

# **WOMEN IN MANAGEMENT: AN ANALYSIS OF CALIFORNIA'S EXECUTIVE BRANCH**

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# ABSTRACT

Women in the private, social, and other public sectors remain underrepresented in leadership. However, women comprise more than half of senior and executive leaders in California’s executive branch (the State). Many of California’s most populous local governments also exhibit a high share of women in management, and evaluation revealed the State to be comparable. This analysis explores contributing factors to the State’s high representation of women in senior and executive leadership roles. Interviews with leaders in the State inform it. The research centers on women’s motivations, cultural and societal shifts, and the State’s efforts toward gender equity. Findings reveal that women’s desire for influence, advancements in equity and opportunity arising from culture shifts, and the State’s prioritization of equitable policies and practices create conditions that support women in pursuing leadership roles.



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# KEY TERMS

1. **Civil service.** Article seven of California’s constitution defines civil service as any employee or officer of the State, with several exemptions, where appointment to a position is made through a merit-based, competitive process. Notable exceptions to the civil service definition include employees in the legislative and judicial branches as well as employees appointed by the governor and other elected officials.
2. **Exempt/appointee.** The terms “exempt” or “appointee” refer to the population of California’s executive branch employees that are exempt from civil service hiring rules. These individuals are usually appointed by the governor, other constitutional officers, or a board/commission. These employees comprise many executive-level positions in the executive branch.
3. **Management.** “Management” refers to all civil service employees in a designated “management occupation” and all exempt employees.
4. **Chief Executives.** Chief executives are a subgroup of civil service classifications in the “management occupation” group comprising high-level attorney positions and career executive assignments. Chief executives are also referred to as senior managers.
5. **Career Executive Assignment (CEA).** A career executive assignment, or CEA, is a broad civil service classification used to identify senior managers who are not exempt. CEA positions are unique in not having the same protections as other civil servants while having more protections than appointees. CEAs comprise the majority of the chief executive occupational subgroup.
6. **Leaders/leadership.** In this analysis, “leaders/leadership” refers to senior and executive-level management, comprising chief executives (CEAs and other high-level attorney positions) and exempt employees, respectively.
7. **Mid-level manager.** In this analysis, “mid-level manager” refers to civil servants classified by the California Department of Human Resources as in a “management occupation” but not in a “chief executive” subgroup.
8. **Merit System.** The merit system is the civil service hiring system based on the merit principle, which permits only consideration of a person’s merit and job qualifications in the hiring process.
9. **People of color.** The term “people of color” refers to any individual who is not White.
10. **The State.** The term “the State” refers to California’s executive branch.

# INTRODUCTION

Women have made significant strides toward gender equity in the workforce in the past several decades. Since the 1970s, workplace protections, changes in societal values, concentrated efforts to bring women into traditionally male roles, and the efforts of women have improved their workforce opportunities and access (Yellen, 2020). **However, women still have not achieved parity in management and leadership roles.** McKinsey's Women in the Workplace 2023 report shows that women are still underrepresented in the private sector except at the entry level (Field et al., 2023). Further, representation of women is negatively associated with position level—underrepresentation grows with each level up to and including the C-suite where women comprise only 28% of employees (Field et al., 2023). Meanwhile, in the public sector, the number of women is beginning to outpace the number of men. Women have achieved or come close to parity through the second-highest level in McKinsey's model (Gardner et al., 2023; Field et al., 2023). However, women remain underrepresented at the top level in the governor's office or similar settings across public and social sectors (Gardner et al., 2023).

California's executive branch (referred to as the State) reflects a different dynamic. Female representation is highest at the two most senior levels and closely reflects the share of women in the workforce at the mid-level management level (California Department of Human Resources [CalHR], 2023; CalHR, personal communication, October 5, 2023). The most senior level reflects the governor's office staff, cabinet secretaries, directors, executive officers, and their executive teams. Most of these high-level executive positions are appointed by the governor (CalHR, 2023b).

The second highest level is the career executive assignment (CEA), which represents senior leaders in the organization in a "high administrative and policy influencing position" (CalHR, 2023b, p. 25). At both levels, women comprise more than half of incumbents.

Not only is California's executive branch faring better than the private sector in its female representation of senior and executive leaders, but it surpasses other public and social sectors. As a female State employee, I wanted to know how the State compared to other California jurisdictions in its gender composition of managers. Further, I wanted to learn what factors contributed to its composition. This exploratory research began with the following research question:

**How does California's executive branch compare to the California-based federal government and local California governments in its representation of women in management roles?**

This paper will explore the following secondary research question at length:

**What factors contribute to the representation of women in management and leadership roles in the executive branch today?**

## DEFINITION OF MANAGEMENT

California Government Code defines a manager in the executive branch as “any employee having significant responsibilities for formulating or administering agency or departmental policies and programs or administering an agency or department” (CalHR, 2019, Manager Training Requirements). In the State’s civil service, management employees are designated as such in a management occupational category. Appendix B of this paper lists the State classifications comprising management occupations. From a local government perspective, the City of Sacramento cites its definition of “management” as aligning with industry standards and as “an employee having responsibility for formulating, administering, or managing the implementation of City policies and programs” (Oseguera & Ahrary, 2022, p. 98). These two definitions are quite similar and serve as this study’s definition of “management.”

The City of Sacramento further defines three levels of management: mid-level, senior, and executive (Oseguera & Ahrary, 2022). At the State level, management can be similarly categorized. Additional detail on those definitions is provided in a subsequent section with an analysis of each. The term “leadership” broadly refers to senior and executive-level management.

The findings from this research add to the literature by exploring contributors to women’s success in attaining management roles in California’s executive branch. Interviews with State leaders and data from the California Department of Human Resources (CalHR) supplement the literature review to provide a specific California context. Given historical barriers women have faced in the workplace, including gender biases and resulting pay gaps, analyzing the executive branch’s workforce may provide insights that resonate among other government jurisdictions, showcasing how women have advanced in the public sector.

## LIMITATIONS OF THE ANALYSIS

This analysis does not explore the gender pay gap or whether the higher share of women in leadership is offset by the difference in salary beyond a brief mention of the historical issues. The gender pay gap has been widely studied, and CalHR reports annually on women’s earnings in the State. Existing disparities within occupations are discussed in that report.

Additionally, this analysis does not explore the experiences of individuals with a non-binary gender. With advancements in data collection and reporting, further analysis of the achievements of non-binary individuals should be considered. Insufficient data and the uncertainty of its accuracy limit the ability to draw conclusions at this time.

Finally, this report analyzes the comparison among government jurisdictions at the broad management level only and does not examine each management level in all jurisdictions. Available data allow a deeper analysis of the State’s management levels to explore reasons for the existing gender composition. When discussed, each level of management will be identified.

## REMAINDER OF THE PAPER

Throughout this paper, I will: 1) describe the research methods employed in this analysis; 2) discuss my findings about how the State compares to other California governments in its gender composition of management; 3) describe what attracts women to State leadership roles; 4) highlight significant cultural and societal shifts that may have affected the gender composition of the State’s management; 5) discuss the efforts the State has made to advance equity in its management workforce; 6) discuss the intersectionality of race and gender as a manager/leader in the State’s workforce; 7) discuss considerations for the State; and 8) share what today’s leaders have to say to women interested in leadership in the executive branch.

# RESEARCH APPROACH

Through qualitative and quantitative research, I explore the gender composition of California's executive branch leadership compared to other jurisdictions in the state and the contributing factors to this level of representation of women in the executive branch. I present findings from data collection and personal interviews, review existing literature, and discuss the implications of these combined findings.

I began by collecting data from cities, counties, and the federal government. The data included the number of employees in each jurisdiction's workforce, the gender composition of the workforce, the number of employees designated as managers, and the gender composition of the jurisdiction's management workforce. Some local governments provide workforce reports that include these data points. However, no universal approach exists to capture data for or define "management," which makes obtaining consistent data challenging across many jurisdictions. With 58 counties and 482 cities/municipalities, I determined that gathering data from each jurisdiction would take too much time. To capture the largest population possible, I requested data from California's largest cities: Los Angeles, San Diego, San Francisco, San Jose, Sacramento, and Fresno. I also obtained data from the County of Los Angeles through its open data portal. Of the six cities contacted, the City of Fresno did not respond in time to be included in this analysis, and the City of Los Angeles could not provide the requested information due to the reason cited previously. Instead, I obtained only an employee count and gender composition for the City of Los Angeles workforce through an existing workforce report. Lastly, the federal government provides

detailed data on its workforce through the Office of Personnel Management's FedScope data tool, which I filtered by state, supervisory status, and gender.

California's executive branch comprises two types of employees: civil service employees subject to civil service rules and exempt employees not subject to civil service rules. The State Personnel Board acts as the regulatory arm for the executive branch, enforcing the merit system and clarifying laws through regulations. CalHR acts as the State's employer and establishes and oversees human resources policies for the executive branch.

CalHR releases a biannual statewide data report on civil service employees by occupational group and classification that includes demographic data. Data dating back to 2011 resides in a more detailed format on the State's Open Data Portal. CalHR responded to a request for the most recent data from the June 30, 2023 report in the same detailed format found on the Open Data Portal. Filtering for the management occupational group and by gender, I captured the necessary information on the executive branch's civil servants.

I was unable to collect data on exempt employees. The governor appoints most exempt employees, while constitutional officers, boards, and commissions appoint others. I contacted the governor's office with a request for data similar to those submitted to the local governments. I received a response that the information was either exempt from release because "it reflects the deliberative process of the Governor or his staff," or they did not identify responsive records (personal communication, November 17, 2023).



## **INTERVIEWS**

To learn first-hand about the executive branch’s efforts to achieve gender parity in its workforce and why women are interested in and are hired into these roles, I interviewed 10 individuals who have or currently work in the executive branch at the managerial level. Additionally, I corresponded with Tamar Foster, Deputy Executive Director of the Little Hoover Commission, a policy oversight organization, to learn about any efforts to affect the State’s hiring process. No findings indicate any efforts to influence the State’s hiring process in recent years. In total, I contacted 11 individuals—10 women and 1 man. I selected each person based on their experience in the executive branch, knowledge of general labor trends, influence on policymaking, and experience working with or for local governments. I asked each interviewee specific questions relating to their areas of expertise, and their responses both inform this study and are highlighted individually throughout. There my research began—seeking to understand what factors contributed to the high representation of women in management in the State and what it has done to advance equity in its workforce.

