Why segregation is worth thinking about

A short history of US desegregation

Some examples of variation across (federal) government departments and their connection to earnings.

The necessity of leadership buy-in, accountability, transparency, and clear metrics to produce changes in hiring and retention.

Apologies
Job segregation is a powerful mechanism

• producing pay inequalities
  – Sorting by job skill, power, and pay
  – In the long run gender and race composition of jobs can influence pay levels

• influencing promotion and turnover rates

• reinforcing cultural distinctions, status, respect
July 2, 1964 PRESIDENT JOHNSON SIGNS THE CIVIL RIGHTS ACT
Title VII of the Civil Rights Act of 1964 made it illegal for an employer to

1. fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin

2. limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual's race, color, religion, sex, or national origin
How to monitor progress toward equal opportunity?

- Exclusion
- Pay Gaps

- Segregation
  - Measures internal firm/agency job sorting
  - NOT YES OR NO, BUT HOW MUCH?
  - Index of Dissimilarity

- Supplement with measures of good job representation
National Average Firm Employment Segregation in 1966

- White Men-Black Men
- White Men-White Women
- White Men-Black Women
- Black Men-White Women
- White Women-Black Women
1966 Representation Relative to Group Composition in the Local Labor Market

- Managerial
- Professional
- Craft

White Men | Black Men | White Women | Black Women
---|---|---|---

The diagram shows the representation of different groups in the local labor market, comparing managerial, professional, and craft positions among white men, black men, white women, and black women. The data indicates significant disparities in representation across these groups.
Pressures for Equal Opportunity
Pressures for Segregation
Pressures for Segregation

**Then**
- Institutionalization
  - Law
  - Custom
- Organizational Practices
  - Exclusion
  - Segregation
- Individual Bias
  - Prejudice
  - Stereotypes, Cognitive Bias
  - In-group Preferences

**Now**
- Organizational Practices
  - Segregation
  - Training
  - Recruitment
  - Promotion
  - Turnover
- Individual Bias
  - Prejudice
  - Stereotypes, Cognitive Bias
  - In-group Preferences
What about the public sector?

- By the 1980s least segregated
- Lowest pay, promotion, firing race and gender disparities
- But “new governance” models of management have come to make public look more like the private sector.
  - Increased use of private sector via outsourcing
  - Increased managerial autonomy
- Increasingly looks like the private sector in terms of racial inequality
Hiring, firing, promotion, turnover are all local

- Firm level processes determine national and even city trends
- Lot’s of organizational variation
- Some agencies are probably doing very well
- Others are probably lagging
- So let’s look at some real workplaces
Gender Wage Gap

Female Dollar to Male Dollar in Federal Agencies

kernel = epanechnikov, bandwidth = 0.0176
10 Largest Gender Pay Gaps Among U.S. Federal Agencies, 2014

- Air Force Technical Applications Center
- Pacific Air Forces
- U.S. Air Forces, Europe
- U.S. Army War College
- Air Force Special Operations Command
- U.S. Army Element Shape
- Air Force Global Strike Command
- 21st Theater Sustainment Command
- Mine Safety and Health Administration
- Air Combat Command

Women's Pay as % of Men's, Net of Qualifications
After Accounting for Segregation
10 Most Gender Equal Pay Federal Agencies 2014

Women's Pay as % of Men's, Net of Qualifications
After Accounting for Job Segregation
What about New York City?

- There is likely a great deal of variation across agencies
- Agencies are likely to have strengths and weaknesses
What does research say about moving workplaces toward equal opportunity?

1. Leadership buy-in
2. Clear metrics
3. Accountability
4. Transparency
**EQUAL OPPORTUNITY EMPLOYMENT NOTIFICATION**

This employer has been evaluated by the Equality Employment Opportunity Commission. Based on the employer's reporting, this workplace has: (–) underrepresentation, (✓) equal representation, or (+) overrepresentation of employees – relative to the population in each of the following categories.

<table>
<thead>
<tr>
<th>– Underrepresentation</th>
<th>✓ Equal representation</th>
<th>+ Overrepresentation</th>
<th>Managers employed here compared with...</th>
<th>All employees here compared with...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local managers in this industry</td>
<td>All local managers</td>
<td>All local employees in this industry</td>
<td>All local employees</td>
<td></td>
</tr>
<tr>
<td>White men</td>
<td>+</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>White women</td>
<td>–</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Black men</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Black women</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Latino men</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Latina women</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>✓</td>
</tr>
<tr>
<td>Asian men</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Asian women</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pacific Islander men</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Pacific Islander women</td>
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</tr>
<tr>
<td>American Indian men</td>
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<td>NA</td>
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</tr>
<tr>
<td>American Indian women</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

*NA = Population not adequately represented to permit evaluation.*

Employees at this workplace, or applicants to this workplace, are encouraged to contact the EEOC at sampleonlydontemail@eeoc.gov to report any potential violations of EEOC law.