%)	7	71.4%	42.9%	\$53,511	\$4,177	\$57,688
Police Dispatch Admnstr	Police (100%)	3	66.7%	33.3%	\$113,826	\$13,367	\$127,193
		157	82.2%	51.6%	\$72,965	\$10,752	\$83,717

Jobs in this job type with an employee excluded from study population: Dispatcher 2 (14 excluded), Dispatcher 1 (8), Police Dispatcher (6), and Police Lead Dispatcher (2)

## Police Officer

## Police Officer Job Type - Career Progression

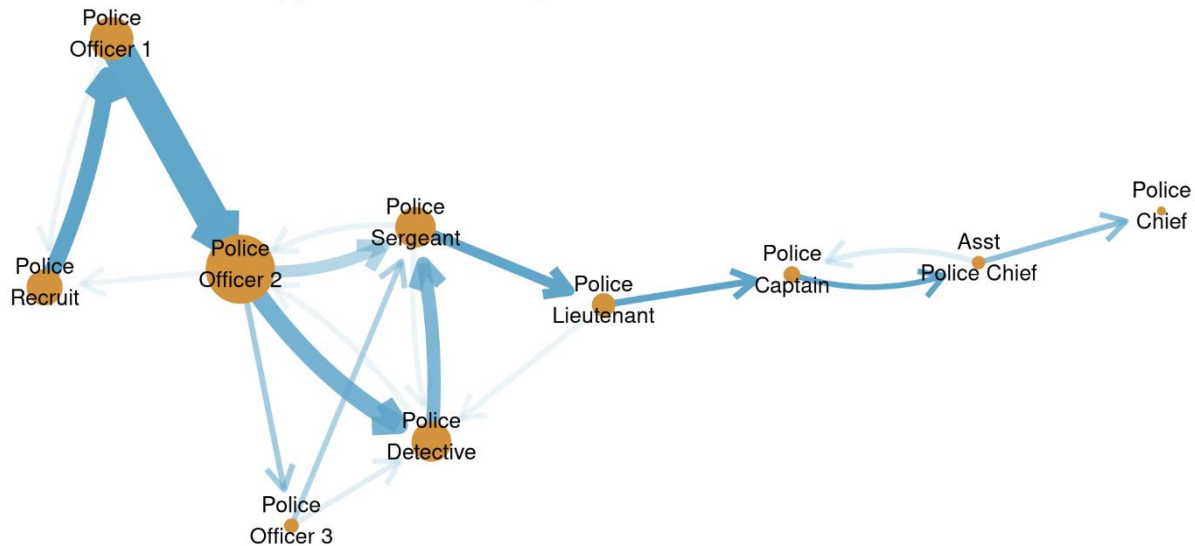


Table 83: Police Officer Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Police Officer 2	Police (100%)	931	14%	41.1%	\$107,068	\$16,558	\$123,626
Police Sergeant	Police (100%)	270	12.2%	33.7%	\$138,813	\$17,010	\$155,824
Police Detective	Police (100%)	237	28.3%	37.1%	\$115,352	\$15,230	\$130,581
Police Officer 1	Police (100%)	217	20.3%	46.5%	\$72,657	\$9,445	\$82,102
Police Recruit	Police (100%)	82	17.1%	54.9%	\$62,326	\$783	\$63,109
Police Lieutenant	Police (100%)	51	15.7%	31.4%	\$169,399	\$212	\$169,610
Police Captain	Police (100%)	18	16.7%	44.4%	\$197,411	\$0	\$197,411
Police Officer 3	Police (100%)	11	9.1%	54.5%	\$123,330	\$29,933	\$153,263
Asst Police Chief	Police (100%)	5	20%	60%	\$217,016	\$0	\$217,016
Police Chief	Police (100%)	1			\$252,026	\$0	\$252,026
		1,823	16.5%	40.6%	\$109,853	\$14,301	\$124,154

Jobs in this job type with an employee excluded from study population: Police Recruit (99 excluded), Police Officer 2 (72), Police Officer 1 (23), Police Detective (17), Police Sergeant (15), and Police Lieutenant (4)

## Police Property and Evidence

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

*Table 84: Police Property and Evidence Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Documents Examiner 3	Police (100%)	1			\$94,293	\$0	\$94,293
Sr Police Prop & Evid Supv	Police (100%)	1			\$68,130	\$3,896	\$72,026
		2	50%	0%	\$81,212	\$1,948	\$83,160

### Procurement

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial-and-ethnic pay gap analysis. See methods appendix for more details.

*Table 85: Procurement Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asoc Procurement Contracting Officer	Purchasing & Contracting (100%)	5	60%	60%	\$71,433	\$873	\$72,307
Sr Procurement Contracting Officer	Purchasing & Contracting (100%)	5	60%	60%	\$78,081	\$3,931	\$82,012
Fleet Parts Buyer	Fleet Ops (100%)	4	25%	25%	\$55,482	\$12,573	\$68,055
Fleet Parts Buyer Supv	Fleet Ops (100%)	1			\$69,353	\$7,612	\$76,965
Fleet Parts Buyer (Wstwr Parts Buyer)	Public Util - Admin Svcs (100%)	1			\$51,794	\$7,654	\$59,448
Procurement Spec (Terminal)	Public Util - Admin Svcs (100%)	1			\$67,854	\$0	\$67,854
		17	41.2%	47.1%	\$68,147	\$5,270	\$73,416

Jobs in this job type with an employee excluded from study population: Asoc Procurement Contracting Officer (3 excluded)

### Program Coordinator

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.

*Table 86: Program Coordinator Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Program Coordinator	Information Technology (27%), Performance & Analytics (11%)	63	55.6%	46%	\$108,665	\$0	\$108,665
		63	55.6%	46%	\$108,665	\$0	\$108,665

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total

Jobs in this job type with an employee excluded from study population: Program Coordinator (24 excluded)

### Program Manager

*Table 87: Program Manager Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Program Manager	Information Technology (19%), Development Svcs (7%)	116	47.4%	36.2%	\$124,138	\$0	\$124,138
		116	47.4%	36.2%	\$124,138	\$0	\$124,138

Jobs in this job type with an employee excluded from study population: Program Manager (63 excluded)

## Proj Ofcr and Eng Aide

## Proj Ofcr and Eng Aide Job Type - Career Progression

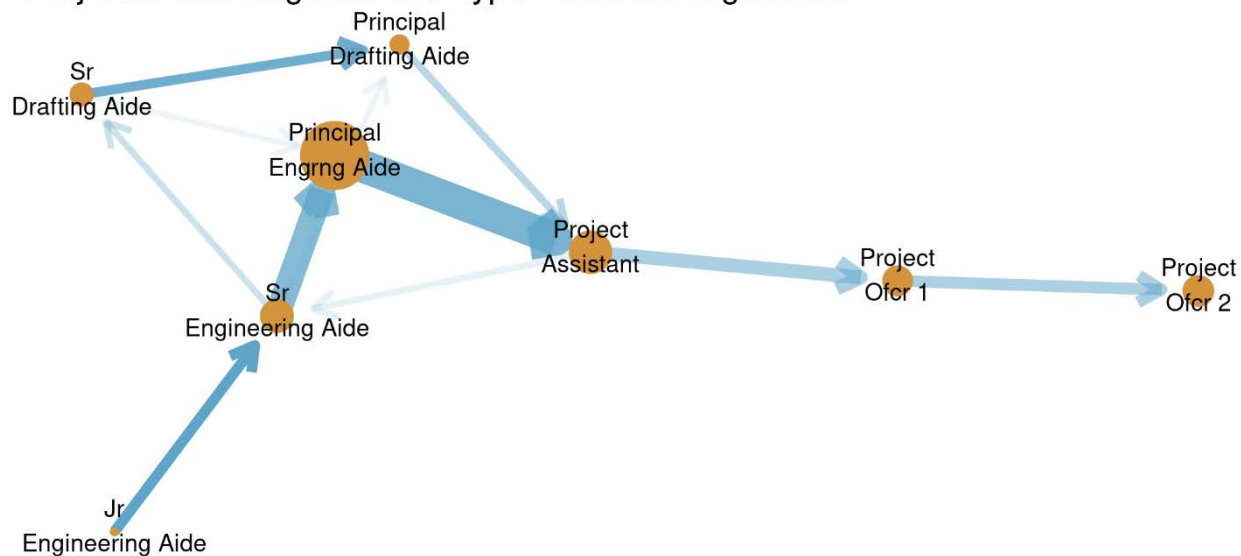


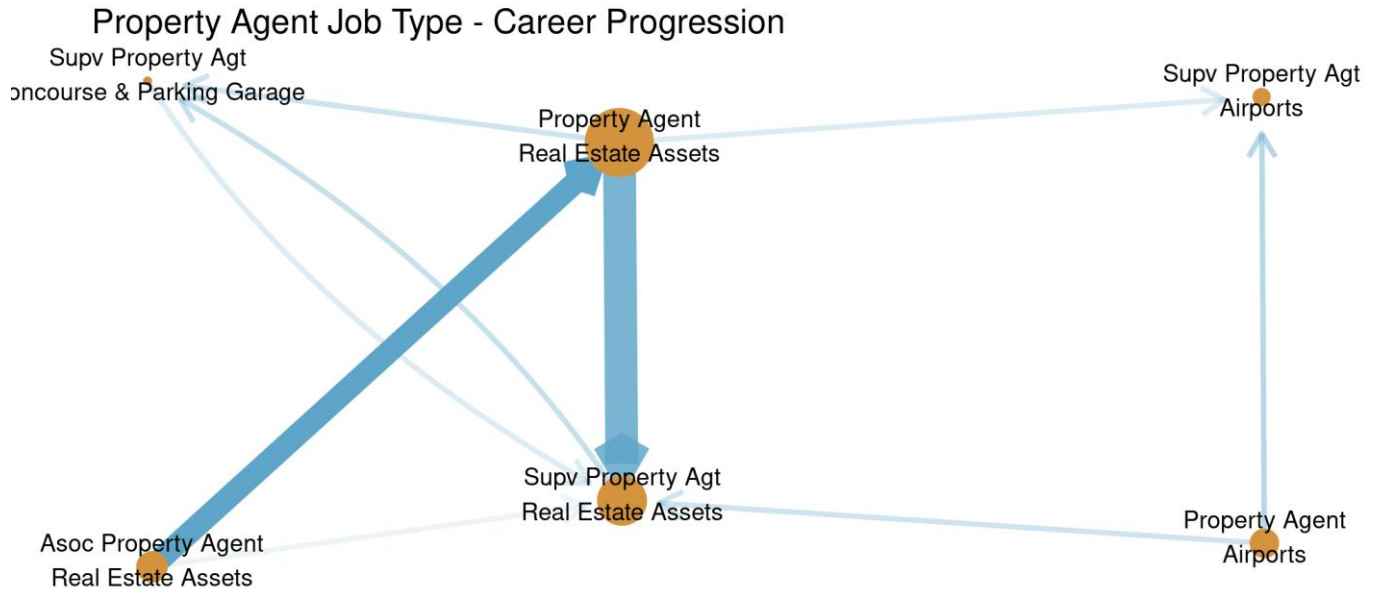
Table 88: Proj Ofcr and Eng Aide Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Principal Engrng Aide	Eng & Capital Proj (74%), Public Util - Wstwr Collection (10%)	58	19%	63.8%	\$66,330	\$2,687	\$69,017
Project Assistant	Eng & Capital Proj (78%), Public Util - Admin Svcs (7%)	27	29.6%	77.8%	\$77,123	\$409	\$77,532
Sr Engineering Aide	Public Util - Wstwr Collection (53%), Eng & Capital Proj (27%)	15	6.7%	80%	\$58,076	\$1,096	\$59,171
Project Ofcr 2	Eng & Capital Proj (46%), Neighborhood Svcs (8%)	13	53.8%	38.5%	\$102,113	\$1,681	\$103,794
Project Ofcr 1	Eng & Capital Proj (62%), READ Facilities Svcs (25%)	8	37.5%	62.5%	\$81,337	\$368	\$81,705
Sr Drafting Aide	Public Util - Admin Svcs (83%), Public Util - Wstwr Treat & Disposal (17%)	6	16.7%	83.3%	\$57,560	\$202	\$57,763
Principal Drafting Aide	Eng & Capital Proj (50%), Public Util - Admin Svcs (50%)	6	66.7%	50%	\$69,340	\$4	\$69,344
Prin Corrosion Engineering Aide	Public Util - Wtr Sys Ops (100%)	2			\$64,612	\$776	\$65,388
Project Ofcr 2(Prin Wtr Resrc Spec)	Public Util - Admin Svcs (100%)	2			\$92,622	\$5,031	\$97,652
Jr Engineering Aide	Eng & Capital Proj (100%)	1			\$58,339	\$0	\$58,339
		138	26.1%	65.2%	\$71,833	\$1,602	\$73,435

Jobs in this job type with an employee excluded from study population: Principal Engrng Aide (13 excluded), Project Ofcr 1 (5), Project Assistant (4), Project Ofcr 2 (2), Project Ofcr 2(Prin Wtr Resrc Spec) (2), and Sr Engineering Aide (2)

## Property Agent

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial- and-ethnic pay gap analysis. See methods appendix for more details.



*Table 89: Property Agent Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Police Property & Evid Spec	Police (100%)	12	33.3%	66.7%	\$47,842	\$5,523	\$53,365
Property Agent	Real Estate Assets (78%), Airports (22%)	9	66.7%	44.4%	\$80,387	\$396	\$80,783
Supv Property Agt	Real Estate Assets (67%), Airports (17%)	6	50%	66.7%	\$90,780	\$0	\$90,780
Police Property & Evid Supv	Police (100%)	3	33.3%	33.3%	\$52,383	\$0	\$52,383
Asoc Property Agent	Real Estate Assets (100%)	2			\$63,965	\$0	\$63,965
Supv Property Agt(Supv Prop Spec)	Real Estate Assets (100%)	1			\$80,470	\$0	\$80,470
		33	51.5%	51.5%	\$66,904	\$2,116	\$69,020

Jobs in this job type with an employee excluded from study population: Police Property & Evid Spec (6 excluded), Property Agent (4), and Supv Property Agt (2)

### Public Utilities Field Rep

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

#### Public Utilities Field Rep Job Type - Career Progression

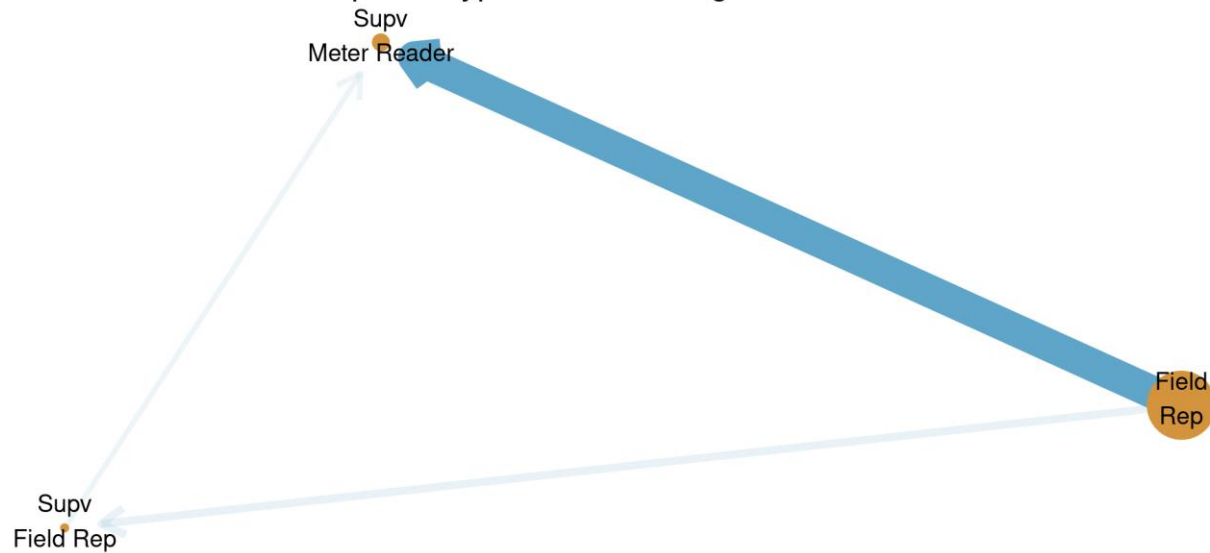


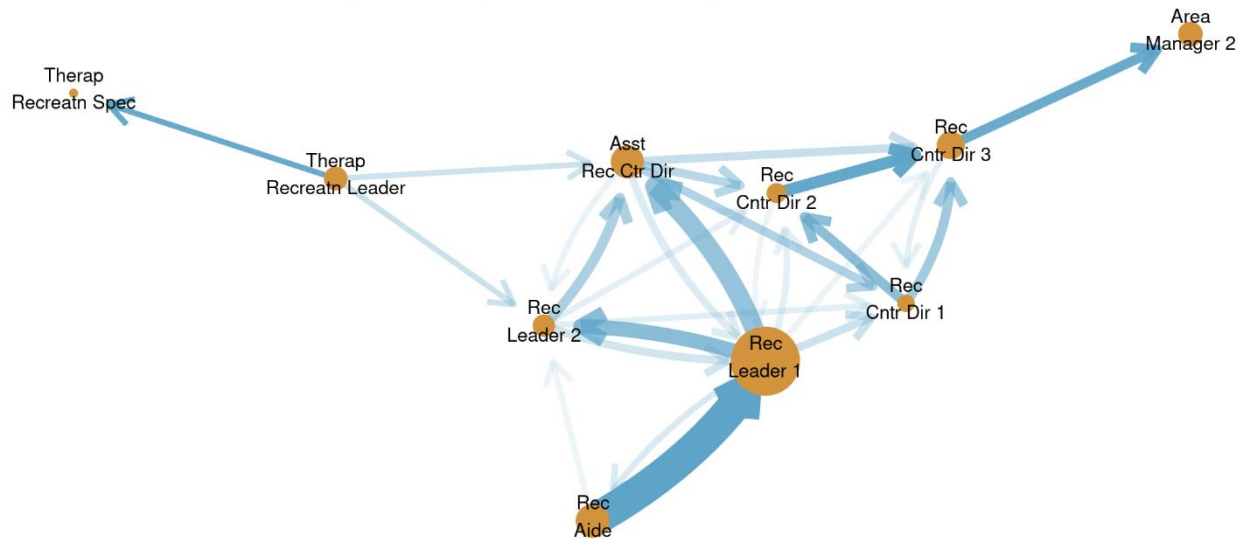
Table 90: Public Utilities Field Rep Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Field Rep	Public Util - Admin Svcs (100%)	22	0%	77.3%	\$42,270	\$819	\$43,088
Supv Field Rep	Public Util - Admin Svcs (100%)	2			\$56,417	\$3,197	\$59,614
Supv Meter Reader	Public Util - Admin Svcs (100%)	2			\$53,996	\$2,056	\$56,052
		26	0%	76.9%	\$44,260	\$1,097	\$45,357

Jobs in this job type with an employee excluded from study population: Field Rep (30 excluded)



## Rec Center Leadership Job Type - Career Progression



### Rec Center Leadership

Table 91: Rec Center Leadership Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Asst Rec Ctr Dir	Parks & Rec - Community Pks (56%), Parks & Rec - Community Pks - Disabled Svcs (39%)	36	55.6%	69.4%	\$42,455	\$187	\$42,642
Rec Cntr Dir 3	Parks & Rec - Community Pks (62%), Parks & Rec - Community Pks - Disabled Svcs (32%)	34	41.2%	61.8%	\$56,821	\$121	\$56,942
Area Manager 2	Parks & Rec - Community Pks (46%), Parks & Rec - Community Pks - Disabled Svcs (46%)	26	50%	61.5%	\$71,534	\$338	\$71,872
Rec Cntr Dir 2	Parks & Rec - Community Pks - Disabled Svcs (50%), Parks & Rec - Community Pks (43%)	14	78.6%	42.9%	\$53,376	\$196	\$53,571
Rec Cntr Dir 1	Parks & Rec - Community Pks - Disabled Svcs (67%), Parks & Rec - Community Pks (33%)	9	33.3%	100%	\$53,121	\$46	\$53,167
Therap Recreatn Spec	Parks & Rec - Community Pks - Disabled Svcs (100%)	4	25%	50%	\$60,554	\$0	\$60,554
District Manager	Parks & Rec - Community Pks (100%)	2			\$82,310	\$0	\$82,310
Supv Therap Recreatn Spec	Parks & Rec - Community Pks - Disabled Svcs (100%)	2			\$66,729	\$0	\$66,729
Rec Leader 1	Parks & Rec - Community Pks - Disabled Svcs (100%)	1			\$54,888	\$0	\$54,888
Rec Leader 2	Parks & Rec - Community Pks - Disabled Svcs (100%)	1			\$50,304	\$0	\$50,304
		129	50.4%	63.6%	\$55,744	\$177	\$55,921

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
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Jobs in this job type with zero employees who met the study's inclusion criteria: Rec Aide (35 employees), Therap Recreatn Leader (22), and Rec Leader 2(Dance Instr) (18)

Jobs in this job type with an employee excluded from study population: Asst Rec Ctr Dir (6 excluded), and Rec Cntr Dir 3 (4)

## Refuse Collection

## Refuse Collection Job Type - Career Progression

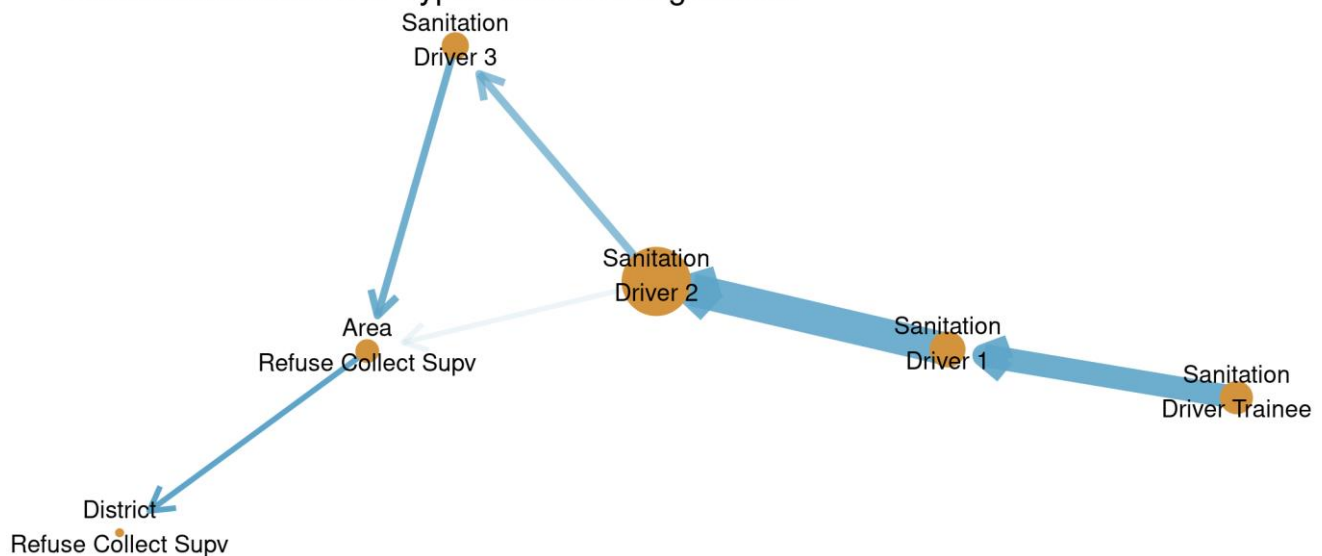


Table 92: Refuse Collection Job Type - Study Population (2019)

