

The First Steps to Identifying Sex and Race Based Pay Inequities in a Workplace:

A Guide
to Achieving
Pay Equity,

by

Lee Finney,
Virginia Dean,
and
Robert Marks

Center for Labor Research and Education

Institute of Industrial Relations

University of California at Berkeley

INSTITUTE OF INDUSTRIAL
RELATIONS LIBRARY
MAY 03 1989
UNIVERSITY OF CALIFORNIA
BERKELEY

The First Steps to Identifying Sex and Race Based Pay Inequities in a Workplace

A Guide to Achieving Pay Equity

by

*Lee Finney, Virginia Dean,
and Robert Marks*

Center for Labor Research and Education
Institute of Industrial Relations
University of California at Berkeley

1989



Lee Finney is currently a Pay Equity Analyst for Contra Costa County, California, where she is working on the job evaluation study being done by the county to resolve pay equity issues there. Formerly a child welfare social worker, Ms. Finney is the Chair of the Contra Costa Advisory Committee on the Employment and Economic Status of Women and was the Northern Vice-President and Chief Steward for Service Employees International Union Local 535 for several years, and President and Acting Director of the Comparable Worth Project from 1985 until its transition to the Pay Equity Resource Center at the University of California at Berkeley. She has also taught in the graduate division at California State University, Hayward.

Virginia Dean is former director of the Comparable Worth Project, a non-profit organization in Oakland, California that developed and disseminated materials on pay equity between 1980 and 1985. She was in private practice in Berkeley between 1985 and 1988 and is currently a legal writer at Matthew Bender and Co., Inc., Oakland.

Robert Marks is a freelance writer and editor who has worked in a variety of capacities with issues of sexual equality and the law. Most recently, he has been writing about AIDS.

Partial Funding for publication of this book came from the Junior League, Ms. Foundation, Skaggs Foundation, and Sunflower Foundation.

Table of Contents

Introduction	1
Pay Equity	2
Background	3
Occupational Segregation	4
How Can You Show That Pay Inequities Exist in Your Workplace	7
Example of Inequitable Pay for Comparable Jobs	8
Strategy 1:	9
Conducting A Wage Gap Study	
Strategy 2:	15
Examining the Existing Wage Setting System in Your Workplace	
Strategy 3:	21
Piggybacking, or Applying the Results of A Job Evaluation Study Done for Another Workplace to Your Workplace	
Now What?	25
How to Use the Information That You've Found	
Appendices	
A. City of San Francisco Wage Gap Fact Sheet (October 1981)	29
B. A Comparable Worth Study of the U.C. Berkeley Non-Academic Positions —Preliminary Findings	31

C. SEIU Wage Gap Study of Alameda County, California	37
D. Points Assigned by the Willis Study to Jobs in Washington State	49
E. Points Assigned by the Hay Study to Jobs in San Jose, California	51
F. Tables Using the Washington State and San Jose Studies to Demonstrate Inequities in California State Salary Structure	55
G. Progress Report: Closing the Wage Gap in Contra Costa County, 1983-1987	57
H. Using the Freedom of Information Act to Obtain Wage Data	85
I. Catalog of Pay Equity Materials in the Collection of U.C. Berkeley's Women's Resource Center	87
J. Glossary of Terms	107

Introduction

The purpose of this booklet is to help workers and their unions raise the low wages paid to women and people of color in segregated jobs, using resources commonly available. A quick look at American workplaces shows that (1) most women are doing different jobs than men are, and (2) that women's jobs pay much less than do men's.

Minority workers are also often concentrated in low-paying jobs, though job segregation is far less complete for people of color than for women. Much of the information in this booklet applies to people of color as well as to women.

Women's jobs and women's skills are undervalued, with the result that, on average, women working full-time earn approximately two-thirds what men do. All around the country, and abroad, unions and groups of women are fighting for pay equity, or comparable worth, to get higher pay for women.

This booklet outlines three ways that a union taskforce or a group of workers in a particular workplace can gather information which will demonstrate that women and minority workers are being underpaid. Which of these strategies you choose to follow depends on which is most appropriate for your particular workplace. Following any of the three strategies, a few people can collect the evidence that may convince an employer to change pay policies, or help a union to bargain for pay equity, or set off a court case to force an employer to pay women equitably.

Before reviewing possible strategies, a little background on the issue of pay equity may be helpful.

Pay Equity

The concept of **pay equity** is distinct from the concept of equal pay for equal work. Equal pay for equal work mandates that all persons would be paid the same for jobs that are the same. Pay equity, on the other hand, insists that all persons should be paid the same for jobs that are of “comparable value,” even though the jobs are not the same or similar.

The difference in the pay of female-dominated jobs and male-dominated jobs cannot be totally explained by the required levels of skill, effort and responsibility or toleration of poor working conditions. Some part of the difference in pay is due to discrimination. Pay equity advocates seek to end discriminatory pay practices that value male-dominated occupations over occupations which are female-dominated.

The terms **pay equity** and **comparable worth** are used interchangeably in this booklet. Comparable worth is an older term, commonly used with the same meaning as pay equity, but now being associated in legal circles with one particular legal strategy.

Background

The Wage Gap

In 1987, women working full-time earned on average 70¢ for every dollar paid to men working full-time. Black women averaged only 64¢ and Latin women only 57¢. The difference between men's and women's average earnings is often called the **wage gap**.