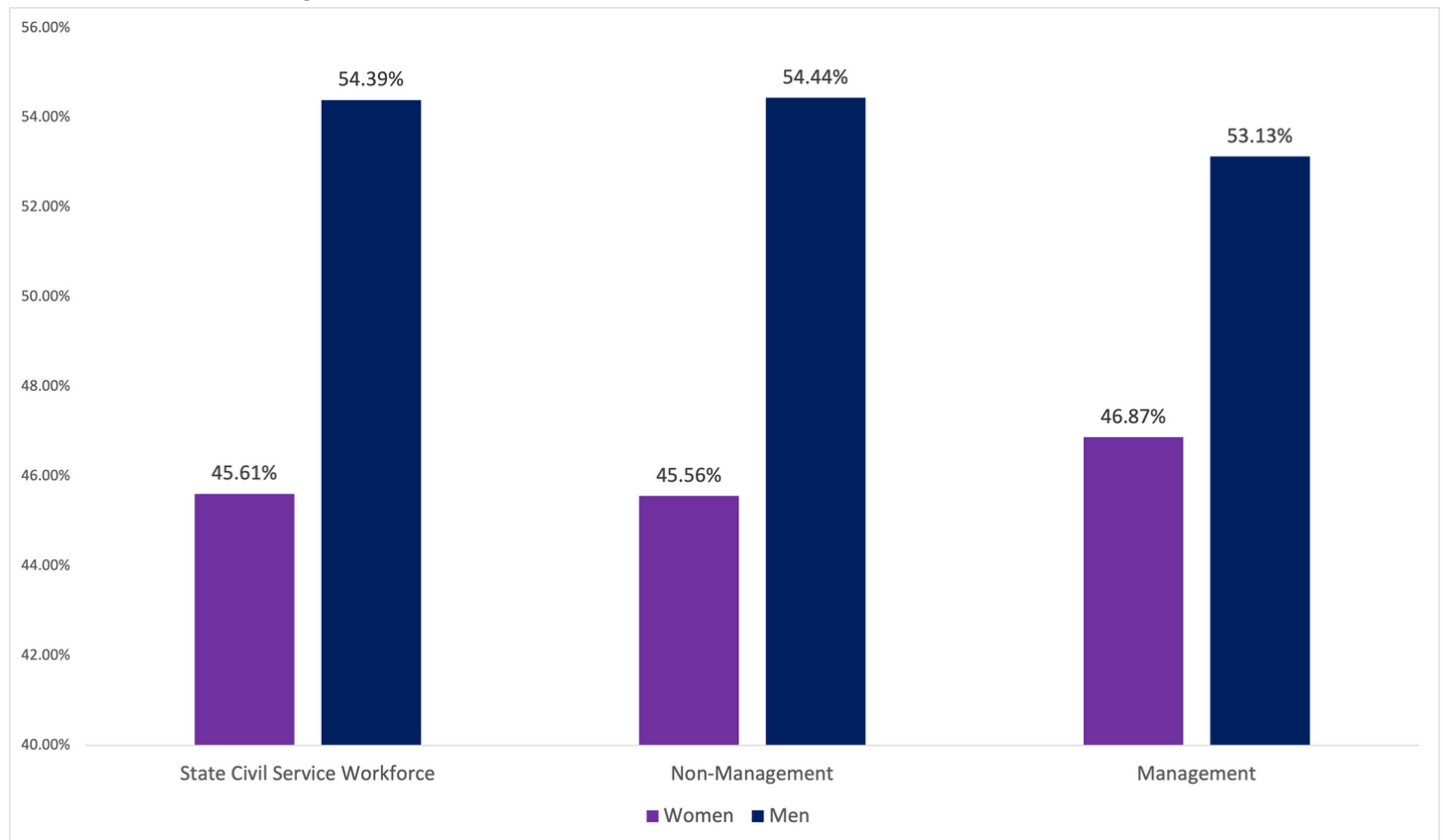


# GENDER COMPOSITION OF PUBLIC SECTOR MANAGEMENT

## CALIFORNIA'S EXECUTIVE BRANCH

Data collected from CalHR (personal communication, October 5, 2023) shows that women comprise 45.61% of civil servants and 46.87% of all civil service managers. For context, women comprise 45.37% of California's total workforce and 44% of managers in California (United States Bureau of Labor Statistics [BLS], 2023; Bay Area Council Economic Institute, 2021). From this preview, women appear fairly represented in the State's management. Chart 1 below shows the gender composition of the State's civil service workforce, divided into non-management and management employees, as of June 2023.

**Chart 1. Gender Composition of California Civil Service as of June 30, 2023**



Note. CalHR, personal communication, October 5, 2023

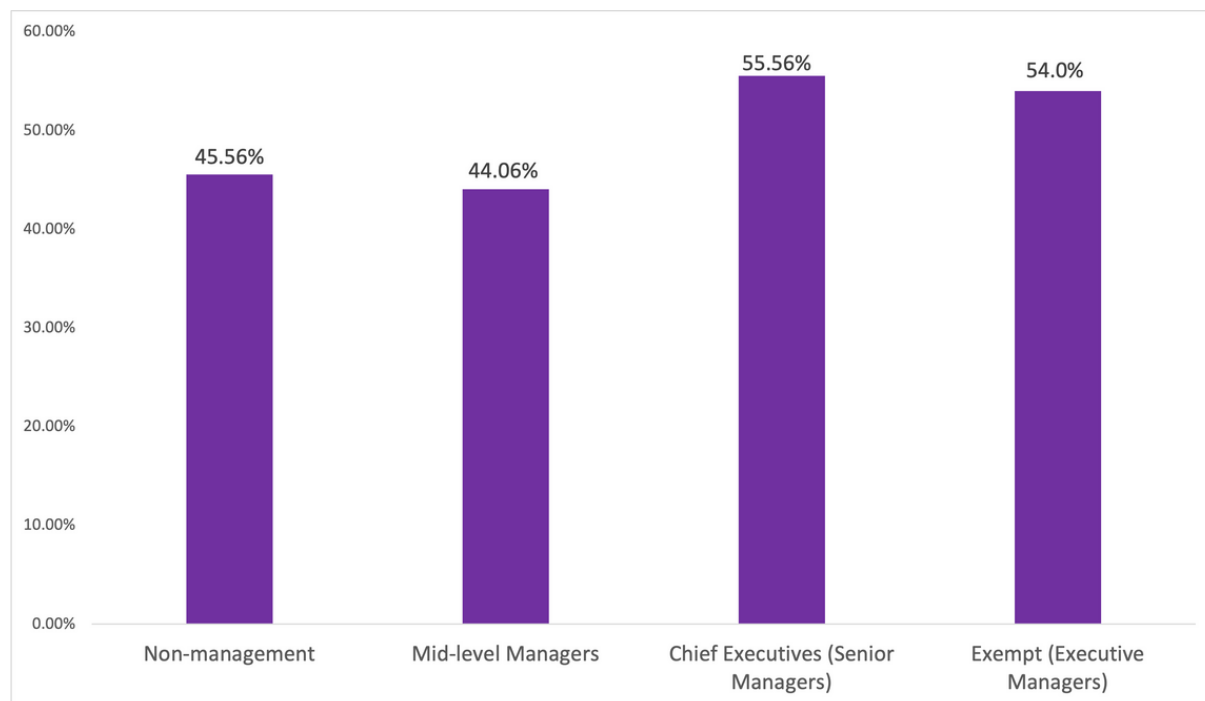
A notable nuance is that in a specific management classification, Career Executive Assignment (CEA), there is a much higher representation of women, at 56% (CalHR, personal communication, October 5, 2023). CEAs are one of the highest-level positions in civil service. CalHR (2023, p. 25) describes CEAs as "an appointment to a high administrative and policy influencing position within state civil service in which the incumbent's primary responsibility is the managing of a major function or the rendering of management advice to top-level administrative authority."

When CEAs and other “chief executives” are removed from the management dataset, female representation drops to 44.06%, reflecting a small underrepresentation of women (CalHR, personal communication, October 5, 2023). I refer to this population as “mid-level managers.” The management subcategory of chief executives mainly comprises CEAs and “Attorney, Assistant Chief Counsel” classifications. However, CEAs make up the majority of chief executives. Further analysis shows that the drop in female representation can be explained by two management occupations with significant overrepresentation of men: engineers (78.38% male) and information technology supervisors and managers (62.38% male) (CalHR, personal communication, October 5, 2023).

CalHR’s (2023) latest women’s earnings report states that (as of 2021) women make up 54% of exempt (or high-level executive) positions where incumbents are mostly appointed by the governor. **With CEA representation at 56%, a much higher percentage of women are in top leadership roles than in mid-level management roles.** By increasing the number of female engineers and information technology supervisors and managers, the State can make significant strides to reach gender parity in mid-level management overall and in those primarily male roles.

To better analyze the State’s workforce, I used CalHR’s employee categories and subcategories to group four levels of employees. Non-management employees are civil service employees not designated as management. Mid-level management denotes civil service employees designated as management, excluding the subcategory of chief executives. Chief executives are a subcategory of civil service managers, including CEAs and high-level attorney positions, and can be classified as “senior” management roles. Since CEAs comprise the majority of chief executives, this analysis focuses primarily on CEAs. Exempt employees are those high-level executive positions that are exempt from civil service. Chart 2 reflects the share of women in non-management roles and in each management group.

**Chart 2. Female Representation in California’s Executive Branch by Management Level**



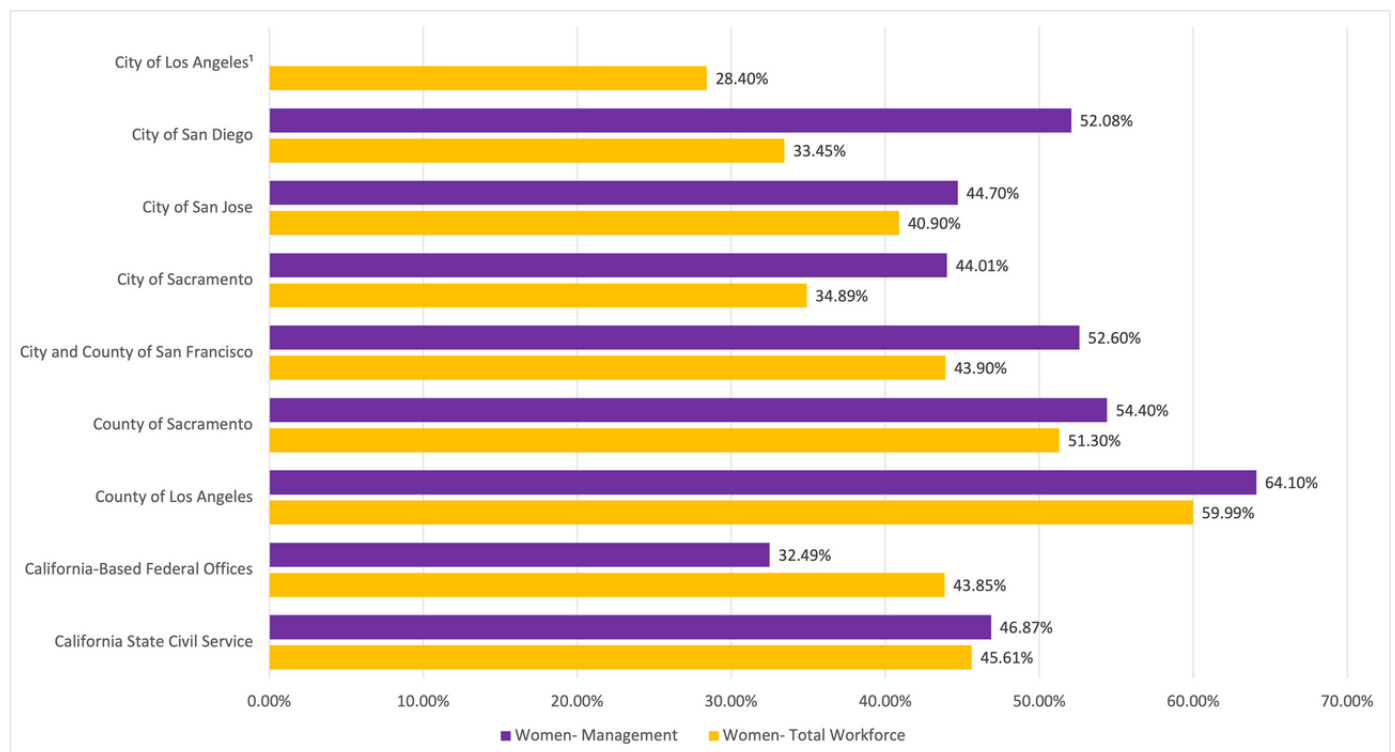
Note. CalHR, personal communication, October 5, 2023; CalHR, 2023b

As a whole, the State experiences a relatively fair representation of women in management roles due to a high share of women in CEA roles and an even greater representation of women at the executive level. This analysis answers the question of where California’s executive branch stands alone. However, through additional research, I found the State to be comparable to other California-based government jurisdictions.