## Average Pay

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Sanitation Driver 2	Environ Svcs - Collection (100%)	100	2%	96%	\$62,176	\$7,787	\$69,963
Sanitation Driver 1	Environ Svcs - Collection (100%)	13	0%	100%	\$48,264	\$4,155	\$52,419
Sanitation Driver Trainee	Environ Svcs - Collection (100%)	13	15.4%	92.3%	\$40,462	\$1,824	\$42,286
Sanitation Driver 3	Environ Svcs - Collection (100%)	11	9.1%	100%	\$63,386	\$13,845	\$77,231
Area Refuse Collect Supv	Environ Svcs - Collection (100%)	8	12.5%	62.5%	\$73,493	\$8,314	\$81,807
District Refuse Collect Supv	Environ Svcs - Collection (100%)	2			\$76,574	\$2,414	\$78,987
		147	4.1%	93.9%	\$59,928	\$7,347	\$67,275

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total

Jobs in this job type with an employee excluded from study population: Sanitation Driver 2 (14 excluded), Sanitation Driver Trainee (10), and Sanitation Driver 1 (3)

### Reservoir Mgmt

*Table 93: Reservoir Mgmt Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Lake Aide 2	Public Util - Wtr Sys Ops (100%)	8	0%	62.5%	\$37,913	\$2,338	\$40,250
Reservoir Keeper	Public Util - Wtr Sys Ops (100%)	7	57.1%	28.6%	\$51,525	\$2,851	\$54,376
Asst Reservoir Keeper	Public Util - Wtr Sys Ops (100%)	6	66.7%	33.3%	\$48,733	\$2,226	\$50,959
Golf Course Mgr(Resvr Maint Supv)	Public Util - Wtr Sys Ops (100%)	2			\$75,574	\$1,314	\$76,888
Lakes Prgm Mgr	Public Util - Wtr Sys Ops (100%)	1			\$82,987	\$365	\$83,352
		24	37.5%	41.7%	\$49,605	\$2,292	\$51,897

Jobs in this job type with zero employees who met the study's inclusion criteria: Lake Aide 1 (9 employees)

Jobs in this job type with an employee excluded from study population: Lake Aide 2 (3 excluded)

## Risk Mgmt Claims

## Risk Mgmt Claims Job Type - Career Progression

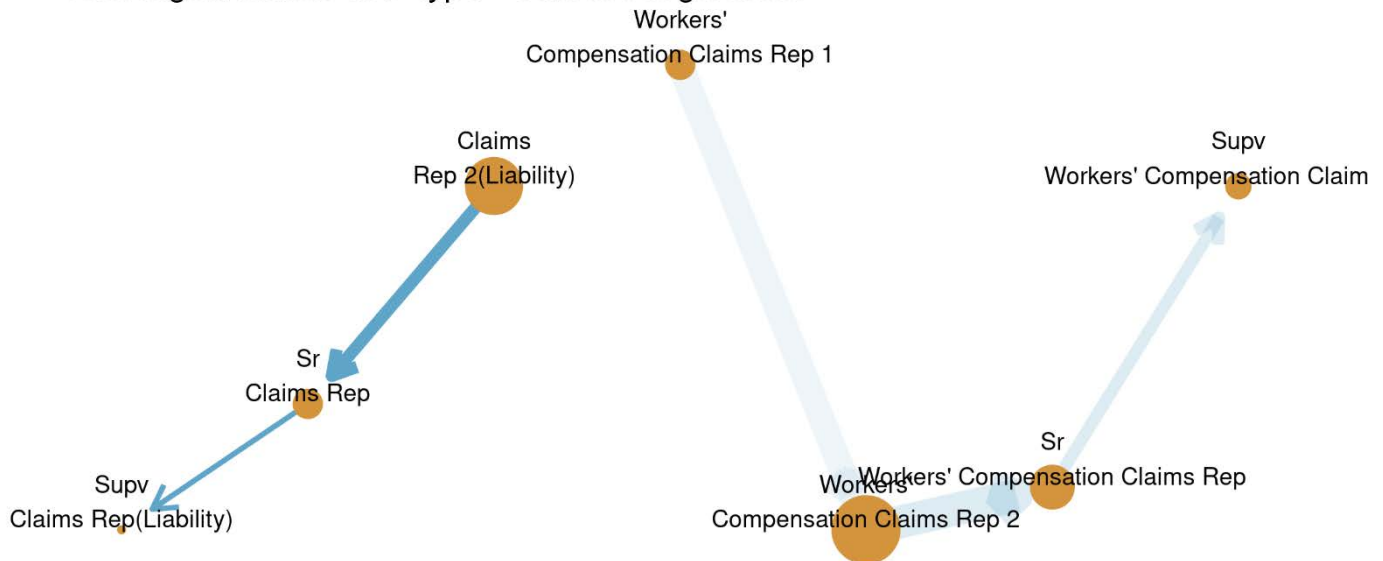


Table 94: Risk Mgmt Claims Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Workers' Compensation Claims Rep 2	Risk Management (100%)	11	63.6%	81.8%	\$76,709	\$1,187	\$77,896
Claims Rep 2(Liability)	Risk Management (100%)	7	14.3%	28.6%	\$69,202	\$1,199	\$70,401
Sr Workers' Compensation Claims Rep	Risk Management (100%)	5	80%	40%	\$80,478	\$1,003	\$81,481
Sr Claims Rep	Risk Management (100%)	3	100%	100%	\$67,537	\$2,945	\$70,482
Supv Claims Rep(Liability)	Risk Management (100%)	1			\$75,957	\$0	\$75,957
		27	55.6%	59.3%	\$74,414	\$1,308	\$75,721

Jobs in this job type with zero employees who met the study's inclusion criteria: Management Trainee (1 employee), Workers' Compensation Claims Rep 1 (1)

Jobs in this job type with an employee excluded from study population: Workers' Compensation Claims Rep 2 (3 excluded)

## Safety Rep Ofcr

Table 95: Safety Rep Ofcr Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Safety Rep 2	Public Util - Admin Svcs (80%), Risk Management (20%)	10	40%	50%	\$63,389	\$131	\$63,519
Safety Ofcr	Public Util - Admin Svcs (29%), Risk Management (29%)	7	14.3%	42.9%	\$73,811	\$655	\$74,467
		17	29.4%	47.1%	\$67,680	\$347	\$68,027

## Service Officer

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.

Table 96: Service Officer Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Police Invstgtv Serv Ofcr 2	Police (100%)	16	50%	43.8%	\$55,309	\$3,329	\$58,638
Police Serv Ofcr 2 (Indochinese Srv Of 2)	Police (100%)	4	25%	100%	\$57,358	\$6,835	\$64,193
Police Invstgtv Serv Ofcr 1	Police (100%)	2			\$49,350	\$1,368	\$50,718
		22	45.5%	50%	\$55,140	\$3,788	\$58,928

Jobs in this job type with zero employees who met the study's inclusion criteria: Police Serv Ofcr 1 (Indochinese Srv Ofcr) (1 employee), and Police Serv Ofcr 2 (African Srv Ofcr) (1)

Jobs in this job type with an employee excluded from study population: Police Invstgtv Serv Ofcr 2 (2 excluded)

## Stock Clerk and Store Operations

### Stock Clerk and Store Operations Job Type - Career Progression

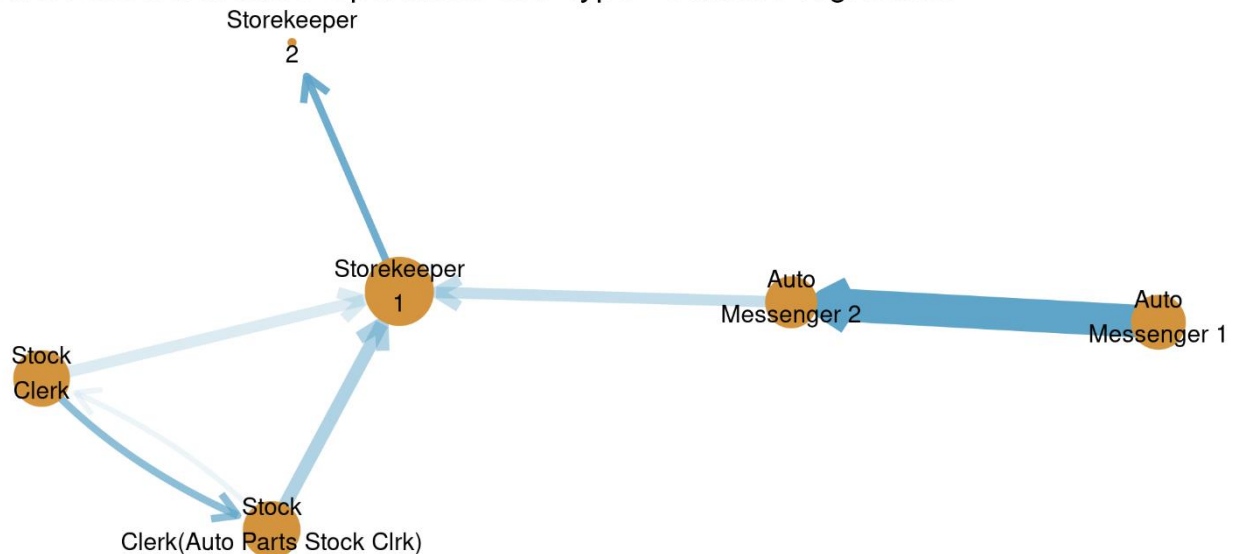


Table 97: Stock Clerk and Store Operations Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Storekeeper 1	Fleet Ops (36%), Public Util - Admin Svcs (27%)	11	18.2%	81.8%	\$49,907	\$5,550	\$55,457
Stock Clerk	Public Util - Admin Svcs (57%), Purchasing & Contracting (29%)	7	28.6%	100%	\$42,044	\$2,694	\$44,738
Stock Clerk(Auto Parts Stock Clrk)	Fleet Ops (100%)	6	0%	50%	\$46,392	\$4,069	\$50,462
Auto Messenger 1	Purchasing & Contracting (60%), City Attorney (40%)	5	0%	100%	\$36,193	\$3,414	\$39,607
Auto Messenger 2	Purchasing & Contracting (100%)	4	0%	100%	\$45,448	\$2,046	\$47,493
Storekeeper 2	Public Util - Admin Svcs (67%), Purchasing & Contracting (33%)	3	33.3%	33.3%	\$51,022	\$3,299	\$54,320
Storekeeper 3(Warehouse Mgr)	Public Util - Admin Svcs (100%)	1			\$39,406	\$7,937	\$47,343
Stores Operations Supv	Purchasing & Contracting (100%)	1			\$56,664	\$1,849	\$58,513
		38	13.2%	78.9%	\$45,619	\$3,928	\$49,547

Jobs in this job type with an employee excluded from study population: Auto Messenger 1 (5 excluded), Stock Clerk(Auto Parts Stock Clrk) (4), Auto Messenger 2 (3), and Storekeeper 1 (3)

## Storm Water Inspector

Note: due to the low sample size of at least one group in this job type, it was placed in the 'Other' job type for analysis. See methods appendix for more details.

*Table 98: Storm Water Inspector Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Storm Water Inspctr 2	Transportation - Storm Wtr (100%)	3	33.3%	33.3%	\$72,709	\$4,667	\$77,375
Storm Water Inspctr 3	Transportation - Storm Wtr (100%)	2			\$60,715	\$2,361	\$63,075
Supv Storm Water Inspctr	Transportation - Storm Wtr (100%)	2			\$84,822	\$495	\$85,316
Storm Water Inspctr 1	Transportation - Storm Wtr (100%)	1			\$59,972	\$396	\$60,368
		8	25%	37.5%	\$71,146	\$2,513	\$73,660

Jobs in this job type with zero employees who met the study's inclusion criteria: Haz Mat/Prt Trainee (3 employees)

### Swimming Pool Mgmt

Note: due to the high racial imbalance in this job type, it was placed in the Other job type for the racial-and-ethnic pay gap analysis. See methods appendix for more details.

*Table 99: Swimming Pool Mgmt Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Swimming Pool Mgr 3	Parks & Rec - Community Pks - Disabled Svcs (100%)	7	42.9%	0%	\$53,992	\$368	\$54,360
Swimming Pool Mgr 2	Parks & Rec - Community Pks - Disabled Svcs (100%)	5	40%	60%	\$53,161	\$305	\$53,466
District Manager	Parks & Rec - Community Pks - Disabled Svcs (100%)	4	75%	50%	\$91,466	\$74	\$91,540
Supv Rec Spec	Parks & Rec - Community Pks - Disabled Svcs (100%)	3	100%	0%	\$68,020	\$0	\$68,020
Rec Spec(Senior Citizens)	Parks & Rec - Community Pks - Disabled Svcs (100%)	1			\$58,572	\$0	\$58,572
		20	60%	30%	\$63,612	\$220	\$63,832

Jobs in this job type with zero employees who met the study's inclusion criteria: Pool Guard 1 (76 employees), Pool Guard 2 (76), and Swimming Pool Mgr 1 (20)

### Training

Note: due to the low sample size of at least one group in this job type, is was placed in the 'Other' job type for analysis. See methods appendix for more details.



*Table 100: Training Job Type - Study Population (2019)*

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Trainer	Public Util - Admin Svcs (83%), Eng & Capital Proj (17%)	6	50%	16.7%	\$65,577	\$634	\$66,210
Safety & Train Mgr	Public Util - Admin Svcs (50%), Eng & Capital Proj (17%)	6	16.7%	50%	\$89,371	\$3,451	\$92,822
Training Supervisor	Public Util - Admin Svcs (67%), Eng & Capital Proj (33%)	3	66.7%	33.3%	\$83,228	\$165	\$83,393
Asst Trainer	Eng & Capital Proj (100%)	1			\$58,070	\$211	\$58,281
Equip Trainer	Fleet Ops (100%)	1			\$62,611	\$0	\$62,611
		17	47.1%	29.4%	\$76,474	\$1,483	\$77,957

Jobs in this job type with an employee excluded from study population: Trainer (2 excluded)

## Transportation - Labor

## Transportation Public Works Job Type - Career Progression

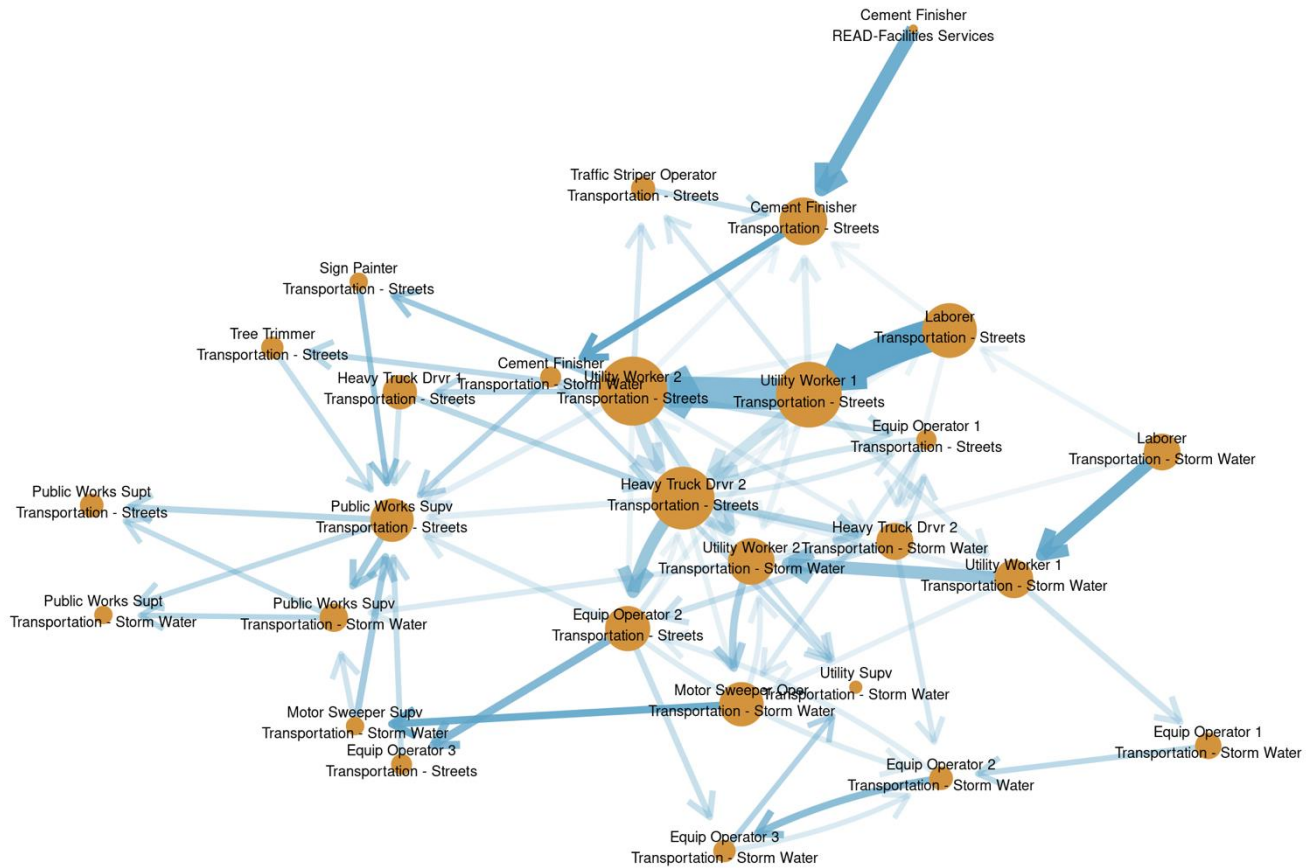


Table 101: Transportation - Labor Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Utility Worker 2	Transportation - Streets (69%) Transportation - Storm Wtr (31%)	54	16.7%	94.4%	\$47,089	\$5,920	\$53,009
Utility Worker 1	Transportation - Streets (82%) Transportation - Storm Wtr (18%)	40	12.5%	92.5%	\$41,065	\$3,080	\$44,145
Heavy Truck Drvr 2	Transportation - Streets (76%) Transportation - Storm Wtr (24%)	38	2.6%	84.2%	\$47,889	\$4,980	\$52,869
Public Works Supv	Transportation - Streets (73%) Transportation - Storm Wtr (27%)	22	9.1%	63.6%	\$69,438	\$13,010	\$82,448
Cement Finisher	Transportation - Streets (86%) Transportation - Storm Wtr (14%)	21	0%	85.7%	\$55,760	\$6,038	\$61,798
Equip Operator 2	Transportation - Streets (86%) Transportation - Storm Wtr (14%)	21	0%	81%	\$52,689	\$3,033	\$55,722
Laborer	Transportation - Streets (74%) Transportation - Storm Wtr (26%)	19	0%	94.7%	\$36,679	\$4,087	\$40,766
Motor Sweeper Oper	Transportation - Storm Wtr (100%)	16	25%	100%	\$55,424	\$11,930	\$67,354
Heavy Truck Drvr 1	Transportation - Streets (100%)	9	11.1%	88.9%	\$48,959	\$419	\$49,378
Equip Operator 1	Transportation - Storm Wtr (75%), Transportation - Streets (25%)	8	12.5%	100%	\$55,174	\$12,141	\$67,315

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Public Works Supt	Transportation - Streets (67%) Transportation - Storm Wtr (33%)	6	0%	66.7%	\$85,451	\$1,228	\$86,679
Traffic Stripper Operator	Transportation - Streets (100%)	4	0%	75%	\$50,548	\$2,515	\$53,062
Tree Trimmer	Transportation - Streets (100%)	4	0%	75%	\$44,878	\$8,130	\$53,009
Equip Operator 3	Transportation - Streets (75%) Transportation - Storm Wtr (25%)	4	0%	75%	\$57,171	\$5,135	\$62,306
Equip Oper 1(Sewer Maint Equip Oper)	Transportation - Storm Wtr (100%)	2			\$53,326	\$8,683	\$62,008
Motor Sweeper Supv	Transportation - Storm Wtr (100%)	2			\$81,140	\$14,502	\$95,642
Sign Painter	Transportation - Streets (100%)	2			\$51,874	\$219	\$52,094
Tree Maint Crewleader	Transportation - Streets (100%)	2			\$47,942	\$6,540	\$54,482
Utility Supv	Transportation - Storm Wtr (100%)	2			\$51,928	\$15,356	\$67,283
		276	8.3%	87.3%	\$50,621	\$5,940	\$56,561

Jobs in this job type with an employee excluded from study population: Laborer (9 excluded), Heavy Truck Drvr 2 (6), Utility Worker 2 (6), Cement Finisher (3), Utility Worker 1 (3), and Equip Operator 3 (2)

### Utilities Equip Oper

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

Table 102: Utilities Equip Oper Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Equip Operator 2	Public Util - Wstwr Collection (50%) Public Util - Wtr Constrct Maint (43%)	14	0%	78.6%	\$53,711	\$23,048	\$76,759
Heavy Truck Drvr 2	Public Util - Wstwr Treat & Disposal (60%) Public Util - Wstwr Collection (20%)	5	0%	100%	\$46,897	\$7,388	\$54,285
Equip Operator 3	Public Util - Wstwr Collection (100%)	2			\$62,647	\$18,676	\$81,322
Heavy Truck Drvr 1	Public Util - Wstwr Collection (100%)	1			\$42,952	\$20,348	\$63,300
		22	0%	86.4%	\$52,486	\$18,969	\$71,454

Jobs in this job type with an employee excluded from study population: Equip Operator 2 (2 excluded)

