



Office of the City Manager

INFORMATION ITEM
December 3, 2019

To: Honorable Mayor and Members of the City Council
From: Dee Williams-Ridley, City Manager
Submitted by: David White, Deputy City Manager
LaTanya Bellow, Director of Human Resources
Subject: Equal Pay: Classification and Compensation Process City Employees

RECOMMENDATION

Receive a report on the comprehensive process the City uses around the concept of comparable worth.

FISCAL IMPACTS OF RECOMMENDATION

No Fiscal Impact.

CURRENT SITUATION AND ITS EFFECTS

At the July 9, 2019 City Council meeting, the Human Resources Department presented the results of an analysis that looked at the average hourly pay for all individuals in a classification in which there are females and males. A total of 116 job classifications were analyzed. At the time the analysis was performed, there were 1,928 (full-time and part-time) employees on payroll in 348 job classifications. Of the total number of job classifications in which an employee occupied, 116 (33%) job classifications consisted of both males and females, 153 (44%) classifications consisted of only one employee (male or female), and 79 (23%) classifications consisted of multiple employees that are either male or female.

This work was prompted by the Commission on the Status of Women and Commission on Labor who recommended that the City allocate \$12,500 to conduct an independent audit of the female and male employees that work for the City. The Commission on the Status of Women refined their request to an audit that will analyze potential pay gaps and promotion opportunity issues within departments, classifications and career series between males and females.

At the July 9, 2019 City Council meeting, City Council discussed an analysis of comparable worth, which is the concept that men and women should receive equal pay when they perform work that involves comparable knowledge, skills and responsibility or that is of comparable worth to the employer. This concept is borne out of a concern that the pay for occupations dominated by women lag behind those occupied by men.

The City conducts a comparable worth analysis on every classification (or position) before it is presented to City Council for adoption. The analysis evaluates the work assigned to the position, minimum qualifications (i.e., years of experience, education, certification), supervision received and exercised, reporting structure and any other requirements used to establish compensation. Compensation studies and salary setting processes are concurrently conducted to ensure that the salary and benefits assigned to a position are market-based and in alignment within the organization.

Classification and Compensation Process

Establishing compensation and job duties for a classification is a rigorous process that includes the following steps:

- 1) Department (i.e., Finance, Information Technology, Parks, Recreation & Waterfront, Public Works) identifies new classification based on need. Human Resources works with the department to develop the knowledge, skills and abilities required by using techniques such as questionnaires, employee interviews, and supervisor interviews.
- 2) Human Resources provides the general description, characteristics, skills, knowledge and abilities to a professional consultant to complete a compensation/classification study using other jurisdictions, as outlined in Memorandums of Understanding between the City and its bargaining groups, using clearly defined terms applied consistently throughout the classification structure.
- 3) The consultant sends Human Resources a comprehensive report with a recommended job description and salary.
- 4) Human Resources and the Department review the recommendations to verify that it reflects the necessary attributes for the classification.
- 5) Human Resources and the Department meet with the affected Union for their review and affirmation.
- 6) Department and Human Resources write a staff report to present the new classification to the Personnel Board for approval.
- 7) A staff report is created for the City Council to review and approval.
- 8) Once approved, the new classification is included in the City's Classifications and systems.

Comparable Worth

In response to questions raised at the City Council meeting about classifications occupied solely by men and women and concerns about comparable worth, City staff analyzed the top step pay for classifications in which only females reside and the classifications in which only males reside.

An analysis of classifications with one employee indicated 49% of the classifications were female and 51% are male. These classifications were further analyzed according to occupational groups the Census Bureau utilizes for workforce statistical benchmarking according to knowledge, skills and abilities. The following table includes the results at the time the analysis was performed.