## COMPARISON TO OTHER JURISDICTIONS

Of the nine jurisdictions for which data was collected, California’s civil service ranks third highest in its composition of women in the workforce. Los Angeles County and Sacramento County rank first and second, respectively. When focusing on management, California’s civil service ranks fifth in its composition of women and is the median of the collected data points. Los Angeles County leads significantly in its representation of women in management. Approximately 64.10% of Los Angeles County’s management workforce is female, nearly 10 percentage points higher than Sacramento County (54.40%), which has the next highest representation of women in management (County of Los Angeles, 2023; County of Sacramento, personal communication, October 16, 2023). Notably, of California-based federal employees, women comprise less than their representative share of the California workforce and only 32.49% of management employees (FedScope, 2023). Chart 3 visualizes these data points.

**Chart 3. Female Representation in California-Based Governments: Women as a Percentage of the Total Workforce and Management**



Note. Data are from the following sources: City of Los Angeles Controller, 2021; City of San Diego, 2022; City of San Jose, personal communication, October 11, 2023; City of Sacramento, personal communication, October 3, 2023; Tugbenyoh et al., 2023; County of Sacramento, personal communication, October 16, 2023; County of Los Angeles, 2023; FedScope, 2023; CalHR, personal communication, October 5, 2023

Interestingly, in the six local governments for which total workforce and management data was received, women are more strongly represented in management roles than in that government's workforce. Specifically, the City of San Diego, the City and County of San Francisco, and the City of Sacramento have the highest representations of women in management compared to their overall workforce.

To learn more about the City of Sacramento's significantly higher representation of women in management, I met with Sally Ly, former human resources manager. Ms. Ly shared that the City of Sacramento (City) significantly changed its executive recruitment and hiring practices to prioritize diversity in the application stage. The City focused on elevating and promoting qualified women into leadership roles. As a result, executive recruitment firms needed to be diverse to contract with the City. Applications needed to include at least 30% from women. Also, the City engaged stakeholders such as the Sacramento Women and Young Girls Commission, which became a strong, collaborative partner in their shared goal of City leadership reflecting Sacramento. Foundational to these efforts was the City's five-year race and gender equity plan. The City's challenges included traditionally male roles in public works, utilities, the fire department, and other large departments focused on trades. However, the City's efforts turned over some positions formerly held by men to women, such as its police chief (Sally Ly, personal communication, October 18, 2023).

A data point not listed in the tables but relevant nonetheless is that women represent only about 24% of California city managers, one of the highest positions of authority within the municipalities (The Rose Institute of State and Local Government for the California City Management Foundation, 2023). Dorothy Johnson, one of the individuals interviewed for



her years of experience with local government, shared that at the local level, county administrative officers and department heads tend to remain in their positions for many years, typically until they retire (personal communication, October 19, 2023). She also shared that elected officials such as county supervisors have greater female representation. This is likely due to term limits that naturally induce turnover. An example she referenced was that of the Los Angeles County Board of Supervisors, where the County in 2020 elected its first entirely female board. Both Ms. Johnson and Ms. Ly shared that retirements of existing long-term incumbents offer new opportunities for women as limited high-level administrative or human resources positions (typically held by women) provide few opportunities for women to reach those high-paying senior roles (personal communication, October 19, 2023; personal communication, October 18, 2023). These reasons may explain why city managers have a much lower female representation than management. However, additional focused research should be conducted to explain this finding further.

For additional detailed data on the California jurisdictions discussed in this section, Table 1 presents the number and percentages of public sector employees and the California civilian labor force by gender. Table 2 filters those jurisdictions with available management data and reflects the corresponding gender composition in number and percentage.



**Table 1. Gender Composition of Employees in Various Government Jurisdictions in California**

<b>Jurisdiction</b>	<b>Workforce Total</b>	<b>Men</b>	<b>Women</b>	<b>Non-Binary</b>	<b>Prefer Not to State</b>
California Civilian Labor Force	19,235,000	10,545,000 (54.8%)	8,690,000 (45.2%)	-	-
California Public Sector Employees <sup>1</sup>	904,099	470,833 (52.1%)	433,266 (47.9%)		
California State Civil Service	226,274	123,066 (54.39%)	103,208 (45.61%)	-	-
California-based Federal Offices	142,038	79,751 (56.15%)	62,287 (43.85%)	-	-
County of Los Angeles <sup>2</sup>	91,806	36,700 (40%)	55,100 (59.99%)	6 (0.01%)	
County of Sacramento	11,845	5,766 (48.7%)	6,071 (51.3%)	-	8 (1.0%)
City and County of San Francisco	34,473	19,358 (56.2%)	15,115 (43.9%)	-	-
City of Sacramento	4,852	3,149 (64.9%)	1,693 (34.89%)	10 (0.21%)	-
City of San Jose	8,105	4,701 (58.0%)	3,313 (40.9%)	8 (0.10%)	83 (1.0%)
City of San Diego	11,705	7,770 (66.38%)	3,915 (33.45%)	20 (0.17%)	-
City of Los Angeles	50,393	36,069 (71.6%)	14,324 (28.4%)	-	-

<sup>1</sup>Calculated based on data from the United States Bureau of Labor Statistics.

<sup>2</sup>Obtained from the County's open data portal, which only reported rounded numbers.

Note. Data are from the following sources: BLS, 2023; CalHR, personal communication, October 5, 2023; FedScope, 2023; County of Los Angeles, 2023; County of Sacramento, personal communication, October 16, 2023; Tugbenyoh et al., 2023; City of Sacramento, personal communication, October 3, 2023; City of San Jose, personal communication, October 11, 2023; City of San Diego, 2022; City of Los Angeles Controller, 2021.

**Table 2. Gender Composition of Management Employees in Various Government Jurisdictions in California**

<b>Jurisdiction</b>	<b>Management Total</b>	<b>Men</b>	<b>Women</b>	<b>Non-Binary</b>	<b>Prefer Not to State</b>
California Civilian Labor Force	20,199,000	12,026,000 (59.5%)	8,172,000 (40.5%)	-	-
California State Civil Service	8,398	4,462 (53.13%)	3,936 (46.87%)	-	-
California-based Federal Offices <sup>1</sup>	14,472	9,770 (67.51%)	4,702 (32.49%)	-	-
County of Los Angeles	3,900	1,400 (35.9%)	2,500 (64.1%)	-	-
County of Sacramento	984	449 (45.6%)	535 (54.4%)	-	-
City and County of San Francisco	1,049	497 (47.4%)	552 (52.6%)	-	-
City of Sacramento	559	313 (55.99%)	246 (44.01%)	-	-
City of San Jose	1,419	770 (54.3%)	634 (44.7%)	-	15 (1.0%)
City of San Diego	601	287 (47.75%)	313 (52.08%)	1 (0.17%)	-
City of Los Angeles <sup>2</sup>	n/a	n/a	n/a	n/a	n/a

<sup>1</sup>The exact category used is “2-supervisors or manager”.

<sup>2</sup>The City of Los Angeles does not have centralized data on management-designated positions as each department may use job classifications for different roles (personal communication, November 2, 2023).

Note. Data are from the following sources: *BLS, 2023; CalHR, personal communication, October 5, 2023; FedScope, 2023; County of Los Angeles, 2023; County of Sacramento, personal communication, October 16, 2023; Tugbenyoh et al., 2023; City of Sacramento, personal communication, October 3, 2023; City of San Jose, personal communication, October 11, 2023; City of San Diego, 2022; City of Los Angeles Controller, 2021.*



This strong representation of women in management in California’s largest local governments and the executive branch’s senior and executive leadership has significant policy implications. **Studies show that having women in leadership brings positive outcomes.** The effects of women in public sector leadership are responsive governments, increased accountability, reduced government corruption, increased coordination among political parties, and improved service delivery (Cox, 2021). Additional benefits include greater attention to issues affecting women, such as preventing gender-based violence and around childcare services and health care (Cox, 2021). Women are essential to the public sector, and their contributions to policymaking and public administration reflect a focus on social justice and equity (Fitzwilliam Figueroa, 2019). Compared to male managers, female managers prioritize diversity and equity principles in all sectors (Fitzwilliam Figueroa, 2019). Ensuring that women are hired into leadership roles creates opportunities for them to see themselves in those providing public services and be served by those who understand their needs. Equal gender representation improves inclusivity and promotes diversity in policymaking. When empowered, women advance other women’s causes, creating significant physical, emotional, and economic transformations that benefit their communities and beyond (Fitzwilliam Figueroa, 2019). Future research may explore to what degree these benefits are realized.

# WHAT ATTRACTS WOMEN TO MANAGEMENT IN CALIFORNIA'S EXECUTIVE BRANCH?

Knowing the significant benefits of having women in public sector management roles, it is important to know what attracts women to those roles. Significant research exists on the lack of women in leadership in the private and public sectors and the changes employers can make to bring women into leadership roles. However, limited research exists to explain why women seek public service professions. As the share of women continues to grow in the public sector, understanding what motivates them to seek these careers can continue to support closing representation and pay gaps. In this section, I will explore what drives women to the public sector and to leadership roles. Personal anecdotes from interviewees will add a State-specific context to the discussion.

## SERVICE AND THE ABILITY TO MAKE A DIFFERENCE

Historically, women have dominated caregiving and support roles in education and health care, such as K-12 educators and nurses. Research shows that women remain in positions with professional meaning and where they can make a difference (Barsh & Yee, 2011). Professions like teaching and nursing have inherent significance. Similarly, public servants are stewards who provide much-needed services to their communities. In a blog post on the White House's website promoting the benefits of public service, United States Ambassador Susan Rice wrote that "nothing is more gratifying than knowing you've made a difference in the world--that you've helped make someone's life just a little bit better" (Rice, 2016, para. 2). Interviews with State female leaders underscore this point.

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*"SERVING OTHERS IS AT THE PINNACLE OF WHERE I SHOULD BE."*

*-MAISHA DOTTERY,  
CHIEF INFORMATION OFFICER*

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Of the nine women interviewed about their personal experiences, eight cited their interest in making a difference or doing purposeful work. Three women expressly shared their interest in serving or helping others. Maisha Dottery, Chief Information Officer at the California Department of Community Services and Development, said that "serving others is at the pinnacle of where I should be" (personal communication, October 13, 2023). Gabby Montañó, Assistant Equity Officer at the Government Operations Agency, shared her interest in service and said, "all I wanted was to make a change" and that "if I worked on something to help people, I felt like I did a good job" (personal communication, November 7, 2023). Dorothy Johnson, former Policy Advisor to the Director of the California Complete Count, Census 2020 Office, expressed interest in serving California and sought her former role after asking herself, "how can I make things better on the widest scale possible using my expertise" (personal communication, October 19, 2023).



Several women expressed interest in making a statewide impact and cited that as a reason other women might be interested in leadership in the State. From these interviews emerged a common theme around how one could make that statewide impact. Five individuals (both men and women) shared that, at the leadership level, one can witness the impact of the work for the people of California and can more directly contribute to the outcome. **Thus, one should seek a leadership position to make a difference on a large scale where the impact is evident.**

## POWER, INFLUENCE, AND AUTHORITY

Barsh and Yee (2011, para. 7) write that, like men, women change jobs to pursue “personal achievement, more money, and recognition.” Chris Dainard, Chief of the Selection Division at CalHR, attributed women’s ambition and initiative to being well-represented in State leadership (personal communication, October 27, 2023). He further shared that women have likely been promoted within the State up to management levels rather than coming in at the mid-level management or leadership level (Chris Dainard, personal communication, October 27, 2023).