The wage gap has been narrowing since 1980 when women as a group took home only 59¢ for every dollar paid to men. However, despite this recent improvement, women may not be making much long-term progress. The gap between men and women's pay has narrowed and then widened again several times in our history. In fact, in the late 1950s women were paid 63¢ for every dollar paid to men, so that the gap between men's and women's pay in the late 1950s was smaller than at any time in the 1960s, 1970s or early 1980s.

Why are Women Underpaid?

People who seek to justify the difference in wages received by men and women claim that women earn less because they take time out to have children and so build up less seniority, have less on-the-job experience and don't bother to get the training that men do.

However, extensive research by economists into the wage gap between men and women has shown that only one-half of the difference in men's and women's pay, at the very most, can be explained by these factors. At least half of the wage gap is due to sex discrimination.

Some sex discrimination in pay is overt and obvious—women are paid less than men for doing the same work. This is unequal pay for equal work and has been illegal since the Equal Pay Act was passed in 1963.

Less obvious, but more important in keeping women's wages low, is the practice of unequal pay for comparable work. In

Occupational Segregation

In 1982, over half of all American working women held jobs in occupations that were at least three-quarters female. Ninety-eight percent of secretaries, 96 percent of nurses and 99 percent of kindergarten teachers are women.

Researchers who study occupational segregation frequently report their results in terms of how many men (or how many women) would have to switch jobs in order for women to be equally represented in all jobs.

- **In 1981, nearly two-thirds of all working men and *all* working women would have had to change occupations for women and men to be equally represented in all jobs.**

Segregation is even more extreme within individual organizations. For instance, in one firm the accountants may be all women, while another firm will hire only men as accountants. This kind of segregation doesn't show up in national measures, such as the two-thirds figure mentioned above, since both men and women are accountants. Therefore, studies of occupational segregation inside firms show much more segregation than do the national studies.

- **Economists who investigated California establishments in the late 1960s and early 1970s found that over one-half of firms completely segregated jobs by sex. In over three-quarters of organizations, more than 96 percent of either women or men would need to switch jobs to obtain equal representation in all jobs.**

other words, women are paid less than men are for jobs with comparable requirements and responsibilities.

This is possible because women are segregated into a few relatively poorly paid “women’s jobs,” such as clerical work, nursing and retail sales. This is called occupational segregation by sex. Occupational segregation by ethnicity is usually less dramatic, but is still obvious in many workplaces.

Wages paid for jobs thought of as women’s jobs or jobs for people of color are lower than for jobs usually done by white men which require comparable skills and effort. Before Congress passed the Equal Pay Act in 1963 and the Civil Rights Act in 1964, employers legally and purposely set wages lower for women and minorities, no matter what jobs they held. Many inequities in pay persist today.

Labor economists have shown that the relationships between the wages paid to different jobs change very little over time, once they are established, so historical inequities remain unless deliberately changed.

Despite the gains made by affirmative action, the majority of American women still work in occupations that are highly female-dominated. Raising the wages in undervalued “women’s jobs” is probably the single most effective way to improve women’s pay and to narrow the wage gap in the near future. This is the approach favored by pay equity advocates and outlined in this book.

Examples of Inequitable Pay for Comparable Jobs

A study done by the Hay consultants found the following pairs of “men’s” and “women’s” jobs to require similar levels of education, experience, problem-solving, accountability, and working conditions. The wages cited are those paid by the City of San Francisco in 1981-82.

1. Data Entry Operator 86% Female \$1,053/month	Water Meter Reader 100% Male \$1,509/month
2. Clerk-Typist 84% Female \$1,157/month	Gardener 100% Male \$1,892/month
3. Licensed Vocational Nurse 97% Female \$1,367/month	Electrician 100% Male \$2,743/month
4. Librarian I 85% Female \$1,627/month	Real Property Appraiser 100% Male \$1,947/month

How Can You Show That Pay Inequities Exist in Your Workplace?

The strategies outlined in this book are limited to those which can be accomplished with information available in your workplace, or which has been published about other similar workplaces. **Strategy 1** involves collecting information on the wage gap in your workplace. **Strategy 2** outlines how to examine your existing wage setting system for race and sex bias. **Strategy 3** shows how to use job evaluation studies done by other people to demonstrate pay inequities where you work.

You can raise the issue of pay equity in your workplace by following any of the three strategies. Which tactic or tactics you choose will depend on the characteristics of your workplace such as whether you work for a private company or a public agency, whether or not you have a union, and how salaries are set. You should read through all three strategies to see which will best meet the needs of your particular situation.

Unfortunately, none of these strategies will help you if you are in a workplace which is nearly 100 percent female or minority. Pay equity arguments depend on comparing the wages paid to men and women, or to whites and people of color.

Following any of these strategies should provide you with information that will help you educate yourselves and your co-workers about the extent of pay inequities in your workplace. Almost everyone understands and supports equal pay for women and minority workers today, but most people don't realize the magnitude of pay inequities in our workplaces due to occupational segregation. Organizing the information you collect in fact sheets, flyers and brochures can often help you build support among other employees for a fight for pay equity.

At the end of this book, you'll find several appendices which

contain examples of the ways in which other people have collected and presented the information they found using the strategies outlined here. Many contain good ideas for organizing your results in persuasive charts and tables.

Strategy 1:

Conducting a Wage Gap Study

Collecting wage-gap information is one of the simplest ways to raise the issue of pay equity in a workplace and is the strategy of choice where no previous pay equity research has been conducted or where there is no job evaluation system already in use to set wage relationships. Although the wage gap you identify in your workplace may not be exactly the same as the national average it is practically guaranteed to be dramatic enough to get people thinking about why women and minority workers are paid less in general than are white men.