## Utilities Tech Other

Table 103: Utilities Tech Other Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Instrumentation & Control Tech	Public Util - Wtr Sys Ops (67%), Public Util - Wstwr Treat & Disposal (33%)	12	8.3%	66.7%	\$79,988	\$7,589	\$87,578
Sr Backflow & Cross Connection Spec	Public Util - Admin Svcs (100%)	10	10%	70%	\$56,335	\$5,525	\$61,860
Equip Tech 1	Public Util - Wtr Constrct Maint (62%), Public Util - Wstwr Collection (38%)	8	12.5%	100%	\$46,606	\$14,900	\$61,505
Equip Tech 2	Public Util - Wstwr Collection (86%), Public Util - Wtr Constrct Maint (14%)	7	0%	71.4%	\$59,294	\$21,881	\$81,175
Prin Backflow & Cross Connection Spec	Public Util - Admin Svcs (100%)	5	0%	80%	\$63,746	\$12,465	\$76,210
Machinist	Public Util - Wstwr Treat & Disposal (100%)	4	0%	50%	\$58,902	\$5,404	\$64,305
Irrigation Specialist	Public Util - Admin Svcs (100%)	3	0%	33.3%	\$44,764	\$962	\$45,726
Electronics Tech	Public Util - Wstwr Treat & Disposal (67%), Public Util - Admin Svcs (33%)	3	0%	66.7%	\$64,746	\$15,127	\$79,873
Instrumentation & Control Supv	Public Util - Wstwr Treat & Disposal (50%), Public Util - Wtr Sys Ops (50%)	2			\$88,840	\$22,374	\$111,213
		54	5.6%	72.2%	\$62,438	\$11,030	\$73,468

Jobs in this job type with zero employees who met the study's inclusion criteria: Equip Tech 3 (1 employee)

Jobs in this job type with an employee excluded from study population: Equip Tech 1 (2 excluded)

## Utility Plant Tech

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

Table 104: Utility Plant Tech Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Plant Tech 2	Public Util - Wstwr Treat & Disposal (100%)	19	0%	73.7%	\$55,621	\$7,769	\$63,390
Plant Tech 3	Public Util - Wstwr Treat & Disposal (100%)	14	0%	50%	\$61,085	\$5,754	\$66,839
Pump Station Oper	Public Util - Wstwr Treat & Disposal (100%)	13	7.7%	84.6%	\$65,792	\$22,171	\$87,963
Plant Tech 1	Public Util - Wstwr Treat & Disposal (100%)	9	0%	100%	\$51,171	\$6,821	\$57,992
Plant Tech Supv	Public Util - Wstwr Treat & Disposal (100%)	8	0%	75%	\$73,261	\$17,175	\$90,436

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util - Wstwtr Treat & Disposal (100%)	6	0%	66.7%	\$79,319	\$14,667	\$93,987
Sr Plant Tech Supv	Public Util - Wstwtr Treat & Disposal (67%), Public Util - Admin Svcs (33%)	6	16.7%	66.7%	\$84,826	\$6,549	\$91,375
Equip Tech 1	Public Util - Wstwtr Treat & Disposal (100%)	3	0%	100%	\$48,646	\$11,218	\$59,864
Principal Plant Tech Supv	Public Util - Wstwtr Treat & Disposal (100%)	1			\$94,820	\$6,329	\$101,149
		79	2.5%	74.7%	\$63,792	\$11,170	\$74,962

Jobs in this job type with an employee excluded from study population: Plant Tech 1 (4 excluded), Plant Tech 2 (4), Equip Tech 1 (2), and Plant Tech 3 (2)

### Wastewater Plant Operations

#### Wastewater Plant Operations Job Type - Career Progression

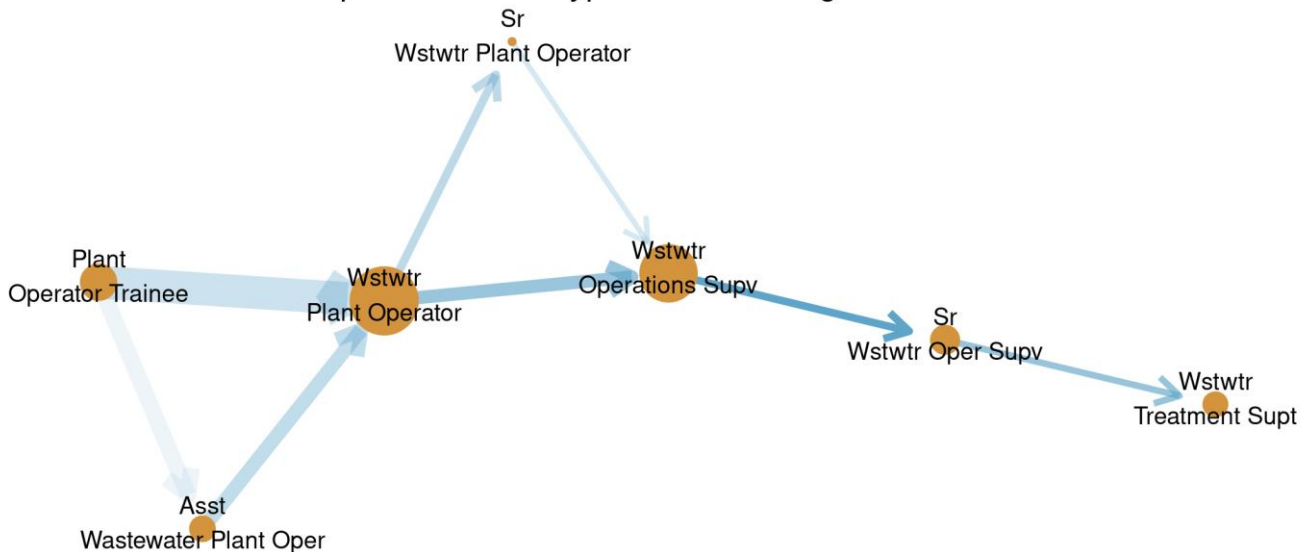


Table 105: Wastewater Plant Operations Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Wstwtr Plant Operator	Public Util - Wstwtr Treat & Disposal (100%)	35	14.3%	57.1%	\$73,821	\$10,043	\$83,864
Wstwtr Operations Supv	Public Util - Wstwtr Treat & Disposal (100%)	21	14.3%	76.2%	\$88,833	\$13,880	\$102,713
Sr Wstwtr Oper Supv	Public Util - Wstwtr Treat & Disposal (100%)	5	20%	40%	\$96,413	\$6,766	\$103,178

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Wstwtr Treatment Supt	Public Util - Wstwtr Treat & Disposal (100%)	4	25%	50%	\$116,028	\$5,030	\$121,058
Sr Wstwtr Plant Operator	Public Util - Wstwtr Treat & Disposal (100%)	2			\$78,008	\$12,650	\$90,658
		67	16.4%	61.2%	\$82,857	\$10,780	\$93,637

Jobs in this job type with zero employees who met the study's inclusion criteria: Asst Wastewater Plant Oper (1 employee), and Plant Operator Trainee (1)

Jobs in this job type with an employee excluded from study population: Wstwtr Operations Supv (2 excluded), and Wstwtr Plant Operator (2)

### Water Plant Operations

Note: due to the high gender imbalance in this job type, it was placed in the Other Job Tp Over 90pct Male job type for the gender pay gap analysis. See methods appendix for more details.

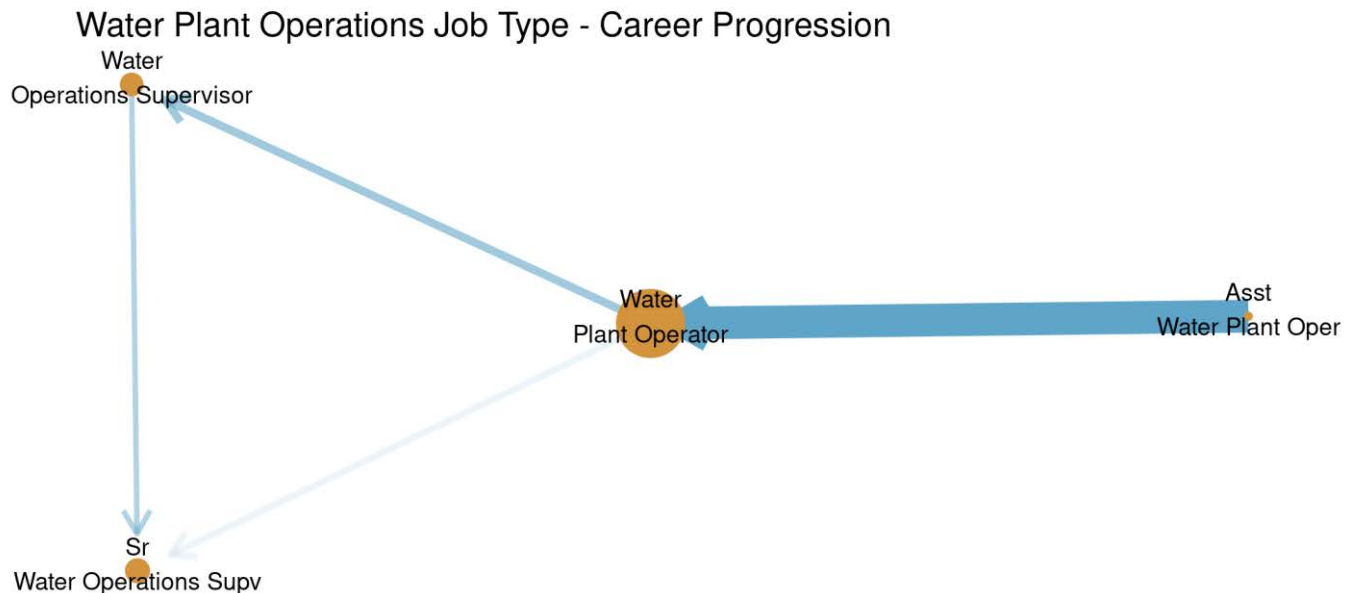


Table 106: Water Plant Operations Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Water Plant Operator	Public Util - Wtr Sys Ops (100%)	22	4.5%	54.5%	\$83,359	\$11,681	\$95,040
Sr Water Operations Supv	Public Util - Wtr Sys Ops (100%)	3	0%	33.3%	\$94,726	\$6,294	\$101,020

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Water Operations Supervisor	Public Util - Wtr Sys Ops (100%)	3	33.3%	66.7%	\$93,888	\$7,310	\$101,198
		28	7.1%	53.6%	\$85,705	\$10,636	\$96,341

Jobs in this job type with zero employees who met the study's inclusion criteria: Plant Operator Trainee (1 employee)

### Water System Tech

#### Water System Tech Job Type - Career Progression

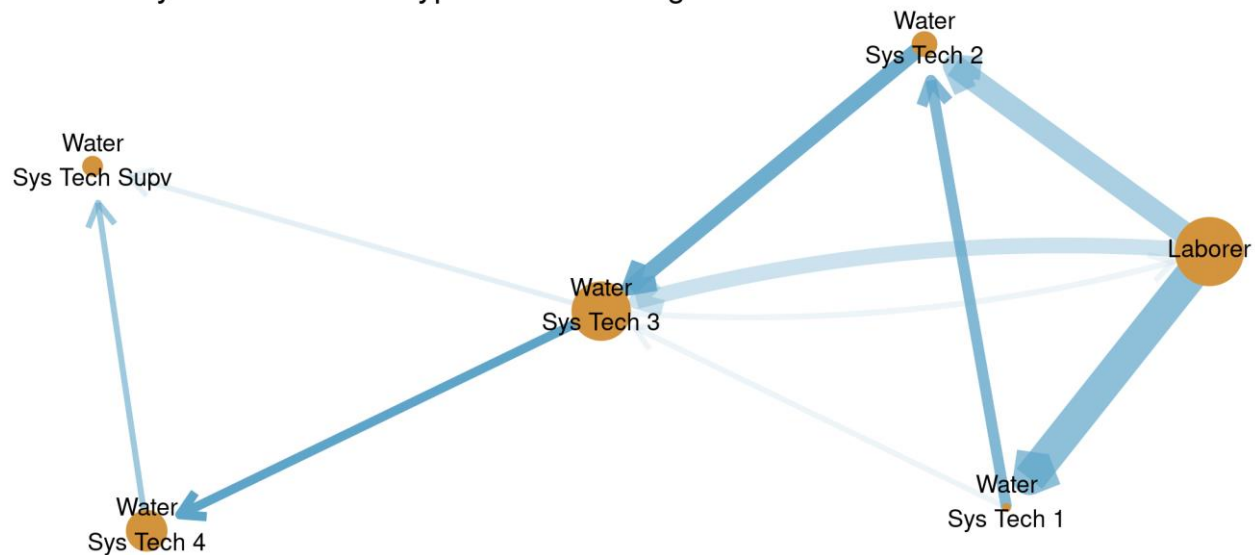


Table 107: Water System Tech Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Water Sys Tech 3	Public Util - Wtr Constrct Maint (68%) Public Util - Wtr Sys Ops (28%)	113	9.7%	80.5%	\$54,133	\$12,002	\$66,135
Water Sys Tech 4	Public Util - Wtr Constrct Maint (59%) Public Util - Wtr Sys Ops (35%)	46	4.3%	87%	\$62,376	\$15,771	\$78,147
Laborer	Public Util - Wtr Constrct Maint (100%)	32	6.2%	96.9%	\$38,729	\$7,132	\$45,861
Water Sys Tech Supv	Public Util - Wtr Constrct Maint (56%) Public Util - Wtr Sys Ops (38%)	16	12.5%	68.8%	\$76,082	\$16,396	\$92,478
Water Sys Tech 2	Public Util - Wtr Constrct Maint (100%)	8	0%	87.5%	\$45,464	\$15,774	\$61,238
Water Sys Tech 1	Public Util - Wtr Constrct Maint (100%)	4	25%	50%	\$40,414	\$4,419	\$44,832



						Average Pay	
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
		219	8.2%	83.1%	\$54,650	\$12,402	\$67,052

Jobs in this job type with an employee excluded from study population: Laborer (34 excluded), Water Sys Tech 3 (10), and Water Sys Tech 4 (5)

### Water Utility Worker

#### Water Utility Worker Job Type - Career Progression

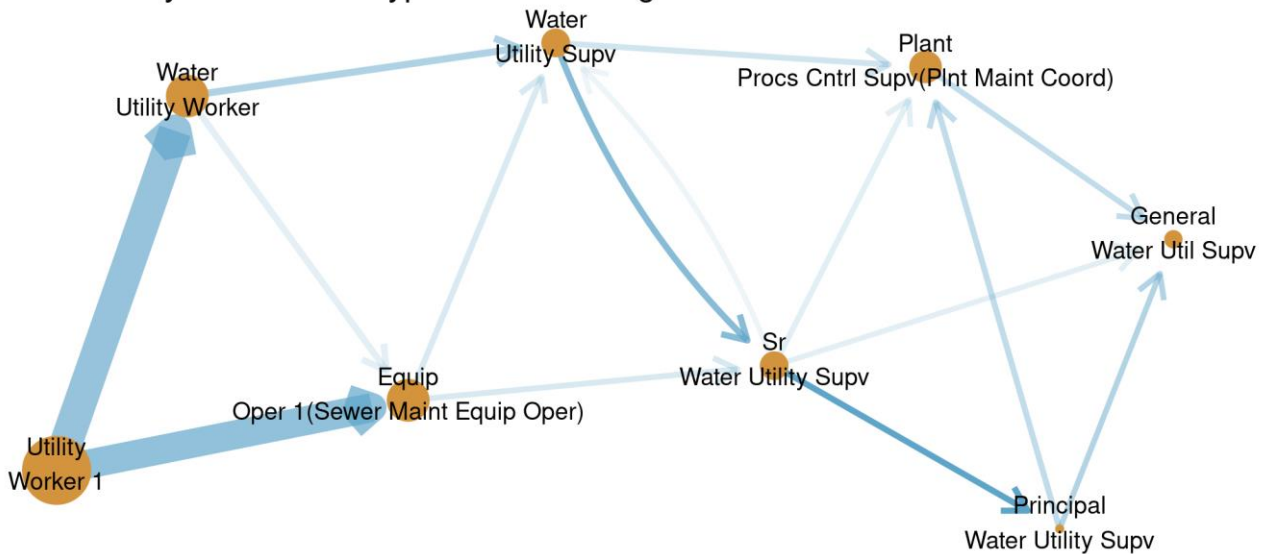


Table 108: Water Utility Worker Job Type - Study Population (2019)

						Average Pay	
Job	Primary Dept(s)	# Emps	% Women	% People of Color	Regular	Overtime	Total
Equip Oper 1(Sewer Maint Equip Oper)	Public Util - Wstwttr Collection (100%)	23	8.7%	91.3%	\$47,969	\$11,012	\$58,982
Utility Worker 1	Public Util - Wstwttr Collection (100%)	19	15.8%	100%	\$39,856	\$10,062	\$49,917
Water Utility Worker	Public Util - Wstwttr Collection (82%) Public Util - Wtr Constrct Maint (12%)	17	5.9%	94.1%	\$45,843	\$14,716	\$60,560
Sr Water Utility Supv	Public Util - Wstwttr Collection (100%)	13	7.7%	92.3%	\$64,344	\$21,419	\$85,762
Water Utility Supv	Public Util - Wstwttr Collection (100%)	11	0%	90.9%	\$54,981	\$15,917	\$70,898
Laborer	Public Util - Wstwttr Collection (100%)	7	0%	100%	\$41,002	\$9,097	\$50,099
Plant Procs Cntrl Supv(Plnt Maint Coord)	Public Util - Wstwttr Collection (100%)	4	25%	75%	\$89,266	\$9,934	\$99,200

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
General Water Util Supv	Public Util - Wstwtr Collection (100%)	3	0%	66.7%	\$80,428	\$26,948	\$107,376
		97	8.2%	92.8%	\$51,201	\$13,736	\$64,937

Jobs in this job type with an employee excluded from study population: Laborer (13 excluded), Water Utility Worker (7), Utility Worker 1 (6), Equip Oper 1 (Sewer Maint Equip Oper) (4), and Water Utility Supv (3)

### Wstwtr Pretrmt Inspctr

Note: due to the high gender imbalance in this job type, it was placed in the Other job type for the gender pay gap analysis. See methods appendix for more details.

Table 109: Wstwtr Pretrmt Inspctr Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Wstwtr Pretrmt Inspctr 2	Public Util - Admin Svcs (100%)	5	20%	80%	\$74,467	\$0	\$74,467
Wstwtr Pretrmt Inspctr 3	Public Util - Admin Svcs (100%)	3	33.3%	33.3%	\$91,318	\$191	\$91,509
Supv Wstwtr Pretrmt Inspctr	Public Util - Admin Svcs (100%)	2			\$96,286	\$1,946	\$98,231
Wstwtr Pretrmt Inspctr 3 (Fewd Prgm Mgr)	Public Util - Wstwtr Collection (100%)	1			\$97,194	\$8,392	\$105,586
Wstwtr Pretrmt Prgm Mgr	Public Util - Admin Svcs (100%)	1			\$114,595	\$6,239	\$120,834
		12	25%	66.7%	\$87,554	\$1,591	\$89,146

Jobs in this job type with zero employees who met the study's inclusion criteria: Haz Mat/Prt Trainee (3 employees)

## Zoning Investigator

## Zoning Investigator Job Type - Career Progression



Table 110: Zoning Investigator Job Type - Study Population (2019)

Job	Primary Dept(s)	# Emps	% Women	% People of Color	Average Pay		
					Regular	Overtime	Total
Zoning Investigator 2	Development Svcs (100%)	18	44.4%	83.3%	\$64,857	\$58	\$64,915
Zoning Investigator 1	Development Svcs (100%)	6	0%	33.3%	\$57,373	\$80	\$57,453
Sr Zoning Investigator	Development Svcs (80%), Parks & Rec - Open Space (20%)	5	60%	40%	\$73,006	\$350	\$73,356
		29	37.9%	65.5%	\$64,714	\$113	\$64,827

## Methods

To ensure full transparency and replicability, this report was written *entirely* in R Markdown, and that code has been provided to the City's Performance and Analytics team. This enables the report and its findings to be reproduced, from the raw data sources to the finished product, at the click of a button. Therefore, any questions on the methods that aren't answered in this appendix can be answered with the provided source code.

## Data Sources

**Compensation** – We received compensation data from 2010-2019 that was nearly identical to the compensation reports that the City publishes each year<sup>22</sup>. The only differences were that the data was in CSV format and had a randomized employee ID (for de-identification purposes) that enabled us to join it to the other data with that same ID. It should be noted that we only ended up using data from 2011-2019 because the 2010 data only had total compensation.

<sup>22</sup> *City of San Diego Employee Compensation Reports*

**Personnel** – Demographic and job info for each City employee from 2009 to 2020. For any given year, an individual employee might appear many times on the personnel's dataset. This can be because they changed their position, or something about their position changed (e.g. went from hourly to salary). Each row in this dataset contained the following information:

- Job (with start and end date), Department, Gender, Ethnic Origin, Age Group (3-year windows), Hire Date (Original and Most Recent), Separation Date, Classified/Unclassified, Hourly/Salary, Hours (Non-Standard, Full-Time, Half Time,  $\frac{3}{4}$  Time).

#### Employee Benefits

- *Medical Benefit Plans* – Plan, dates, dependents birthdays, employee contributions, etc.
- *Flex Spending Accounts* – Type (medical or dependent care), dates, and employee contribution.
- *Long Term Disability Claims* – Start and end date, claimant type (industrial, non-industrial, or pregnancy), and medical diagnosis code.
- *Retirement Plan* – Plan, dates, and contribution
- *Transportation Assistance Programs* – Plan type and dates.

**Recruitment** - We examined application data from January 2016 - January 2019. A total of 22400 applications were analyzed across 12 roles that showed significant imbalance in their gender and/or racial-and-ethnic makeup. We narrowed the number of positions down to ensure data collection was manageable during the study timeline. The positions we chose to analyze were selected based on the hired personnel data that met a combination of: gender and/or racial-and-ethnic imbalance (over 70% of one group), impact on pay gap, and potential application sample size. The jobs that were selected are listed below.

*Table 111: Application Data Summary*

Job Type	Job Title	Applications		
		Total	Qualified	Hired
Administrative Support	Administrative Aide 1	2,334	1,772	88
	Clerical Assistant 2	1,472	564	170
Engineer - Civil	Assistant Engineer - Civil	713	412	80
	Junior Engineer - Civil	873	769	114
Fire Fighter	Fire Fighter 1	466	227	183
	Fire Recruit	5,417	2,508	190
Police Officer	Police Detective	319	184	110
	Police Officer (Recruit Level)	7,226	1,227	174
	Police Officer 1	2,558	531	371
	Police Officer 2	558	73	11
	Police Officer 3	42	14	11
	Police Sergeant	422	193	107
	Total	22,400	8,474	1,609

Personnel assigned random IDs to each unique applicant in the data. We received two separate datasets:

1. Qualified applications (n = 10009)
2. Not qualified applications (n = 15826)

## Data Aggregation

### Personnel

For the purposes of this study, we needed to get one observation per employee per year. The compensation data was already in this format; however, there was substantial engineering that was required to get the personnel data in this format.