Evidence shows that women are strongly interested in leadership positions regardless of sector. Approximately 31% of middle management women hope to attain positions in executive leadership, and 80% of women want to be promoted (Barsh & Yee, 2011; Field et al., 2023). When an organization has strong female representation, women identify with the organization and hold a greater interest in leadership roles (Fitzwilliam Figueroa, 2019). Although viewed more for their perceived warmth, women are no less capable than men

and are confident in their abilities and ambitions to attain positions of influence and authority (Halper, 2019; Barsh & Yee, 2011). A 1986 study showed that female CEAs in California’s executive branch were ambitious (Rehfuss, 1986). They sought management roles to influence policy, share their ideas and be heard, make more money, and “get on the top” (Rehfuss, 1986, p. 458). Further, Rehfuss’s (1986) findings indicate that ambition is a strong motivator for those who attain leadership positions in the State regardless of gender or race.

All nine women interviewed expressed either a direct ambition to attain a leadership position or an interest in holding a position of influence and authority made possible in senior or executive leadership roles. Miriam Barcellona Ingenito, Undersecretary for the Government Operations Agency, shared her ambition and desire to be in a position of influence, saying “there was no other option,” and she could not imagine *not* being in a position where people heard her thoughts (personal communication, October 6, 2023). Nancy Farias, Director of California’s Employment Development Department, remarked that the higher the position, the more opportunity for influence and to “color outside the lines a little bit,” referring to taking necessary professional risks (personal communication, October 23, 2023). There is built-in job security to take some risks without immediate, negative repercussions compared to other sectors. Nicole Cropper, Deputy Director at the Department of Fish and Wildlife, realized that she needed to be in a position of power and authority to make sweeping changes in the State and advocate for others (personal communication, November 17, 2023). Sarah Soto-Taylor, Deputy Secretary at the Government Operations Agency, felt that



she could add value to the State by being in a position of influence (personal communication, November 17, 2023).

From the interviews, the women also shared that being the first at something provides an opportunity to pave the way and be the representation for others. Nancy Farias gave the example of California's first Surgeon General, Nadine Burke Harris, a Black woman (personal communication, October 23, 2023). She further shared that attaining a leadership role provides a sense of accomplishment or achievement, aligning with Barsh and Yee's (2011) findings (personal communication, October 23, 2023).

## **JOB STABILITY, WORK-LIFE BALANCE, AND BENEFITS**

Women gravitate toward the public sector due to its flexible work hours, many career options, job stability, and benefits (OECD, 2015). Additionally, Mandel and Semyonov (2021, p.2) refer to the "sheltering effect" of the public sector, which protects women and people of color from "economic discrimination." Such protections in the public sector include flexible work schedules and the

higher salary or "wage premium" that women and people of color earn compared to the private sector (Mandel & Semyonov, 2021, p. 10). In turn, this sheltering effect makes the public sector a more desirable employer for women and people of color (Mandel & Semyonov, 2021).

For this analysis, I use job stability and job protection synonymously. I also refer to work-life balance, flexibility, or flexible work schedules to showcase overall workplace flexibility, including remote or hybrid work schedules resulting from the pandemic. Finally, benefits encompass those typically associated with government jobs—health care, pension, and retiree health care.

Interviews with nine women in various levels of State management about their personal experiences produced fascinating results. Only three women mentioned job stability, work-life balance, or benefits as drivers for them to seek a position with the State. Julie Whitten, Management Audit and Review Services Chief at the California State Controller's Office, named job stability as a driving factor for her to work for the State as the technology start-up company she worked for was not faring well (personal communication, November 13, 2023). For one woman, her priority was to obtain a job that could provide financial security to "break the cycle of poverty" (Sarah Soto-Taylor, personal communication, November 17, 2023). Two women also underscored the many career opportunities across the executive branch, and Ms. Ly immediately referenced retiree health care benefits (Julie Whitten, personal communication, November 13, 2023; Sarah Soto-Taylor, personal communication, November 17, 2023; personal communication, October 18, 2023). Yet none of the women mentioned job stability, work-life balance, or benefits as drivers for seeking management or

leadership roles with the State. One woman mentioned money as one of her motivators to leadership, but every woman mentioned impact. The women wanted to serve, help or mentor others, and be able to influence and improve outcomes.

Interestingly, seven of the nine women mentioned job stability or protection; work-life balance, flexibility or flexible work hours; or benefits as contributors to the State's strong representation of women in management or leadership roles. Specifically about telework, Maisha Dottery said that it offers working women "executive presence with their work and families" (personal communication, October 13, 2023). Nancy Farias shared that telework offers CEAs and other female leaders flexibility in living anywhere in the State since there are offices in many areas (personal communication, October 23, 2023).

Interviewees' responses call attention to the barriers women face in attaining leadership positions rather than women's motivations. Their responses mainly centered on caregiving, domestic labor, and the resulting need for flexibility and job protection. Those workplace characteristics allow women, who often act as main caregivers, to take necessary time off to support their families.

Research shows that career interruptions associated with motherhood and caregiving make attaining leadership roles more challenging (Pew Research Center, 2015). Even when women enter leadership roles, motherhood may still impact their careers. Sarah Soto-Taylor shared her experience of taking a significant demotion from a CEA position to obtain the flexibility she needed when she entered motherhood more than a decade ago (personal communication, November 17, 2023). However, more recently, these career interruptions are generally perceived to be less of a barrier for women in advancing their careers (Pew Research Center, 2015). The public sector's sheltering effect may explain why many of the women interviewed attribute the State's high representation of women in leadership to related protections but did not consider them in seeking leadership roles with the State themselves. However, Sarah's experience reveals that the public sector's sheltering effect regarding motherhood may not be as strong in leadership roles.

The earlier discussion underscored that women are strongly motivated by service and the ability to make a difference through power, influence, and authority. Although women are more strongly represented in California's leadership roles, the drivers for both men and women seem to align in those same areas.

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# THE EFFECT OF CULTURAL AND SOCIETAL SHIFTS ON THE STATE WORKFORCE

Several pivotal cultural and societal shifts have affected outcomes for women today. Women's advancement in the workforce results from years of activism and advocacy, which have markedly altered society. Most recently, three significant changes have impacted women in the workforce: the COVID-19 pandemic, the #MeToo movement, and the growing number of women obtaining higher education. This section briefly explores those influences and their impact on California's executive branch.

## COVID-19 PANDEMIC

The COVID-19 pandemic changed how, when, and where people worked. Among many employers, the State entered an emergency telework period in response to the public health crisis that prioritized safety and continued operations (Department of General Services, n.d). Overwhelmingly, work culture changed as a result. For many workers, the pandemic allowed flexibility that had rarely been granted previously. The increased flexibility for those who could telework prompted a reevaluation of personal priorities, improved work-life balance, and reduced burnout (Field et al., 2023). Workplace flexibility has shifted from merely an enjoyable benefit to a necessity, especially for women, as caregiving and domestic labor primarily fall on them (Field et al., 2023). Without that flexibility, many women risk reducing hours or quitting their jobs to take care of young children (Field et al., 2023).

Ultimately, one of the strongest impacts of the pandemic on the workforce is greater workplace flexibility through remote work. Associated reductions in burnout and improved work-life balance lead to more satisfied employees, improved retention, and better organizational outcomes (Kim & Wiggins, 2011; Field et al., 2023). Increased flexibility resulting from the pandemic may have strengthened women's desire to work for or remain employed by the State. Further research should be considered to learn the causal impact of the pandemic on the State's female workforce.

## SOCIAL JUSTICE: #METOO MOVEMENT

Several interviewees pointed to the #MeToo movement, which gained widespread recognition in October 2017 as a phrase on social media (Corbett, 2022), as a catalyst for impactful changes for women. Contextually, the #MeToo movement closely followed and built upon other large-scale social justice movements, such as Black Lives Matter and the Women's March (Cox Richardson, 2019). The Women's March in January 2017 began as a protest to the election of Donald Trump. It was prompted by his rhetoric around and treatment of women as well as his contentious ideologies (History.com Editors, 2021). By the time the #MeToo movement began, momentum from other social justice movements had produced the attention needed to advance gender equity issues. Combined, these social justice movements called attention to various inequities affecting men, women, and people of color.



The #MeToo movement drew focus toward issues affecting women, underscored existing equity discussions, and prompted action. Specifically, this movement helped to spark advances in workplace protections, reduce gender bias, close the gender pay gap, and improve equity and awareness of power imbalances (Kantor & Twohey, 2022; Bowman Williams & Tippett, 2022; North, 2019). The #MeToo movement held lawmakers accountable for sexual misconduct and other misdeeds, pushing many out of their seats and prompting historic numbers of women to run for office (Williams, 2018). Additional female policymakers not only promote a representative bureaucracy, but having women in positions of authority increases the focus on social justice, equity, and issues affecting women (Fitzwilliam Figueroa, 2019; Cox, 2021). The #MeToo movement occurred at a time for advocates and policy entrepreneurs to seize advances in many gender-based reforms outside of sexual assault (Bowman Williams & Tippett, 2022). Further, along with the election of Donald Trump, the #MeToo movement unfurled the conversation around power and equity to identify those with and without power and hold those with power accountable for how they wield it (North, 2019). As a result of social justice efforts, California made significant efforts to increase equity, including in the State government workforce, which will be discussed in the next section.

*This movement helped to spark advances in workplace protections, reduce gender bias, close the gender pay gap, and improve equity and awareness of power imbalances.*

(Kantor & Twohey, 2022; Bowman Williams & Tippett, 2022; North, 2019)

## HIGHER EDUCATION

The 1970s became a pivotal time in women's journey toward higher education and developing skills leading to a career (Yellen, 2020). Until then, women had not anticipated remaining in the workforce for long. With technological advances, women obtained clerical jobs and successfully balanced work and family life. They attended college, remained in the workforce, and took the initiative in gaining higher education to build careers (Yellen, 2020).

Today, more women obtain college degrees than men (Chinni, 2023). By the end of 2019, women in the United States labor force exceeded half of all individuals with a college education (Fry, 2022). Further, women earn more advanced degrees than men, especially in public administration and services. In the 2021-2022 academic year, women earned 60.9% of all master's degrees and 54.5% of all doctoral degrees awarded (McKenzie et al., 2023). That same year, women earned 81% of master's degrees and 69.6% of doctoral degrees in public administration and services (McKenzie et al., 2023).

Public sector employment is strongly predicted by the level of higher education (Mandel & Semyonov, 2021). Specific to the State, research on CEAs and exempts from 2010 showed that 80.6% of respondents held at least a bachelor's degree (Andersen, 2011). With increases in education, the likelihood of being employed in the public sector rises (Mandel & Semyonov, 2021). **More women generally attaining higher education and higher levels of education than men may partially explain why California's executive branch leadership reflects more women than men.**



# THE STATE'S EFFORTS TO ADVANCE EQUITY IN ITS WORKFORCE

Throughout the years, the State has made various efforts to promote equal opportunities and fairness in its hiring processes. Since the Civil Service Act of 1913, the State has worked toward upholding a civil service system based on individual qualifications rather than unrelated qualities (CalHR, 2012). At the executive level, which is not governed by the civil service system, the priorities of the incumbent governor and his office strongly affect whether women are hired for many positions. In this section, I will discuss two strategies with significant impact: establishing fair and inclusive hiring practices in the State's civil service and gubernatorial prioritization of hiring women into exempt positions.

## **FAIR AND INCLUSIVE HIRING PRACTICES IN CIVIL SERVICE**

To learn directly about the State's efforts, I interviewed Chris Dainard, Chief of the Selection Division at CalHR, who oversees the policy and process regarding hiring and examinations in the State as well as recruitment efforts statewide. The central theme throughout our conversation was the State's focus on fair and inclusive hiring practices. I also interviewed Julie Whitten on this topic. Previously, she served as Assistant Secretary for Workforce Development at the Government Operations Agency, which provides policy oversight to CalHR. Finally, other interviewees anecdotally provided

additional relevant and historical information. I learned from these conversations that the State has taken several measures through its merit system, policies, and best practices to support diversity, equity, and inclusion, which leads to improved outcomes for women.