Classifications with One Employee		
ADMINISTRATIVE SUPPORT	32	
Female	17	53%
Male	15	47%
OFFICIALS/MANAGERS	6	
Female	3	50%
Male	3	50%
PROFESSIONALS	29	
Female	12	41%
Male	17	59%
PROTECTIVE SERVICE WORKER	41	
Female	19	46%
Male	22	54%
PROTECTIVE SERVICES: NON-SWORN	7	
Female	5	71%
Male	2	29%
SERVICE MAINTENANCE	25	
Female	9	36%
Male	16	64%
SKILLED CRAFT	9	
Female	7	78%
Male	2	22%
TECHNICIANS	4	
Female	3	75%
Male	1	25%

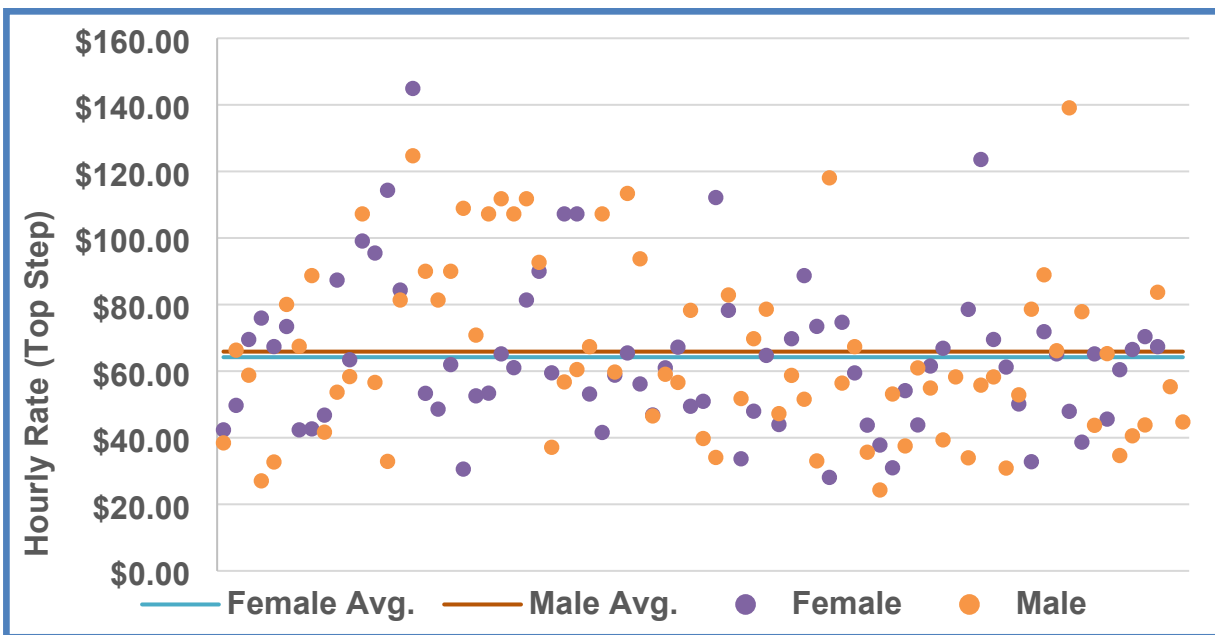
In response to questions raised at the City Council meeting about classifications occupied solely by men and women and concerns about comparable worth, City staff analyzed the top step pay for classifications in which only females reside and the classifications in which only males reside. The data used for this analysis is based on April 2019 employment data. Due to turnover and promotions, the composition of the workforce will change over time.

Summary of Results

Analysis of Classifications that Consist of Only One Female in Comparison to Classifications that Consist of Only One Male

There are 153 classifications that consist of only one female and only one male. Of the total, 49% are occupied by females and 51% are occupied by males. The chart below is a scatter diagram that depicts top step hourly salary for classifications occupied solely by females (purple dot) and top step hourly compensation for classifications occupied solely by males (orange dot). The average compensation for classifications occupied only by females and only by males is also depicted on the chart.

Figure A
Comparison of Top Step Hourly Salary for Classifications Consisting of Only One Female and Only One Male



1. For males, excludes to step salary for the Mayor.

The following table provides additional detail.

Table 1
Comparison of Top Step Hourly Salary for Classifications Consisting of Only One Female and Only One Male