A wage gap is calculated by comparing the average wages of one group of workers with those of another group. To do this, you will need to get good information on the wages paid to most people where you work.

Collecting the Information

Depending on where you work, you may obtain this information through your union, from your employer or from a public agency.

The best way to collect this information is through your union. Even private sector employers are mandated by the National Labor Relations Act to provide the union this kind of information on demand.

Your employer should have all of the information you will need. Employers are required to collect and report statistical data on the race and sex composition of their workforces to the Federal Equal Employment Opportunity Commission (EEOC) and to state agencies which enforce anti-discrimination laws. The EEOC mandates both public and private sector employers to collect information on race, sex, annual salary, and job category for full-time, part-time and newly hired employees. A report would show the number of employees in “administration,” for

example, who earn a specific annual salary, as well as their ethnicity and gender.

If you work in the public sector, you may be able to get access to wage information by using the Freedom of Information Act, which essentially states that citizens have the right to access to public records unless there exists a state interest which overrides the public's right to know. (See **Appendix H** for a discussion on using the Freedom of Information Act.)

Private sector employers are not required to disclose wage information, except to a union, but they are obliged to compile this information for reporting to the EEOC. If your employer is reluctant to provide this information, a sympathetic co-worker who works in personnel may be the best source for this information. You should probably try to make contact with a co-worker who has access to these records before you pursue another, more formal, course of action.

Several other agencies and organizations may be able to provide you with some of the information that you need, including:

- The governing body that oversees your employer, if you work in the public sector, such as the city council or school board;
- County or state agencies or commissions which consider issues affecting women or people of color, such as the Commission on the Status of Women or the Commission on Human Rights;
- Federal or state agencies which enforce anti-discrimination laws such as the EEOC or your state fair employment practices agency;
- Local minority or women's advocacy groups such as chapters of the National Association for the Advancement of Colored People (NAACP) or the National Organization of Women (NOW).

Organizing the Information Once You Have It

You will probably want to compare the wages of men and women where you work, as well as the pay of whites and people of color. As you start to work with the data you've collected, other comparisons may suggest themselves. For instance, you may be able to demonstrate significant gaps by gender and ethnicity by focusing on specific departments or work-sites. You may want to compare the wage gap between men and

women in entry-level jobs or in comparable supervisory positions.

To calculate and compare average wages:

1. Determine the numbers of workers employed who fit into each of the following categories, or any other categories which make sense for your workplace:

Asian men _____ Asian women _____

Black men _____ Black women _____

Latin men _____ Latin women _____

White men _____ White women _____

Other men _____ Other women _____

TOTAL MEN _____ TOTAL WOMEN _____

TOTAL WORKFORCE _____

2. Compute the average salary for each group in (1) by adding together all the salaries paid to members of the group and dividing the total by the number of group members. You may compare weekly, monthly or annual wages as long as you are consistent in using the same measure for each group.

$$\frac{\text{Total salaries paid to Latin women}}{\text{Total Number of Latin women}} = \text{Average Salary of Latin women}$$

Example:

$$\frac{\$100,000 \text{ a year}}{10} = \$10,000 \text{ a year}$$

3. Divide the average salary of the lower paid group by the average salary of a higher paid group.

$$\frac{\text{Average Salary of Latin women}}{\text{Average Salary of White men}} = \text{How much Latin women earn as a percentage of what white men earn}$$

Example:

$$\frac{\$10,000}{\$30,000} = .33 = 33\%$$

The answer that you get will be a decimal, which will be equivalent to the cents on the dollar earned by the lower paid group as compared to the higher paid group. In our example, Latin women were paid .33, or 33%, of what white men were paid, which is equivalent to saying that Latin women were paid 33¢ for every dollar paid to white men.

Demonstrating the Extent and Consequences of Occupational Segregation in Your Workplace

You can expand your study to show people that women and minorities are segregated into particular jobs in your workplace, and what the consequences of this occupational segregation are in terms of lower pay for women and people of color.

To do this:

1. Figure out the total number of different job titles in your workplace. If you cannot get such detailed information, you may do this analysis using broad categories such as “clerical” and “maintenance,” but the results will not be as dramatic or as accurate.

2. Calculate the percentage of women and people of color in each job title or category by dividing the number of women or people of color in the job by the total number of workers in the job.

$$\frac{\text{Number of Women Working as File Clerks}}{\text{Total Number of File Clerks}} = \text{Percentage of File Clerks Who are Women}$$

Example:

$$\frac{23}{25} = .92 \text{ or } 92\%$$

If the percentage of women in a particular job is 70% or higher, this job is female-dominated. If there are less than 30% women in the job, it is male-dominated.

If 50% or more of the workers in a job title are people of color, then the job is minority-dominated.

NOTE: Although the percentages cited in Step 2 are the most widely used standards for defining when a particular job is

dominated by women or people of color, you may want to use a slightly different benchmark in your report. Most studies use these percentages, but many use another guideline. If, for instance, many jobs in your workplace are 65% female, you may want to use that as your standard for “female-dominated.”