## **MERIT SYSTEM**

The State's civil service hiring system—the merit system—requires that only an individual's merit and qualifications for the job be evaluated in hiring (CalHR, 2012). Other factors such as “political affiliation, ethnicity, and gender for example, may not be considered when making hiring and promotion decisions in California civil service” (CalHR, 2012, para. 4). The merit system was designed to ensure that only qualified individuals were hired rather than hiring being determined by personal relationship or other qualities (CalHR, 2012).

The State's merit-based system ties specific competencies developed by subject matter experts—incumbents or managers who oversee the work—to competitive examinations that evaluate an individual's abilities for a specific job classification (Chris Dainard, personal communication, October 27, 2023; CalHR, 2012). An individual's abilities are then ranked based on the established competencies for that job classification (Chris Dainard, personal communication, October 27, 2023; CalHR, 2012). To avoid negative outcomes for any population due to the examinations or the State's human resources policies, the State

completes adverse impact studies to remove any programmed bias and reduce harm to any populations (Chris Dainard, personal communication, October 27, 2023). In the hiring process, the evaluation of candidates must tie back to the established competencies to hire those most qualified for the job (Chris Dainard, personal communication, October 27, 2023). The intent is that evaluation is solely based on what candidates share with no subjective interference (Chris Dainard, personal communication, October 27, 2023).

By establishing, assessing, and hiring based on specific competencies, the State, like other governments, has created a system designed to deliver outcomes regardless of personal characteristics. One study partially attributes the increase of women in the public sector to its improvements in merit (OECD, 2015). While “the system didn’t put up any arbitrary barriers,” Mr. Dainard mainly attributes the State’s strong female representation in leadership to women’s initiative (Chris Dainard, personal communication, October 27, 2023). He further shared that he “doesn’t know of a single woman in leadership that’s been handed the role” (Chris Dainard, personal communication, October 27, 2023).

## **POLICIES**

CalHR oversees the State’s Equal Employment Opportunity (EEO) policy, which requires State organizations to appoint an EEO officer and ensure the workplace is free of “discriminatory employment practices, policies or procedures” (CalHR, 2023a, Synopsis). The EEO officer sets the organization’s policies and procedures relating to discrimination and reporting as well as monitors human resources practices “to ensure that no non-job-related barriers or discriminatory practices exist” (CalHR, 2023a, EEO Officer Role and Responsibilities). The EEO policy also tasks State organizations with

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ensuring no gender disparities exist through an annual workforce analysis (Chris Dainard, personal communication, October 27, 2023; CalHR, 2023a, Annual Workforce Analysis). CalHR is currently working to establish an EEO academy to support the development of State organizations’ EEO programs and officers (CalHR, 2023a).

Specific efforts to advance equity include policy changes such as Governor Gavin Newsom’s executive order N-16-22. This executive order, in part, requires the State to establish an “anonymous hiring system” for job applicants (Executive Order N-16-22, 2022, p. 4). CalHR describes anonymous hiring as removing “personal information about the candidate from a hiring manager or recruiter” to eliminate implicit bias for or against that candidate (CalHR, 2021, p. 3). The anonymous hiring system is intended to reduce racial discrimination, ageism, and gender discrimination, among others, during the application review and screening process (CalHR, 2021). An anticipated outcome of the



anonymous hiring system is most likely increased diversity of the State workforce and increased objectivity of the merit system.

During the Civil Service Improvement initiative, the State propelled statutory changes that required newly-appointed CEAs and other managers to complete biennial training and expanded the existing curriculum requirements for supervisors (Julie Whitten, personal communication, November 13, 2023). The requirement ensured that all supervisors, managers, and CEAs received current information and obtained access to training around implicit bias (Julie Whitten, personal communication, November 13, 2023). Since then, CalHR has added training around implicit bias and diversity, equity, inclusion, and accessibility principles for all State employees to educate the workforce and help managers better support their staff (Chris Dainard, personal communication, October 27, 2023).

Several other initiatives commenced under the Civil Service Improvement initiative. Requirements changed allowing individuals, especially women, from outside of State employment to be hired into CEA roles (Government Operations Agency [GovOps], n.d.; Maisha Dottery, personal communication, October 13, 2023). Additionally, the State worked collaboratively with several partners to establish non-traditional apprenticeship programs to advance women and other underserved populations (GovOps, n.d; Julie Whitten, personal communication, November 13, 2023; CalHR, 2023b). CalHR continues to develop its apprenticeship program and promote opportunities for State employees (CalHR, 2023b). Lastly, the State worked to eliminate a statutory limitation on the space in State buildings designated for childcare centers, allowing as much space as needed (Julie Whitten, personal communication, November 13, 2023; GovOps, n.d.). The increase in capacity for childcare centers in State

buildings supports primary caregivers in being able to enroll their children conveniently nearby.

## **BEST PRACTICES**

The State also emphasizes best practices to ensure fair and inclusive hiring. One recommended practice is creating diverse hiring panels (Chris Dainard, personal communication, October 27, 2023). Demonstrating diversity on the hiring panel shows candidates that the organization is diverse, which may make them feel welcome and represented (Chris Dainard, personal communication, October 27, 2023). Woods et al. (2021) support this view and further state that diverse hiring panels can improve the fairness of the decision-making process through diverse perspectives.

The State released internal guidance for statements of qualifications, which are used to evaluate applications (Sally Ly, personal communication, October 13, 2023). The guidance outlines the purpose and situations for which the statement of qualifications can be used. Further, the guidance includes recommended content for the questions and a reminder to avoid duplicative interview questions (Sally Ly, personal communication, October 13, 2023). Statements of qualifications serve as the competitive examination for CEA positions, and changes have broad implications for CEA hires.

Finally, CalHR recommends standard job posting language stating that individuals should apply if they meet “one or more of the qualifications” to attract women who might disqualify themselves (Chris Dainard, personal communication, October 27, 2023). Research shows that the strongest reasons for women not to apply for positions are due to believing that job qualifications are rigid and that hiring practices follow a strict process (Mohr, 2014). By clearly stating that interested individuals should apply regardless of meeting several or all qualifications, the State has a better opportunity to reach women interested in positions at all levels.

# GUBERNATORIAL PRIORITIZATION

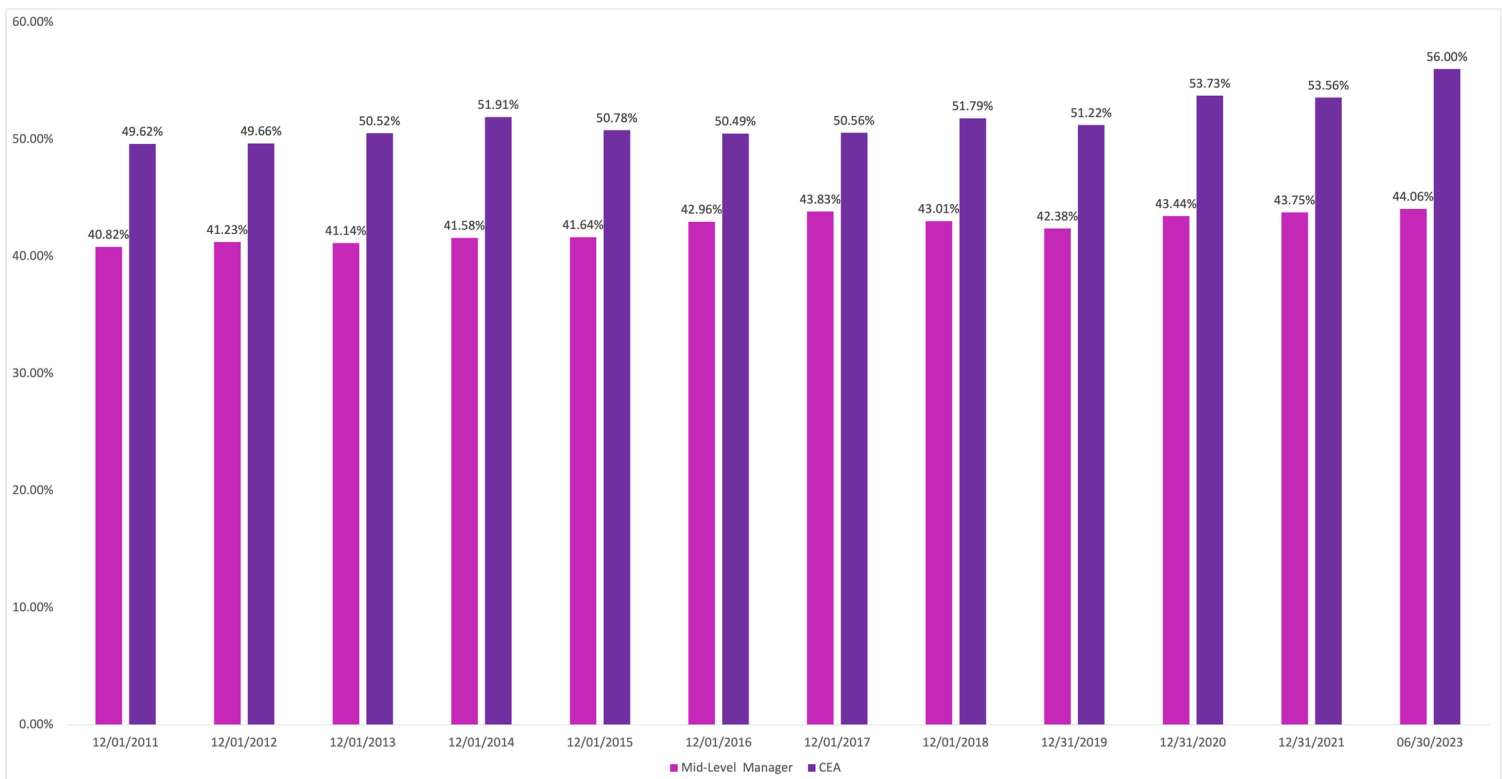
In interviews, several individuals attributed advances in female representation in State leadership to former Governor Jerry Brown and current Governor Gavin Newsom. One interviewee underscored the importance of prioritizing diversity and inclusion at the top to affect change throughout the institution (Gabby Montañó, personal communication, November 7, 2023). Reh fuss (1986, p. 459) affirms that for continued improvement in the representation of women and people of color in State leadership, “gubernatorial interest is the key factor.” This section explores the efforts of recent California governors to increase the number of women in leadership and otherwise advance equity.

## BROWN ADMINISTRATION

From the inception of the CEA classification in 1963 to the beginning of Jerry Brown’s first administration in 1975, no female CEAs were appointed (or hired) (Reh fuss, 1986). Both the Brown Administration and the following Deukmejian Administration made concerted efforts to hire women and people of color in CEA roles, with a stronger focus from the Brown Administration. Reh fuss (1986, p. 459) attributes the appointments of women and people of color to “strong gubernatorial leadership since 1974.” Further, the Brown Administration prioritized appointing women and people of color into executive leadership roles. CEAs from a 1986 study went so far as to say that “qualifications then took a back seat to race and sex” (Reh fuss, 1986, p. 457).

