



**THE FUTURE OF
PAY EQUITY & REPRESENTATION
IN CONNECTICUT'S EXECUTIVE BRANCH**

Governor's Council on Women and Girls

Prepared by
The Office of the State Comptroller
& UConn Dept. of Public Policy



State Government's Transformational Moment

- The 2022 Retirement Surge:
 - 5,864 expected to retire
 - 8,145 eligible
- Historic opportunity to address gender, race and ethnic disparities in representation and pay equity in state government



New Hires Analysis

Research Questions:

- Do CT's recent hire patterns (those hired within last 5 years) perpetuate gender and/or racial-ethnic disparities in certain types of occupations?
- Is CT on track to maintain gender parity and proportionate representation in fields and positions where it has already achieved that?
- Where is CT successfully making progress or falling short in moving towards a workforce that adequately reflects the people it serves?



New Hires Analysis

Methodology

- Comptroller's payroll data on approximately 30,000 state employees in the executive branch (data pulled March 30, 2021).
- Part-time employees removed from data (final population of 28,359 included in examination).
- Absent a single statewide classification system (comparable to federal General Schedule), comparisons done by Equal Employment Opportunity Categories (EEOC), agencies, departments and facilities.
- Excluded: Higher Education, Judicial and Legislative



Part 1: Representation (Census vs Executive Branch)

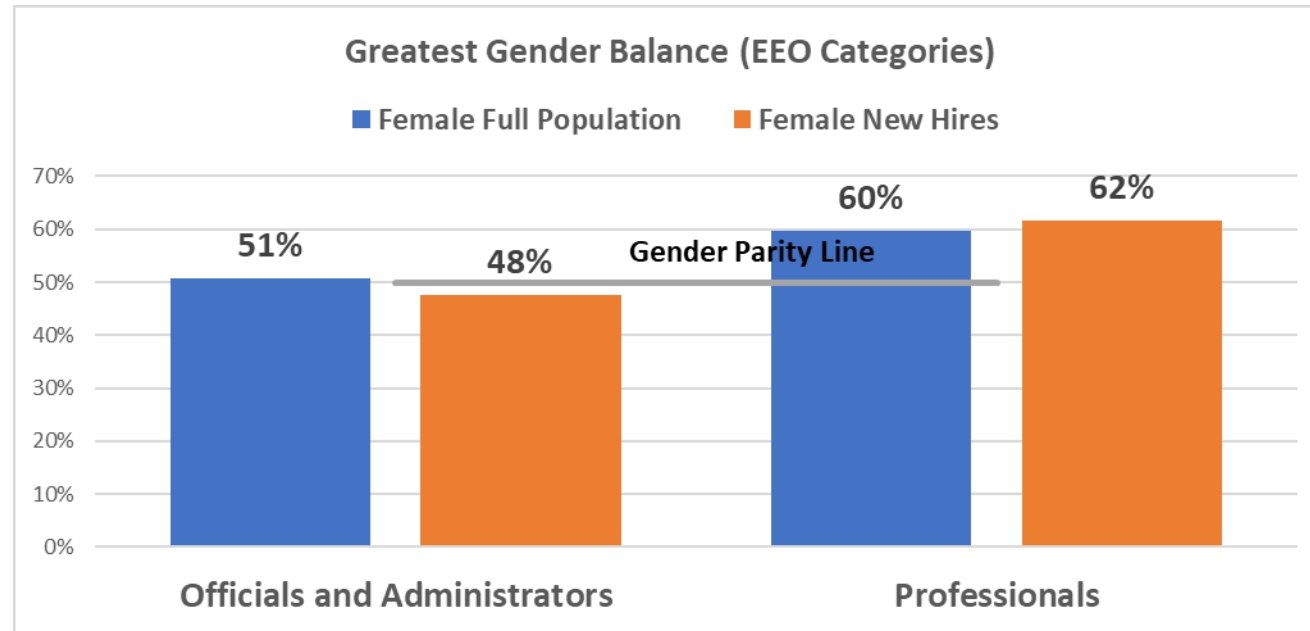
| State Employees: Full Population | Male | Female | Total | Census | +/- From Census |
|-------------------------------------|-------|--------|-------|--------|--------------------|
| White | 39.4% | 37.6% | 76.9% | 65.9% | +11.0% |
| Black | 4.4% | 8.5% | 12.9% | 12.2% | +0.7% |
| Hispanic | 3.9% | 3.8% | 7.7% | 16.9% | -9.2% |
| Asian | 1.5% | 0.9% | 2.4% | 5.0% | -2.6% |
| Total | 49.2% | 50.8% | | | |

| State Employees: New Hires | Male | Female | Total | Census | +/- From Census |
|-------------------------------|-------|--------|-------|--------|--------------------|
| White | 38.5% | 32.4% | 70.9% | 65.9% | +5.0% |
| Black | 5.6% | 11.2% | 16.8% | 12.2% | +4.6% |
| Hispanic | 3.9% | 1.7% | 5.6% | 16.9% | -11.3% |
| Asian | 4.5% | 2.2% | 6.7% | 5.0% | +1.7% |
| Total | 52.5% | 47.5% | | | |

- Appropriate gender balance across full executive branch and new hires.
- White employees' representation exceeds statewide percentage (gap diminishes among new hires).
- Hispanic employees are the most underrepresented group (gap worsens with new hires).
- Black employees, overall, within appropriate range when viewing male and female together – however Black males on their own are underrepresented.
- Asian employees underrepresented across full executive branch, though exceed statewide percentage among new hires.



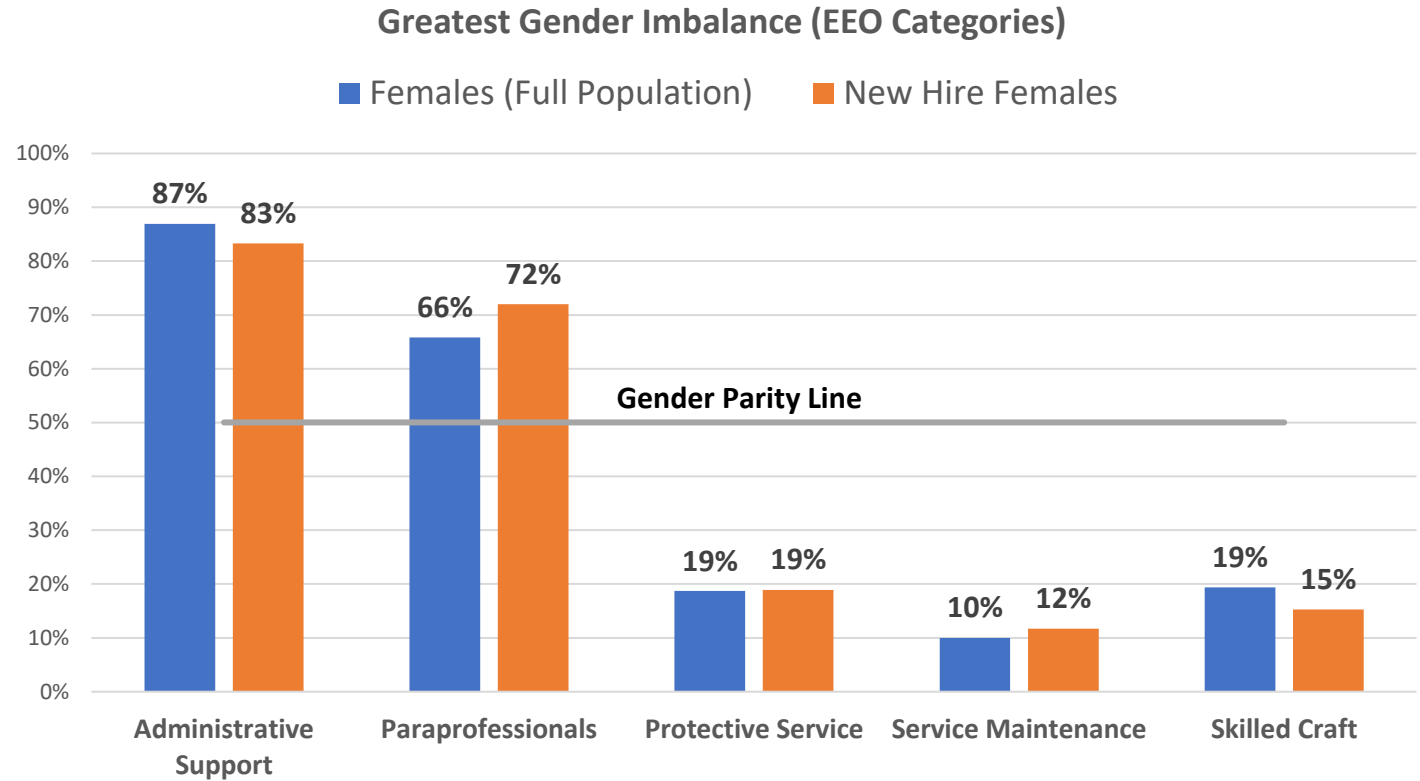
Gender Representation: Greatest Balance (by EEOC)