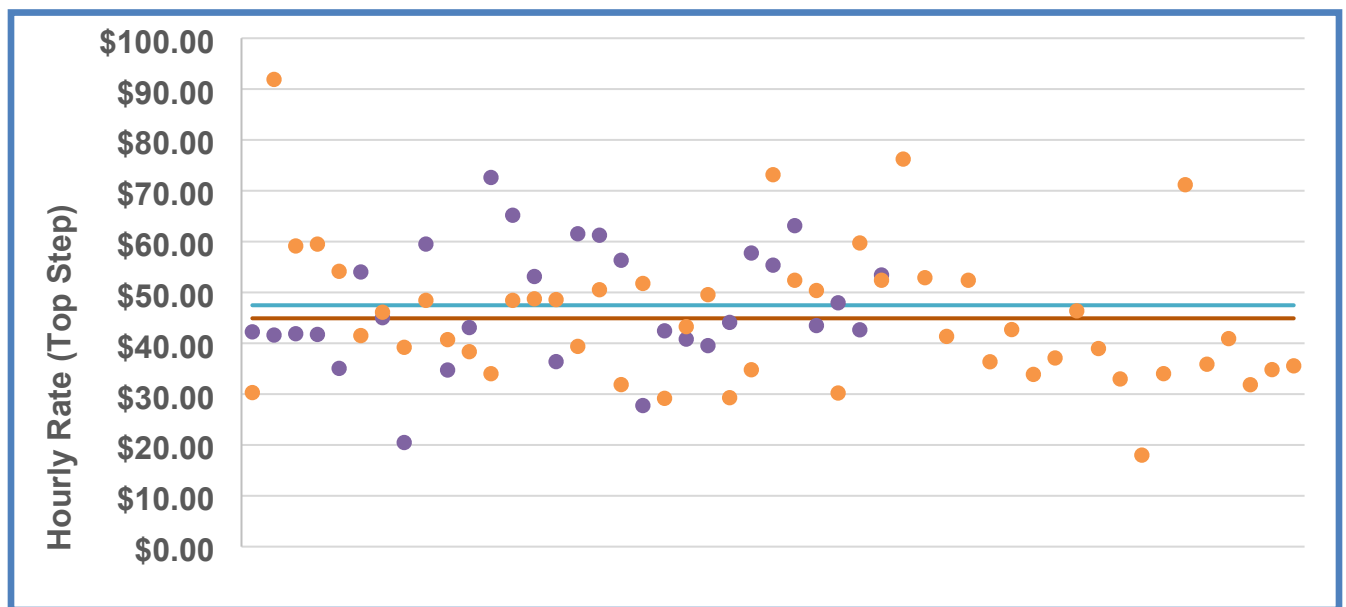
	Females	Males
Top Step Hourly Salary	\$64.19	\$65.87
Median Top Step Hourly Salary	\$61.39	\$58.78
Maximum Top Step Hourly Salary	\$144.92	\$139.10
Minimum Top Step Hourly Salary	\$28.08	\$24.30

As depicted in the table above, females are paid more than males across all statistical categories.

Analysis of Classifications that Consist of More than one Female in Comparison to Classifications that Consist of More than One Male

There are 79 classifications that consist of multiple employees that are either male or female. Of the total, 38% are occupied by females and 62% are occupied by males. The chart below is a scatter diagram that depicts top step hourly salary for classifications occupied solely by females (purple dot) and top step hourly compensation for classifications occupied solely by males (orange dot). The average compensation for classifications occupied by more than one female and more than one male is also depicted on the chart.

Figure B
Comparison of Top Step Hourly Salary for Classifications Consisting of More Than One Female and More Than One Male



2. For males, excludes to step salary for the Mayor.

The following table provides additional detail.

Table 2
Comparison of Top Step Hourly Salary for Classifications Consisting of More Than One Female and More Than One Male

	Females	Males
Average Top Step Hourly Salary	\$47.48	\$44.91
Median Top Step Hourly Salary	\$43.80	\$41.52
Maximum Top Step Hourly Salary	\$72.61	\$91.90
Minimum Top Step Hourly Salary	\$20.48	\$18.00

As depicted in the table above, females are paid more than males across all statistical categories, with the exception of the Maximum Top Step Salary.

This report does not include an analysis of the City's workforce promotional data as it was not part of the original data request. However, the bi-annual Equal Employment Opportunity Work Force Report provides the following promotional data by occupational categories.

Table 3
Promotional Frequency by Occupational Categories

Category	Females	% of Promotions	Males	% of Promotions	Total Promotions
Officials/Managers	1	100%	0	0%	1
Professionals	4	57%	3	43%	7
Clerical	2	33%	4	67%	6
Technicians	0	0%	3	100%	3
Skilled Craft	0	0%	1	100%	1
Maintenance	0	0%	8	100%	8
Non-Sworn Personnel	1	100%	0	0%	1

BACKGROUND

The City of Berkeley values equal employment opportunity such that all persons shall be afforded equal access to positions in the public service, limited only by their ability to do the job. Additionally, the City is committed to establishing and maintaining a diverse work force at all levels.