Jerry Brown served as governor of California twice—initially from 1975 to 1983, and again from 2011 to 2019 (California State Library, n.d.). Interviewees cited further work in Brown’s second administration to increase diversity and promote women in leadership roles. Efforts included bringing women into non-traditional roles; increasing representation in leadership; gaining women’s perspectives to

**Chart 4. Representation of Women in Mid-Level Management and CEA Positions Since 2011.**



Note. California Open Data Portal, 2022; CalHR, personal communication, 2023

*Since 2011, the State's female representation at the executive level increased from 47% to 54% in 2021 (CalHR, 2023b).*

influence policy differently; sponsorship of the Civil Service Improvement initiative, which spurred innovative policy and programmatic changes affecting the State's workforce; and direct attention to implicit bias and its impact (Julie Whitten, personal communication, November 13, 2023). Brown was intentional in who he hired, seeking "smart" and highly qualified individuals, many of whom happened to be women (Nicole Cropper, personal communication, November 17, 2023; Nancy Farias, personal communication, October 23, 2023). Further, Brown's female cabinet member responsible for appointments of State executives strove to hire women in half of all exempt appointments (Miriam Barcellona Ingenito, personal communication, October 6, 2023). Since 2011, the State's female representation at the executive level increased from 47% to 54% in 2021 (CalHR, 2023b).

## **NEWSOM ADMINISTRATION**

Governor Gavin Newsom's administration began with an inaugural address introducing a "California for All" (Office of Governor Gavin Newsom, 2019b). His remarks underscored his commitment to building an equitable and inclusive government in service of the people of California. Newsom further referenced the foundation built by the Brown Administration and his administration's commitment to continue to advance that work (Office of Governor Gavin Newsom, 2019b).

For nearly five years, the Newsom Administration has broadly focused on furthering diversity, equity, inclusion, and accessibility. In his first year in office, Newsom signed 15 legislative bills improving workplace protections in response to the #MeToo movement (Office of Governor Gavin Newsom, 2019a). Moreover, First Partner Jennifer Siebel Newsom has very publicly worked to address women's issues, including gender equity, the pay gap, and prioritization of women in leadership (Office of Governor Gavin Newsom, n.d.; Gabby Montañó, personal communication, November 7, 2023).

Interviewees referenced Governor Newsom's concerted efforts to bring highly qualified female leaders and people of color into top leadership positions in the State (Nancy Farias, personal communication, October 23, 2023; Dorothy Johnson, personal communication, October 19, 2023). In 2022, Newsom appointed the State's first Chief Equity Officer, a woman of color, to lead equity advancements in "state operations, procurement, information technology and human resources" (Office of Governor Gavin Newsom, 2022, para. 9). Shortly after this appointment, Newsom gave an executive order to embed equity into every area of the State including strategic planning, procurement, workforce initiatives, public services to combat hate, and advances in racial equity (Executive Order N-16-22, 2022). This executive order directed CalHR to establish the anonymous hiring pilot. In the announcement, Governor Newsom also highlighted several pieces of legislation he signed to advance equity and address disparities (Office of Governor Gavin Newsom, 2022).

Data for exempt employees is not available to analyze Newsom’s direct efforts to increase diversity at the executive level in the State. However, CEA data show that under the Newsom Administration, female representation has increased by nearly five percentage points (California Open Data Portal, 2022). Before taking office in January 2019, women comprised 51.79% of State CEAs on December 1, 2018 (California Open Data Portal, 2022). As of June 2023, women comprised 56% of State CEAs (CalHR, personal communication, October 5, 2023). Overall, Newsom’s attention and work to address disparities and improve equitable outcomes, coupled with the First Partner’s prioritization of gender equity, has likely positively influenced the State’s representation of female leaders.

# THE INTERSECTION OF RACE AND GENDER IN LEADERSHIP

The experiences of women significantly differ when considering the intersection of race and gender. In this section, I highlight personal anecdotes from interviewees and discuss representation and the effects of implicit bias, microaggressions, and discrimination for women in State leadership.

## REPRESENTATION IS IMPORTANT, BUT INSUFFICIENT

Representation is important. Evidence shows that when people see themselves represented in leadership, a hiring panel, those providing services, or other spaces, it positively affects how they see themselves. Sally Ly shared that women in positions of power normalize their participation in that space. “Every woman in those roles helped pave the way for other women” (Sally Ly, personal communication, October 18, 2023). Further, seeing people with diverse backgrounds in various roles helps to reduce stereotypes and implicit bias. Increasing organizational representation may help create a more inclusive workplace (Andrews & Ashworth, 2015).

Representation can occur in two ways: passively or actively. Passive representation (or representative bureaucracy) in government

mirrors the population served with the expectation that outcomes will benefit the population (Rehfuss, 1986). Active representation (or active bureaucracy), however, considers and acts in the direct interests of the people served (Rehfuss, 1986).

Research on representative bureaucracy among CEAs in 1986 shows that people of color and women held similar management ideologies to White men (Rehfuss, 1986). The ideology prioritizes top management’s control over subordinates, legitimizes “demands for performance,” and affirms “that the process of management is interesting and important in and of itself” (p. 457). That ideology may disadvantage women and people of color and may

contradict their interests. The resulting finding was that passive and active representation are not linked (Rehfuss, 1986). Therefore, to support the interests of women and people of color, it is simply not enough to only have a representative bureaucracy.

Table 3 details the female civil service management workforce by race and ethnicity from 2011 to 2023. The data show that even representative bureaucracy has not been achieved. White women comprise approximately half of all female managers in the State civil service, yet only 34.7% of the State is White (United States Census Bureau, 2022). Latinos comprise approximately 40% of Californians, representing the largest ethnic group in the state (United States Census Bureau, 2022). However, Latinos account for less than 16% of civil service managers. Of appointments made by the governor, Latinos of all genders represent only 18.4% (Carmona & Barragan-Monge, 2022). Similarly, Latina women comprise 19.4% of the state’s population while only representing 8.5% of all gubernatorial executive appointments in 2022 (Carmona & Barragan-Monge, 2022). Although women of color continue to lack representation in the State’s leadership, this table shows that diversity is improving.

**Table 3. Race and Ethnicity<sup>1</sup> of the State’s Female Civil Service Managers from 2011 to 2023**

<b>Date</b>	<b>Asian</b>	<b>Black or African American or Latino</b>	<b>Hispanic</b>	<b>Native American or Alaska Native</b>	<b>Other or Multiple Race</b>	<b>Pacific Islander</b>	<b>White</b>
12/01/2011	11.46%	9.52%	13.05%	0.55%	1.99%	0.10%	63.33%
12/01/2012	10.87%	9.51%	13.65%	0.59%	1.90%	0.15%	63.33%
12/01/2013	11.51%	9.30%	13.29%	0.48%	2.40%	0.29%	62.73%
12/01/2014	12.46%	9.00%	13.82%	0.50%	2.36%	0.36%	61.48%
12/01/2015	13.25%	8.68%	14.36%	0.40%	2.35%	0.40%	60.57%
12/01/2016	13.75%	8.62%	14.36%	0.25%	2.13%	0.49%	60.40%
12/01/2017	14.21%	8.37%	14.32%	0.50%	3.90%	0.65%	58.06%
12/01/2018	17.05%	8.42%	14.81%	0.57%	3.70%	0.57%	54.89%
12/31/2019	17.71%	7.88%	14.76%	0.64%	3.70%	0.67%	54.65%
12/31/2020	18.18%	8.31%	15.57%	0.80%	4.00%	0.74%	52.39%
12/31/2021	18.27%	8.23%	15.53%	0.76%	4.36%	0.74%	52.12%
06/30/2023	18.90%	7.67%	15.80%	0.79%	6.45%	0.71%	49.67%

Note. California Open Data Portal, 2022 & California Department of Human Resources, personal communication, October 5, 2023.

<sup>1</sup>For ease of reading, the nine ethnic groups within the “Asian” race category have been aggregated into a single “Asian” race category. Those ethnic groups are: Cambodian, Chinese, Filipino, Indian, Japanese, Korean, Laotian, Other or Multiple, and Vietnamese. Similarly, the four Pacific Islander ethnic groups have been aggregated into a single “Pacific Islander” race category. The ethnic groups in the “Pacific Islander” race category are Guamanian, Hawaiian, Other or Multiple, and Samoan. All other headers mirror CalHR’s race and ethnicity categories.



## **IMPLICIT BIAS, MICROAGGRESSIONS, AND DISCRIMINATION**

While women may share some experiences in the workplace, women of color have unique experiences. Women, and especially women of color, may experience an “emotional tax,” which is the burden of feeling different from others based on gender, race, or ethnicity, resulting in risks to physical and emotional well-being (Travis & Thorpe-Moscon, 2019, p. 4).

Women of color endure microaggressions, exclusion, and discrimination regularly in the workplace and are often on guard to protect themselves in anticipation of these occurrences (Travis & Thorpe-Moscon, 2019). Microaggressions include being mistaken for a colleague of the same race or ethnicity, needing to “code-switch” to blend in, having their names mispronounced, or their communication skills complimented (Field et al., 2023, para. 20). Black women are particularly at risk of needing to code-switch to steer clear of negative reactions (Field et al., 2023). One significant benefit of hybrid or remote work is increased psychological safety from dealing with fewer microaggressions (Field et al., 2023).

The women of color I interviewed had the most to share about the intersection of race and gender. Several women discussed challenges such as outright discrimination based on one’s cultural identity, being overlooked or having to work twice as hard for promotional opportunities, and feeling social pressure to fit or not fit a stereotype. The women shared that they may not be taken seriously, may be unnecessarily scrutinized for challenging ideas, or may be seen as difficult for voicing their opinion. In contrast, White women may not face

those same consequences. “The second a woman of color messes up, there’s so much more scrutiny and loss of trust or desire for them to get in trouble; they’re under a microscope” (Nicole Cropper, personal communication, November 17, 2023).

Maisha Dottery shared that society is only now normalizing diversity, which “makes it hard because you have to manage people’s perceptions, not just reality” (personal communication, October 13, 2023.) Ms. Dottery said she purposely did not wear her hair curly for years to avoid being asked about it (personal communication, October 13, 2023). She explained that wearing her natural hair could become a “whole conversation” (Maisha Dottery, personal communication, October 13, 2023).

One interviewee shared that those in leadership have attained those roles because they know the need for diversity in opinion and representation. However, that may not consistently be the case. Nicole Cropper shared that some places tend to be less diverse, so there is less acknowledgment that a difference in treatment exists between White individuals and people of color (personal communication, November 17, 2023). As a result of not being addressed, disparities and gaps persist (Nicole Cropper, personal communication, November 17, 2023). “Being in a leadership position as a woman of color, you still deal with the same inequities and challenges. You just happen to be in a leadership role.” The inequities are “undercover because sabotage cannot happen outright” (Nicole Cropper, personal communication, November 17, 2023).

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*“Being in a leadership position as a woman of color, you still deal with the same inequities and challenges. You just happen to be in a leadership role.”*  
- Nicole Cropper,  
Deputy Director

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The resulting emotional tax on those who experience microaggressions and other injustices takes a physical and mental toll, leading to increased feelings of burnout, psychological unsafety, difficulty sleeping, and stress (Travis & Thorpe-Moscon, 2019). Supporting women of color requires acknowledging the potential inequities affecting them and being aware of how to create and sustain equitable environments.

# CONSIDERATIONS FOR THE STATE

California's executive branch benefits from strong representation of women in senior and executive leadership roles. Women's motivations, shifts in society, and the State's concerted efforts combined have all positively influenced the gender composition of the State's workforce. From this analysis of influences, several themes arise for ongoing consideration in advancing gender equity in the State's workforce.

**Continued interest from the governor in diversifying State executives** is key to ensuring that highly qualified women and people of color are appointed into those roles. Efforts can best reach women and people of color, and advance racial and gender equity, when issues affecting them are considered in establishing or modifying workplace policies. Significantly, workplace flexibility supports women in balancing caregiving or other personal responsibilities, and hybrid or remote work increases psychological safety among people of color as they deal with fewer microaggressions (Field et al., 2023). In building executive leadership teams, it is essential to ensure racial diversity to promote equitable treatment of team members and equitable outcomes for the population served.