3. Calculate the proportion of jobs in your work place which are effectively segregated.

$$\frac{\text{Number of Segregated Jobs}}{\text{Total Number of Jobs}} = \text{Percent of Jobs Which Are Segregated}$$

4. Compute the average earnings of segregated jobs for each of your groups.

$$\frac{\text{Total Wages Of All Female-Dominated Jobs}}{\text{Total Number of Workers in Female-Dominated Jobs}} = \text{Average Wages Female-Dominated Jobs}$$

Example:

$$\frac{\$300,000}{30} = \$10,000$$

5. Compute the wage gap for jobs which are segregated.

$$\frac{\text{Average Earnings for Female Dominated Jobs}}{\text{Average Earnings for Male Dominated Jobs}} = \text{The Wage Gap}$$

Example:

$$\frac{\$12,000}{\$24,000} = .50 \text{ or } 50\%$$

This means that in our example people in female-dominated jobs earn on average 50% of what people in male-dominated jobs earn, or 50¢ on the dollar.

To make your report more effective and vivid, you may want to describe the sorts of jobs which tend to be segregated by ethnicity or gender. Make it clear what the jobs that women and people of color are directed into are like in terms of duties, status and possibilities for promotion.

Another possibility is that occupational segregation may not be as drastic in you workplace as it is in many, but that there are still occupations which employ disproportionate numbers of

people in particular groups. In this case, you can report that women, or people of color or white men are over-represented in a particular job category. To do this you would compare the proportion of the over-represented group in a job with the proportion of that group in the regional labor force. A reference librarian should be able to help you find out the composition of the labor force in your county, or area.

Appendix B contains a good example of a wage gap study done by the American Federation of State, County, and Municipal Employees local at U.C. Berkeley. Take a look at how they used different steps of this approach to make a persuasive report. In **Appendix A**, you'll find a simpler, but still very effective, fact sheet on the wage gap in the city of San Francisco.

Strategy 2: Examining the Existing Wage Setting System in Your Workplace

Every workplace pays higher wages for some jobs than for others and these differences are often determined by some formal system of job evaluation. If such is the case in your workplace, your strategy of choice for uncovering sex and race bias is to investigate the system used to determine the wages paid to different jobs.

If your employer uses no formal procedure for setting wages, this fact alone could be the basis of a campaign for pay equity. Wage setting decisions which are made arbitrarily will almost certainly reflect the racism and sexism in our society. You may want to push for a more objective system of pay determination.

The federal government, most state governments, many large counties and cities, and most large private employers use a formal job evaluation procedure to rank jobs in order of their value before setting wages.

Job evaluation is most often done by the “point factor” method. This method consists of identifying and measuring factors such as the skill, effort and responsibility involved in each job in the organization. Points are assigned to jobs depending on the amount of each factor a job entails, and then wages assigned to jobs according to the number of points a job has. Theoretically, jobs which receive the same number of points should be paid equally, and jobs which receive more points than others should be paid more.

Although job evaluation is now being used extensively by advocates of pay equity, it is important to remember that **job evaluation is a tool which has traditionally been used to justify, not to challenge, wage setting practices.** Job evaluation has been widely used by large employers for a long

time, most paying low wages for women's jobs all the while. In examining the job evaluation system used in your workplace, you may discover many biases within the job evaluation scheme.

Looking carefully at your employer's job evaluation system can provide you with two kinds of evidence that women and people of color are being paid inequitable wages:

1. Women's jobs and those jobs where people of color are concentrated may not receive the wages paid to "men's jobs," which are valued equally by the job evaluation procedure.

For example, in San Jose, California, before employees struck for and won comparable worth pay increases, the city used a point factor job evaluation system which had been in place for over 30 years. Although the job of beginning librarian was assigned 289 job points by the system, pay for this female-dominated job equalled the pay of street sweeper operators, a male-dominated job assigned 124 points.

2. Biases within the job evaluation system may result in women's jobs being ranked lower than they should be.

Job evaluation systems may contain many examples of internal biases which work against women, including:

a) The selection of factors to be given points which are more likely to be found in men's jobs than women's jobs, or leaving out factors which are more likely to be found in women's jobs, such as dealing with the public, working with people who are sick or injured, and coping with the stress of multiple roles, as is common in clerical work.

b) The practice of giving greater weight to factors more often found in men's jobs than to factors more frequently found in women's jobs, such as giving more points for occasional lifting of heavy weights than for frequent lifting of lighter weights. A less biased alternative would be to measure average physical effort for lifting.

A shocking example of weighting factors more commonly found in men's jobs than in the women's is the ordering of the following seven jobs from highest to lowest by the 1977 Dictionary of Occupational Titles for a typical worker's involvement with "data, people and things":

1. Dog trainer
2. Marine mammal handler
3. Practical nurse

4. Nursery school teacher
5. Home health care nurse
6. Nurse's aide
7. Foster mother

c) The use of "prevailing rates," or the average wage paid elsewhere to set wages for different jobs, rather than total points assigned. This perpetuates the historical inequities in wages paid to women and to people of color which were both legal and common before the passage of civil rights legislation in the '60s.

d) The separation of jobs into "job families" or occupational groups before assigning wages to individual jobs. This way, men's and women's jobs which fall into different families are not directly compared. Jobs in male families may receive much higher pay for the number of points assigned than jobs in female families.

In order to uncover the biases which may exist in the job evaluation scheme used in your workplace, you will need to find answers to the following questions:

How are wages set in your workplace?

Collect all the documents that you can find which describe your employer's wage-setting procedures. Different policies may be used for different kinds of jobs. You want to know how wages are determined for all jobs, and which procedures are used for which jobs.