- CT stands above most other public-sector employers on gender balance in highest levels of government (Officials & Administrators – and Professionals).
- CT is on track to sustain that among new hires (females even exceeding statewide percentage)



Gender Representation: Greatest Imbalance (by EEOC)



- Significant underrepresentation of women in Protective Service, Skilled Craft and Service Maintenance.
- Significant overrepresentation of women in Administrative Support and Paraprofessionals.

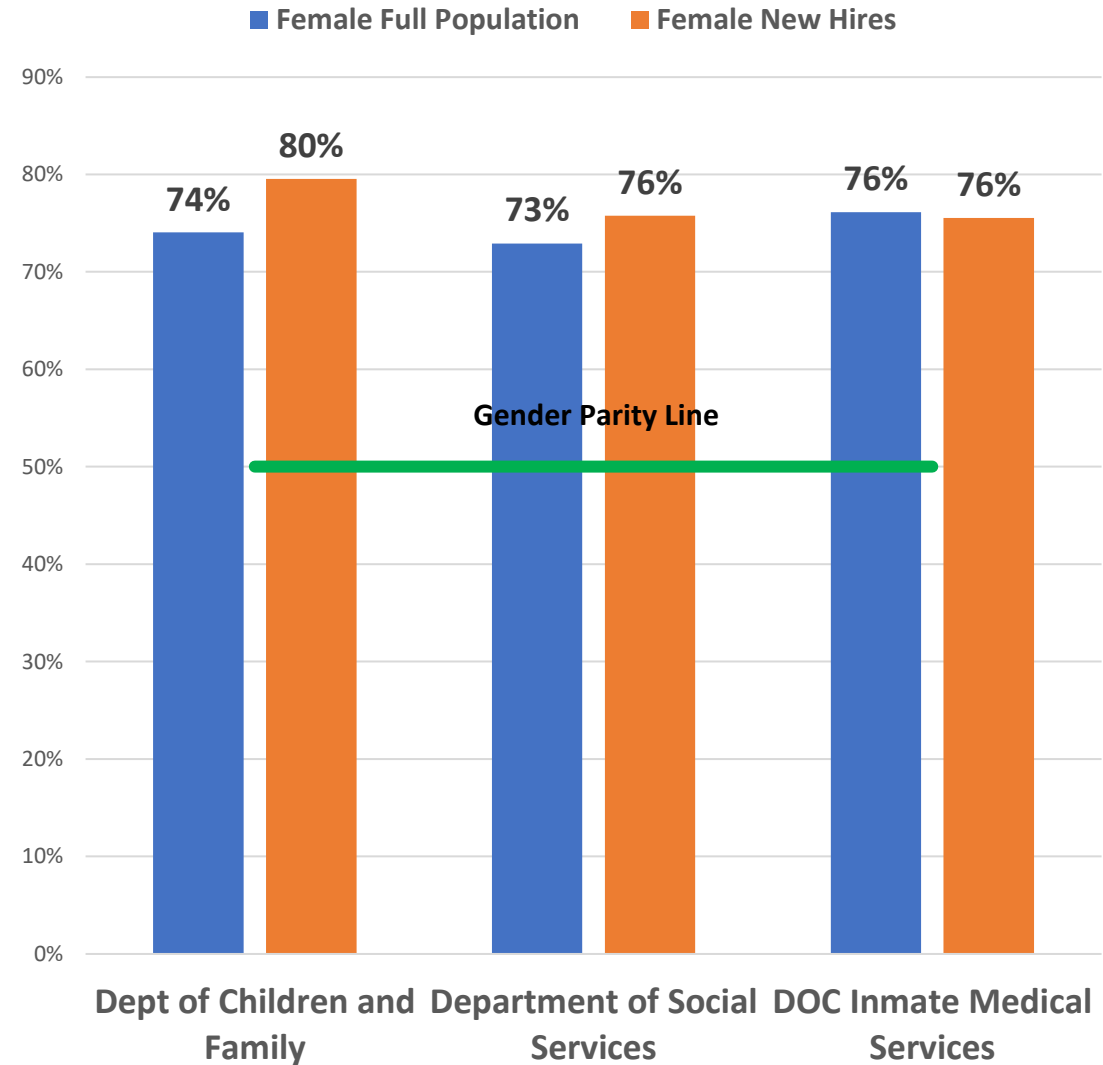


Gender Representation: Greatest Overrepresentation

(at largest agencies, bureaus and divisions)

- Prior research: Highest female representation in “redistributive” agencies (health, welfare and education).
- Prior research: Highest male concentration in “regulatory” and “distributive” agencies (law enforcement, taxing, transportation and parks).
- CT consistent with prior research: Highest female concentration at DCF, DSS and DOC Medical Services.

Greatest Female Overrepresentation: Largest Agencies/Divisions



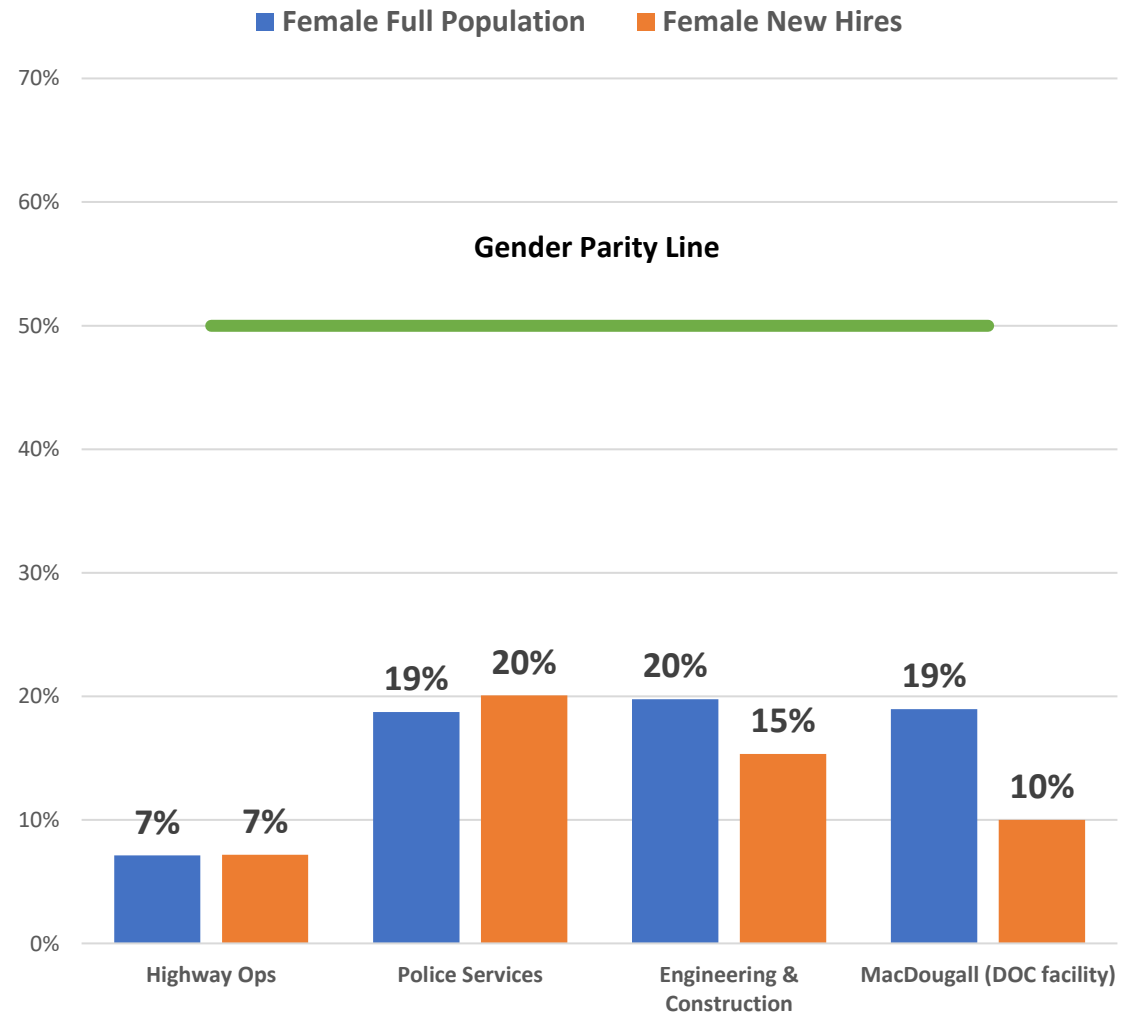


Gender Representation: Greatest Underrepresentation

(at largest agencies, bureaus and divisions)