All personnel employment actions such as recruitment, hiring, placements, transfers, promotions, compensation, benefits, layoffs, returns from layoffs, family care leave, terminations, training, social and recreational programs are administered regardless of race, color, national origin, ancestry, religion, age, physical or mental disability or medical condition, sex, gender, gender identity, gender expression, sexual orientation, genetic

information, marital status, pregnancy, political affiliation, or veterans' status and abide by applicable laws. No City employee or applicant for employment shall be subjected to unlawful discrimination, retaliation or harassment because of their membership in or their association with any of the above listed statutory protected classifications. Any person subjected to conduct they believe violates the above principles should report it to the City's Equal Employment Opportunity (EEO), Diversity Officer, or the Human Resources Director.

In order to determine whether or not there are inequities in compensation between males and females, City staff analyzed the pay of males and females in existing classifications and reviewed new hire data for calendar year 2018.

ENVIRONMENT SUSTAINABILITY

There are no identifiable environmental effects or opportunities associated with the subject of this report.

CONTACT PERSON

LaTanya Bellow, Director, Human Resources Department, (510) 981-6800

Attachments: Listing of Classifications

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Classifications with Only One Female	Classifications with Only One Male
1. ACCOUNTANT I	1. ACCOUNTING OFF SPEC III UNRP
2. ACCOUNTANT II	2. ADMIN & FISCAL SVS MGR UNREP
3. ANIMAL SERVICES MANAGER	3. ADMIN HEARING EXAMINER
4. ASSISTANT TO THE MAYOR	4. AQUATICS SPECIALIST II
5. ASSIST MANGR OF MH SERVICES	5. ASSISTANT AQUATICS COORD HRLY
6. AUDIT MANAGER	6. ASSISTANTBUILDG&SAFTYMGR
7. AUDITOR I	7. ASSOCIATE TRAFFIC ENGINEER
8. BEHAVIORAL HEALTH CLINCIN I H	8. BUILDING AND SAFETY MANAGER
9. BEHAVIORAL HEALTH CLINCIN II H	9. CAMP MANAGER
10. BUDGET MANAGER	10. CHIEF OF PARTY
11. BUILDING PLANS ENGINEER	11. CIRCULATION SERVICES MANAGER
12. CAMP MEDICAL STAFF MEMBER H	12. CITYCLERK
13. CAPITAL IMPROVEMENT PRGM MGR	13. CODE ENFORCEMENT SUPERVISOR
14. CITY ATTORNEY	14. CUSTOMER SERVICE SPEC II H
15. CITY AUDITOR	15. DEPUTY CITY AUDTR PAYRL MGMT
16. CITY MANAGER	16. DEPUTY CITY MANAGER
17. CIVIC ARTS COORDINATOR	17. DEPUTY DIRECTOR HHCS
18. CODE ENFORCEMENT OFFICER II	18. DEPUTY DIRECTOR LIBRARY SVCS
19. COMMUNICATIONS MANAGER	19. DEPUTY DIRECTOR PUB WRKS REG
20. COMMUNITY HEALTH WORKER	20. DEPUTY FIRE CHIEF
21. CRIME ANALYST	21. DEPUTY FIRE MARSHAL
22. CRIME SCENE SUPERVISOR	22. DIRECTOR OF FINANCE
23. CUSTOMER SERVICE MANAGER	23. DIRECTOR OF PARKS REC WTRFRT
24. DATA BASE ADMINISTRATOR	24. DIRECTOR OF PLANNING
25. DEPUTY CITY CLERK	25. DIRECTOR OF PUBLICWORKS
26. DEPUTYDIRECTORPARKS/REC/WF	26. ECONOMIC DEVELOP MANAGER
27. DIGITAL COMMUNICATIONS COORD	27. ELECTRICAL PARTS TECHNICIAN
28. DIRECTOR OF HUMAN RESOURCES	28. ENVIRONMENTAL HEALTH SUPV
29. DIRECTOR OF INFORMATION TECH	29. EQUAL EMPLOPP & DIV OFFCR
30. DISABILITY SERVICES SPEC	30. EQUIPMENT SUPERINTENDENT
31. DRAFTING TECHNICIAN	31. EXECUTIVE DIRECTOR RENT BOARD
32. EMPLOYMENT PROGRAMS ADMIN	32. FIRE & LIFE SAFETY PLNS EXMR
33. ENERGY PROGRAM MANAGER	33. FIRE CHIEF
34. ENVIRONMENTAL COMPLIANC SPEC	34. FIRE MARSHAL
35. EPIDEMIOLOGIST	35. FORESTRY CLIMBER SUPERVISOR
36. FIRE PREVENTION INSPC SWORN	36. HOMELESS SERVICES COORDINATOR
37. GENERALSERVICESMANAGER	37. HOUSING INSPECTOR SUPV
38. HAZARDOUS MAT SPECIALIST I	38. INFO SECURITY MANAGER
39. HEALTH NUTRITION PROG COORD	39. INFO SYSTEM SUPORT TECH UNRP
40. HEALTH OFFICER (CERT)	40. LANDSCAPE GARDENER HRLY
41. INFORMATION SYSTEMS MANAGER	41. LAND USE PLANNING MANAGER
42. JANITOR SUPERVISOR	42. LEAD COMMUNICATIONS TECHNICIAN
43. LEGAL OFFICE SUPERVISOR	43. MANAGER OF ENVIRONMENTL HLTH
44. LIBRARY INFO SYSTEMS ADMIN	44. MANAGER OF MENTAL HLTH SRVCS
45. LIBRARY LITERACY PROG COORD	45. MECHANIC LEAD
46. MANAGER OF AGING SERVICES	46. OCCUPATIONAL HLTH/SAFTY OFCR
47. MANAGER OF ENGINEERING	47. OCCUPATIONAL HLTH/SAFTY SPEC
48. MANAGER OF HSNB & COMM SRVCS	48. OFFICE SPECIALIST II UNREP H
49. MEAL SITE COORDINATOR	49. POLICE CHIEF