**A mentorship network** may support women's continued access to leadership roles. Such a network can create intentional

opportunities for senior managers to meet with junior colleagues and provide professional development support. Many women cite a lack of mentors as a roadblock in advancing their careers (OECD, 2014). While the State has a high percentage of female managers, a network could ensure that women continue to have access to leadership roles. Further, interviewees highlighted that while women have supported each other, there is more to be done as a female collective to uplift the next generation of women. Building a network to support early or mid-career women could help them sharpen their skills and ensure they achieve their professional goals.

**Strengthened pathways for women toward engineering and information technology roles** may increase the representation of women in those occupational groups. Among mid-level managers, women are underrepresented among engineers and information technology supervisors and managers. By strengthening apprenticeship opportunities and establishing other pipelines for women into those roles, the State can achieve gender parity.

With continued focus on addressing issues of racial and gender equity within the workforce and in public administration, the State may continue to increase its diversity and better serve the people of California.



# ADVICE FROM FEMALE STATE LEADERS TO WOMEN INTERESTED IN LEADERSHIP

In closing, this analysis includes advice from interviewees about applying for and selecting jobs, establishing a supportive network, being authentic, creating space for others, and developing political savvy. Additional information about the interviewees is in Appendix A.

## APPLY FOR THE JOB

Go for it! - Dorothy Johnson

Don't doubt yourself! - Sally Ly

Put yourself out there and apply for jobs. Frame your professional experience in a narrative that highlights the impact and underscores your skills and accomplishments. - Nancy Farias

## CONNECT TO A SUPPORTIVE NETWORK AND MENTOR

Get a mentor and don't let go. - Nancy Farias

Stay connected with people you admire and build a support team. - Julie Whitten

Surround yourself with people who believe in you. - Sally Ly

Get involved with professional mentorship networks, such as Leadership California, California Women Lead, and others. - Maisha Dottery

You're not alone. Engage with people who are in leadership positions. You might deal with certain kinds of situations, and things might be hard. That's why having a community of people who understand your experience is so important. - Nicole Cropper

## CHOOSE WISELY

Know what you're getting into. Like any job, understand the responsibilities and expectations. Those can change depending on where you work. - Dorothy Johnson

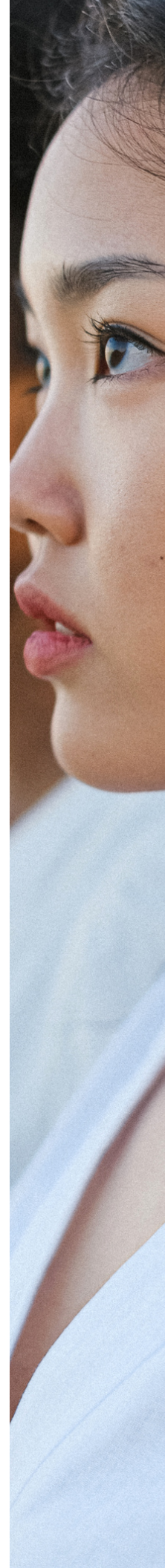
Research the organization to see if it's a supportive environment. - Sally Ly

Do research on the teams. Be aware of what you're walking into and who you'll be working with. Don't just look for the promotion for the sake of being promoted. - Sarah Soto-Taylor

Negotiate your salary and don't just accept the first offer. - Sally Ly

## CREATE SPACE FOR OTHERS

You don't need to have all the answers. Have others contribute and let it be their idea. Recall the quote from Lao Tzu: "A leader is best when people barely know that he exists, not so good when people obey and acclaim him, worst when they despise him. Fail to honor people, they fail to honor you. But of a good leader, who talks little, when his work is done, his aims fulfilled, they will all say, 'We did this ourselves.'" - Miriam Barcelona Ingenito



## BE AUTHENTIC AND CONFIDENT

Pursue and be you. The best leaders are authentic. Top leadership needs every version of a woman. Refine yourself to be the best you. - Maisha Dottery

Don't lose yourself. Stay true to yourself, always. - Nicole Cropper

Once in the role, take ownership of the work. - Sally Ly

Be bold, but don't go in with your ego-be humble. Be confident and self-assured enough to take criticism. Ask people for honest feedback-hear it and take it. At the highest levels of government, your staff know your motivations. Be true to yourself. - Miriam Barcellona Ingenito

Let your voice be heard. Don't let people hush you or intimidate you about sharing your opinions. Sometimes you get to say really insightful things, but you get in your own way by not saying anything. - Gabby Montaña

Make a list (and come back to it often) of all of your accomplishments and how it's changed a process for the better or helped someone-even one person. Go back to this list to remind yourself why you're there. - Gabby Montaña



## DEVELOP POLITICAL SAVVY

Be an observer of people. Watch and learn from others. See how other people react to them—are they hearing them or shutting them down? Learn about people and why they do what they do. Build relationships and learn to understand people's motivations. - Miriam Barcellona Ingenito

I wish I'd had leadership training around contentious conversations that are still productive and how to deal with others who are not emotionally intelligent. - Nicole Cropper

What helped me was getting to know people and getting involved in politics. - Nancy Farias

Stay current on political priorities, events at the national and state level, dealings with the State budget, executive orders, and any other high-level policy interests or actions. Volunteer across the organization to gain broad skills and learn how things work there and in government; then, identify leadership roles in cross-functional teams with an opportunity for impact. - Julie Whitten

Much of the work in the State covers multiple years, and priorities can shift quickly from the top; understanding that dynamic is key to organizing your workload and being flexible to accommodate changes. - Sarah Soto-Taylor





# CONCLUSION

Multiple factors contribute to the State's high representation of women in leadership at the senior and executive level: women's motivations, cultural influences, and the State's efforts toward gender equity. Women seek leadership roles from a desire for influence and the opportunity to serve and make a statewide impact. Social justice movements, the COVID-19 pandemic, and an increase in higher education improved equity and increased opportunities for women in leadership. Lastly, the governor's priority in hiring women into executive roles and the State's merit-based hiring practices support the advancement of women. To continue the course of strong female representation in its management, the State could benefit from continued interest from the governor in diversifying State executives, a mentorship network to support women's continued access to leadership roles, and strengthened pathways for women toward engineering and information technology careers.

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# APPENDIX A: PERSONS INTERVIEWED

The table below includes each interviewee, their title, employer, management level, years of State management experience, race or ethnicity, and gender.

Name	Title	Employer	Management Level	Years of State Management Experience	Race/Ethnicity	Gender
Chris Dainard	Chief, Selection Division	Department of Human Resources	Senior (CEA)	7 years	White	Male
Dorothy Johnson	Legislative Advocate	Association of California School Administrators	Executive (exempt)	2.5 years	White	Female
Gabriela (Gabby) Montaña	Assistant Equity Officer	Government Operations Agency	Mid-Level (Staff Services Manager II)	4 years	Hispanic or Latino	Female
Julie Whitten	Management Audit and Review Chief	State Controller's Office	Senior (CEA)	30 years	White	Female
Maisha Dottery	Chief Information Officer	Department of Community Services and Development	Mid-Level (Information Technology Manager II)	10 years	Native American /Black	Female
Miriam Barcellona Ingenito	Undersecretary	Government Operations Agency	Executive (exempt)	20 years	Hispanic or Latino	Female
Nancy Farias	Director	Employment Development Department	Executive (exempt)	8 years	White	Female
Nicole Cropper	Deputy Director	Department of Fish and Wildlife	Executive (exempt)	1.5 years	Black	Female
Sally Ly	Assistant Secretary	Government Operations Agency	Senior (CEA)	4.5 years	Asian	Female
Sarah Soto-Taylor	Deputy Secretary	Government Operations Agency	Senior (CEA)	20 years	Hispanic or Latino	Female



# APPENDIX B: CIVIL SERVICE MANAGEMENT CLASSIFICATIONS

Below are the 212 classifications in the "management occupation" employee category for the executive branch of California state government. (CalHR, personal communication, October 5, 2023).

ACCOUNTING ADMINISTRATOR III  
ADMINISTRATOR II, FAIR EMPLOYMENT AND HOUSING  
ADMINISTRATOR III FRANCHISE TAX BOARD  
ADMINISTRATOR IV, FRANCHISE TAX BOARD  
ADMINISTRATOR, SCIENCE PROGRAM, CALIFORNIA SCIENCE CENTER  
ASSISTANT BUREAU CHIEF, DIVISION OF LAW ENFORCEMENT, DEPARTMENT OF JUSTICE  
ASSISTANT BUREAU CHIEF, DIVISION OF LAW ENFORCEMENT, DEPARTMENT OF JUSTICE (NON-PEACE OFFICER)  
ASSISTANT CHIEF ADMINISTRATIVE LAW JUDGE, PUBLIC UTILITIES COMMISSION  
ASSISTANT CHIEF OF CONSTRUCTION SERVICES, OFFICE OF THE STATE ARCHITECT  
ASSISTANT CHIEF OF EDUCATION, CORRECTIONAL PROGRAM  
ASSISTANT CHIEF, CALIFORNIA HIGHWAY PATROL  
ASSISTANT CHIEF, DIVISION OF LABOR STANDARDS ENFORCEMENT  
ASSISTANT CHIEF, OFFICE OF REAL ESTATE AND DESIGN SERVICES  
ASSISTANT COMMISSIONER CALIFORNIA HIGHWAY PATROL C.E.A.  
ASSISTANT DIVISION CHIEF, AIR RESOURCES BOARD  
ASSISTANT DIVISION CHIEF/PROGRAM MANAGER DEPARTMENT OF MOTOR VEHICLES  
ASSISTANT HOSPITAL ADMINISTRATOR  
ASSISTANT MANAGER, LAND OPERATIONS  
ASSOCIATE GENERAL COUNSEL, UNFAIR LABOR PRACTICES, AGRICULTURAL LABOR RELATIONS BOARD  
ASSOCIATE INVESTMENT MANAGER, PUBLIC EMPLOYEES RETIREMENT SYSTEM  
ASSOCIATE PORTFOLIO MANAGER  
ATTORNEY, ASSISTANT CHIEF COUNSEL  
BRANCH CHIEF, CALIFORNIA DEPARTMENT OF FOOD AND AGRICULTURE  
BUSINESS TAXES ADMINISTRATOR III, BOARD OF EQUALIZATION  
C.E.A.  
CALIFORNIA STATE PARK MUSEUM DIRECTOR  
CALTRANS REGIONAL ADMINISTRATIVE OFFICER  
CAPITAL OUTLAY PROGRAM MANAGER  
CAPTAIN (ADULT INSTITUTION)  
CHIEF ACTUARY DEPARTMENT OF INSURANCE C.E.A.  
CHIEF ACTUARY, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
CHIEF ASSISTANT INSPECTOR GENERAL  
CHIEF COUNSEL I, C.E.A.  
CHIEF COUNSEL II C.E.A.  
CHIEF DEPUTY ADMINISTRATOR, CORRECTIONAL PROGRAM, C.E.A.  
CHIEF EXECUTIVE OFFICER, HEALTH CARE (SAFETY)  
CHIEF FIELD DIVISION DEPARTMENT OF WATER RESOURCES  
CHIEF FINANCIAL OFFICER  
CHIEF FRAUD BUREAU, DEPARTMENT OF INSURANCE  
CHIEF HEALTH DIRECTOR