- Greatest underrepresentation by females at DOT's Highway Operations and Engineering & Construction divisions, Police Services and DOC's MacDougall Walker Correctional Institution.
- Underrepresentation persists among new hires.

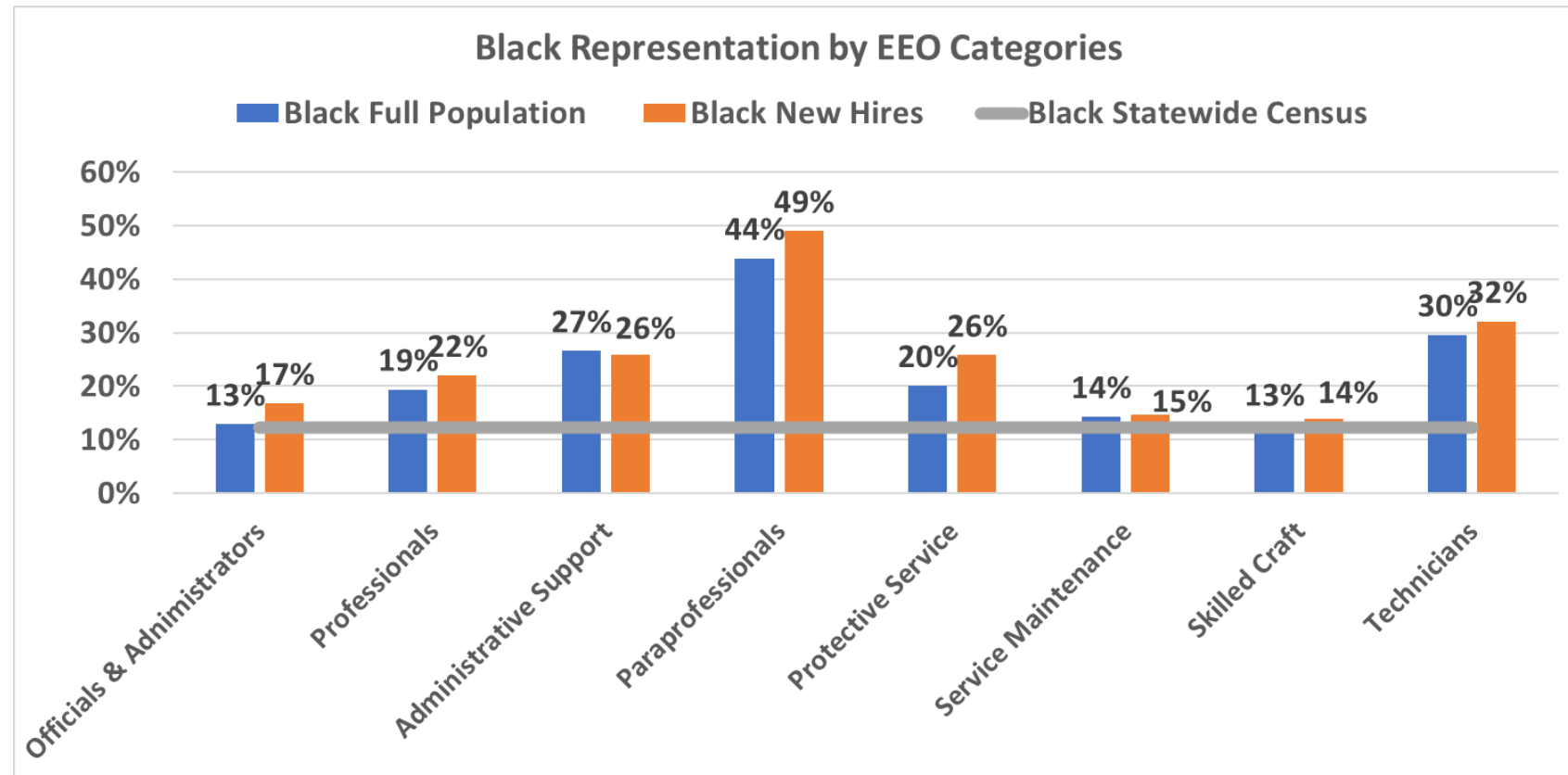
Greatest Female Underrepresentation: Largest Agencies/Divisions





Racial Representation: Black Representation by EEOC

- Statewide population: 12.2% Black/African American
- Black executive branch employees meet or exceed statewide percentages across all categories (full workforce and new hires).