Classifications with Only One Female	Classifications with Only One Male
50. MGR OF PUBLIC HEALTH SVCS	50. POLICE REVIEW COMISION INVST
51. MID-LEVELPRACTITIONER	51. PUBLIC WORKS MAINT SUPERDNT
52. NUTRITIONIST	52. RECORDS ASSISTANT
53. OFFICE SPECIALIST III UNREP	53. RESERVE POLICE OFFICER II HRLY
54. OFFICE SPECIALIST II M&C H	54. REVENUE DEVELOPMENT SPEC II
55. PARKING ENFORCEMENT MANAGER	55. ROSARIAN
56. PARKING METER MAINT COLL SUP	56. SENIOR ELECTRICAL SUPERVISOR
57. PARKING SERVICES MANAGER	57. SENIOR EQUIPMENT SUPERVISOR
58. PERMIT CENTER COORDINATOR	58. SENIOR FIELD REPRESENTATIVE
59. PHYSICIAN	59. SENIOR FORESTRY SUPERVISOR
60. POLICE REVIEW COMISION OFICR	60. SENIOR GROUNDSKEEPER
61. PSYCHIATRIST	61. SENIOR HEALTH MGMT ANALYST
62. RECREATION&YOUTH SVCS MGR	62. SENIOR LANDSCAPE GARDNR SUPV
63. RECYCLING PROGRAM MANAGER	63. SENIOR SERVICE ASSISTANT HRLY
64. REGISTERED NURSE HRLY	64. SENIOR SOLID WASTE SUPERVISR
65. REGISTERED VETERINARY TECH	65. SOLID WASTE RECYCLING MNGR
66. RESILIENT BLDGS PROGRAM MGR	66. STAFF ATTORNEYIII
67. REVENUE COLLECTION MANAGER	67. SUPERVISING BUILDING INSPCTR
68. SECRETARY TO CITY MANAGER	68. SUPERVISING PSYCHIATRIST
69. SENIOR ANIMAL CONTROL OFFCR	69. SUPERVISING TRAFFIC ENGINEER
70. SENIOR COMM DEVL P PROJ COORD	70. SURVEY TECHNICIAN
71. SENIORDRAFTINGTECHNICIAN	71. SYSTEMS ACCOUNTANT
72. STAFF ATTORNEY I	72. TOOL LENDING SPECIALIST HRLY
73. TRAINING OFFICER	73. TRAFFIC ENGINEERING ASSIST
74. TREASURY MANAGER	74. TRAFFIC MAINTENANCE SUPV
75. WATERFRONT MANAGER	75. TRANSPORTATION MANAGER
	76. WATERFRONT SUPERVISOR
	77. WELDER MECHANIC