- a) Does your employer have written policies or procedures for setting wages?
- b) Are wages established through collective bargaining? If so, do federal, state or local laws affect bargaining over wages in your workplace?
- c) If you work in the public sector, are there any ordinances or laws which govern how wages are set? Are there any regulations describing how these ordinances are to be carried out?
- d) How long has the present wage setting system been used? What system was used before?
- e) Are there different methods of determining wages for different groups of jobs? What are the different groups? How are the methods different? What is the sex and race composition of the people in each group?

An example of the type of bias that can be revealed by these

questions was found by the Communications Workers of America (CWA) while negotiating with AT&T. Managers, predominantly men, received large numbers of points for dealing with customers, while non-managerial employees, mostly women, received very few for working with customers. In this way, women's jobs were consistently undervalued.

Another frequent example is the granting of points for warehouse workers for noisy working conditions while ignoring the noise present in many busy offices.

How are jobs ranked in your workplace?

a) What are the stated criteria for ranking jobs? Are these criteria applied uniformly to all jobs?

If there are no stated criteria for ranking jobs, or if you find that different criteria are used for different groups of jobs, this is as far as you can go with this strategy. You may, however, want to campaign for an explicit, objective system of wage setting, or for a system which uses the same set of criteria to evaluate all jobs, using evidence of biases you have discovered so far.

b) If the same criteria are uniformly applied to all jobs, can you identify pay differences for similarly ranked jobs which are segregated by either ethnicity or gender?

Are the stated criteria for ranking jobs measured by a point factor job evaluation system?

a) Identify the factors used for measuring the content of jobs. How are these factors defined? Definitions can be a source of bias. For instance, some point factor systems reward responsibility for money, more often found in men's work, and not responsibility for people, more often found in women's work. Are some factors given more weight than others? Are more highly weighted factors usually components of men's jobs?

b) Is the allocation of points to different jobs based on uniform, up-to-date and accurate job descriptions? Often women's jobs will be described with much less detail than men's jobs, with the result that factors deserving points are overlooked.

Did employees have any input into describing their own jobs? Job descriptions developed with the help of employees are generally more accurate.

c) Are segregated jobs with the same number of points paid differently? This is where the most blatant discrimination is found. AFSCME, in their court case against the State of Washington, showed that the state was paying one-fifth less, on average, to people in female-dominated jobs than in male-dominated jobs with the same number of points.

Does your employer use prevailing wage rates to set wages?

As discussed above, sex and race bias are guaranteed when prevailing wages are a factor in setting wages, since employers in the past (i) segregated women and people of color into particular jobs and (ii) paid less to women and to people of color as a matter of policy. These pay relationships continue unchanged today.

a) Does your employer actually conduct a survey of the wages paid for similar jobs by other employers in the community? Many employers who say that they pay prevailing wages do not actually conduct a survey.

Others survey such a small sample of jobs or employers that the survey is meaningless. For example, the city of San Francisco, California surveys the pay for only 60 of their 1,600

jobs. Pay for the other 1,540 jobs is determined by using these 60 surveyed jobs as benchmarks.

If your employer uses the wages of benchmark jobs to assign wages for other jobs, how are these benchmark jobs selected? What determines which benchmark job other jobs are compared to? What is the sex and race composition of different benchmark jobs? Of the jobs paid in accordance with particular benchmark jobs? If a “women’s job” is used as a benchmark, wages will be low for every job paid in accordance with this benchmark job.

How are surveyed workplaces chosen? Are survey results applied uniformly to all jobs, or are some jobs exempted from being paid the “prevailing wage?” If some jobs are exempted, is the result that some men are paid more than the “prevailing wage rate?” In San Francisco, police and firemen’s wages are exempted from the rules which apply to other city workers’ salaries.

The answers you find to these questions should provide you with a good sense of how wages are determined in your workplace, and what are the sources of pay inequities in your employer’s wage setting system.

Strategy 3: Piggy-Backing, or Applying the Results of a Job Evaluation Study Done for Another Workplace to Your Workplace

This strategy produces more specific wage relationship comparisons than does a wage gap study but also takes more time and resources to complete. It is a feasible strategy where there is at least one other work place similar to your own where a formal job evaluation study has been done which you can use to piggy-back onto. The California Nurses Association, representing nurses in four San Jose hospitals, asked that registered nurses be paid as much as pharmacists because a job evaluation study done by Hay Associates ranked the two jobs equally. Women in Politics, a Sacramento-based organization, used the results of the State of Washington Study to identify pay inequities in selected State of California jobs in their successful campaign to pass a comparable worth law for California state employees. (Their tables, which are simple but very persuasive, are found in **Appendix F**.)

Once the issue of pay inequities has been raised, your employer may agree to comparable worth raises for “women’s jobs” based on the job evaluation studies done elsewhere, since this saves the expense of conducting a job evaluation study.

You can apply the results of an already existing job evaluation study to your workplace by following these steps:

1. Find job evaluation studies which have examined workplaces similar to yours.

For instance, if you work for a school district, you may find several studies of other school districts.

Appendix I contains a list of job evaluation studies in the files of the Pay Equity Resource Center, located at the Women's Resource Center at U.C. Berkeley.

You may also be able to get studies directly from other workplaces through the union or the personnel department.