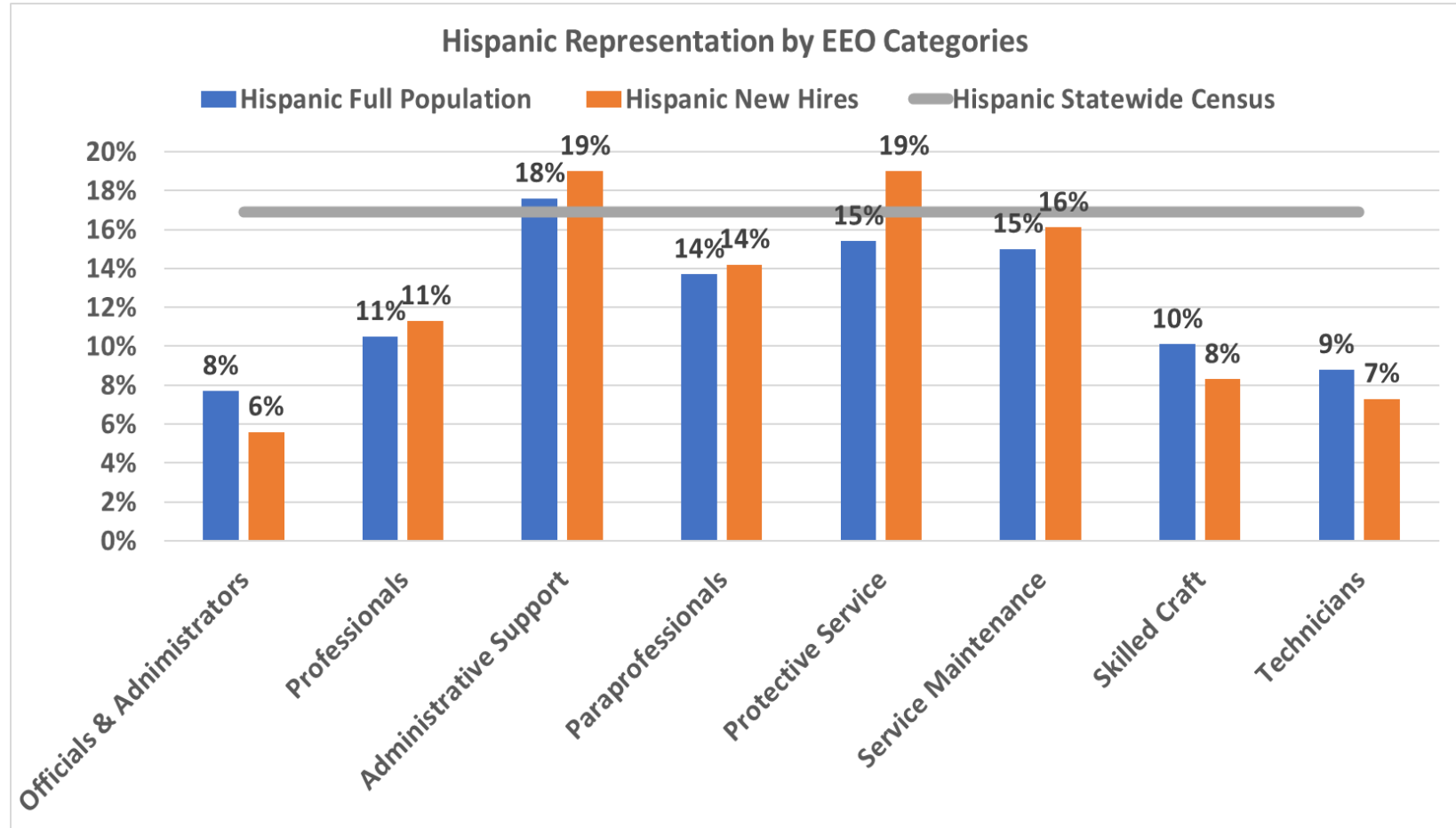




Racial Representation: Hispanic Representation by EEOC

- Statewide population: 16.9% Hispanic

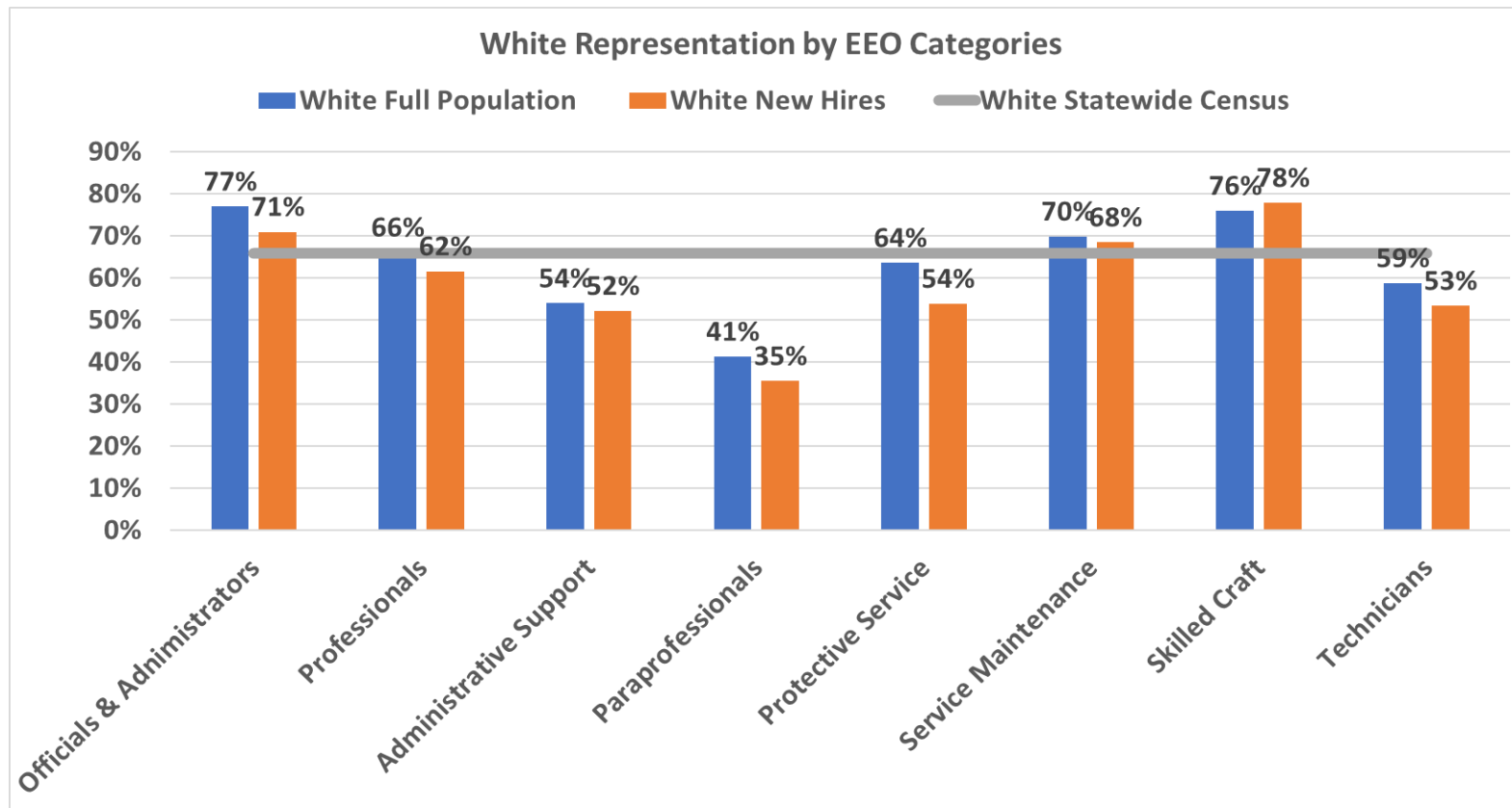
- Hispanic executive branch employees reflect or exceed statewide percentages in: Administrative Support and for new hires in Protective Service.
- Hispanic executive employees have broadest underrepresentation, particularly in Officials & Administrators (highest level of government).





Racial Representation: White Representation by EEOC

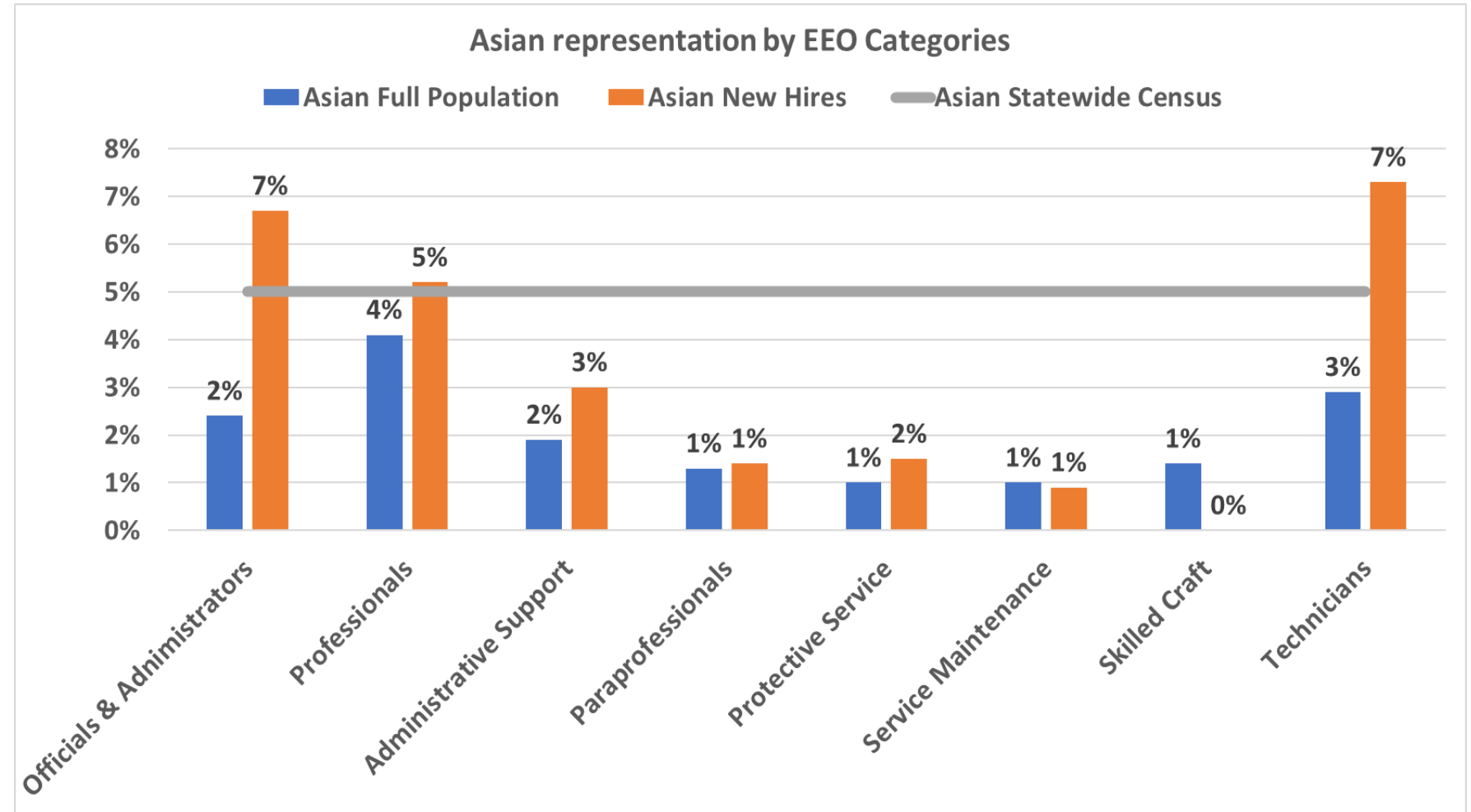
- Statewide population: 65.9% White, Non-Hispanic
- White overrepresentation: Officials & Administrators, Skilled Craft and Service Maintenance.
- White underrepresentation: Paraprofessionals, Technicians and Administrative Support (and professionals and protective service among new hires).