Classifications with More Than One Female	Classifications with More Than One Male
<ol style="list-style-type: none"> 1. ACCOUNTING OFF SPEC SUP MC 2. ADMIN ASSISTANT MC 3. ADMIN ASSISTANT UNREP 4. ADMIN SECRETARY 5. ASSISTANT MENTAL HLTH CLINCN 6. ASSOCIATE MANGMTANLST UNREP 7. BEHAVIORAL HEALTH CLINCIN I 8. CASHIERATTENDANT HRLY 9. COMMUNITY SERVICES SPEC III 10. CUSTOMER SERVICE SPEC II 11. CUSTOMER SERVICES SUPERVISOR 12. DEPUTY CITY ATTORNEY II 13. ECONOMICDEVELOPPROJCOORD 14. EMERGENCYSERVICESCOORD 15. FIELDREPRESENTATIVE 16. LIBRARY SERVICES MANAGER 17. MENTAL HEALTH PROGRAM SUPV 18. MID-LEVEL PRACTITIONER HRLY 19. MINI BUS DRIVER HRLY 20. OFFICE SPECIALIST SUPV M&C 21. PARKING ENFORCEMENT SUPV 22. PLANNINGTECHNICIAN 23. PUBLIC SAFETY DISPATCHER II H 24. SENIOR ACCOUNTANT LCL 1 25. SENIOR HEALTH SERV PROG SPEC 26. SENIOR HUMAN RESOURCE ANLYST 27. SENIOR LEGAL SECRETARY 28. SENIOR LIBRARIAN 29. SENIOR PERMIT SPECIALIST 30. SUPERVISING PUBLIC SFTY DISP 	<ol style="list-style-type: none"> 1. ANIMAL SERVICES ASSISTANT 2. ASSISTANT FIRECHIEF 3. ASSISTANT TRAFFIC ENGINEER 4. BATTALION CHIEF 5. BUILDING INSPECTOR II(CERT) 6. BUILDING MAINT MECH 7. BUILDINGMAINTSUPV 8. CAMP MAINTENANCE MECHANIC HRLY 9. COMMUNICATIONS TECHNICIAN 10. CONCRETE FINISHER 11. CONSTRUCTION EQUIPMENT OPER 12. CONTAINERMAINTENANCEWELDER 13. ELECTRICIAN 14. FIRECAPTAIN I 15. FIRE PREVENTION INSPCNONS WN 16. FORESTRY CLIMBER 17. HOUSING INSPECTOR (CERT) 18. LABORER 19. LEAD ELECTRICIAN 20. MAIL SERVICES AIDE 21. MECHANIC 22. MECHANIC SUPERVISOR 23. MINIBUSDRIVER 24. PARKING METER MECHANIC 25. PUBLIC WORKS OPERATIONS MGR 26. PUBLIC WORKS SUPERVISOR 27. REGISTERED ENVIRONHLTH SPEC 28. SENIOR AQUATICS SPECIALIST HRL 29. SENIOR BUILDINGI NSPECTOR 30. SENIOR BUILDING MAINTSUPV 31. SENIOR BUILDING PLANS ENGR 32. SENIOR ENVIRONMNTL HLTH SPEC 33. SENIOR FORESTRY CLIMBER 34. SENIOR PUBLICWORKS SUPV 35. SERVICE TECHNICIAN 36. SEWERMAINTENANCEASSTSUPV 37. SKILLED LABORER 38. SOLID WASTE LOADER OPERATOR 39. SOLID WASTE SUPERVISOR 40. SOLIDWASTETRUCKDRIVER 41. SOLIDWASTEWORER 42. SPORTS FIELD MONITOR HRLY 43. SPORTS OFFICIAL 44. STAFF ATTORNEY II 45. TOOL LENDING SPECIALIST 46. TRACTOR TRAILERDRIVER 47. TRAFFIC MAINTENANCE WORKR I 48. TRAFFIC MAINTENANCE WORKR II 49. WEIGH MASTER