2. Pick one or two studies which contain the largest number of job titles similar to those in your workplace.

For an idea of what you are likely to find, see **Appendices D and E** which contains the job titles and points assigned to each job title from studies done for Washington State and the City of San Jose.

a) Obtain job descriptions for the jobs studied. Your source for the study will probably be able to provide you either with the job descriptions or an idea of how to get them.

b) Identify which jobs in your workplace are similar to those that are ranked in the job evaluation study you've borrowed. You don't need to find a match for every job. The closer the jobs are in tasks and responsibilities, the more accurate the match will be. Jobs that tend to be standardized or to require special licenses or certification, such as physical therapist or registered nurse, are often the easiest to match.

c) Obtain job descriptions from your own workplace for jobs which you will be able to match with the job evaluation study.

d) Match jobs in your workplace with jobs covered in the job evaluation study. Be sure to check that you are comparing appropriate levels in a series of job titles; different employers may use different job titles to indicate levels of seniority and responsibility. A Clerk I in your firm may be a Clerk III elsewhere.

This can be a very time consuming process. If you are working with a group, you could each match a separate group of jobs. You may wish to cut down on the work by comparing only a few representative jobs.

3. Note the wages that are paid by your firm to each job which you've matched.

Note also the number of points assigned to the matched job by the job evaluation study. Find examples of "men's" and "women's" jobs in your workplace which are given close to the same number of points by the job evaluation study. Compare the wages paid to these jobs by your firm. Compare the wages paid to jobs where minority workers are concentrated to the wages of jobs with similar point scores held predominantly by white men.

Appendix F and G contain some examples of the charts made by other groups which have used this strategy to demonstrate pay inequities in their workplace.



Now What?

How to Use the Information That You've Found

One of the first and most important ways to use the information you've gathered is to educate your co-workers. Organizing workers around pay equity issues will be easiest where large numbers of women and people of color are present in a workplace.

Work with your union so that pay equity issues can be raised in collective bargaining. If there are several unions in your workplace, build coalitions with the other unions to press for pay equity.

Educating your co-workers and working with all of the unions in the workplace is vital because the issue of pay equity is often used by management to divide one group of workers from another. Management may imply that pay equity can only be implemented by lowering men's wages, or that the firm cannot afford to pay comparable worth raises.

Don't let your employer get away with this! Everyone in your workplace needs to understand that women and people of color have been underpaid for years, and that higher pay increases for women's jobs and minority workers' jobs are needed to eliminate sex and race discrimination.

Be very clear with male workers that your comparable worth plan does not call for any reduction or freezing of their wages. Point out that men will benefit from better wages for women—immediately in two paycheck families. You might also want to point out that as long as women are paid less than men, men are at risk of being replaced with women.

Don't be put off by arguments that implementing pay equity would be too costly. Always discuss estimated costs as a fraction of the total payroll. Experience so far shows that pay equity increases have amounted to no more than 3 to 5 percent of existing payroll budgets. Furthermore, cost is not a legal defense

against lawsuits claiming wage discrimination. Women are not responsible for subsidizing employers by taking home low wages.

If you don't have a union, your committee may approach management directly with your evidence. Check your local laws regarding comparable worth—there may be legislation which requires employers to consider pay equity when setting wages.

In the Public Sector

It's often easier to raise the issue of pay equity if you work in the public sector. It may be possible to get the support of a sympathetic elected member of your governing body, i.e. the city council or school board. Elected officials are sensitive to community pressure and may support you if they are lobbied by community groups such as NOW and the NAACP.

Community support can often be increased through the media. Get the local press to do a feature story on your evidence, or hold a press conference to announce your findings. The press will be more interested if you can get several groups or unions to co-sponsor your press conference.

Your governing body can be lobbied to initiate pay equity actions for its own employees through some form of legislative action such as:

- a broadly stated resolution endorsing the concept of pay equity,
- the establishment of a labor/management task force to study the issue further,
- the commissioning of a full job evaluation study,
- the direction of management to negotiate with employees on pay equity, or
- the budgeting of either immediate pay equity adjustments or the reservation of funds to be set aside for pay equity increases in the future.

Litigation

If you meet with resistance, consider the possibility of a lawsuit under Title VII or your state fair employment practices law. Whether or not your data would support such a lawsuit can only be decided by a lawyer who knows this area of the law. Although expensive and time-consuming, litigation has been initiated in some situations where collective bargaining and political pressure have been ineffective. The threat of litigation may be more powerful than an actual legal battle.

Before you can litigate a wage discrimination case, you must file an administrative charge with the EEOC or your state Fair Employment Practices Department. These charges do not require a lawyer and offer an opportunity to gather further information about your employer's wage-setting practices during the agency's investigation. These agencies will provide you with the appropriate forms and instructions.

Conclusion

In every workplace where the issue of pay equity has been successfully raised, the first steps have included organizing a pay equity work group, gathering accurate data, and educating other employees about pay equity. We hope that this book will be helpful to you in your efforts to compile, organize and present evidence of pay inequities in your workplace.



Appendix A: City of San Francisco Wage Gap Fact Sheet—October 1981

City Workforce Profile

There are 21,984 city workers. More than one-third (7,447 or 34%) are women and almost half (10,201 or 46%) are minorities.* Almost one-fifth (4,008 or 18%) are minority women. Almost one-quarter (5,096 or 23%) are temporary workers.

Women and minority workers are more likely to be “temporary” than permanent. That status is not actually temporary. It can last for many, many years and freezes the worker at step 1 of the pay scale without social security or retirement benefits.