Racial Representation: Asian Representation by EEOC

- Statewide population: 5% Asian.
- Asian representation highest among Officials & Administrators, Professionals and Technicians.

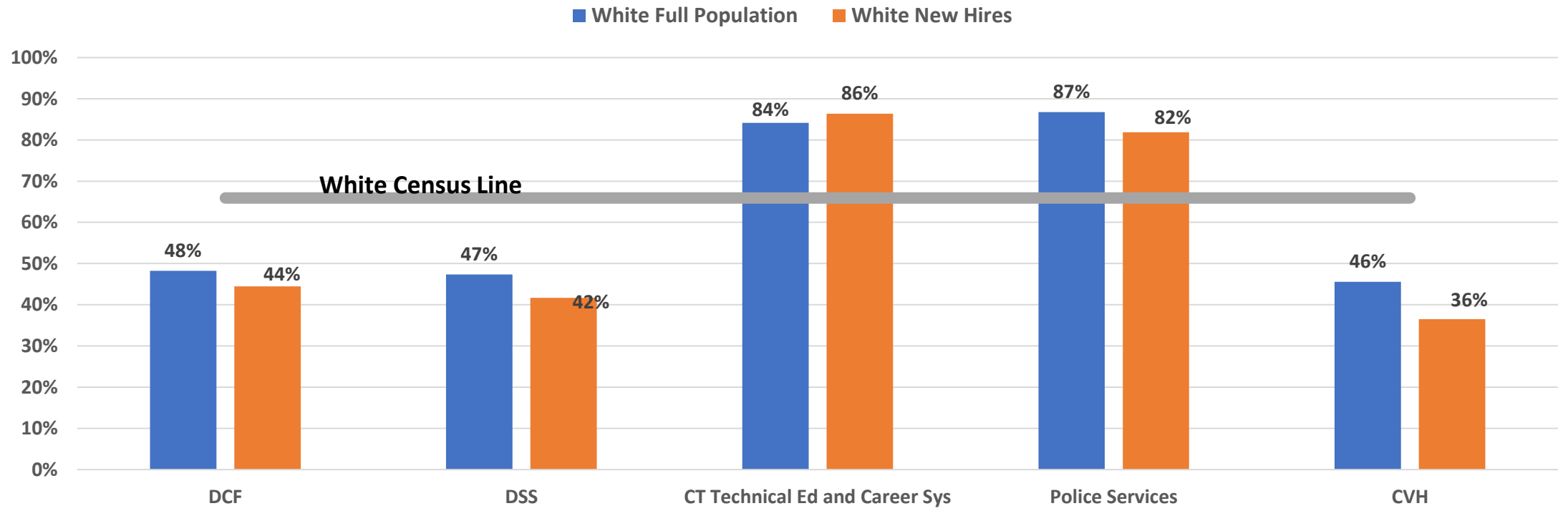




White Representation at Largest Agencies, Bureaus & Divisions

- Overrepresentation: CT Technical Education and Career System & Police Services.
- Underrepresentation: DCF, DSS & CT Valley Hospital

White Representation: Imbalances at Largest Agencies, Bureaus and Facilities

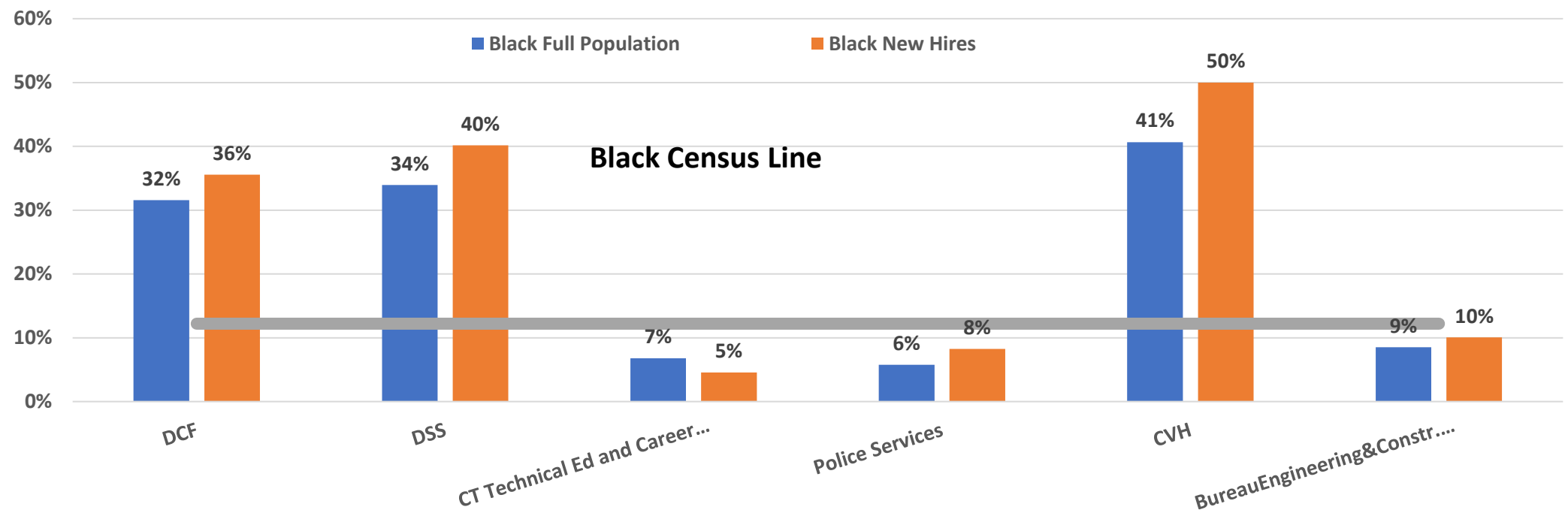




Black Representation at Largest Agencies, Bureaus & Divisions

- Overrepresentation: CT Valley Hospital, DSS & DCF
- Underrepresentation: CT Technical Education & Career System, Police Services and DOT's Bureau of Engineering & Construction.