1. Departments which were consolidated and/or had their names changed over the years were standardized to have consistent naming from one year to the next.
2. Any employment record that indicated a status of 'Withdrawn' or 'Inactive' was removed
3. Any employee whose employment began after 12/31/2019 or ended before 1/1/2011 was removed.
4. Separate aggregations were performed to get the following variables for each employee per year:
  - a. Percent of given year employed
  - b. Primary job and percent of given year in that job
  - c. Primary department and percent of given year in that department
  - d. Primary job type (see separate appendix on job types) and percent of year in that job type.
  - e. Primary hours (i.e., non-standard, full-time 80, etc.) and percent of year with those hours.
5. Used the benefits data to calculate the number of dependents and their birthdays for each employee.
6. Used the disability data to calculate the percent of each year that each employee spent on long term disability.

### Recruitment

In many instances one applicant (i.e., unique ID) submitted multiple applications but was inconsistent in how they filled in the data (sometimes missing gender or ethnic origin). In these cases we made the following assumptions to fill in the missing gender and ethnic origin values where possible:

- If there was only one distinct combination of ID, gender, and ethnic origin, simply fill in the missing values with these.
- If an applicant had the same ID and ethnic origin, but entered two different genders, we left these instances.
- If any different applications by one unique ID entered two different minority (i.e., not White) ethnic origin choices, we filled all values with "Other/Two or More Races."
- If any different applications by one unique ID entered White and any other ethnic origin choice, we replaced all applications using White with the minority group.

Once these were filled in, we were able to match the unique random IDs across datasets and fill in missing gender and ethnic origin information in the qualified applications, giving us a more completed dataset. For the recruitment analysis, we took the unique combinations of: applicant ID, job title, gender, qualified status, and hired status, giving us a final dataset of 22400.

## Study Inclusion Criteria

For an employee to be included in our study sample, they must have met the following criteria for the given year of study:

1. All employees must have worked standard hours (i.e., full-time, 3/4 time, or 1/2 time)
2. All employees must have had compensation data for the given year.
3. All employees must have been employed at least half of the year.
4. All employees must have worked the same hours all year (i.e., full-time, 3/4 time, or 1/2 time).
5. All employees must have worked in same job type all year long.
6. All employees must not have been on long term disability all year long.
7. All employees prorated total pay must have been > 80% of stated position minimum if they were not on long-term disability during the year. This was done to protect against including erroneous pay values, removes likely workman's comp employees, and still allows for likely underfilled positions and those on long-term disability.
8. For all analysis involving controls for children, employees must have utilized employee health benefits any time before age 50. This was done to protect against declaring an employee did not have children, when they had grown children who were no longer dependents.

Figure 31 below shows how many employees were filtered out at each step and the resulting study populations: one for analysis involving controls for children and one population for analysis that didn't involve controls for children.

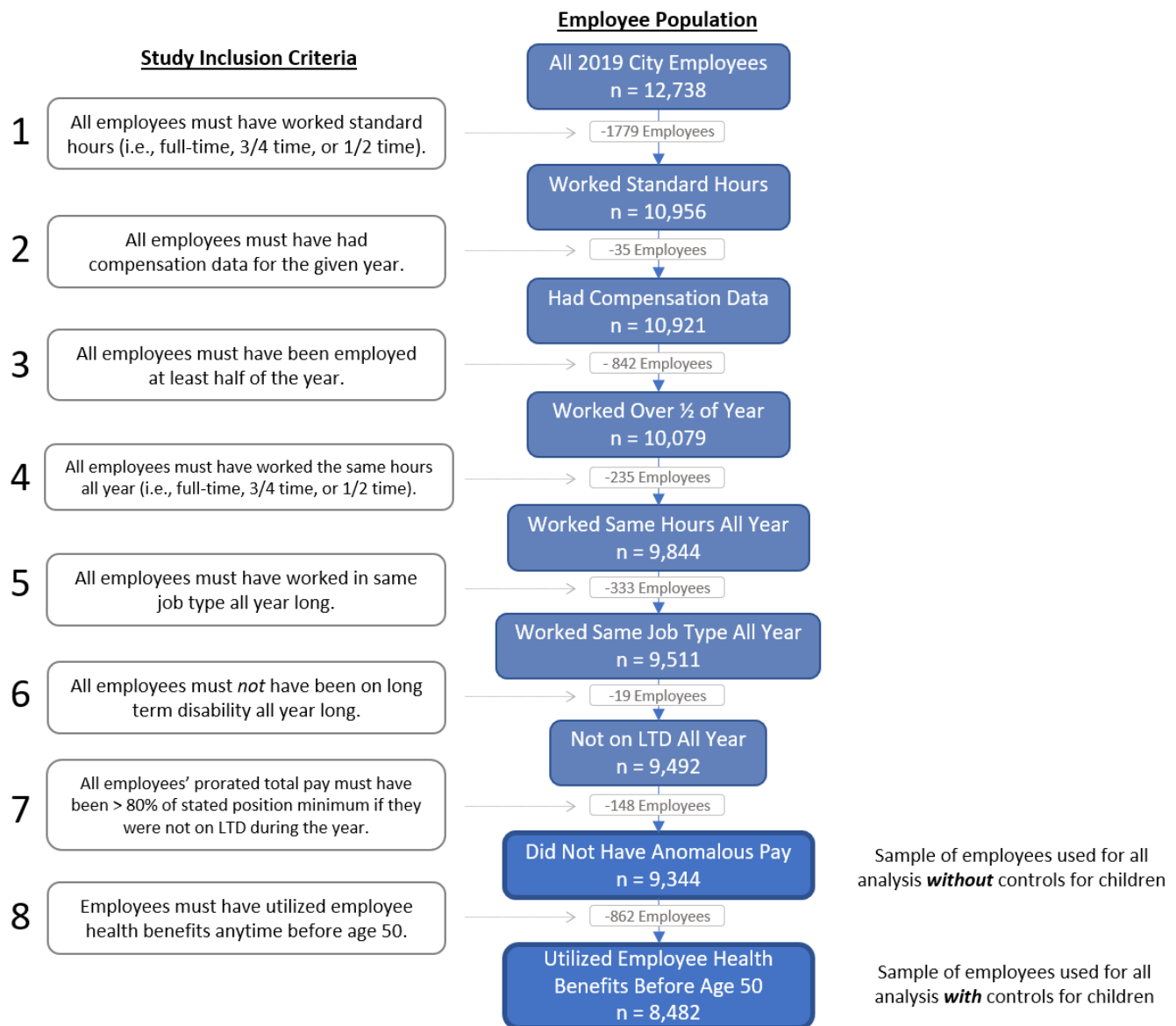


Figure 31: Breakdown of Inclusion Criteria

## How we measured the pay gap

Most analyses of gender pay gaps look at two numbers:

1. **Unadjusted Pay Gap** – This is simply a comparison between the average pay of the two groups. It is the most common statistic cited when looking at the gender pay gap (e.g., “women make 76 cents to the dollar that men make”). While simple, it is inherently misleading and fraught with opportunities for misinterpretation. These misinterpretations can lead to policy changes that don’t address root causes and are wasteful as a result. For these reasons, we chose to report this number for benchmarking purposes only.
2. **Adjusted Pay Gap** – This measure attempts to address the flaws with the unadjusted measure by accounting for differences between the groups (e.g., occupation, tenure, age, etc.) utilizing a statistical technique known as multivariate regression. This method is helpful and was part of our analysis toolbelt; however, it has one main drawback: it assumes that the labor market treats both groups equitably – that is, it assumes that an extra year of tenure or having a child will have the same effect on both groups. For this reason, our main tool for analyzing the City of San Diego’s



pay gaps was a methodology known as Oaxaca-Blinder decomposition (Oaxaca 1973; Blinder 1973). However, standard multivariate regression was also utilized to explore specific findings in more detail.

### Oaxaca-Blinder Decomposition

The Oaxaca-Blinder decomposition breaks the pay gap into two parts:

1. Explained - That which can be explained by differences in the average characteristics between the two groups (e.g., the average man is more likely to work a higher paying job type than the average woman or the average woman takes less overtime than the average man).
2. Unexplained - The unexplained part of the pay gap accounts for differences in pay between the groups resulting from something that is either unmeasured or unmeasurable. Mathematically, when the groups have different coefficients for an observed variable, that is an unexplained contributor to the pay gap. For example, if the coefficient for the *tenure* variable was different between men and women, it would indicate that men and women get different returns in the labor market for their tenure.

All Oaxaca-Blinder decomposition analysis performed in this report was done utilizing the *oaxaca* R package by Marek Hlavac (2014). The mathematical details behind this technique can be found in the package's documentation. Additionally, Glassdoor's 2016 gender pay gap report (Chamberlain 2016) provides a great high-level overview of the technique's math, while Jann (2008) provides an excellent detailed description of the math behind the technique.

At a high-level, the two-fold Oaxaca-Blinder decomposition analysis performed in this report requires three separate multivariate regression models/equations: one performed on the data from each group (e.g., men and women), and one whose resulting coefficients represent what the values are in a world with 'no-discrimination.' The coefficients of the latter model are used as a reference to compare against the coefficients of the models of the two groups. Any statistically significant differences between the coefficients are considered unexplained contributors to the pay gap.

Techniques for establishing the set of reference coefficients differ. Often, either just the male or female coefficients are used; however, this assumes that only one of the two groups faces discrimination and it caused problems in our analysis due to highly unbalanced samples between genders and races in certain job types (e.g., Fire Fighter). Another method is to do a weighted average of the coefficients of each group with either equal weights (Reimers 1983) or weights based on the proportion of each group (Cotton 1988); however, this caused some un-intuitive results in our analysis that were difficult to explain given other findings. The last technique used by researchers involves using the coefficients of a regression model utilizing all observations from both groups (e.g., men and women). This model either does not include (Neumark 1988) or includes (Jann 2008) the group indicator variable as an additional regressor. This report uses the latter of these two methodologies.

## Complete Results

### Overall pay gap source breakdown

For the gender and racial-and-ethnic pay gaps, the Oaxaca-Blinder decomposition analyses was performed on the 2019 child-control study population (n = 8482).

#### Y Variable

- log(Prorated Total Pay)

#### X Variables

- **Approximate City Tenure (years)**
- **Percent of Year on LTD Group** (None, Under 3 Months, or Over 3 Months) - As a continuous variable, 'Percent of Year on LTD' was not linearly related with pay. Therefore, this variable was binned into discrete groups.
- **Age Group** (Under 30, 30-34, 35-39, 40-49, 50-59, 60+) - As a continuous variable, age was not linearly related with pay. Therefore, this variable was binned into age groups.
- **Age at First Child** (No Children, under 23, 23-28, 29-35, Over 35)
- **Overtime Difference From Job Mean (Z-Score)** - the average number of overtime hours for each job was calculated and each employee's overtime hours were compared to their job's average to determine how their overtime usage compared to their peers. This number was standardized into a z-score so inter-job comparisons could be made.
- **Job Type** - A job type was placed into an 'Other' group if the probability of detecting a large effect (Cohen's  $d = 1$ ) between the groups within that job type was less than 20%. That other group was split into two separate job types: one in which the job types were more than 90% men and one containing all the rest.

The following tables show the complete results from this analysis. For the gender pay gap, Table 112 shows the explained portion, while Table 113 shows the unexplained portion. For the racial-and-ethnic pay gap, Table 114 shows the explained portion, while Table 115. These resulting percent pay gaps seen in these tables were extrapolated to the full study population ( $n = 9344$ ) to get a complete picture of the role that children play on the pay gap. These are the results reported in the body of the report.

*Table 112: 2019 Gender Pay Gap - Explained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)	0.0000	0.0000		0%	
approx_city_tenure_yrs	0.0018	0.0020	$p=0.182$	1.04%	Demographics
LTD_Under_3mo***	0.0043	0.0009	$p<0.001$	2.45%	Demographics
LTD_Over_3mo*	0.0024	0.0010	$p=0.011$	1.35%	Demographics
age_30_34	-0.0010	0.0012	$p=0.202$	-0.6%	Demographics
age_35_39	0.0019	0.0015	$p=0.099$	1.09%	Demographics
age_40_49	0.0044	0.0028	$p=0.062$	2.5%	Demographics
age_50_59	-0.0024	0.0027	$p=0.186$	-1.36%	Demographics
age_60_ovr	-0.0012	0.0015	$p=0.212$	-0.67%	Demographics
age_at_first_child_23_28*	-0.0008	0.0004	$p=0.018$	-0.44%	Demographics
age_at_first_child_29_35*	-0.0007	0.0004	$p=0.031$	-0.41%	Demographics
age_at_first_child_Over_35	-0.0004	0.0003	$p=0.085$	-0.23%	Demographics
age_at_first_child_Under_22**	0.0013	0.0004	$p=0.001$	0.74%	Demographics
ovtm_hrs_job_z***	0.0091	0.0022	$p<0.001$	5.2%	Overtime
job_tp_Accounting_and_Finance***	-0.0022	0.0006	$p<0.001$	-1.24%	Occ Sorting
job_tp_Administrative_Support***	0.0964	0.0058	$p<0.001$	55.12%	Occ Sorting
job_tp_Building_Trades_and_Facilities_Maint**	-0.0061	0.0008	$p<0.001$	-3.51%	Occ Sorting
job_tp_Chemist_Biologist***	0.0015	0.0005	$p<0.001$	0.88%	Occ Sorting
job_tp_City_Attorney***	-0.0108	0.0020	$p<0.001$	-6.17%	Occ Sorting
job_tp_City_Atty_Invtstgr	0.0000	0.0001	$p=0.288$	0.03%	Occ Sorting
job_tp_City_Council_Support	-0.0002	0.0003	$p=0.302$	-0.1%	Occ Sorting
job_tp_Cmnty_Dev_Spec	0.0003	0.0002	$p=0.081$	0.19%	Occ Sorting
job_tp_Code_Compliance_Officer	0.0003	0.0006	$p=0.317$	0.15%	Occ Sorting
job_tp_Collections*	0.0011	0.0006	$p=0.036$	0.61%	Occ Sorting
job_tp_Communications	0.0004	0.0003	$p=0.096$	0.21%	Occ Sorting
job_tp_Crime_Lab***	-0.0017	0.0006	$p<0.001$	-1%	Occ Sorting
job_tp_Crime_Scene_Spec_and_Print_Examine	0.0000	0.0003	$p=0.479$	0.01%	Occ Sorting

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Custodian	0.0009	0.0009	p=0.159	0.49%	Occ Sorting
job_tp_Development_Project_Manager	0.0000	0.0001	p=0.308	-0.03%	Occ Sorting
job_tp_Director**	-0.0042	0.0015	p=0.002	-2.42%	Occ Sorting
job_tp_Engineer_Civil	0.0006	0.0006	p=0.188	0.32%	Occ Sorting
job_tp_Fire_Dispatch	-0.0003	0.0002	p=0.077	-0.18%	Occ Sorting
job_tp_Fire_Fighter***	0.0415	0.0027	p<0.001	23.74%	Occ Sorting
job_tp_Fire_Prevention	0.0003	0.0003	p=0.180	0.17%	Occ Sorting
job_tp_Information_Systems	-0.0003	0.0003	p=0.161	-0.17%	Occ Sorting
job_tp_Land_Surveying	0.0003	0.0003	p=0.126	0.19%	Occ Sorting
job_tp_Librarian***	0.0178	0.0022	p<0.001	10.16%	Occ Sorting
job_tp_Lifeguard***	0.0014	0.0003	p<0.001	0.81%	Occ Sorting
job_tp_Other_Job_Tp_Over_90pct_Male***	-0.0188	0.0020	p<0.001	-10.78%	Occ Sorting
job_tp_Park_Ranger	0.0004	0.0006	p=0.244	0.24%	Occ Sorting
job_tp_Parking_Enforcement	-0.0001	0.0005	p=0.387	-0.07%	Occ Sorting
job_tp_Parks_Grounds_Maintenance***	-0.0232	0.0021	p<0.001	-13.27%	Occ Sorting
job_tp_Plan_Review_Spec**	0.0010	0.0004	p=0.007	0.57%	Occ Sorting
job_tp_Planner	-0.0001	0.0004	p=0.394	-0.06%	Occ Sorting
job_tp_Police_Dispatch*	-0.0023	0.0010	p=0.015	-1.3%	Occ Sorting
job_tp_Police_Officer***	0.0538	0.0042	p<0.001	30.76%	Occ Sorting
job_tp_Program_Manager**	-0.0031	0.0011	p=0.002	-1.77%	Occ Sorting
job_tp_Proj_Offcr_and_Eng_Aide	-0.0004	0.0004	p=0.145	-0.25%	Occ Sorting
job_tp_Rec_Center_Leadership***	0.0051	0.0016	p<0.001	2.94%	Occ Sorting
job_tp_Refuse_Collection***	-0.0060	0.0007	p<0.001	-3.41%	Occ Sorting
job_tp_Reservoir_Mgmt	0.0000	0.0006	p=0.477	0.02%	Occ Sorting
job_tp_Risk_Mgmt_Claims	0.0002	0.0001	p=0.059	0.11%	Occ Sorting
job_tp_Stock_Clerk_and_Store_Operations**	-0.0014	0.0006	p=0.010	-0.82%	Occ Sorting
job_tp_Swimming_Pool_Mgmt*	0.0010	0.0005	p=0.023	0.55%	Occ Sorting
job_tp_Transportation_Public_Works***	-0.0142	0.0015	p<0.001	-8.14%	Occ Sorting
job_tp_Wastewater_Plant_Operations*	0.0003	0.0002	p=0.048	0.16%	Occ Sorting
job_tp_Water_System_Tech***	-0.0063	0.0009	p<0.001	-3.63%	Occ Sorting
job_tp_Water_Utility_Worker***	-0.0047	0.0008	p<0.001	-2.7%	Occ Sorting
(Base)	0.0000	0.0000	p=0.270	0%	Occ Sorting

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

Table 113: 2019 Gender Pay Gap - Unexplained Portion Full Results

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)*	-0.0560	0.0305	p=0.033	-32.01%	Unexplained
approx_city_tenure_yrs*	0.0221	0.0126	p=0.039	12.65%	Unexplained
LTD_Under_3mo	-0.0005	0.0009	p=0.283	-0.29%	Unexplained
LTD_Over_3mo	-0.0010	0.0015	p=0.249	-0.57%	Unexplained
age_30_34	0.0016	0.0048	p=0.367	0.94%	Unexplained
age_35_39	0.0035	0.0029	p=0.110	2.02%	Unexplained
age_40_49*	0.0165	0.0095	p=0.041	9.43%	Unexplained
age_50_59*	0.0179	0.0096	p=0.030	10.24%	Unexplained
age_60_ovr*	0.0078	0.0046	p=0.044	4.44%	Unexplained
age_at_first_child_23_28**	0.0060	0.0026	p=0.009	3.44%	Child Effect Diff
age_at_first_child_29_35*	0.0070	0.0035	p=0.023	3.99%	Child Effect Diff
age_at_first_child_Over_35	0.0004	0.0020	p=0.410	0.26%	Child Effect Diff
age_at_first_child_Under_22**	0.0036	0.0013	p=0.003	2.05%	Child Effect Diff
ovtm_hrs_job_z**	-0.0011	0.0004	p=0.001	-0.61%	Unexplained
job_tp_Accounting_and_Finance*	-0.0014	0.0007	p=0.023	-0.78%	Unexplained
job_tp_Administrative_Support***	-0.0236	0.0051	p<0.001	-13.49%	Unexplained
job_tp_Building_Trades_and_Facilities_Maint***	0.0023	0.0005	p<0.001	1.31%	Unexplained
job_tp_Chemist_Biologist***	-0.0032	0.0007	p<0.001	-1.8%	Unexplained
job_tp_City_Attorney***	-0.0036	0.0010	p<0.001	-2.06%	Unexplained
job_tp_City_Atty_Invstgr	0.0000	0.0002	p=0.485	-0.01%	Unexplained

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_City_Council_Support	-0.0009	0.0007	p=0.108	-0.52%	Unexplained
job_tp_Cmnty_Dev_Spec*	-0.0006	0.0003	p=0.040	-0.31%	Unexplained
job_tp_Code_Compliance_Officer	-0.0003	0.0003	p=0.173	-0.15%	Unexplained
job_tp_Collections	-0.0003	0.0003	p=0.193	-0.15%	Unexplained
job_tp_Communications	-0.0001	0.0002	p=0.371	-0.05%	Unexplained
job_tp_Crime_Lab***	-0.0011	0.0004	p<0.001	-0.63%	Unexplained
job_tp_Crime_Scene_Spec_and_Print_Examiners**	-0.0006	0.0003	p=0.009	-0.37%	Unexplained
job_tp_Custodian	-0.0003	0.0003	p=0.158	-0.19%	Unexplained
job_tp_Development_Project_Manager*	-0.0008	0.0004	p=0.013	-0.47%	Unexplained
job_tp_Director*	-0.0011	0.0005	p=0.020	-0.61%	Unexplained
job_tp_Engineer_Civil	0.0012	0.0017	p=0.238	0.67%	Unexplained
job_tp_Fire_Dispatch*	-0.0008	0.0003	p=0.013	-0.43%	Unexplained
job_tp_Fire_Fighter***	0.0142	0.0023	p<0.001	8.12%	Unexplained
job_tp_Fire_Prevention	-0.0004	0.0005	p=0.180	-0.24%	Unexplained
job_tp_Information_Systems	0.0003	0.0005	p=0.277	0.15%	Unexplained
job_tp_Land_Surveying***	0.0011	0.0002	p<0.001	0.65%	Unexplained
job_tp_Librarian***	-0.0071	0.0016	p<0.001	-4.07%	Unexplained
job_tp_Lifeguard***	0.0015	0.0003	p<0.001	0.84%	Unexplained
job_tp_Other_Job_Tp_Over_90pct_Male***	0.0092	0.0015	p<0.001	5.28%	Unexplained
job_tp_Park_Ranger	-0.0001	0.0003	p=0.429	-0.03%	Unexplained
job_tp_Parking_Enforcement	-0.0003	0.0004	p=0.191	-0.18%	Unexplained
job_tp_Parks_Grounds_Maintenance***	0.0055	0.0011	p<0.001	3.12%	Unexplained
job_tp_Plan_Review_Spec*	-0.0006	0.0003	p=0.023	-0.32%	Unexplained
job_tp_Planner**	-0.0017	0.0006	p=0.003	-0.97%	Unexplained
job_tp_Police_Dispatch***	-0.0046	0.0010	p<0.001	-2.6%	Unexplained
job_tp_Police_Officer***	0.0202	0.0033	p<0.001	11.54%	Unexplained
job_tp_Program_Manager	-0.0006	0.0006	p=0.143	-0.37%	Unexplained
job_tp_Proj_Offcr_and_Eng_Aide*	-0.0014	0.0007	p=0.030	-0.79%	Unexplained
job_tp_Rec_Center_Leadership	-0.0009	0.0008	p=0.138	-0.5%	Unexplained
job_tp_Refuse_Collection***	0.0024	0.0005	p<0.001	1.38%	Unexplained
job_tp_Reservoir_Mgmt	0.0000	0.0003	p=0.460	0.02%	Unexplained
job_tp_Risk_Mgmt_Claims	-0.0004	0.0002	p=0.071	-0.2%	Unexplained
job_tp_Stock_Clerk_and_Store_Operations*	0.0004	0.0002	p=0.016	0.2%	Unexplained
job_tp_Swimming_Pool_Mgmt	-0.0005	0.0004	p=0.079	-0.29%	Unexplained
job_tp_Transportation_Public_Works***	0.0044	0.0008	p<0.001	2.51%	Unexplained
job_tp_Wastewater_Plant_Operations*	0.0006	0.0003	p=0.021	0.32%	Unexplained
job_tp_Water_System_Tech***	0.0034	0.0006	p<0.001	1.93%	Unexplained
job_tp_Water_Utility_Worker*	0.0020	0.0010	p=0.023	1.13%	Unexplained
(Base)	-0.0011	0.0026	p=0.339	-0.62%	Unexplained