Women are 31% of permanent and 43% of temporary workers. Minorities are 44% of permanent and 55% of temporary workers. Minority women are 16% of permanent and 26% of temporary workers.

Job Ghettos

Men are found in three times as many city job classifications as women. They are in 89% or 905 of 1,022 classifications. Women are concentrated in 34% or 349 classifications, usually low paid and underpaid.

The salary paid a particular job classification can be predicted by the proportion of men or women who hold it. Occupations held mostly or entirely by women earn less. Occupations held mostly or entirely by men earn more.

Porters, orderlies, licensed vocational nurses, custodians, and food service workers are mostly minority workers. Clerk typists, school lunch workers, licensed vocational nurses, clerk stenographers, and children's center assistants are mostly women.

Gardeners, Muni drivers, firefighters, police, truck drivers, laborers, auto mechanics, and high level management positions are mostly men.

* The city employs fewer women and fewer minorities than their proportionate representation in the city workforce where women are 41.6% and minorities are 56% of the total labor force.

Wage Gap

The average salary for city workers is \$1,724 a month.

The jobs described above held mostly by women and minorities are paid less than the average city wage. The jobs described above held mostly by men are paid more than the average city wage.

Jobs which are 75% or more female earn an average of \$1,550 or \$674 (30%) less than jobs which are 75% or more male which earn an average of \$2,225.

Women earn an average of \$1,500 a month or \$500 (25%) less than men who earn an average of over \$2,000 a month.

Minority workers earn an average of \$1,669 or \$384 (19%) less than non-minority workers who earn an average of \$2,053.

Temporary workers learn an average of \$1,441 a month or \$566 (28%) less than permanent workers who earn an average of \$2,007.

Temporary, black women workers earn an average of \$1,152 a month or \$1,178 (51%) less than permanent white male workers who earn an average of \$2,320.

Appendix B: A Comparable Worth Study of the U.C. Berkeley Non-Academic Positions: Preliminary Findings

Written by members of AFSCME Local 1695, the Center for the Study, Education and Advancement of Women, Comparable Worth Project, Staff Women for Affirmative Action and the University Y-House with review by members from the Berkeley Staff Association.

Introduction

According to the latest government figures, 52% of all women 16 years and older are working in the labor force. This figure has increased 44% since 1955 when only 36% of the female population worked in the labor force. The proportion of working mothers has increased even more. Fifty-five percent of all mothers are now working. This represents a 95% increase since 1956 when only 28% of all mothers worked in the labor force.

Although women have increased their numbers in the labor force, their earnings compared to men have declined. Women now earn 57 cents for every dollar earned by men. In 1955, women earned 63 cents for every dollar earned by men.

Why are women workers earning less than men?

Is it because women work for pin money? Not when almost two-thirds of all working women are single, widowed, divorced, separated or have husbands who earn under \$10,000/year. Not when 61% of the people living in poverty are women and their children.

Is it because women have less education than men? Not when a female college graduate can expect to earn \$2,000 less per year than a male high school graduate.

The wage gap between men and women persists because women are concentrated in female-dominated jobs which tend to be underpaid and undervalued. Sixty-five percent of working women are concentrated in three occupational categories: clerical, sales, and service. Women still comprise 99% of all secretaries, 97% of all nurses, 92% of

all telephone operators, etc. The degree of job segregation is as severe today as it was 70 years ago even with affirmative action and other programs implemented to improve women's occupational opportunities.

Female dominated jobs are underpaid given the skills, effort and responsibility required for their job. A comparable worth study conducted in San Jose showed that on average female dominated jobs were paid 15% less than male dominated jobs which required comparable levels of skills, effort and responsibility. The senior clerk typist (predominantly female) and lab technician II (predominantly male) were rated as comparable jobs and yet the senior clerk typist earned 21% less than the lab technician II.

Purpose and Methods

The purpose of this study is to see if there are any existing inequities in the pay structure for non-academic employee classifications at the University of California at Berkeley. A number of University documents were examined, including: "Title and Pay Plan-Occupational Subgroup Sequence, 7/1/80"; "Staff Personnel Manual, Series Concepts"; "University statistics on the number of employees as of 10/30/80"; and the University "Transfer and Promotion Opportunities Bulletin." (Figures used did not include the management program staff.)

Using the above-mentioned documents, the composition of the University non-academic personnel by sex and occupation was compiled. We calculated the weighted average maximum monthly salary* for men and women. We also compiled the number of men and women in different salary ranges. The findings from these methods follow.

Findings

1) The University of California at Berkeley employs more women than men in its non-academic positions. They employ a total of 4,691 women and 2,103 men. (*Figure 1*)

2) Based on 383 classifications used at U.C. Berkeley, 75% of all classifications are sex segregated (meaning 70% or more of the

* (The weighted average maximum monthly salary was computed using the equation below:)

$$\sum_{i=1}^n \frac{(\text{No. of men in classification } i) \times (\text{max. salary for class } i)}{\text{Total number of men}} = \text{Figure for men}$$