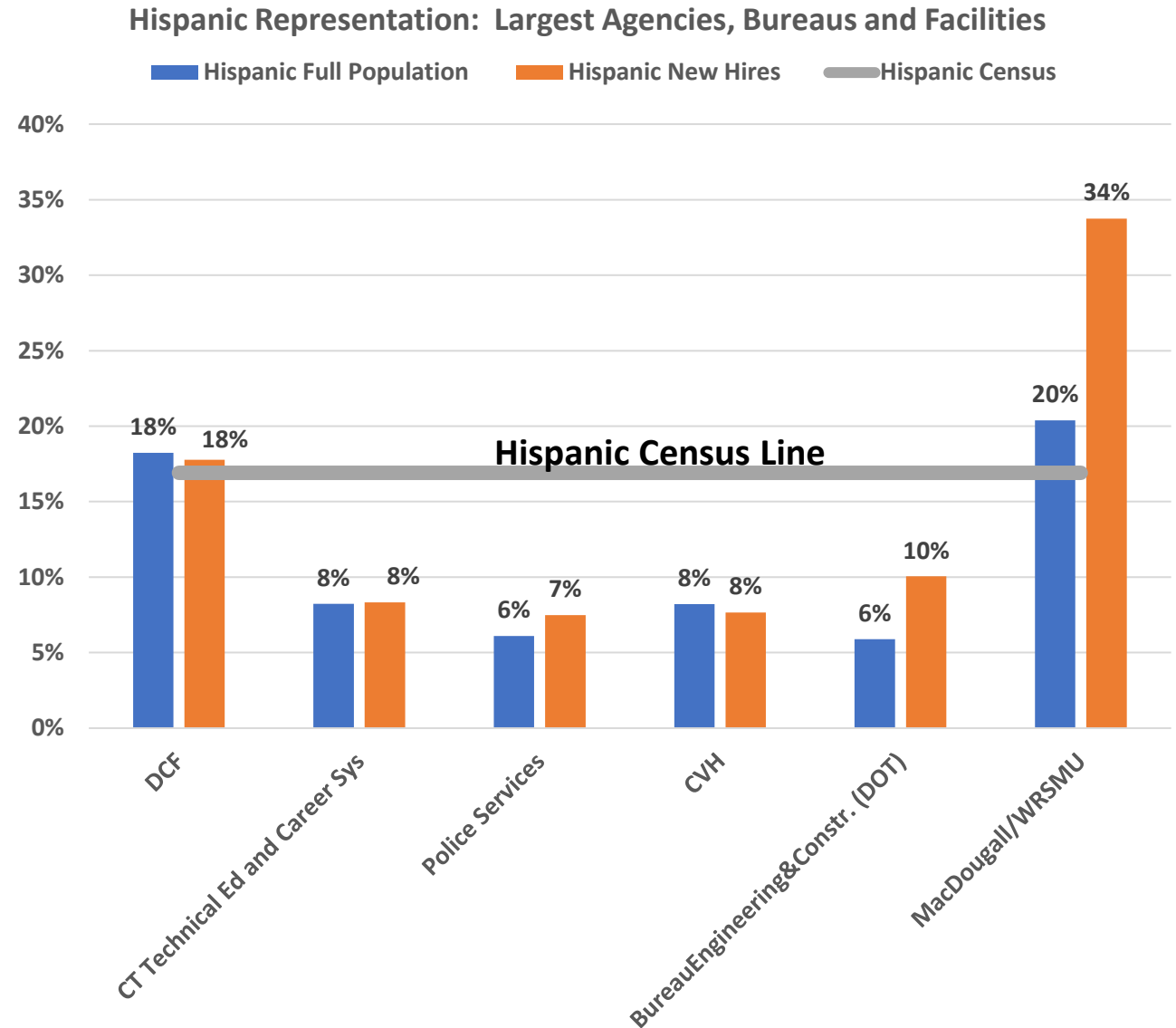
Black Representation: Largest Agencies, Bureaus and Facilities





Hispanic Representation at Largest Agencies, Bureaus & Divisions

- Two categories where Hispanic exec branch employees exceed statewide population: DOC's MacDougall Walker and DCF.
- Underrepresentation at 11 out of 16 largest agencies, bureaus and divisions.
- Most significant underrepresentation: DOT's Bureau of Engineering & Construction, Police Services, CT Technical Education and Career System and CT Valley Hospital.

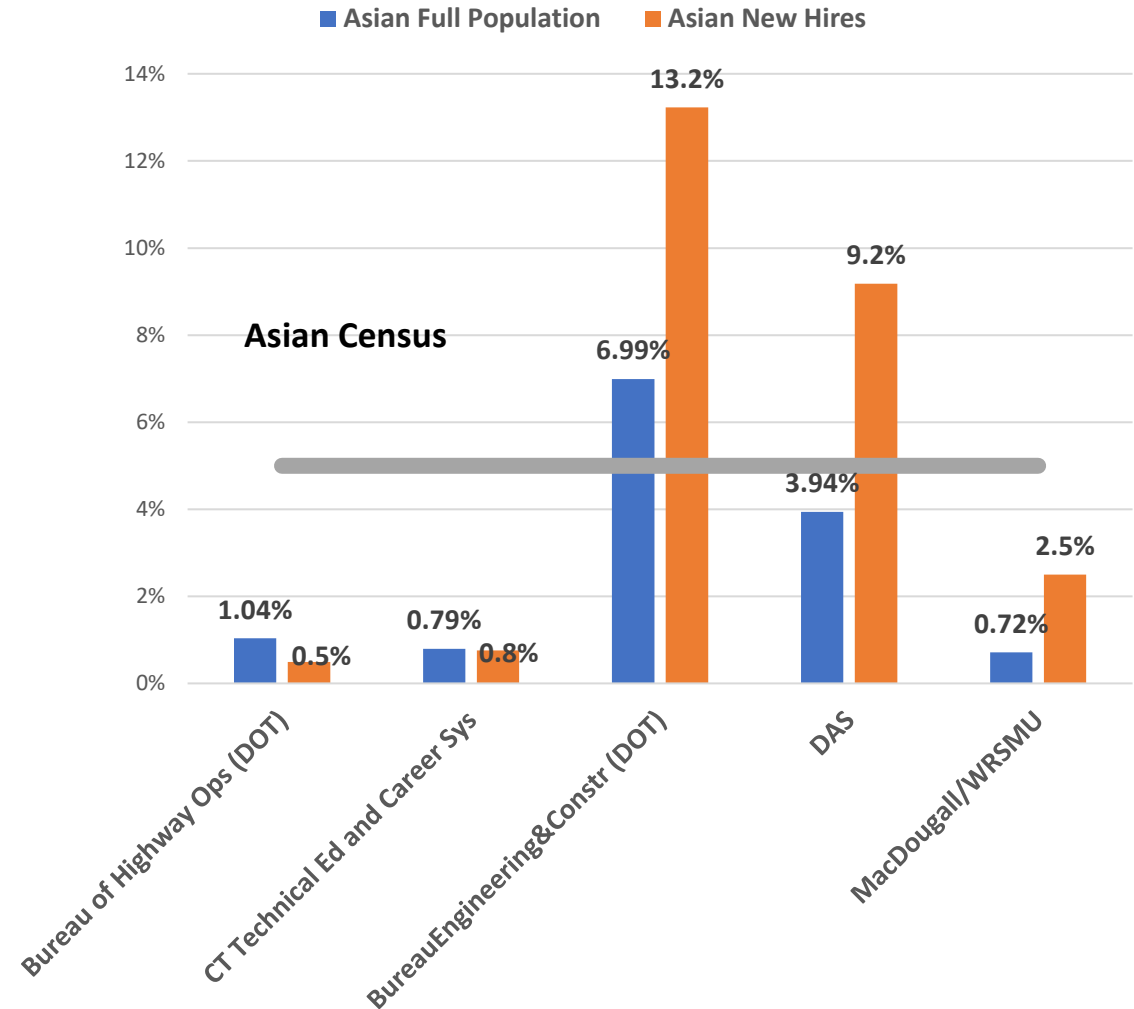




Asian Representation at Largest Agencies, Bureaus & Divisions

- Overrepresentation: DOT's Bureau of Engineering & Construction and new hires at DAS.
- Underrepresentation: DOT's Bureau of Highway Operations, CT Technical Education and Career System and DOC's MacDougall Walker.