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

Table 114: 2019 Racial-and-Ethnic Pay Gap - Explained Portion Full Results

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)	0.0000	0.0000		0%	
approx_city_tenure_yrs	-0.0014	0.0016	p=0.190	-0.55%	Demographics
LTD_Under_3mo	-0.0002	0.0004	p=0.269	-0.09%	Demographics
LTD_Over_3mo	0.0013	0.0010	p=0.094	0.52%	Demographics
age_30_34*	-0.0020	0.0010	p=0.029	-0.77%	Demographics
age_35_39***	0.0047	0.0011	p<0.001	1.81%	Demographics
age_40_49***	0.0076	0.0023	p<0.001	2.96%	Demographics
age_50_59*	-0.0048	0.0024	p=0.023	-1.88%	Demographics
age_60_ovr	-0.0017	0.0010	p=0.057	-0.64%	Demographics
age_at_first_child_23_28***	0.0019	0.0004	p<0.001	0.73%	Demographics
age_at_first_child_29_35	-0.0002	0.0002	p=0.168	-0.07%	Demographics
age_at_first_child_Over_35	-0.0003	0.0004	p=0.245	-0.1%	Demographics

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
age_at_first_child_Under_22***	0.0027	0.0007	p<0.001	1.05%	Demographics
ovtm_hrs_job_z**	-0.0061	0.0022	p=0.003	-2.36%	Overtime
job_tp_Accounting_and_Finance	-0.0008	0.0006	p=0.064	-0.33%	Occ Sorting
job_tp_Administrative_Support***	0.0319	0.0028	p<0.001	12.36%	Occ Sorting
job_tp_Building_Trades_and_Facilities_Maint**	0.0034	0.0008	p<0.001	1.32%	Occ Sorting
job_tp_Chemist_Biologist	-0.0001	0.0002	p=0.277	-0.05%	Occ Sorting
job_tp_City_Attorney***	0.0087	0.0015	p<0.001	3.37%	Occ Sorting
job_tp_City_Atty_Invtgtr	-0.0001	0.0001	p=0.192	-0.04%	Occ Sorting
job_tp_City_Council_Support	0.0001	0.0001	p=0.331	0.03%	Occ Sorting
job_tp_Cmnty_Dev_Spec	0.0000	0.0001	p=0.451	0%	Occ Sorting
job_tp_Code_Compliance_Officer	0.0003	0.0006	p=0.312	0.1%	Occ Sorting
job_tp_Collections**	0.0010	0.0004	p=0.005	0.37%	Occ Sorting
job_tp_Communications	-0.0002	0.0002	p=0.164	-0.06%	Occ Sorting
job_tp_Communications_Tech	0.0001	0.0001	p=0.235	0.04%	Occ Sorting
job_tp_Crime_Lab**	0.0011	0.0004	p=0.006	0.42%	Occ Sorting
job_tp_Crime_Scene_Spec_and_Print_Examine rs	0.0000	0.0001	p=0.395	0.02%	Occ Sorting
job_tp_Development_Inspector	0.0000	0.0001	p=0.477	0%	Occ Sorting
job_tp_Director***	0.0061	0.0013	p<0.001	2.35%	Occ Sorting
job_tp_Disposal_Site_Operations	0.0006	0.0006	p=0.182	0.22%	Occ Sorting
job_tp_Electrician_and_Plant_Proc_Cntrl	0.0000	0.0001	p=0.491	0%	Occ Sorting
job_tp_Engineer_Civil	0.0001	0.0008	p=0.429	0.06%	Occ Sorting
job_tp_Executive_Assistant*	0.0005	0.0003	p=0.045	0.19%	Occ Sorting
job_tp_Fire_Dispatch	0.0000	0.0002	p=0.435	-0.01%	Occ Sorting
job_tp_Fire_Fighter***	0.0331	0.0031	p<0.001	12.81%	Occ Sorting
job_tp_Fire_Prevention	0.0005	0.0004	p=0.121	0.2%	Occ Sorting
job_tp_Fleet_Technician***	0.0019	0.0005	p<0.001	0.72%	Occ Sorting
job_tp_Golf_Operations**	-0.0012	0.0005	p=0.006	-0.46%	Occ Sorting
job_tp_Information_Systems	0.0003	0.0002	p=0.095	0.1%	Occ Sorting
job_tp_Land_Surveying	0.0004	0.0003	p=0.054	0.17%	Occ Sorting
job_tp_Librarian**	0.0033	0.0012	p=0.004	1.26%	Occ Sorting
job_tp_Lifeguard***	0.0033	0.0007	p<0.001	1.27%	Occ Sorting
job_tp_Other_Equip_Tech	0.0000	0.0001	p=0.453	0.01%	Occ Sorting
job_tp_Paralegal	-0.0001	0.0001	p=0.154	-0.04%	Occ Sorting
job_tp_Park_Ranger*	-0.0008	0.0005	p=0.033	-0.33%	Occ Sorting
job_tp_Parking_Enforcement*	0.0008	0.0004	p=0.019	0.29%	Occ Sorting
job_tp_Parks_Grounds_Maintenance***	0.0240	0.0024	p<0.001	9.28%	Occ Sorting
job_tp_Plan_Review_Spec	0.0002	0.0002	p=0.199	0.07%	Occ Sorting
job_tp_Planner	0.0002	0.0002	p=0.096	0.1%	Occ Sorting
job_tp_Police_Dispatch	0.0002	0.0003	p=0.202	0.09%	Occ Sorting
job_tp_Police_Officer***	0.0540	0.0044	p<0.001	20.91%	Occ Sorting
job_tp_Program_Manager**	0.0030	0.0010	p=0.002	1.15%	Occ Sorting
job_tp_Proj_Offcr_and_Eng_Aide*	0.0007	0.0003	p=0.016	0.26%	Occ Sorting
job_tp_Public_Uilities_Field_Rep*	0.0013	0.0006	p=0.020	0.49%	Occ Sorting
job_tp_Rec_Center_Leadership*	0.0018	0.0010	p=0.039	0.68%	Occ Sorting
job_tp_Refuse_Collection***	0.0055	0.0008	p<0.001	2.11%	Occ Sorting
job_tp_Reservoir_Mgmt	-0.0004	0.0005	p=0.232	-0.15%	Occ Sorting
job_tp_Risk_Mgmt_Claims	0.0000	0.0000	p=0.279	0.01%	Occ Sorting
job_tp_Safety_Rep_Ofcr	-0.0001	0.0001	p=0.234	-0.04%	Occ Sorting
job_tp_Stock_Clerk_and_Store_Operations***	0.0019	0.0006	p<0.001	0.74%	Occ Sorting
job_tp_Transportation_Public_Works***	0.0142	0.0016	p<0.001	5.52%	Occ Sorting
job_tp_Uilities_Tech_Other*	0.0005	0.0003	p=0.041	0.18%	Occ Sorting
job_tp_Utility_Plant_Tech**	0.0009	0.0003	p=0.001	0.36%	Occ Sorting
job_tp_Wastewater_Plant_Operations	-0.0003	0.0002	p=0.067	-0.11%	Occ Sorting
job_tp_Water_Plant_Operations	0.0000	0.0001	p=0.440	0.01%	Occ Sorting
job_tp_Water_System_Tech***	0.0050	0.0008	p<0.001	1.94%	Occ Sorting
job_tp_Water_Utility_Worker***	0.0053	0.0010	p<0.001	2.06%	Occ Sorting
(Base)	0.0000	0.0000	p=0.260	0%	Occ Sorting



Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
*p≤0.05, **p≤0.01, ***p≤0.001					

*Table 115: 2019 Racial-and-Ethnic Pay Gap - Unexplained Portion Full Results*

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
(Intercept)***	-0.0892	0.0239	p<0.001	-34.57%	Unexplained
approx_city_tenure_yrs	0.0021	0.0116	p=0.427	0.83%	Unexplained
LTD_Under_3mo	-0.0005	0.0008	p=0.266	-0.2%	Unexplained
LTD_Over_3mo*	0.0014	0.0007	p=0.022	0.56%	Unexplained
age_30_34***	0.0175	0.0042	p<0.001	6.77%	Unexplained
age_35_39***	0.0136	0.0028	p<0.001	5.28%	Unexplained
age_40_49***	0.0412	0.0080	p<0.001	15.97%	Unexplained
age_50_59***	0.0360	0.0077	p<0.001	13.96%	Unexplained
age_60_ovr***	0.0174	0.0037	p<0.001	6.76%	Unexplained
age_at_first_child_23_28***	0.0070	0.0020	p<0.001	2.72%	Child Effect Diff
age_at_first_child_29_35	0.0007	0.0027	p=0.403	0.26%	Child Effect Diff
age_at_first_child_Over_35*	0.0038	0.0022	p=0.042	1.46%	Child Effect Diff
age_at_first_child_Under_22*	0.0021	0.0009	p=0.012	0.8%	Child Effect Diff
ovtm_hrs_job_z	-0.0001	0.0002	p=0.367	-0.03%	Unexplained
job_tp_Accounting_and_Finance	-0.0001	0.0005	p=0.398	-0.05%	Unexplained
job_tp_Administrative_Support**	-0.0070	0.0026	p=0.004	-2.72%	Unexplained
job_tp_Building_Trades_and_Facilities_Maint*	-0.0010	0.0006	p=0.039	-0.4%	Unexplained
job_tp_Chemist_Biologist**	-0.0010	0.0004	p=0.009	-0.4%	Unexplained
job_tp_City_Attorney**	0.0016	0.0007	p=0.009	0.64%	Unexplained
job_tp_City_Atty_Invtgtr	0.0003	0.0002	p=0.079	0.11%	Unexplained
job_tp_City_Council_Support**	0.0014	0.0005	p=0.003	0.55%	Unexplained
job_tp_Cmnty_Dev_Spec	0.0001	0.0002	p=0.269	0.06%	Unexplained
job_tp_Code_Compliance_Officer	0.0001	0.0003	p=0.320	0.05%	Unexplained
job_tp_Collections	-0.0001	0.0001	p=0.144	-0.06%	Unexplained
job_tp_Communications	-0.0001	0.0002	p=0.345	-0.03%	Unexplained
job_tp_Communications_Tech	0.0000	0.0003	p=0.478	-0.01%	Unexplained
job_tp_Crime_Lab	0.0003	0.0003	p=0.149	0.12%	Unexplained
job_tp_Crime_Scene_Spec_and_Print_Examine rs	0.0000	0.0003	p=0.438	0.02%	Unexplained
job_tp_Development_Inspector	-0.0002	0.0003	p=0.280	-0.07%	Unexplained
job_tp_Director	0.0003	0.0005	p=0.274	0.12%	Unexplained
job_tp_Disposal_Site_Operations	-0.0001	0.0004	p=0.434	-0.02%	Unexplained
job_tp_Electrician_and_Plant_Proc_Cntrl	-0.0004	0.0003	p=0.085	-0.17%	Unexplained
job_tp_Engineer_Civil	0.0004	0.0014	p=0.401	0.14%	Unexplained
job_tp_Executive_Assistant	0.0002	0.0004	p=0.307	0.07%	Unexplained
job_tp_Fire_Dispatch	-0.0003	0.0002	p=0.083	-0.12%	Unexplained
job_tp_Fire_Fighter	0.0002	0.0021	p=0.452	0.1%	Unexplained
job_tp_Fire_Prevention	0.0006	0.0008	p=0.239	0.23%	Unexplained
job_tp_Fleet_Technician*	-0.0012	0.0006	p=0.015	-0.46%	Unexplained
job_tp_Golf_Operations	0.0001	0.0003	p=0.421	0.02%	Unexplained
job_tp_Information_Systems	-0.0006	0.0005	p=0.114	-0.22%	Unexplained
job_tp_Land_Surveying	0.0006	0.0004	p=0.053	0.25%	Unexplained
job_tp_Librarian	0.0007	0.0012	p=0.272	0.28%	Unexplained
job_tp_Lifeguard***	0.0016	0.0005	p<0.001	0.62%	Unexplained
job_tp_Other_Equip_Tech	0.0000	0.0005	p=0.497	0%	Unexplained
job_tp_Paralegal	-0.0001	0.0001	p=0.266	-0.03%	Unexplained
job_tp_Park_Ranger**	0.0007	0.0003	p=0.005	0.27%	Unexplained
job_tp_Parking_Enforcement**	-0.0006	0.0002	p=0.005	-0.24%	Unexplained
job_tp_Parks_Grounds_Maintenance**	-0.0040	0.0014	p=0.002	-1.56%	Unexplained
job_tp_Plan_Review_Spec	0.0000	0.0002	p=0.440	-0.01%	Unexplained
job_tp_Planner	0.0004	0.0004	p=0.185	0.15%	Unexplained
job_tp_Police_Dispatch	-0.0006	0.0007	p=0.168	-0.25%	Unexplained
job_tp_Police_Officer	0.0040	0.0032	p=0.110	1.53%	Unexplained

Variable	Coefficient	Std Err	P-Value	% of Pay Gap	Source Group
job_tp_Program_Manager*	0.0008	0.0005	p=0.047	0.31%	Unexplained
job_tp_Proj_Offcr_and_Eng_Aide	-0.0004	0.0006	p=0.253	-0.16%	Unexplained
job_tp_Public_Uilities_Field_Rep	-0.0003	0.0002	p=0.062	-0.13%	Unexplained
job_tp_Rec_Center_Leadership*	-0.0011	0.0005	p=0.015	-0.44%	Unexplained
job_tp_Refuse_Collection***	-0.0024	0.0007	p<0.001	-0.94%	Unexplained
job_tp_Reservoir_Mgmt	0.0001	0.0003	p=0.281	0.06%	Unexplained
job_tp_Risk_Mgmt_Claims	0.0000	0.0001	p=0.497	0%	Unexplained
job_tp_Safety_Rep_Ofcr	0.0004	0.0002	p=0.068	0.15%	Unexplained
job_tp_Stock_Clerk_and_Store_Operations	-0.0002	0.0002	p=0.133	-0.09%	Unexplained
job_tp_Transportation_Public_Works***	-0.0032	0.0010	p=0.001	-1.22%	Unexplained
job_tp_Uilities_Tech_Other	-0.0006	0.0004	p=0.078	-0.24%	Unexplained
job_tp_Utility_Plant_Tech*	-0.0010	0.0004	p=0.014	-0.37%	Unexplained
job_tp_Wastewater_Plant_Operations	-0.0001	0.0003	p=0.327	-0.05%	Unexplained
job_tp_Water_Plant_Operations*	-0.0003	0.0001	p=0.023	-0.1%	Unexplained
job_tp_Water_System_Tech***	-0.0028	0.0008	p<0.001	-1.09%	Unexplained
job_tp_Water_Utility_Worker*	-0.0010	0.0005	p=0.022	-0.39%	Unexplained
(Base)***	0.0078	0.0021	p<0.001	3%	Unexplained

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

## Parenthood Penalty

For both the gender and racial-and-ethnic pay gaps, the parenthood penalty analyses were performed on the 2019 child-control study population (n = 8482). Given that this was a targeted analysis resulting from a Oaxaca-Blinder decomposition finding, standard multivariate regression with the following variables was utilized:

### Y Variable

- Prorated Non-Overtime Pay

### X Variables

- Approximate City Tenure (years)
- *Age Group* (Under 30, 30-34, 35-39, 40-49, 50-59, 60+) - Same methodology at Oaxaca analysis.
- *Gender* (Male or Female)
- *Race/Ethnicity* (White or Non-White)
- *Has Children* (Yes or No)
- Interaction of *Gender, Race/Ethnicity, and Have Children (Y,N) variables*.
- *Job Type* - Same methodology at Oaxaca analysis.

Table 116 shows the results of the multivariate regression analysis used as the basis for Figure 30. The base case for each categorical variable are as follows: Age Group = '30-34,' Gender = 'Female,' Race/Ethnicity = 'Non-White,' Has Children = 'No,' and Job Type = 'Engineer - Civil.' The expected values that Figure 30 are displaying are point estimates and prediction standard errors from this regression for an employee with: average tenure (~13 years), Age 30-34, and with the 'Engineer - Civil' job type. This job type is the closest to the City average for non-overtime pay while still with an sufficient sample size. The reported p-values on Figure 30 are from t-tests utilizing the group sample size and the prediction standard error.



Table 116: Complete Regression Results - Parenthood Penalty Findings

Term	Estimate	p-value	95%-Lower	95%-Upper
Intercept***	74,343	p<0.001	72,258	76,429
Race/Ethnicity: White**	2,807	p=0.004	899	4,715
Age Group: 35-39***	5,759	p<0.001	4,115	7,402
Age Group: 40-49***	9,578	p<0.001	8,283	10,873
Age Group: 50-59***	9,682	p<0.001	8,082	11,282
Age Group: 60 ovr***	4,425	p<0.001	2,441	6,408
Age Group: Under 30***	-9,414	p<0.001	-11,625	-7,203
Approximate City Tenure (Years)***	724	p<0.001	666	782
Has Children: Yes***	-6,138	p<0.001	-7,985	-4,291
Gender: Male*	2,038	p=0.018	343	3,733
Race/Ethnicity: White x Has Children: Yes	2,102	p=0.148	-746	4,950
Race/Ethnicity: White x Gender: Male	-1,040	p=0.384	-3,383	1,302
Has Children: Yes x Gender: Male**	3,581	p=0.002	1,371	5,791
Race/Ethnicity: White x Has Children: Yes x Gender: Male	550	p=0.751	-2,851	3,951
Job Type: Other***	-14,031	p<0.001	-17,037	-11,024
Job Type: Accounting and Finance***	10,388	p<0.001	6,575	14,200
Job Type: Administrative Support***	-33,455	p<0.001	-35,419	-31,491
Job Type: Auditor***	22,066	p<0.001	13,135	30,998
Job Type: Building Trades and Facilities Maint***	-33,511	p<0.001	-37,034	-29,987
Job Type: Chemist/Biologist***	-15,877	p<0.001	-19,259	-12,495
Job Type: City Attorney***	38,411	p<0.001	35,186	41,635
Job Type: City Atty Invstgtr***	-13,769	p<0.001	-21,602	-5,936
Job Type: City Council Support	-3,703	p=0.097	-8,081	674
Job Type: Cmnty Dev Spec***	-12,363	p<0.001	-19,431	-5,294
Job Type: Code Compliance Officer***	-42,278	p<0.001	-48,406	-36,150
Job Type: Collections***	-34,196	p<0.001	-42,032	-26,359
Job Type: Communications***	-24,423	p<0.001	-32,856	-15,990
Job Type: Communications Tech***	-21,049	p<0.001	-27,651	-14,447
Job Type: Crime Lab**	9,402	p=0.002	3,415	15,389
Job Type: Crime Scene Spec and Print Examiners***	-12,835	p<0.001	-20,181	-5,488
Job Type: Custodian***	-48,593	p<0.001	-56,249	-40,937
Job Type: Development Inspector***	-15,647	p<0.001	-20,928	-10,367
Job Type: Development Project Manager*	-6,340	p=0.043	-12,470	-210
Job Type: Director***	51,892	p<0.001	47,943	55,840
Job Type: Disposal Site Operations***	-46,695	p<0.001	-51,674	-41,717
Job Type: Elected Official	10,877	p=0.089	-1,677	23,431
Job Type: Electrician and Plant Proc Cntrl***	-18,480	p<0.001	-23,784	-13,177
Job Type: Engineer - Electrical	3,675	p=0.420	-5,258	12,609
Job Type: Engineer - Other**	14,579	p=0.005	4,303	24,856
Job Type: Env Haz Mat Inspctr*	-16,081	p=0.029	-30,549	-1,614
Job Type: Executive***	104,446	p<0.001	95,771	113,122
Job Type: Executive Assistant***	-17,872	p<0.001	-24,979	-10,765
Job Type: Fire Dispatch***	-21,250	p<0.001	-26,877	-15,623
Job Type: Fire Fighter***	-15,431	p<0.001	-17,402	-13,460
Job Type: Fire Prevention	4,176	p=0.208	-2,325	10,678
Job Type: Fleet Technician***	-30,444	p<0.001	-34,106	-26,783
Job Type: Golf Operations***	-38,707	p<0.001	-47,149	-30,265
Job Type: Information Systems***	-17,245	p<0.001	-21,363	-13,127
Job Type: Land Surveying	-4,805	p=0.076	-10,105	494
Job Type: Librarian***	-33,093	p<0.001	-35,775	-30,410
Job Type: Lifeguard***	-14,984	p<0.001	-18,869	-11,099
Job Type: Mayor Representative	10,394	p=0.070	-850	21,638
Job Type: Other Equip Tech***	-30,267	p<0.001	-35,781	-24,752
Job Type: Paralegal***	-18,321	p<0.001	-26,548	-10,094
Job Type: Park Ranger***	-31,698	p<0.001	-37,667	-25,729