CHIEF INVESTMENT OFFICER, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM  
CHIEF INVESTMENT OFFICER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
CHIEF MEDICAL OFFICER, VETERANS HOME AND MEDICAL CENTER  
CHIEF OF MOBILE EQUIPMENT OPERATIONS  
CHIEF OF UTILITY OPERATIONS, WATER RESOURCES  
CHIEF OPERATING OFFICER  
CHIEF PSYCHIATRIST, CORRECTIONAL AND REHABILITATIVE SERVICES (SAFETY)  
CHIEF WATER AND POWER DISPATCHER  
CHIEF, CALIFORNIA HIGHWAY PATROL  
CHIEF, DIVISION OF COLLECTIONS, STATE CONTROLLER'S OFFICE  
CHIEF, FINANCIAL OFFICER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
CHIEF, FOOD AND DRUG BRANCH  
CHIEF, PROTECTIVE SERVICES AND SECURITY  
CODES AND STANDARDS ADMINISTRATOR III (NON-PEACE OFFICER)  
COORDINATOR OF NURSING SERVICES  
CORRECTIONAL ADMINISTRATOR, DEPARTMENT OF CORRECTIONS  
CORRECTIONAL BUSINESS MANAGER I, DEPARTMENT OF CORRECTIONS  
CORRECTIONAL BUSINESS MANAGER II, DEPARTMENT OF CORRECTIONS  
CORRECTIONAL HEALTH SERVICES ADMINISTRATOR I, CORRECTIONAL FACILITY  
CORRECTIONAL HEALTH SERVICES ADMINISTRATOR II, CORRECTIONAL FACILITY  
CRIMINALIST MANAGER  
DEPARTMENT OF JUSTICE ADMINISTRATOR II  
DEPUTY CHIEF INVESTMENT OFFICER, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM  
DEPUTY CHIEF, INVESTIGATIONS AND ENFORCEMENT, DEPARTMENT OF CONSUMER AFFAIRS  
DEPUTY DIRECTOR, EDUCATIONAL PROGRAMS, CALIFORNIA SCIENCE CENTER, C.E.A.  
DEPUTY INSPECTOR GENERAL, SENIOR  
DEPUTY LABOR COMMISSIONER IV  
DEPUTY SECRETARY-MANAGER, DISTRICT AGRICULTURAL ASSOCIATION  
DISABILITY EVALUATION SERVICES ADMINISTRATOR III  
DISTRICT ADMINISTRATOR ALCOHOLIC BEVERAGE CONTROL  
DISTRICT SUPERINTENDENT I, DEPARTMENT OF PARKS AND RECREATION  
DISTRICT SUPERINTENDENT II, DEPARTMENT OF PARKS AND RECREATION  
DIVISION CHIEF, CALIFORNIA STATE FIRE MARSHAL'S OFFICE  
DRIVER SAFETY MANAGER III  
EDUCATION ADMINISTRATOR II  
ELECTRIC GENERATION SYSTEM PROGRAM SPECIALIST III  
EMPLOYMENT DEVELOPMENT ADMINISTRATOR  
ENERGY RESOURCE SPECIALIST III (MANAGERIAL)  
ENVIRONMENTAL PROGRAM MANAGER I (MANAGERIAL)  
ENVIRONMENTAL PROGRAM MANAGER II  
EQUIPMENT MATERIAL OPERATIONS MANAGER  
FIELD REPRESENTATIVE, BOARD OF CORRECTION  
FINANCIAL ACCOUNTANT IV  
FINANCIAL ACCOUNTANT V  
FINANCIAL INSTITUTIONS MANAGER  
FORESTRY AND FIRE PROTECTION ADMINISTRATOR  
GENERAL COUNSEL, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM  
GENERAL COUNSEL, PUBLIC EMPLOYEES' RETIREMENT SYSTEM

HEALTH PROGRAM AUDIT MANAGER III, DEPARTMENT OF HEALTH SERVICES  
HEALTH PROGRAM MANAGER III  
HOUSING FINANCE CHIEF (RENTAL)  
HOUSING FINANCE CHIEF (SINGLE FAMILY)  
INFORMATION OFFICER III C.E.A.  
INFORMATION TECHNOLOGY MANAGER I  
INFORMATION TECHNOLOGY MANAGER II  
INFORMATION TECHNOLOGY SUPERVISOR I  
INFORMATION TECHNOLOGY SUPERVISOR II  
INVESTMENT DIRECTOR  
INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
INVESTMENT MANAGER, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
LABOR RELATIONS MANAGER I  
LABOR RELATIONS MANAGER II  
LAW ENFORCEMENT CONSULTANT II COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
LICENSING PROGRAM MANAGER III  
MANAGER II STATE COMPENSATION INSURANCE FUND  
MANAGER MOTOR CARRIER SAFETY PROGRAM, CALIFORNIA HIGHWAY PATROL  
MANAGER V DEPARTMENT OF MOTOR VEHICLES  
MANAGER-FINANCIAL AND PERFORMANCE EVALUATOR, DEPARTMENT OF FINANCE  
MANAGING INVESTMENT DIRECTOR, PUBLIC EMPLOYEES' RETIREMENT SYSTEM  
MEDICAL DIRECTOR, STATE HOSPITAL/DEVELOPMENTAL CENTER  
MEDICAL OFFICER, STATE PERSONNEL BOARD  
MEDICAL PROGRAM CONSULTANT, DEPARTMENT OF HEALTH SERVICES  
MENTAL HEALTH ADMINISTRATOR, CEA (SAFETY)  
OFFICE BUILDING MANAGER IV  
PAROLE ADMINISTRATOR I ADULT PAROLE  
PENSION PROGRAM MANAGER III  
PERSONNEL PROGRAM ADVISOR  
PERSONNEL PROGRAM MANAGER II  
PORTFOLIO MANAGER  
PRINCIPAL ARCHITECT  
PRINCIPAL AUDITOR  
PRINCIPAL BRIDGE ENGINEER  
PRINCIPAL ENGINEER WATER RESOURCES  
PRINCIPAL ENGINEER, DRINKING WATER PROGRAM  
PRINCIPAL HYDROELECTRIC POWER UTILITY ENGINEER  
PRINCIPAL LANDSCAPE ARCHITECT, CALTRANS  
PRINCIPAL PROPERTY APPRAISER (BOARD OF EQUALIZATION)  
PRINCIPAL RIGHT OF WAY AGENT  
PRINCIPAL SAFETY ENGINEER -ELEVATORS-  
PRINCIPAL SAFETY ENGINEER -INDUSTRIAL-  
PRINCIPAL SAFETY ENGINEER -MINERAL INDUSTRIES MINING AND TUNNELING-  
PRINCIPAL SAFETY ENGINEER -STAFF SERVICES-  
PRINCIPAL STRUCTURAL ENGINEER  
PRINCIPAL TRANSPORTATION ENGINEER, CALTRANS  
PRINCIPAL TRANSPORTATION PLANNER  
PRINCIPAL WATER RESOURCE CONTROL ENGINEER  
PRISON INDUSTRIES ADMINISTRATOR

PROGRAM DIRECTOR -DEVELOPMENTAL DISABILITIES PROGRAMS-  
PROGRAM DIRECTOR (DEVELOPMENTAL DISABILITIES-SAFETY)  
PROGRAM DIRECTOR (MENTAL DISABILITIES-SAFETY)  
PROGRAM MANAGER I, CALIFORNIA BAY-DELTA AUTHORITY  
PROGRAM MANAGER I, STATE COMPENSATION INSURANCE FUND  
PROGRAM MANAGER II, CALIFORNIA BAY-DELTA AUTHORITY  
PROGRAM MANAGER II, OFFICE OF EMERGENCY SERVICES  
PROGRAM MANAGER II, STATE COMPENSATION INSURANCE FUND  
PROGRAM MANAGER III, CALIFORNIA BAY-DELTA AUTHORITY  
PROGRAM MANAGER III, OFFICE OF EMERGENCY SERVICES  
PROGRAM MANAGER, PRINTING SERVICES  
PROGRAM MANAGER, PUBLIC UTILITIES COMMISSION  
PROGRAM WATER AND POWER DISPATCHER  
PUBLIC HEALTH MEDICAL ADMINISTRATOR I  
PUBLIC HEALTH MEDICAL ADMINISTRATOR II, C.E.A.  
PUBLIC LAND MANAGER II  
RECEIVER'S CLINICAL EXECUTIVE (SAFETY)  
RECEIVER'S MEDICAL EXECUTIVE (SAFETY)  
RECEIVER'S NURSE EXECUTIVE (SAFETY)  
RECYCLING PROGRAM MANAGER I  
REGIONAL DENTAL DIRECTOR, CEA  
REGIONAL HEALTH CARE EXECUTIVE, CEA (SAFETY)  
REGIONAL MANAGER, CLAIMS ADJUDICATION  
REGIONAL MANAGER, DIVISION OF OCCUPATIONAL SAFETY AND HEALTH  
RESEARCH DATA MANAGER  
RESEARCH SCIENTIST MANAGER (CHEMICAL SERVICES)  
RESEARCH SCIENTIST MANAGER (EPIDEMIOLOGY/BIOSTATISTICS)  
RESEARCH SCIENTIST MANAGER (MICROBIOLOGICAL SCIENCES)  
RESEARCH SCIENTIST MANAGER (SOCIAL/BEHAVIORAL SCIENCES)  
RESEARCH SCIENTIST MANAGER (VETERINARY SCIENCES)  
SALES MANAGER, PRISON INDUSTRIES  
SENIOR COORDINATOR -COMMUNICATIONS- O.E.S.  
SENIOR EMERGENCY SERVICES COORDINATOR, OFFICE OF EMERGENCY SERVICES  
SENIOR INVESTMENT DIRECTOR  
SENIOR LAW ENFORCEMENT CONSULTANT COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
SENIOR PARK AND RECREATION SPECIALIST  
SPECIAL AGENT-IN-CHARGE  
SPECIAL AGENT-IN-CHARGE, DEPARTMENT OF JUSTICE  
SPECIAL ASSISTANT, DEPARTMENT OF FOOD AND AGRICULTURE  
STAFF SERVICES MANAGER II (MANAGERIAL)  
STAFF SERVICES MANAGER III  
STANDARDS AND QUALITY CONTROL MANAGER  
STATE FACILITIES MANAGER II  
STATE PARK SUPERINTENDENT V  
SUPERVISING ADMINISTRATIVE ANALYST ACCOUNTING SYSTEMS  
SUPERVISING AIR QUALITY ENGINEER, DEPARTMENT OF CONSUMER AFFAIRS  
SUPERVISING BOUNDARY DETERMINATION OFFICER  
SUPERVISING BRIDGE ENGINEER  
SUPERVISING CIVIL ENGINEER, RESOURCES AGENCY

SUPERVISING CORPORATION EXAMINER  
SUPERVISING ENVIRONMENTAL PLANNER  
SUPERVISING EQUIPMENT ENGINEER  
SUPERVISING HEALTH CARE SERVICE PLAN ANALYST  
SUPERVISING LAND SURVEYOR  
SUPERVISING LANDSCAPE ARCHITECT  
SUPERVISING LANDSCAPE ARCHITECT, CALTRANS  
SUPERVISING MANAGEMENT AUDITOR  
SUPERVISING MINERAL RESOURCES ENGINEER  
SUPERVISING PROPERTY AGENT  
SUPERVISING REAL ESTATE OFFICER  
SUPERVISING RIGHT OF WAY AGENT  
SUPERVISING TRANSPORTATION ELECTRICAL ENGINEER  
SUPERVISING TRANSPORTATION ENGINEER, CALTRANS  
SUPERVISING TRANSPORTATION PLANNER  
SUPERVISING TRANSPORTATION SURVEYOR (CALTRANS)  
SUPERVISOR OF CORRECTIONAL EDUCATION PROGRAMS  
SYSTEM ACTUARY, CALIFORNIA STATE TEACHERS' RETIREMENT SYSTEM  
TAX ADMINISTRATOR III, EMPLOYMENT DEVELOPMENT DEPARTMENT  
TAX SERVICE SPECIALIST  
TREASURY PROGRAM MANAGER III  
UNIT CHIEF  
WORKERS' COMPENSATION COMPLIANCE MANAGER  
WORKERS' COMPENSATION MANAGER  
YOUTH AUTHORITY ADMINISTRATOR, REHABILITATION SERVICES