Asian Representation: Largest Agencies, Bureaus and Facilities

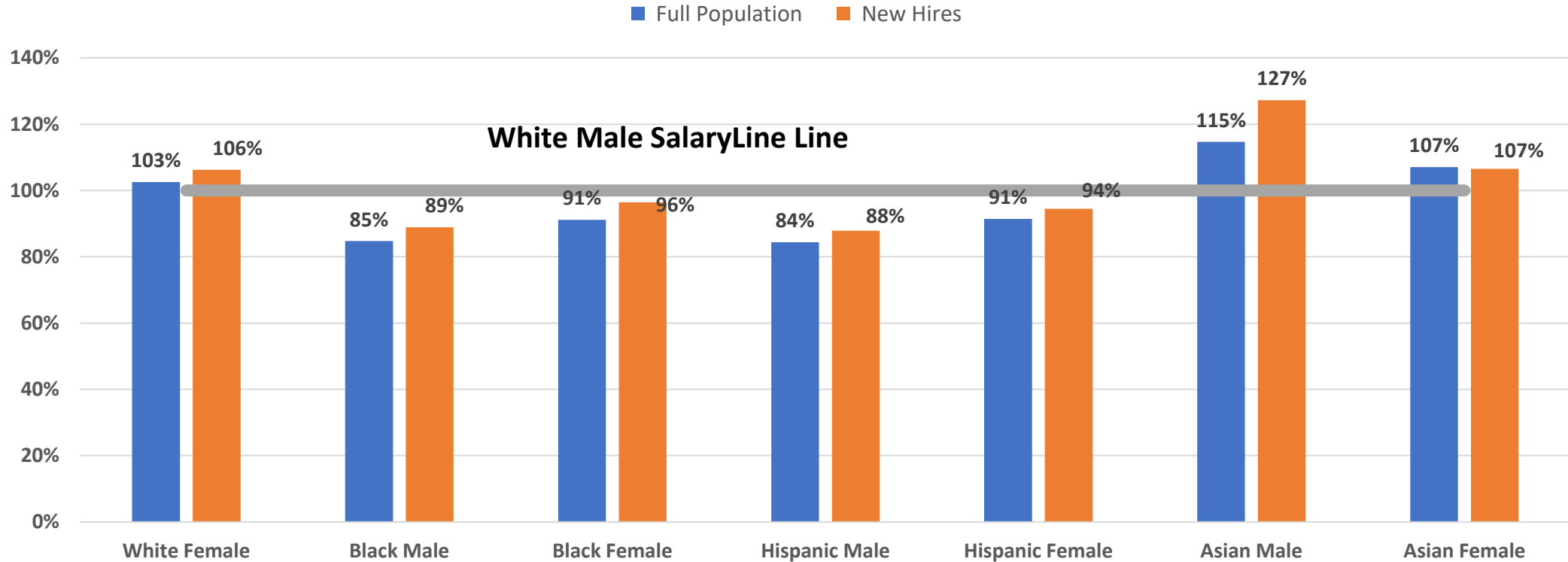




COMPENSATION



Across Entire Executive Branch: Intersectional Compensation Analysis



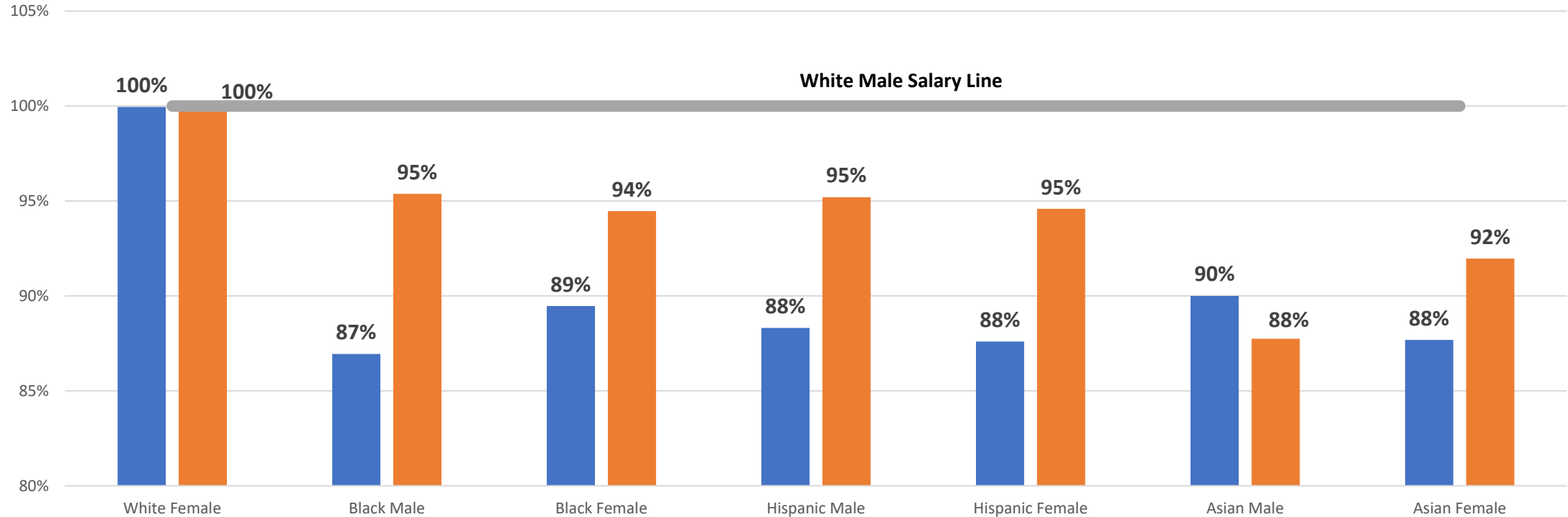
- White Females and Asian Males and Females are the three groups where earnings exceed White Male salary.

- Black and Hispanic employees – both Male and Female – earn less than White and Asian employees (among all executive, as well as new hires). Hispanic males experience greatest disparity at 84%.

Intersectional Analysis: Protective Service



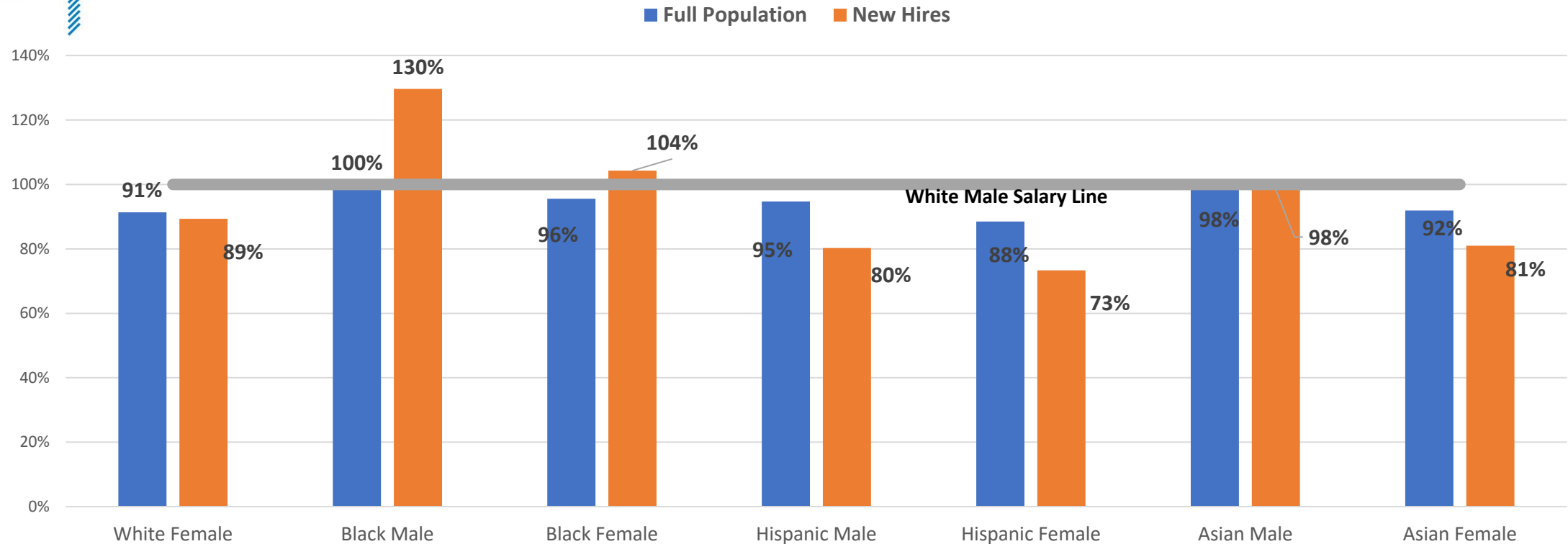
■ Full Population ■ New Hires



- In Protective Service, White Females are the only group that has pay parity with White Males.
- All Non-White groups, both Male and Female earn less than White employees. The gap persists (though smaller) among new hires.
- The group with the greatest pay gap in Protective Service is Black Males (87% of White Male salary).