Term	Estimate	p-value	95%-Lower	95%-Upper
Job Type: Parking Enforcement***	-37,335	p<0.001	-42,625	-32,045
Job Type: Parks Grounds Maintenance***	-45,144	p<0.001	-47,454	-42,835
Job Type: Plan Review Spec***	-23,045	p<0.001	-29,869	-16,220
Job Type: Planner***	-8,589	p<0.001	-12,391	-4,787
Job Type: Police Dispatch***	-12,989	p<0.001	-16,221	-9,757
Job Type: Police Officer***	18,336	p<0.001	16,662	20,010
Job Type: Procurement***	-31,092	p<0.001	-42,333	-19,852
Job Type: Program Coordinator***	17,917	p<0.001	13,063	22,770
Job Type: Program Manager***	28,670	p<0.001	24,899	32,441
Job Type: Proj Offcr and Eng Aide***	-20,721	p<0.001	-24,261	-17,182
Job Type: Property Agent***	-34,506	p<0.001	-42,517	-26,496
Job Type: Public Utilities Field Rep***	-47,537	p<0.001	-54,876	-40,197
Job Type: Rec Center Leadership***	-37,024	p<0.001	-40,591	-33,456
Job Type: Refuse Collection***	-33,996	p<0.001	-37,285	-30,706
Job Type: Reservoir Mgmt***	-44,957	p<0.001	-53,181	-36,734
Job Type: Risk Mgmt Claims**	-12,916	p=0.001	-20,760	-5,072
Job Type: Safety Rep Ofcr***	-23,223	p<0.001	-32,445	-14,000
Job Type: Service Officer***	-35,752	p<0.001	-43,964	-27,540
Job Type: Stock Clerk and Store Operations***	-44,706	p<0.001	-51,408	-38,003
Job Type: Storm Water Inspector*	-16,452	p=0.010	-28,998	-3,906
Job Type: Swimming Pool Mgmt***	-33,886	p<0.001	-42,121	-25,652
Job Type: Training***	-19,481	p<0.001	-29,011	-9,952
Job Type: Transportation - Labor***	-42,323	p<0.001	-44,997	-39,650
Job Type: Utilities Equip Oper***	-46,550	p<0.001	-54,399	-38,702
Job Type: Utilities Tech Other***	-30,550	p<0.001	-35,957	-25,143
Job Type: Utility Plant Tech***	-32,351	p<0.001	-36,825	-27,877
Job Type: Wastewater Plant Operations***	-12,819	p<0.001	-17,789	-7,849
Job Type: Water Plant Operations**	-12,039	p=0.001	-19,382	-4,697
Job Type: Water System Tech***	-37,119	p<0.001	-40,014	-34,225
Job Type: Water Utility Worker***	-45,544	p<0.001	-49,523	-41,565
Job Type: Wstwtr Pretrmt Inspctr	-3,742	p=0.494	-14,463	6,980
Job Type: Zoning Investigator***	-27,504	p<0.001	-34,439	-20,568

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

## Overtime Utilization

For both the gender and racial-and-ethnic pay gaps, the overtime utilization analyses were performed on the 2019 child-control study population (n = 8482). Additionally, any employee who was ever on long term disability during 2019 (n = 175) or were not hourly employees (n = 856) were removed from the analysis, so 7451 employees were ultimately included in this analysis. Given that this was a targeted analysis resulting from a Oaxaca-Blinder decomposition finding, standard multivariate regression with the following variables was utilized:

### Y Variable

- *Estimated Overtime Hours* - Overtime hours were estimated for each employee. Their hourly rate was calculated from their yearly base pay. Their overtime pay was then divided by 1.5 times this hourly rate to get an estimated number of overtime hours. This methodology better enables an apples-to-apples comparison of actual overtime worked.

### X Variables

- *Approximate City Tenure (years)*
- *Number of Children* - This was either a binary variable: No Children or 1+ Children, or a variable with three groups: No Children, 1-2 Children, or 3+ Children.

- *Gender* (Male or Female) or *Race/Ethnicity* (White or Non-White) - Depends on which pay gap was being studied.
- *Job Type* or Job - For Citywide analysis, job type was used. For the analysis *within* job types, the employee's specific job was used.
- Interaction of *Group* (Gender or Race/Ethnicity) and *Number of Children*

Table 117 shows the results of the multivariate regression analysis used as the basis for Figure 18. The base case for each categorical variable are as follows: Gender = 'Female,' Number of Children Group = 'No Children,' and Job Type = 'Police Officer.' The expected values that Figure 18. are displaying are point estimates and prediction standard errors from this regression for an employee with: average tenure (~13 years) and in the 'Police Officer' job type. This job type was used because it is the closest to the City average yearly overtime hours per employee (Mean Citywide = 237.9 hours, Police Officers = 233.4 hours) while still with a sufficient sample size.

*Table 117: Complete Regression Results - Overtime by Gender and Number of Children*

Term	Estimate	p-value	95% Lower	95% Upper
Intercept***	165.1	p<0.001	143	187
Gender: Male*	21.8	p=0.039	1	43
Approximate City Tenure (Years)***	1.8	p<0.001	1	2
1 or 2 Children	0.7	p=0.959	-25	27
3 or More Children	-24.0	p=0.267	-66	18
Gender: Male x 1 or 2 Children*	39.1	p=0.011	9	69
Gender: Male x 3 or More Children***	131.5	p<0.001	84	179
Job Type: Other	-5.6	p=0.814	-53	41
Job Type: Accounting and Finance***	-185.6	p<0.001	-259	-113
Job Type: Administrative Support***	-156.2	p<0.001	-182	-130
Job Type: Building Trades and Facilities Maint***	-161.1	p<0.001	-211	-111
Job Type: Chemist/Biologist***	-181.2	p<0.001	-230	-132
Job Type: City Atty Invstgtr***	-229.2	p<0.001	-346	-112
Job Type: Cmnty Dev Spec*	-187.5	p=0.010	-331	-45
Job Type: Code Compliance Officer	-64.8	p=0.174	-158	29
Job Type: Collections**	-195.0	p=0.001	-315	-75
Job Type: Communications**	-183.6	p=0.006	-313	-54
Job Type: Communications Tech***	-219.1	p<0.001	-319	-120
Job Type: Crime Lab***	-163.2	p<0.001	-256	-71
Job Type: Crime Scene Spec and Print Examiners*	-139.8	p=0.019	-257	-23
Job Type: Custodian**	-157.8	p=0.007	-272	-44
Job Type: Development Inspector***	-173.0	p<0.001	-251	-95
Job Type: Development Project Manager***	-204.2	p<0.001	-296	-112
Job Type: Disposal Site Operations	32.5	p=0.392	-42	107
Job Type: Electrician and Plant Proc Cntrl	-75.8	p=0.056	-154	2
Job Type: Engineer - Civil***	-155.0	p<0.001	-180	-130
Job Type: Engineer - Electrical	-19.3	p=0.777	-153	114
Job Type: Engineer - Other	-21.5	p=0.784	-175	132
Job Type: Env Haz Mat Inspctr	-210.8	p=0.057	-428	6
Job Type: Executive Assistant**	-181.2	p=0.006	-312	-51
Job Type: Fire Dispatch***	317.0	p<0.001	231	403
Job Type: Fire Fighter***	789.7	p<0.001	766	813
Job Type: Fire Prevention	95.6	p=0.056	-2	194
Job Type: Fleet Technician***	-130.9	p<0.001	-184	-78
Job Type: Golf Operations	-90.0	p=0.161	-216	36
Job Type: Information Systems	-210.4	p=0.058	-428	7
Job Type: Land Surveying***	-172.4	p<0.001	-250	-95
Job Type: Librarian***	-121.6	p<0.001	-159	-84
Job Type: Lifeguard***	203.0	p<0.001	147	259

Term	Estimate	p-value	95% Lower	95% Upper
Job Type: Other Equip Tech*	105.6	p=0.011	24	187
Job Type: Paralegal**	-171.5	p=0.008	-298	-45
Job Type: Park Ranger**	-127.7	p=0.005	-216	-39
Job Type: Parking Enforcement	40.1	p=0.317	-39	119
Job Type: Parks Grounds Maintenance***	-189.1	p<0.001	-219	-159
Job Type: Plan Review Spec**	-159.4	p=0.003	-263	-56
Job Type: Planner***	-182.6	p<0.001	-239	-127
Job Type: Police Dispatch***	79.0	p<0.001	33	125
Job Type: Procurement	10.9	p=0.904	-167	189
Job Type: Proj Offcr and Eng Aide***	-196.3	p<0.001	-247	-145
Job Type: Property Agent	-114.2	p=0.068	-237	8
Job Type: Public Utilities Field Rep***	-193.9	p<0.001	-308	-80
Job Type: Rec Center Leadership***	-209.7	p<0.001	-262	-158
Job Type: Refuse Collection*	-56.8	p=0.016	-103	-10
Job Type: Reservoir Mgmt*	-156.0	p=0.013	-279	-33
Job Type: Risk Mgmt Claims**	-164.5	p=0.007	-284	-45
Job Type: Safety Rep Ofcr**	-214.0	p=0.003	-357	-71
Job Type: Service Officer*	-132.6	p=0.034	-255	-10
Job Type: Stock Clerk and Store Operations	-70.4	p=0.166	-170	29
Job Type: Storm Water Inspector	-137.9	p=0.151	-326	50
Job Type: Swimming Pool Mgmt***	-211.3	p<0.001	-334	-88
Job Type: Training**	-193.8	p=0.008	-336	-51
Job Type: Transportation - Labor**	-52.1	p=0.005	-88	-16
Job Type: Utilities Equip Oper***	249.6	p<0.001	133	367
Job Type: Utilities Tech Other	67.4	p=0.096	-12	147
Job Type: Utility Plant Tech	33.3	p=0.315	-32	98
Job Type: Wastewater Plant Operations	-49.0	p=0.191	-123	24
Job Type: Water Plant Operations	-51.5	p=0.355	-161	58
Job Type: Water System Tech***	126.8	p<0.001	86	167
Job Type: Water Utility Worker***	149.0	p<0.001	91	207
Job Type: Wstwr Pretrmt Inspctr*	-188.1	p=0.022	-349	-27
Job Type: Zoning Investigator***	-210.0	p<0.001	-315	-105

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

Table 118 shows the complete results from Table 16.

*Table 118: Complete Regression Results - Differences in Overtime Between Genders by Job Type*

Job Type	Gender Ovtm Hours Diff (Yearly)
Fire Fighter*	<b>272</b> (95% CI: 48-496, p=0.018)
Fire Dispatch*	<b>259</b> (95% CI: 33-485, p=0.026)
Water Utility Worker*	<b>247</b> (95% CI: 2-492, p=0.048)
Water System Tech*	<b>199</b> (95% CI: 6-392, p=0.044)
Lifeguard	<b>138</b> (95% CI: -66-342, p=0.182)
Fire Prevention	<b>122</b> (95% CI: -164-408, p=0.387)
Stock Clerk and Store Operations	<b>72</b> (95% CI: -157-301, p=0.518)
Transportation - Labor	<b>68</b> (95% CI: -27-164, p=0.159)
Custodian	<b>60</b> (95% CI: -12-133, p=0.095)
Building Trades and Facilities Maint	<b>55</b> (95% CI: -76-187, p=0.404)
Police Officer**	<b>55</b> (95% CI: 22-88, p=0.001)
Plan Review Spec	<b>45</b> (95% CI: -52-142, p=0.343)
Risk Mgmt Claims	<b>43</b> (95% CI: -12-97, p=0.115)
Other	<b>40</b> (95% CI: -1-81, p=0.054)
Engineer - Civil***	<b>37</b> (95% CI: 15-59, p<0.001)

Job Type	Gender Ovtm Hours Diff (Yearly)
Crime Scene Spec and Print Examiners	<b>37</b> (95% CI: -38-111, p=0.305)
Chemist/Biologist**	<b>34</b> (95% CI: 10-58, p=0.005)
Librarian	<b>26</b> (95% CI: -24-77, p=0.303)
Development Project Manager	<b>23</b> (95% CI: -13-58, p=0.208)
Code Compliance Officer	<b>20</b> (95% CI: -128-168, p=0.782)
Proj Offcr and Eng Aide	<b>9</b> (95% CI: -36-54, p=0.681)
Cmnty Dev Spec	<b>5</b> (95% CI: -5-16, p=0.289)
Reservoir Mgmt	<b>3</b> (95% CI: -68-74, p=0.925)
Administrative Support	<b>3</b> (95% CI: -15-21, p=0.750)
Accounting and Finance	<b>2</b> (95% CI: -11-14, p=0.768)
Crime Lab	<b>1</b> (95% CI: -29-31, p=0.954)
Collections	<b>0</b> (95% CI: 0-0, NA)
Rec Center Leadership	<b>0</b> (95% CI: -4-3, p=0.841)
Parks Grounds Maintenance	<b>-1</b> (95% CI: -22-20, p=0.927)
Park Ranger	<b>-2</b> (95% CI: -42-39, p=0.930)
Swimming Pool Mgmt	<b>-2</b> (95% CI: -11-7, p=0.610)
City Atty Invstgr	<b>-4</b> (95% CI: -11-4, p=0.334)
Refuse Collection	<b>-5</b> (95% CI: -181-171, p=0.957)
Wastewater Plant Operations	<b>-7</b> (95% CI: -123-108, p=0.901)
Communications	<b>-10</b> (95% CI: -73-52, p=0.720)
Parking Enforcement	<b>-15</b> (95% CI: -186-156, p=0.862)
Land Surveying	<b>-18</b> (95% CI: -112-75, p=0.696)
Planner	<b>-21</b> (95% CI: -44-2, p=0.068)
Other Job Tp Over 90pct Male	<b>-30</b> (95% CI: -177-117, p=0.687)
Police Dispatch	<b>-80</b> (95% CI: -205-45, p=0.208)

\*p≤0.05, \*\*p≤0.01, \*\*\*p≤0.001

## Recruitment

We first identified jobs where there were differences between recruiting stages (i.e., total applicants, qualified applicants, and hired applicants). If there were statistically significant differences at any of these stages, we looked at the available application questions for that position to see if there were any additional insights in differences between gender and/or race-and-ethnicity for any individual question.

### Differences in Gender Between Recruiting Stages

#### Clerical Assistant 2

Table 119: Clerical Assistant 2 Recruitment Summary - Gender

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Clerical Assistant 2	Total Applicants n = 1461	1163 Women 298 Men	79.6%	-4.5% p=0.027	-3% p=0.411
	Qualified Applicants n = 553	465 Women 88 Men	84.1%		
	Hired Applicants n = 170	148 Women 22 Men	87.1%		

#### Application Questions

Table 120: Clerical Assistant 2 Yes/No Application Questions - Gender

Question	Recruitment Stage	Women	Men	Estimated Difference
Have you successfully completed a formalized (classroom) clerical training program consisting of a minimum of 520 hours of training in clerical or office procedures?	Total Applicants n = 1619	21.9% (282/1286)	36.6% (122/333)	-14.7% p<0.001
	Qualified Applicants n = 606	23.4% (117/500)	39.6% (42/106)	-16.2% p<0.001
	Hired Applicants n = 170	25.7% (38/148)	54.5% (12/22)	-28.8% p=0.006
Do you possess an Associate's Degree in Business Office Technology or a closely related field?	Total Applicants n = 1619	21.9% (282/1286)	36.6% (122/333)	-14.7% p<0.001
	Qualified Applicants n = 606	23.4% (117/500)	39.6% (42/106)	-16.2% p<0.001
	Hired Applicants n = 170	25.7% (38/148)	54.5% (12/22)	-28.8% p=0.006
Do you possess a typing certificate with the ability to type at a corrected speed of at least 30 net WPM on a computer keyboard?	Total Applicants n = 1619	54% (695/1286)	48.9% (163/333)	5.1% p=0.097
	Qualified Applicants n = 606	60.6% (303/500)	53.8% (57/106)	6.8% p=0.194
	Hired Applicants n = 170	72.3% (107/148)	72.7% (16/22)	-0.4% p=0.966
I understand that my typing certificate must be issued under International Typing Contest Rules, etc.	Total Applicants n = 1619	96.3% (1239/1286)	95.5% (318/333)	0.8% p=0.471
	Qualified Applicants n = 606	97% (485/500)	98.1% (104/106)	-1.1% p=0.528
	Hired Applicants n = 170	98.6% (146/148)	100% (22/22)	-1.4% p=0.583
Do you have current/prior City of San Diego experience in a classification that meets or exceeds 30 net WPM?	Total Applicants n = 1619	21.4% (275/1286)	23.7% (79/333)	-2.3% p=0.357
	Qualified Applicants n = 606	23.2% (116/500)	33% (35/106)	-9.8% p=0.034
	Hired Applicants n = 170	21.6% (32/148)	31.8% (7/22)	-10.2% p=0.289
Are you requesting a waiver of the written test because you are currently in or have previously held a City of San Diego CLERICAL position as a government/municipal employee equal to or higher than a Clerical Assistant 2?	Total Applicants n = 1619	7.8% (100/1286)	9.3% (31/333)	-1.5% p=0.360
	Qualified Applicants n = 606	14% (70/500)	18.9% (20/106)	-4.9% p=0.200
	Hired Applicants n = 170	6.8% (10/148)	4.5% (1/22)	2.3% p=0.694
I understand the documents I am required to submit at the time of application.	Total Applicants n = 1619	99% (1273/1286)	99.4% (331/333)	-0.4% p=0.486
	Qualified Applicants n = 606	99.2% (496/500)	99.1% (105/106)	0.1% p=0.882
	Hired Applicants n = 170	98% (145/148)	100% (22/22)	-2% p=0.500

Table 121: Clerical Assistant 2 Full Time Experience - Gender

How many years of full-time experience do you have performing clerical duties?

Recruitment Stage	Gender	None	<1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 1619	Female	2.9%* (37/1286)	3.8%* (49/1286)	9.2%** (118/1286)	11.2% (144/1286)	7.6% (98/1286)	6.5% (84/1286)	58.8%*** (756/1286)
	Male	5.1%* (17/333)	6.9%* (23/333)	14.1%** (47/333)	12.6% (42/333)	8.4% (28/333)	7.8% (26/333)	45%*** (150/333)
Qualified Applicants n = 606	Female	0.4% (2/500)	0.2% (1/500)	6.6% (33/500)	10.6% (53/500)	7% (35/500)	4.8% (24/500)	70.4% (352/500)
	Male		0.9% (1/106)	5.7% (6/106)	12.3% (13/106)	8.5% (9/106)	8.5% (9/106)	64.2% (68/106)
Hired Applicants n = 170	Female			8.1% (12/148)	11.5% (17/148)	7.4% (11/148)	5.4% (8/148)	67.6% (100/148)
	Male			13.6% (3/22)	13.6% (3/22)	13.6% (3/22)	9.1% (2/22)	50% (11/22)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 122: Clerical Assistant 2 Months of Full Time Experience - Gender

How many months of full-time experience do you have in a position where your PRIMARY job responsibility is clerical in nature and includes a wide range of clerical duties?

Recruitment Stage	Gender	None	<6 months	6 - 12 months	12 - 18 months	18 - 24 months	24 - 30 months	30+ months
Total Applicants n = 1619	Female	4.3%** (55/1286)	3.1% (40/1286)	5.4% (69/1286)	8.4%** (108/1286)	4.9% (63/1286)	7.6% (98/1286)	66.3%*** (853/1286)
	Male	7.8%** (26/333)	4.8% (16/333)	7.5% (25/333)	13.2%** (44/333)	6.6% (22/333)	8.1% (27/333)	52%*** (173/333)
Qualified Applicants n = 606	Female	0.8% (4/500)	0.2% (1/500)	3% (15/500)	7.4% (37/500)	5.4% (27/500)	8% (40/500)	75.2% (376/500)
	Male	0.9% (1/106)		2.8% (3/106)	8.5% (9/106)	2.8% (3/106)	11.3% (12/106)	73.6% (78/106)
Hired Applicants n = 170	Female			4.1% (6/148)	8.1%* (12/148)	5.4% (8/148)	7.4% (11/148)	75% (111/148)
	Male				22.7%* (5/22)		18.2% (4/22)	59.1% (13/22)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001



Table 123: Clerical Assistant 2 Reference Site - Gender

How did you first hear about this employment opportunity?				
Recruitment Stage	Gender	City of San Diego Employment Information Center	City of San Diego Facility/Employee	Government Jobs.com
Total Applicants n = 1619	Female	22.9%** (295/1286)	20.8%* (267/1286)	32.8% (422/1286)
	Male	31.5%** (105/333)	15%* (50/333)	34.2% (114/333)
Qualified Applicants n = 606	Female	25.6% (128/500)	24.4%* (122/500)	29.8%* (149/500)
	Male	27.4% (29/106)	13.2%* (14/106)	42.5%* (45/106)
Hired Applicants n = 170	Female	23.6% (35/148)	28.4% (42/148)	26.4%** (39/148)
	Male	22.7% (5/22)	13.6% (3/22)	54.5%** (12/22)

\* p &lt; 0.05, \*\* p &lt; 0.01, \*\*\* p &lt; 0.001

## Administrative Aide 1

Table 124: Administrative Aide 1 Recruitment Summary - Gender

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Administrative Aide 1	Total Applicants n = 2231	1580 Women 651 Men	70.8%	1.5% p=0.321	-11.4% p=0.032
	Qualified Applicants n = 1704	1181 Women 523 Men	69.3%		
	Hired Applicants n = 88	71 Women 17 Men	80.7%		

## Application Questions

Table 125: Administrative Aide 1 College Completion - Gender

Question	Recruitment Stage	Women	Men	Estimated Difference
Have you successfully completed at least 60 semester/90 quarter units of college-level course work?	Total Applicants n = 2812	72.6% (1486/2046)	87.3% (669/766)	-14.7% p<0.001
	Qualified Applicants n = 2250	80.2% (1299/1619)	92.6% (584/631)	-12.4% p<0.001
	Hired Applicants n = 88	59.2% (42/71)	76.5% (13/17)	-17.3% p=0.185

Table 126: Administrative Aide 1 Full Time Experience - Gender

How many years of full-time clerical experience do you have in a supervisory capacity?

Recruitment Stage	Gender	NA	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 2812	Female	0% (1/2046)	23.1%** * (472/2046)	7.5% (153/2046)	11%* (225/2046)	12% (246/2046)	8.4% (171/2046)	6.5% (133/2046)	31.5%** * (645/2046)
	Male		32.6%** * (250/766)	9% (69/766)	14%* (107/766)	12% (92/766)	7.2% (55/766)	4.6% (35/766)	20.6%** * (158/766)
Qualified Applicants n = 2250	Female	0.1% (1/1619)	25.5%** * (413/1619)	7.5% (122/1619)	10%** (162/1619)	11.6% (187/1619)	7.7% (125/1619)	6.3% (102/1619)	31.3%** * (507/1619)
	Male		34.5%** * (218/631)	8.2% (52/631)	13.9%** (88/631)	11.3% (71/631)	7.1% (45/631)	4.8% (30/631)	20.1%** * (127/631)
Hired Applicants n = 88	Female		18.3% (13/71)	5.6% (4/71)	14.1% (10/71)	14.1% (10/71)	5.6% (4/71)	7% (5/71)	35.2% (25/71)
	Male		5.9% (1/17)	5.9% (1/17)	23.5% (4/17)	11.8% (2/17)	17.6% (3/17)	5.9% (1/17)	29.4% (5/17)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 127: Administrative Aide 1 Time in Subprofessional Experience - Gender

How many months/years of full-time subprofessional experience do you have performing administrative, budgetary, personnel, or related work or studies?

Recruitment Stage	Gender	None	< 6 months	6 mo. - 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 2812	Female	17.1%** * (350/2046)	3.5%** (72/2046)	4.5% (92/2046)	9.5% (195/2046)	12.3% (252/2046)	10%* (204/2046)	6.5% (134/2046)	36.5%** * (746/2046)
	Male	27%*** (207/766)	6.1%** (47/766)	6.1% (47/766)	11.5% (88/766)	13.4% (103/766)	7.2%* (55/766)	5.6% (43/766)	23%*** (176/766)
Qualified Applicants n = 2250	Female	17.2%** * (279/1619)	3.4% (55/1619)	4%* (64/1619)	8.8% (142/1619)	12.1% (196/1619)	10.3% (166/1619)	6.5% (106/1619)	37.7%** * (610/1619)
	Male	28.2%** * (178/631)	4.9% (31/631)	6.2%* (39/631)	11.4% (72/631)	13.6% (86/631)	7.9% (50/631)	5.9% (37/631)	21.9%** * (138/631)
Hired Applicants n = 88	Female	9.9% (7/71)	4.2% (3/71)	2.8% (2/71)	14.1% (10/71)	15.5% (11/71)	8.5% (6/71)	2.8% (2/71)	42.3% (30/71)
	Male	17.6% (3/17)			11.8% (2/17)	17.6% (3/17)	23.5% (4/17)		29.4% (5/17)

How many months/years of full-time subprofessional experience do you have performing administrative, budgetary, personnel, or related work or studies?

Recruitment Stage	Gender	None	< 6 months	6 mo. - 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
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\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 128: Administrative Aide 1 Reference Site - Gender

How did you first hear about this employment opportunity?

Recruitment Stage	Gender	City of San Diego Employment Information Center	City of San Diego Facility/Employee	Government Jobs.com
Total Applicants n = 2812	Female	30.5% (624/2046)	16.5%** (338/2046)	28.6%*** (585/2046)
	Male	26.8% (205/766)	12.4%** (95/766)	38.3%*** (293/766)
Qualified Applicants n = 2250	Female	31.5%* (510/1619)	16.7%* (271/1619)	29.2%*** (472/1619)
	Male	27.1%* (171/631)	13.3%* (84/631)	39.3%*** (248/631)
Hired Applicants n = 88	Female	43.7% (31/71)	26.8% (19/71)	14.1% (10/71)
	Male	52.9% (9/17)	17.6% (3/17)	17.6% (3/17)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

### Assistant Engineer - Civil

There were no significant differences in gender for Assistant Engineer - Civil.

Table 129: Assistant Engineer - Civil Recruitment Summary - Gender

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Assistant Engineer - Civil	Total Applicants n = 693	183 Women 510 Men	26.4%	0.2% p>0.999	1.2% p=0.927
	Qualified Applicants n = 404	106 Women 298 Men	26.2%		
	Hired Applicants n = 80	20 Women 60 Men	25%		

### Junior Engineer - Civil

There were no significant differences in gender for Assistant Engineer - Civil.

*Table 130: Junior Engineer - Civil Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Junior Engineer - Civil	Total Applicants n = 862	227 Women 635 Men	26.3%	-0.7% p=0.790	
	Qualified Applicants n = 758	205 Women 553 Men	27%		
	Hired Applicants n = 114	39 Women 75 Men	34.2%		-7.2% p=0.140

### Fire Recruit

There were no significant differences in gender for Fire Recruits.

*Table 131: Fire Recruit Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Fire Recruit	Total Applicants n = 5410	356 Women 5054 Men	6.6%	-0.2% p=0.806	
	Qualified Applicants n = 2501	169 Women 2332 Men	6.8%		
	Hired Applicants n = 190	16 Women 174 Men	8.4%		-1.7% p=0.468

### Fire Fighter 1

There were no significant differences in gender for Fire Fighter 1.

*Table 132: Fire Fighter 1 Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Fire Fighter 1	Total Applicants n = 466	32 Women 434 Men	6.9%	-0.2% p>0.999	
	Qualified Applicants n = 227	16 Women 211 Men	7%		
	Hired Applicants n = 183	8 Women 175 Men	4.4%		2.7% p=0.349

### Police Recruit

*Table 133: Police Recruit Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer (Recruit Level)	Total Applicants n = 7224	1447 Women 5777 Men	20%	10.2% p<0.001	

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
	Qualified Applicants n = 1225	120 Women 1105 Men	9.8%		-8% p=0.002
	Hired Applicants n = 174	31 Women 143 Men	17.8%		

### Application Questions

*Table 134: Police Recruit Education Requirement - Gender*

Specify which option you are using to meet the education requirement.

Recruitment Stage	Gender	Earned College Degree	Completed High School	Passed GED	None of the above
Total Applicants n = 8355	Female	33.7%*** (556/1651)	60.1%*** (993/1651)	5.1% (85/1651)	1% (17/1651)
	Male	28.9%*** (1939/6704)	65.3%*** (4381/6704)	4.4% (298/6704)	1.3% (86/6704)
Qualified Applicants n = 1229	Female	55%** (66/120)	44.2%* (53/120)	0.8% (1/120)	
	Male	41.8%** (464/1109)	53.7%* (596/1109)	4.1% (46/1109)	0.3% (3/1109)
Hired Applicants n = 175	Female	61.3% (19/31)	35.5% (11/31)	3.2% (1/31)	
	Male	44.4% (64/144)	52.1% (75/144)	3.5% (5/144)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

*Table 135: Police Recruit Reference Site - Gender*

How did you first hear about this employment opportunity?

Recruitment Stage	Gender	City of San Diego Facility/Employee	Government Jobs.com	Other
Total Applicants n = 8355	Female	11.7% (193/1651)	33.4% (552/1651)	25.2% (416/1651)
	Male	10.9% (734/6704)	32.7% (2193/6704)	26.2% (1755/6704)
Qualified Applicants n = 1229	Female	20% (24/120)	20.8% (25/120)	35.8% (43/120)
	Male	18.9% (210/1109)	26.7% (296/1109)	30.5% (338/1109)
Hired Applicants n = 175	Female	25.8% (8/31)	22.6% (7/31)	32.3% (10/31)
	Male	27.1% (39/144)	23.6% (34/144)	29.2% (42/144)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

## Police Officer 1

Table 136: Police Officer 1 Recruitment Summary - Gender

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 1	Total Applicants n = 2558	488 Women 2070 Men	19.1%	3.8% p=0.045	-5.2% p=0.051
	Qualified Applicants n = 531	81 Women 450 Men	15.3%		
	Hired Applicants n = 371	76 Women 295 Men	20.5%		

## Application Questions

Table 137: Police Officer 1 Education Requirement - Gender

Specify which option you are using to meet the education requirement.

Recruitment Stage	Gender	Earned College Degree	Completed High School	Passed GED	None of the above
Total Applicants n = 2695	Female	40.7%*** (209/513)	52.4%*** (269/513)	3.3%* (17/513)	3.5% (18/513)
	Male	29.5%*** (643/2182)	63%*** (1374/2182)	5.5%* (119/2182)	2.1% (46/2182)
Qualified Applicants n = 535	Female	62.7%*** (52/83)	34.9%*** (29/83)	2.4% (2/83)	
	Male	37.2%*** (168/452)	59.7%*** (270/452)	2.9% (13/452)	0.2% (1/452)
Hired Applicants n = 374	Female	65.4%*** (51/78)	34.6%*** (27/78)		
	Male	39.5%*** (117/296)	58.4%*** (173/296)	2% (6/296)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 138: Police Officer 1 CA POST Certification - Gender

Specify which option you are using to meet the minimum requirement for California Commission on Peace Officer Standards and Training (POST) certification.

Recruitment Stage	Gender	Basic P.O.S.T. Certificate within past year	Enrolled at Police Academy	Graduated Police Academy	Employment as paid sworn Peace Officer	None of the above
Total Applicants n = 2695	Female	1.8% (9/513)	31.2% (160/513)	5.1%*** (26/513)	3.5%*** (18/513)	58.5%*** (300/513)
	Male	3.4% (74/2182)	31.2% (680/2182)	10.5%*** (230/2182)	12.1%*** (265/2182)	42.8%*** (933/2182)
	Female	1.2% (1/83)	89.2%*** (74/83)	6%* (5/83)		3.6%* (3/83)

Specify which option you are using to meet the minimum requirement for California Commission on Peace Officer Standards and Training (POST) certification.

Recruitment Stage	Gender	Basic P.O.S.T. Certificate within past year	Enrolled at Police Academy	Graduated Police Academy	Employment as paid sworn Peace Officer	None of the above
Qualified Applicants n = 535	Male	4% (18/452)	70.4%*** (318/452)	14.2%* (64/452)	10.8%** (49/452)	0.7%* (3/452)
Hired Applicants n = 374	Female		91% (71/78)	5.1% (4/78)		3.8%** (3/78)
	Male	1% (3/296)	87.5% (259/296)	9.5% (28/296)	1.7% (5/296)	0.3%** (1/296)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 139: Police Officer 1 Reference Site - Gender

How did you first hear about this employment opportunity?

Recruitment Stage	Gender	City of San Diego Facility/Employee	Government Jobs.com	Other
Total Applicants n = 2695	Female	18.1% (93/513)	28.7% (147/513)	24% (123/513)
	Male	19.5% (425/2182)	28.8% (628/2182)	26.5% (579/2182)
Qualified Applicants n = 535	Female	32.5% (27/83)	20.5% (17/83)	30.1% (25/83)
	Male	32.7% (148/452)	23.9% (108/452)	27.7% (125/452)
Hired Applicants n = 374	Female	34.6% (27/78)	20.5% (16/78)	30.8% (24/78)
	Male	38.2% (113/296)	17.2% (51/296)	29.7% (88/296)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

## Police Officer 2

Table 140: Police Officer 2 Recruitment Summary - Gender

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 2	Total Applicants n = 558	94 Women 464 Men	16.8%	10% p=0.042	-2.2% p>0.999
	Qualified Applicants n = 73	5 Women 68 Men	6.8%		
	Hired Applicants n = 11	1 Women 10 Men	9.1%		



Application Questions*Table 141: Police Officer 2 High School Education Requirement - Gender*

Specify which one of the following options you are using to meet the high school education requirement.

Recruitment Stage	Gender	Passed High School Proficiency Exam	Passed GED	Completed High School	None of the above
Total Applicants n = 590	Female	3% (3/100)	8% (8/100)	81% (81/100)	8% (8/100)
	Male	1.8% (9/490)	6.5% (32/490)	81.2% (398/490)	10.4% (51/490)
Qualified Applicants n = 73	Female			100% (5/5)	
	Male			98.5% (67/68)	1.5% (1/68)
Hired Applicants n = 11	Female			100% (1/1)	
	Male			100% (10/10)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

*Table 142: Police Officer 2 College Education Requirement - Gender*

Specify which one of the following options you are using to meet the minimum college level education requirement.

Recruitment Stage	Gender	College degree	Minimum required units	None of the above	Qualifying experience
Total Applicants n = 590	Female	57%** (57/100)	22% (22/100)	14% (14/100)	7%* (7/100)
	Male	40.8%** (200/490)	28.8% (141/490)	14.3% (70/490)	16.1%* (79/490)
Qualified Applicants n = 73	Female	100%* (5/5)			
	Male	50%* (34/68)	38.2% (26/68)	5.9% (4/68)	5.9% (4/68)
Hired Applicants n = 11	Female	100% (1/1)			
	Male	40% (4/10)	40% (4/10)	10% (1/10)	10% (1/10)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 143: Police Officer 2 CA POST Certification - Gender

Specify which option you are using to meet the minimum requirement for California Commission on Peace Officer Standards and Training (POST) certification.

Recruitment Stage	Gender	Basic P.O.S.T. Certificate within past year	Graduated Police Academy	Waiver	None of the above
Total Applicants n = 590	Female	5%* (5/100)	11% (11/100)	10% (10/100)	74% (74/100)
	Male	12.2%* (60/490)	8.2% (40/490)	8.2% (40/490)	71.4% (350/490)
Qualified Applicants n = 73	Female		20% (1/5)		80% (4/5)
	Male	17.6% (12/68)	14.7% (10/68)	7.4% (5/68)	60.3% (41/68)
Hired Applicants n = 11	Female		100%* (1/1)		
	Male	40% (4/10)	10%* (1/10)	10% (1/10)	40% (4/10)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 144: Police Officer 2 Full Time Experience Yes/No - Gender

Question	Recruitment Stage	Women	Men	Estimated Difference
Do you have full-time paid experience as a sworn officer with a city police, county sheriff, state or federal law enforcement agency performing correction duties, patrol functions, or traffic enforcement within the past year?	Total Applicants n = 590	44% (44/100)	60.2% (295/490)	-16.2% p=0.003
	Qualified Applicants n = 73	100% (5/5)	100% (68/68)	0%
	Hired Applicants n = 11	100% (1/1)	100% (10/10)	0%

Table 145: Police Officer 2 Years of Experience - Gender

Specify the number of years of full-time paid experience you have obtained as a sworn peace officer with a city police, county sheriff, state or federal law enforcement agency performing correction duties, patrol functions, or traffic enforcement. Do NOT count time spent in a training environment as part of a law enforcement academy.

Recruitment Stage	Gender	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
	Female	52%*** (52/100)	4% (4/100)	2% (2/100)	7% (7/100)	9% (9/100)	3% (3/100)	23% (23/100)

Specify the number of years of full-time paid experience you have obtained as a sworn peace officer with a city police, county sheriff, state or federal law enforcement agency performing correction duties, patrol functions, or traffic enforcement. Do NOT count time spent in a training environment as part of a law enforcement academy.

Recruitment Stage	Gender	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 590	Male	33.1%** * (162/490)	1.6% (8/490)	4.9% (24/490)	12.9% (63/490)	9.4% (46/490)	5.7% (28/490)	32.4% (159/490)
Qualified Applicants n = 73	Female					20% (1/5)		80% (4/5)
	Male				32.4% (22/68)	19.1% (13/68)	11.8% (8/68)	36.8% (25/68)
Hired Applicants n = 11	Female							100% (1/1)
	Male				60% (6/10)	10% (1/10)	10% (1/10)	20% (2/10)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

### Police Officer 3

There were no significant differences in gender for Police Officer 3.

*Table 146: Police Officer 3 Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 3	Total Applicants n = 42	4 Women 38 Men	9.5%	-4.8% p>0.999	5.2% p>0.999
	Qualified Applicants n = 14	2 Women 12 Men	14.3%		
	Hired Applicants n = 11	1 Women 10 Men	9.1%		

### Police Detective

There were no significant differences in gender for Police Detective.

*Table 147: Police Detective Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Detective	Total Applicants n = 318	69 Women 249 Men	21.7%	0.4% p>0.999	-0.5% p>0.999
	Qualified Applicants n = 183	39 Women 144 Men	21.3%		

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
	Hired Applicants n = 110	24 Women 86 Men	21.8%		

### Police Sergeant

There were no significant difference in gender for Police Sergeant.

*Table 148: Police Sergeant Recruitment Summary - Gender*

Job Title	Recruitment Stage	Applicants	Percent Women	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Sergeant	Total Applicants n = 422	49 Women 373 Men	11.6%	2.3% p=0.481	-1.9% p=0.748
	Qualified Applicants n = 193	18 Women 175 Men	9.3%		
	Hired Applicants n = 107	12 Women 95 Men	11.2%		

### Application Questions

*Table 149: Police Sergeant Completed College Units - Gender*

Question	Recruitment Stage	Women	Men	Estimated Difference
Have you successfully completed at least 60 semester/90 quarter units of college-level course work from a P.O.S.T. approved or accredited college/university?	Total Applicants n = 484	86% (49/57)	82.9% (354/427)	3.1% p=0.561
	Qualified Applicants n = 205	89.5% (17/19)	85.5% (159/186)	4% p=0.635
	Hired Applicants n = 107	83.3% (10/12)	85.3% (81/95)	-2% p=0.860

*Table 150: Police Sergeant Reference Site - Gender*

How did you first hear about this employment opportunity?			
Recruitment Stage	Gender	City of San Diego Facility/Employee	Notified by Mail/Email
Total Applicants n = 484	Female	42.1% (24/57)	29.8% (17/57)
	Male	39.8% (170/427)	26.7% (114/427)
Qualified Applicants n = 205	Female	57.9% (11/19)	26.3% (5/19)
	Male	35.5% (66/186)	33.3% (62/186)

How did you first hear about this employment opportunity?			
Recruitment Stage	Gender	City of San Diego Facility/Employee	Notified by Mail/Email
Hired Applicants n = 107	Female	58.3% (7/12)	33.3% (4/12)
	Male	40% (38/95)	28.4% (27/95)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

### Differences in Race-and-Ethnicity Between Recruiting Stages

#### Clerical Assistant 2

**Table 151: Clerical Assistant 2 Recruitment Summary - Race/Ethnicity**

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Clerical Assistant 2	Total Applicants n = 1439	1153 People of Color 286 Whites	80.1%	-1.6% p=0.460	0% p>0.999
	Qualified Applicants n = 547	447 People of Color 100 Whites	81.7%		
	Hired Applicants n = 170	139 People of Color 31 Whites	81.8%		

#### Application Questions

**Table 152: Clerical Assistant 2 Yes/No Application Questions - Race/Ethnicity**

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
Have you successfully completed a formalized (classroom) clerical training program consisting of a minimum of 520 hours of training in clerical or office procedures?	Total Applicants n = 1596	23% (294/1279)	31.9% (101/317)	-8.9% p=0.001
	Qualified Applicants n = 600	23.8% (116/487)	35.4% (40/113)	-11.6% p=0.011
	Hired Applicants n = 170	28.8% (40/139)	32.3% (10/31)	-3.5% p=0.701
Do you possess an Associate's Degree in Business Office Technology or a closely related field?	Total Applicants n = 1596	23% (294/1279)	31.9% (101/317)	-8.9% p=0.001
	Qualified Applicants n = 600	23.8% (116/487)	35.4% (40/113)	-11.6% p=0.011
	Hired Applicants n = 170	28.8% (40/139)	32.3% (10/31)	-3.5% p=0.701
Do you possess a typing certificate with the ability to	Total Applicants n = 1596	53.2% (681/1279)	51.7% (164/317)	1.5% p=0.630

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
type at a corrected speed of at least 30 net WPM on a computer keyboard?	Qualified Applicants n = 600	58.7% (286/487)	62.8% (71/113)	-4.1% p=0.423
	Hired Applicants n = 170	72.7% (101/139)	71% (22/31)	1.7% p=0.849
	Total Applicants n = 1596	95.9% (1227/1279)	97.2% (308/317)	-1.3% p=0.308
I understand that my typing certificate must be issued under International Typing Contest Rules, etc.	Qualified Applicants n = 600	96.9% (472/487)	98.2% (111/113)	-1.3% p=0.450
	Hired Applicants n = 170	98.6% (137/139)	100% (31/31)	-1.4% p=0.502
	Total Applicants n = 1596	21.9% (280/1279)	22.1% (70/317)	-0.2% p=0.942
Do you have current/prior City of San Diego experience in a classification that meets or exceeds 30 net WPM?	Qualified Applicants n = 600	24.2% (118/487)	28.3% (32/113)	-4.1% p=0.366
	Hired Applicants n = 170	23% (32/139)	22.6% (7/31)	0.4% p=0.958
	Total Applicants n = 1596	8% (102/1279)	8.8% (28/317)	-0.8% p=0.617
Are you requesting a waiver of the written test because you are currently in or have previously held a City of San Diego CLERICAL position as a government/municipal employee equal to or higher than a Clerical Assistant 2?	Qualified Applicants n = 600	14.6% (71/487)	16.8% (19/113)	-2.2% p=0.549
	Hired Applicants n = 170	6.5% (9/139)	6.5% (2/31)	0% p=0.996
	Total Applicants n = 1596	99.1% (1267/1279)	99.1% (314/317)	0% p=0.989
I understand the documents I am required to submit at the time of application.	Qualified Applicants n = 600	99% (482/487)	100% (113/113)	-1% p=0.279
	Hired Applicants n = 170	97.8% (136/139)	100% (31/31)	-2.2% p=0.409
	Total Applicants n = 1596			

Table 153: Clerical Assistant 2 Full Time Experience - Race/Ethnicity

How many years of full-time experience do you have performing clerical duties?								
Recruitment Stage	Ethnicity	None	<1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 1596	Non-White	3.4% (44/1279)	4.6% (59/1279)	10.3% (132/1279)	12% (154/1279)	8.2% (105/1279)	6.9% (88/1279)	54.5%* (697/1279)
	White	3.2% (10/317)	3.8% (12/317)	9.8% (31/317)	8.8% (28/317)	6.3% (20/317)	6.3% (20/317)	61.8%* (196/317)
Qualified Applicants n = 600	Non-White	0.2% (1/487)	0.2% (1/487)	6% (29/487)	11.5% (56/487)	6.8% (33/487)	4.5% (22/487)	70.8% (345/487)
	White	0.9% (1/113)	0.9% (1/113)	8.8% (10/113)	8.8% (10/113)	8.8% (10/113)	8.8% (10/113)	62.8% (71/113)
	Non-White			8.6% (12/139)	11.5% (16/139)	7.9% (11/139)	4.3% (6/139)	67.6% (94/139)

How many years of full-time experience do you have performing clerical duties?

Recruitment Stage	Ethnicity	None	<1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Hired Applicants n = 170	White			9.7% (3/31)	12.9% (4/31)	9.7% (3/31)	12.9% (4/31)	54.8% (17/31)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 154: Clerical Assistant 2 Months of Full Time Experience - Race/Ethnicity

How many months of full-time experience do you have in a position where your PRIMARY job responsibility is clerical in nature and includes a wide range of clerical duties?