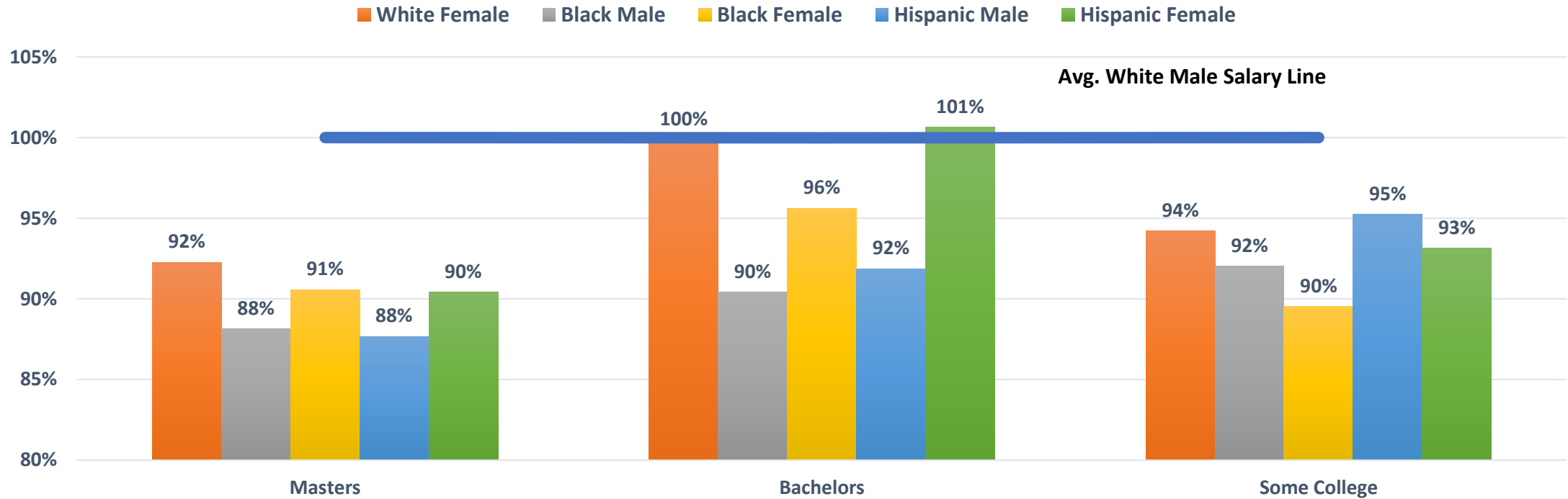
Intersectional Analysis: Officials & Administrators



- In the highest ranks of state government – Officials and Administrators – new hire Hispanic females face the greatest pay gap at 73% of White male salary.
- Black males and new hire Black females are the only two groups that meet or exceed White male salary.



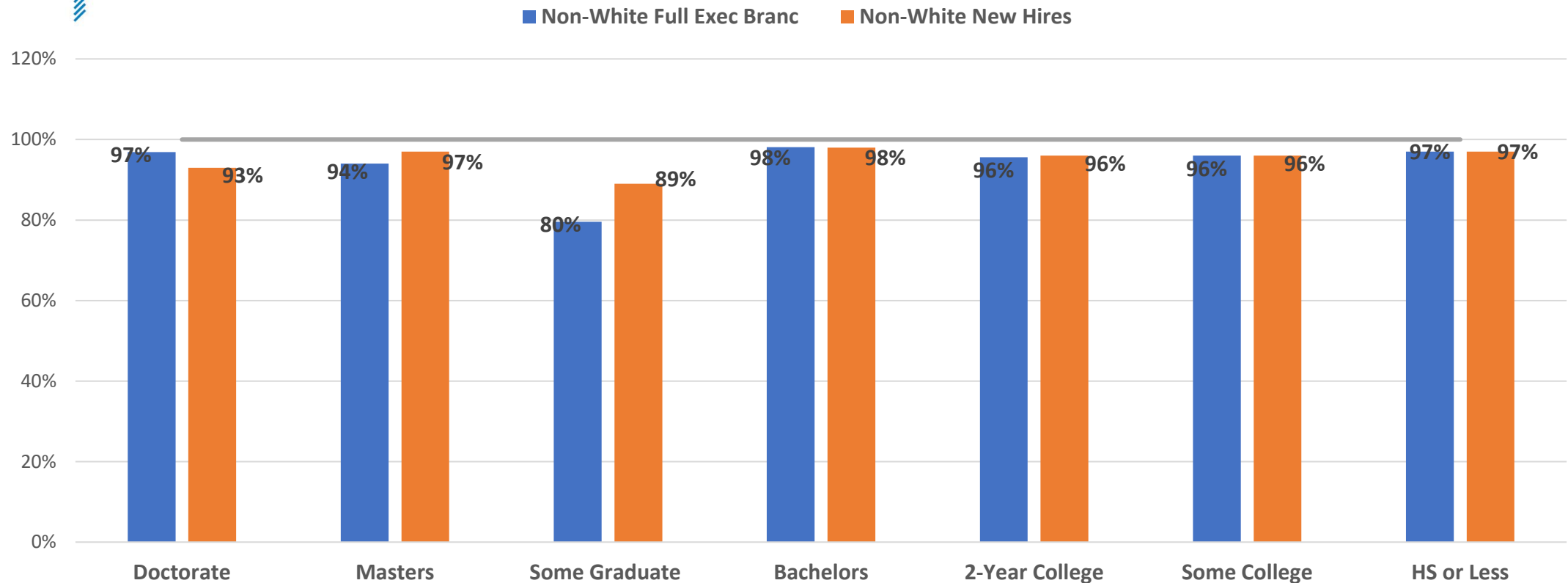
Gender, Race and Education: Salary Disparities (Hired Last Five Years)



- Executive branch employees earn more with each degree they complete. However, the value of advanced degrees varies across race and gender.
- Women and minorities with Master's Degrees, for example, persistently earn less than White males with the same degree.



Race and Education: Non-White Salary as % of White Salary



- Women, on average, earn at or slightly more than men in most education categories except for Master’s Degree.

- When viewing race alone, Non-White employees consistently earn less than White employees across all degree categories.



Recommendations

Establish Agency-by-Agency strategic plans on diversity, equity and inclusion (DEI).

| PAST | FUTURE |
|---|--|
| <p>An inventory of current headcounts - and goal headcounts without requiring specific strategies to achieve goals.</p> <p>Goals were built on dated formulas that perpetuated underrepresentation in certain fields and occupations.</p> | <p>Collect and analyze data on an agency-by-agency basis.</p> <p>Use that data to build agency-specific strategies. Rather than simply declare goals, spell out how those goals will be achieved – with strategies to overcome each agency’s unique recruitment, retention and development challenges.</p> |



Recommendations

- Create a Government-wide Diversity, Equity & Inclusion (DEI) Strategic Plan.
- The plan would direct each agency to analyze their own data to inform their own individualized strategic diversity plans.
- These individualized plans would reflect the unique needs and challenges of each agency.



Recommendations

- Create a more modernized reporting system – or digital dashboard – to allow for better data tracking and analysis.



Recommendations

- Stress the responsibility of leaders of executive agencies in promoting DEIA.
- Create a self-study of DEI within the agency and identify goals and priorities to achieve greater equity.
- Evaluate policies on recruitment, hiring, promotion, retention, professional development and other HR policies, and the potential for these policies to enhance DEI.
- Set goals that are based on evidence and data.
- Report on progress annually.



Recommendations

Statewide Partnership

- Establish a Strategic Statewide Partnership to facilitate recruitment for state employment opportunities of individuals who are members of underserved and underrepresented communities.
- These partnerships should include historically Black and Hispanic-serving institutions, including colleges, universities and community organizations.



Recommendations

Paid Internships & Fellowships

Use the new Statewide Partnership to enhance the state's current internship and fellowship programs.

Through the Partnership, create paid internships and post-graduation fellowships to enhance the diversity of the workforce, especially in occupations and agencies that experience persistent problems with representation.



Recommendations

Professional Development

- Professional development opportunities should be designed to help advance women and staff of color to occupations and position levels that could use better representation.

Questions?