Recruitment Stage	Ethnicity	None	<6 months	6 - 12 months	12 - 18 months	18 - 24 months	24 - 30 months	30+ months
Total Applicants n = 1596	Non-White	5.2% (66/1279)	3.8% (48/1279)	5.6% (72/1279)	9.1% (117/1279)	5.5% (70/1279)	8.1% (104/1279)	62.7% (802/1279)
	White	4.7% (15/317)	2.2% (7/317)	6.6% (21/317)	10.1% (32/317)	4.4% (14/317)	6.3% (20/317)	65.6% (208/317)
Qualified Applicants n = 600	Non-White	0.6% (3/487)	0.2% (1/487)	2.3%* (11/487)	6.2%** (30/487)	5.3% (26/487)	8.8% (43/487)	76.6% (373/487)
	White	1.8% (2/113)		6.2%* (7/113)	13.3%** (15/113)	3.5% (4/113)	7.1% (8/113)	68.1% (77/113)
Hired Applicants n = 170	Non-White			2.2%* (3/139)	7.9% (11/139)	5% (7/139)	9.4% (13/139)	75.5% (105/139)
	White			9.7%* (3/31)	19.4% (6/31)	3.2% (1/31)	6.5% (2/31)	61.3% (19/31)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 155: Clerical Assistant 2 Reference Site - Race/Ethnicity

How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Employment Information Center	City of San Diego Facility/Employee	Government Jobs.com
Total Applicants n = 1596	Non-White	24.8% (317/1279)	20.7%* (265/1279)	32.1% (410/1279)
	White	24.9% (79/317)	14.8%* (47/317)	36.3% (115/317)
Qualified Applicants n = 600	Non-White	26.3% (128/487)	22.8% (111/487)	32.4% (158/487)
	White	23% (26/113)	20.4% (23/113)	31% (35/113)
	Non-White	24.5% (34/139)	23%* (32/139)	33.1% (46/139)



How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Employment Information Center	City of San Diego Facility/Employee	Government Jobs.com
Hired Applicants n = 170	White	19.4% (6/31)	41.9%* (13/31)	16.1% (5/31)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

### Administrative Aide 1

Table 156: Administrative Aide 1 Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Administrative Aide 1	Total Applicants n = 2207	1642 People of Color 565 Whites	74.4%	0.2% p=0.918	-3.1% p=0.604
	Qualified Applicants n = 1690	1254 People of Color 436 Whites	74.2%		
	Hired Applicants n = 88	68 People of Color 20 Whites	77.3%		

### Application Questions

Table 157: Administrative Aide 1 College Completion - Race/Ethnicity

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
Have you successfully completed at least 60 semester/90 quarter units of college-level course work?	Total Applicants n = 2788	75.1% (1572/2093)	80.6% (560/695)	-5.5% p=0.003
	Qualified Applicants n = 2236	83.2% (1397/1679)	84.7% (472/557)	-1.5% p=0.351
	Hired Applicants n = 88	64.7% (44/68)	55% (11/20)	9.7% p=0.431

Table 158: Administrative Aide 1 Full Time Experience - Race/Ethnicity

How many years of full-time clerical experience do you have in a supervisory capacity?

Recruitment Stage	Ethnicity	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years	NA
Total Applicants n = 2788	Non-White	26.1% (547/2093)	7.3% (152/2093)	11.7% (244/2093)	12% (251/2093)	8.5% (178/2093)	5.8% (121/2093)	28.7% (600/2093)	

How many years of full-time clerical experience do you have in a supervisory capacity?

Recruitment Stage	Ethnicity	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years	NA
Qualified Applicants n = 2236	White	24% (167/695)	9.4% (65/695)	12.4% (86/695)	12.1% (84/695)	6.5% (45/695)	6.8% (47/695)	28.8% (200/695)	0.1% (1/695)
	Non-White	28.4% (476/1679)	7% (118/1679)	11.4% (192/1679)	11.5% (193/1679)	8% (135/1679)	5.7% (95/1679)	28% (470/1679)	
	White	27.1% (151/557)	9.2% (51/557)	10.2% (57/557)	11.5% (64/557)	5.9% (33/557)	6.6% (37/557)	29.3% (163/557)	0.2% (1/557)
	Non-White	16.2% (11/68)	5.9% (4/68)	16.2% (11/68)	11.8% (8/68)	8.8% (6/68)	5.9% (4/68)	35.3% (24/68)	
Hired Applicants n = 88	White	15% (3/20)	5% (1/20)	15% (3/20)	20% (4/20)	5% (1/20)	10% (2/20)	30% (6/20)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 159: Administrative Aide 1 Time in Subprofessional Experience - Race/Ethnicity

How many months/years of full-time subprofessional experience do you have performing administrative, budgetary, personnel, or related work or studies?

Recruitment Stage	Ethnicity	None	< 6 months	6 mo. - 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 2788	Non-White	20.8%* (435/2093)	4.2% (87/2093)	4.8% (101/2093)	10% (210/2093)	12% (252/2093)	9.3% (195/2093)	6.3% (131/2093)	32.6% (682/2093)
	White	16.8%* (117/695)	4.3% (30/695)	5.2% (36/695)	9.8% (68/695)	14.1% (98/695)	9.1% (63/695)	6.5% (45/695)	34.1% (237/695)
Qualified Applicants n = 2236	Non-White	21.2%* (356/1679)	3.6% (61/1679)	4.4% (74/1679)	9.6% (161/1679)	12.1% (203/1679)	9.6% (162/1679)	6.3% (105/1679)	33.2% (557/1679)
	White	17.2%* (96/557)	4.5% (25/557)	5% (28/557)	9.2% (51/557)	13.6% (76/557)	9.5% (53/557)	6.8% (38/557)	33.9% (189/557)
Hired Applicants n = 88	Non-White	8.8% (6/68)	4.4% (3/68)	1.5% (1/68)	14.7% (10/68)	16.2% (11/68)	11.8% (8/68)	2.9% (2/68)	39.7% (27/68)
	White	20% (4/20)		5% (1/20)	10% (2/20)	15% (3/20)	10% (2/20)		40% (8/20)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 160: Administrative Aide 1 Reference Site - Race/Ethnicity

How did you first hear about this employment opportunity?				
Recruitment Stage	Ethnicity	City of San Diego Employment Information Center	City of San Diego Facility/Employee	Government Jobs.com
Total Applicants n = 2788	Non-White	30.7%* (643/2093)	15.6% (326/2093)	30.7% (642/2093)
	White	26.6%* (185/695)	14.8% (103/695)	32.2% (224/695)
Qualified Applicants n = 2236	Non-White	31.3% (525/1679)	15.5% (261/1679)	31.6% (530/1679)
	White	27.8% (155/557)	16.3% (91/557)	32.9% (183/557)
Hired Applicants n = 88	Non-White	42.6% (29/68)	20.6% (14/68)	17.6% (12/68)
	White	55% (11/20)	40% (8/20)	5% (1/20)

\* p &lt; 0.05, \*\* p &lt; 0.01, \*\*\* p &lt; 0.001

## Assistant Engineer - Civil

There were no significant differences in race or ethnicity for Assistant Engineer - Civil.

Table 161: Assistant Engineer - Civil Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Assistant Engineer - Civil	Total Applicants n = 682	392 People of Color 290 Whites	57.5%	3.8% p=0.244	-6.4% p=0.357
	Qualified Applicants n = 399	214 People of Color 185 Whites	53.6%		
	Hired Applicants n = 80	48 People of Color 32 Whites	60%		

## Junior Engineer - Civil

There were no significant differences in race-or-ethnicity for Assistant Engineer - Civil.

Table 162: Junior Engineer - Civil Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Junior Engineer - Civil	Total Applicants n = 845	496 People of Color 349 Whites	58.7%	-0.4% p=0.916	

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
	Qualified Applicants n = 743	439 People of Color 304 Whites	59.1%		-1.4% p=0.850
	Hired Applicants n = 114	69 People of Color 45 Whites	60.5%		

### Fire Recruit

There were no significant differences in race-or-ethnicity for Fire Recruits.

*Table 163: Fire Recruit Recruitment Summary - Race/Ethnicity*

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Fire Recruit	Total Applicants n = 5349	2648 People of Color 2701 Whites	49.5%	0.6% p=0.655	
	Qualified Applicants n = 2483	1215 People of Color 1268 Whites	48.9%		4.2% p=0.298
	Hired Applicants n = 190	85 People of Color 105 Whites	44.7%		

### Fire Fighter 1

There were no significant differences in race-or-ethnicity for Fire Fighter 1.

*Table 164: Fire Fighter 1 - Recruitment Summary - Race/Ethnicity*

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Fire Fighter 1	Total Applicants n = 458	214 People of Color 244 Whites	46.7%	6.6% p=0.118	
	Qualified Applicants n = 227	91 People of Color 136 Whites	40.1%		1.8% p=0.782
	Hired Applicants n = 183	70 People of Color 113 Whites	38.3%		

## Police Recruit

Table 165: Police Recruit Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer (Recruit Level)	Total Applicants n = 7154	4668 People of Color 2486 Whites	65.2%	8.9% p<0.001	6.3% p=0.137
	Qualified Applicants n = 1220	687 People of Color 533 Whites	56.3%		
	Hired Applicants n = 174	87 People of Color 87 Whites	50%		

## Application Questions

Table 166: Police Recruit Education Requirement - Race/Ethnicity

Specify which option you are using to meet the education requirement.

Recruitment Stage	Ethnicity	Earned College Degree	Completed High School	Passed GED	None of the above
Total Applicants n = 8282	Non-White	26.4%*** (1453/5497)	67.6%*** (3715/5497)	4.7% (257/5497)	1.3% (72/5497)
	White	36.4%*** (1014/2785)	58.2%*** (1620/2785)	4.3% (121/2785)	1.1% (30/2785)
Qualified Applicants n = 1224	Non-White	40.6% (280/689)	55.3% (381/689)	3.9% (27/689)	0.1% (1/689)
	White	46% (246/535)	49.9% (267/535)	3.7% (20/535)	0.4% (2/535)
Hired Applicants n = 175	Non-White	47.1% (41/87)	49.4% (43/87)	3.4% (3/87)	
	White	47.7% (42/88)	48.9% (43/88)	3.4% (3/88)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Table 167: Police Recruit Reference Site - Race/Ethnicity

How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Facility/Employees	Government Jobs.com	Other
Total Applicants n = 8282	Non-White	10.7% (586/5497)	33.6% (1849/5497)	24.9%** (1369/5497)
	White	12.1% (336/2785)	31.5% (878/2785)	27.9%** (777/2785)
	Non-White	17%* (117/689)	27.9% (192/689)	30.2% (208/689)

How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Facility/Employee	Government Jobs.com	Other
Qualified Applicants n = 1224	White	21.7%* (116/535)	23.7% (127/535)	32% (171/535)
Hired Applicants n = 175	Non-White	23% (20/87)	27.6% (24/87)	29.9% (26/87)
	White	30.7% (27/88)	19.3% (17/88)	29.5% (26/88)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

Police Officer 1

Table 168: Police Officer 1 Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 1	Total Applicants n = 2530	1596 People of Color 934 Whites	63.1%	10.9% p<0.001	3.9% p=0.276
	Qualified Applicants n = 531	277 People of Color 254 Whites	52.2%		
	Hired Applicants n = 371	179 People of Color 192 Whites	48.2%		

Application Questions

Table 169: Police Officer 1 Education Requirement - Race/Ethnicity

Specify which option you are using to meet the education requirement.

Recruitment Stage	Ethnicity	Earned College Degree	Completed High School	Passed GED	None of the above
Total Applicants n = 2667	Non-White	27.6%*** (469/1697)	63.3%*** (1074/1697)	6.1%** (104/1697)	2.9%* (50/1697)
	White	38.6%*** (374/970)	56.7%*** (550/970)	3.3%** (32/970)	1.4%* (14/970)
Qualified Applicants n = 535	Non-White	36.1%* (100/277)	59.2% (164/277)	4.3%* (12/277)	0.4% (1/277)
	White	46.5%* (120/258)	52.3% (135/258)	1.2%* (3/258)	
Hired Applicants n = 374	Non-White	41.3% (74/179)	55.9% (100/179)	2.8% (5/179)	
	White	48.2% (94/195)	51.3% (100/195)	0.5% (1/195)	

Specify which option you are using to meet the education requirement.

Recruitment Stage	Ethnicity	Earned College Degree	Completed High School	Passed GED	None of the above
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\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

*Table 170: Police Officer 1 CA POST Certification - Race/Ethnicity*

Specify which option you are using to meet the minimum requirement for California Commission on Peace Officer Standards and Training (POST) certification.

Recruitment Stage	Ethnicity	Basic P.O.S.T. Certificate within past year	Enrolled at Police Academy	Graduated Police Academy	Employment as paid sworn Peace Officer	None of the above
Total Applicants n = 2667	Non-White	3.5% (60/1697)	26.3%*** (447/1697)	9.7% (165/1697)	9.7% (164/1697)	50.7%*** (861/1697)
	White	2.4% (23/970)	40.2%*** (390/970)	9.3% (90/970)	11.9% (115/970)	36.3%*** (352/970)
Qualified Applicants n = 535	Non-White	5.1% (14/277)	72.6% (201/277)	13.4% (37/277)	8.3% (23/277)	0.7% (2/277)
	White	1.9% (5/258)	74% (191/258)	12.4% (32/258)	10.1% (26/258)	1.6% (4/258)
Hired Applicants n = 374	Non-White	1.1% (2/179)	88.3% (158/179)	8.9% (16/179)	1.7% (3/179)	
	White	0.5% (1/195)	88.2% (172/195)	8.2% (16/195)	1% (2/195)	2.1% (4/195)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

*Table 171: Police Officer 1 Reference Site - Race/Ethnicity*

How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Facility/Employees	Government Jobs.com	Other
Total Applicants n = 2667	Non-White	17.6%** (298/1697)	32.1%*** (545/1697)	23.8%*** (404/1697)
	White	22.5%** (218/970)	22.7%*** (220/970)	29.8%*** (289/970)
Qualified Applicants n = 535	Non-White	32.9% (91/277)	27.4%* (76/277)	25.6% (71/277)
	White	32.6% (84/258)	19%* (49/258)	30.6% (79/258)
Hired Applicants n = 374	Non-White	40.2% (72/179)	21.2% (38/179)	26.8% (48/179)
	White	34.9% (68/195)	14.9% (29/195)	32.8% (64/195)



How did you first hear about this employment opportunity?

Recruitment Stage	Ethnicity	City of San Diego Facility/Employee	Government Jobs.com	Other
* p < 0.05, ** p < 0.01, *** p < 0.001				

Police Officer 2

Table 172: Police Officer 2 Recruitment Summary - Race/Ethnicity

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 2	Total Applicants n = 553	324 People of Color 229 Whites	58.6%	0.3% p>0.999	12.9% p=0.634
	Qualified Applicants n = 72	42 People of Color 30 Whites	58.3%		
	Hired Applicants n = 11	5 People of Color 6 Whites	45.5%		

Application Questions

Table 173: Police Officer 2 High School Education Requirement - Race/Ethnicity

Specify which one of the following options you are using to meet the high school education requirement.

Recruitment Stage	Ethnicity	Passed High School Proficiency Exam	Passed GED	Completed High School	None of the above
Total Applicants n = 585	Non-White	2.6% (9/340)	5.9% (20/340)	81.2% (276/340)	10.3% (35/340)
	White	1.2% (3/245)	7.8% (19/245)	81.2% (199/245)	9.8% (24/245)
Qualified Applicants n = 72	Non-White			100% (42/42)	
	White			96.7% (29/30)	3.3% (1/30)
Hired Applicants n = 11	Non-White			100% (5/5)	
	White			100% (6/6)	

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

**Table 174: Police Officer 2 College Education Requirement - Race/Ethnicity**

Specify which one of the following options you are using to meet the minimum college level education requirement.

Recruitment Stage	Ethnicity	College degree	Minimum required units	None of the above	Qualifying experience
Total Applicants n = 585	Non-White	40.6% (138/340)	27.4% (93/340)	18.5%*** (63/340)	13.5% (46/340)
	White	47.3% (116/245)	28.2% (69/245)	8.6%*** (21/245)	15.9% (39/245)
Qualified Applicants n = 72	Non-White	47.6% (20/42)	40.5% (17/42)	9.5% (4/42)	2.4% (1/42)
	White	60% (18/30)	30% (9/30)		10% (3/30)
Hired Applicants n = 11	Non-White	40% (2/5)	40% (2/5)	20% (1/5)	
	White	50% (3/6)	33.3% (2/6)		16.7% (1/6)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

**Table 175: Police Officer 2 CA POST Certification - Race/Ethnicity**

Specify which option you are using to meet the minimum requirement for California Commission on Peace Officer Standards and Training (POST) certification.

Recruitment Stage	Ethnicity	Basic P.O.S.T. Certificate within past year	Graduated Police Academy	Waiver	None of the above
Total Applicants n = 585	Non-White	10.3% (35/340)	11.5%** (39/340)	7.1% (24/340)	71.2% (242/340)
	White	12.2% (30/245)	4.9%** (12/245)	10.6% (26/245)	72.2% (177/245)
Qualified Applicants n = 72	Non-White	16.7% (7/42)	14.3% (6/42)	7.1% (3/42)	61.9% (26/42)
	White	16.7% (5/30)	16.7% (5/30)	6.7% (2/30)	60% (18/30)
Hired Applicants n = 11	Non-White	40% (2/5)		20% (1/5)	40% (2/5)
	White	33.3% (2/6)	33.3% (2/6)		33.3% (2/6)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

*Table 176: Police Officer 2 Full Time Experience Yes/No - Race/Ethnicity*

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
Do you have full-time paid experience as a sworn officer with a city police, county sheriff, state or federal law enforcement agency performing correction duties, patrol functions, or traffic enforcement within the past year?	Total Applicants n = 585	53.8% (183/340)	63.3% (155/245)	-9.5% p=0.023
	Qualified Applicants n = 72	100% (42/42)	100% (30/30)	0%
	Hired Applicants n = 11	100% (5/5)	100% (6/6)	0%

*Table 177: Police Officer 2 Years of Experience - Race/Ethnicity*

Specify the number of years of full-time paid experience you have obtained as a sworn peace officer with a city police, county sheriff, state or federal law enforcement agency performing correction duties, patrol functions, or traffic enforcement. Do NOT count time spent in a training environment as part of a law enforcement academy.

Recruitment Stage	Ethnicity	None	< 1 year	1 - 2 years	2 - 3 years	3 - 4 years	4 - 5 years	5+ years
Total Applicants n = 585	Non-White	40.3%* (137/340)	2.9% (10/340)	4.7% (16/340)	10% (34/340)	10% (34/340)	4.1% (14/340)	27.9% (95/340)
	White	30.2%* (74/245)	0.8% (2/245)	4.1% (10/245)	13.9% (34/245)	8.6% (21/245)	6.9% (17/245)	35.5% (87/245)
Qualified Applicants n = 72	Non-White				23.8% (10/42)	21.4% (9/42)	11.9% (5/42)	42.9% (18/42)
	White				36.7% (11/30)	16.7% (5/30)	10% (3/30)	36.7% (11/30)
Hired Applicants n = 11	Non-White				80% (4/5)			20% (1/5)
	White				33.3% (2/6)	16.7% (1/6)	16.7% (1/6)	33.3% (2/6)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

### Police Officer 3

There were no significant differences in race-or-ethnicity for Police Officer 3.

*Table 178: Police Officer 3 Recruitment Summary - Race/Ethnicity*

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Officer 3	Total Applicants n = 41	18 People of Color 23 Whites	43.9%	1% p>0.999	

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
	Qualified Applicants n = 14	6 People of Color 8 Whites	42.9%		-2.6% p>0.999
	Hired Applicants n = 11	5 People of Color 6 Whites	45.5%		

### Police Detective

There were no significant differences in race-or-ethnicity for Police Detective.

*Table 179: Police Officer Detective Recruitment Summary - Race/Ethnicity*

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Detective	Total Applicants n = 306	127 People of Color 179 Whites	41.5%	5.6% p=0.261	2.3% p=0.789
	Qualified Applicants n = 181	65 People of Color 116 Whites	35.9%		
	Hired Applicants n = 110	37 People of Color 73 Whites	33.6%		

### Police Sergeant

*Table 180: Police Sergeant Recruitment Summary - Race/Ethnicity*

Job Title	Recruitment Stage	Applicants	Percent People of Color	Difference - Applied to Qualified	Difference - Qualified to Hired
Police Sergeant	Total Applicants n = 409	170 People of Color 239 Whites	41.6%	12.4% p=0.005	3% p=0.675
	Qualified Applicants n = 192	56 People of Color 136 Whites	29.2%		
	Hired Applicants n = 107	28 People of Color 79 Whites	26.2%		

### Application Questions

*Table 181: Police Sergeant Completed College Units - Race/Ethnicity*

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
Have you successfully completed at least 60	Total Applicants n = 471	84.1% (174/207)	81.8% (216/264)	2.3% p=0.523

Question	Recruitment Stage	People of Color	Whites	Estimated Difference
semester/90 quarter units of college-level course work from a P.O.S.T. approved or accredited college/university?	Qualified Applicants n = 204	89.8% (53/59)	84.1% (122/145)	5.7% p=0.291
	Hired Applicants n = 107	89.3% (25/28)	83.5% (66/79)	5.8% p=0.464

*Table 182: Police Sergeant Reference Site - Race/Ethnicity*

How did you first hear about this employment opportunity?			
Recruitment Stage	Ethnicity	City of San Diego Facility/Employee	Notified by Mail/Email
Total Applicants n = 471	Non-White	39.6% (82/207)	26.1% (54/207)
	White	39.8% (105/264)	28.4% (75/264)
Qualified Applicants n = 204	Non-White	32.2% (19/59)	35.6% (21/59)
	White	40% (58/145)	31.7% (46/145)
Hired Applicants n = 107	Non-White	35.7% (10/28)	32.1% (9/28)
	White	44.3% (35/79)	27.8% (22/79)

\* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001

## List of Interviews

This report could not have been possible without the support of everyone within the city. Throughout the project, the Analytica team needed insights from various experts within the city. Initial interviews were conducted early in the project to understand overall processes and what data was available to use for the study. This included interviews with representatives from the following departments:

- Risk Management
- Personnel
- Human Resources

Once the Analytica team had initial job types created based on the career progressions seen in the data, these job types were reviewed (and subsequently revised) with representatives from the following departments:

- Parks and Recreation
  - Department-wide
  - Open Space
  - Metro Parks
  - Golf
- Engineering

- Libraries
- City Treasurer
- Public Utilities
- Public Works

An initial draft of findings and recommendations were reviewed with representatives from the following departments:

- Personnel
- Risk Management
- Fire Department
- Police Department

Analytica Consulting would like to thank everyone who took time out of their schedule to help make this report a success.

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