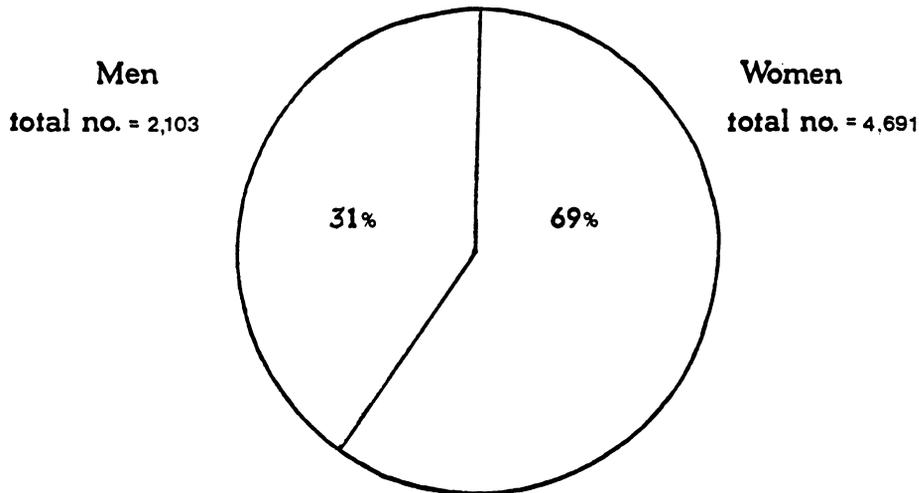
$i = 1$

$n = \text{Total Number of Classifications}$

employees of a classification are either male or female). Forty-eight percent of the classifications are male dominated, 27% are female dominated and 25% of the classifications are mixed. (Figure 2)

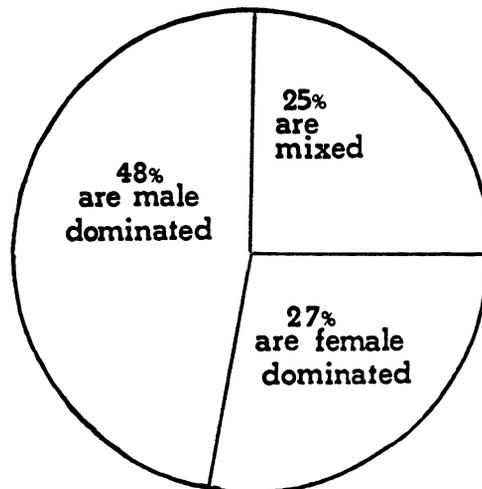
3) Women, in non-academic positions at U.C. Berkeley make an average of 15% less than men in non-academic positions at U.C. Berkeley. The weighted average maximum monthly salary for women at Berkeley is \$1,425, and for men it is \$1,680. (Refer to page 32 for explanation of "weighted average maximum monthly salary.")

Figure 1: THE UNIVERSITY WORKFORCE BY SEX



anagraphics

Figure 2: SEX COMPOSITION OF JOBS



anagraphics

4) Figure 3 shows the salary distribution among men and women non-academic employees. This graph shows that as the salaries increase, the number of women employed in that salary range decrease. It also shows that 79% of the employees with a maximum salary of \$2,000/month and over are men, while 82% of the employees with a maximum salary of \$1,599 and under are women.

Figure 3:

SALARY DISTRIBUTION AMONG MEN AND WOMEN

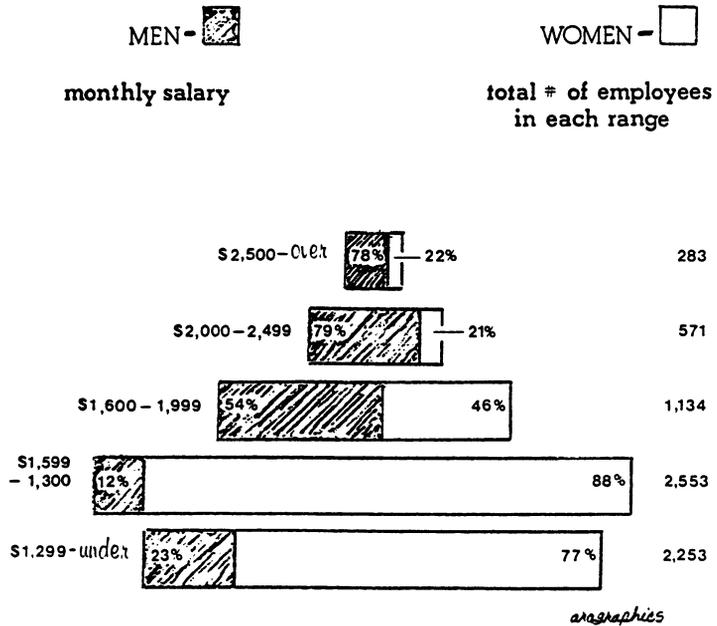


Table 1 lists seven classifications and their maximum monthly salary. Four of the classifications are predominantly female, three are predominantly male. After reading the job specifications for a number of classifications, we felt that these four female dominated classifications were comparable to the three male-dominated classifications, with respect to the level of skills, effort and responsibility required for their jobs, yet, the women were paid as high as 41% less than the men.

Table I

Title Code	Female Classifications	Number of		Highest Monthly Salary
		Women	Men	
4682	Senior Typist Clerk	193	(11)	\$ 1,102
4671	Principal Clerk	249	(29)	1,260
5007	Secretary II	266	(2)	1,260
4713	Administrative Assistant II	210	(16)	1,442

Title Code	Male Classifications	Number of		Highest Monthly Salary
		Men	Women	
8174	Physical Plant Mechanic	24	(0)	\$ 2,044
8173	Lead Physical Plant Mechanic	--	--	2,139
8172	Senior Physical Plant Mechanic	49	(0)	2,243

An Administrative Assistant II is expected to supervise personnel or have independent responsibility for a comprehensive function or unit, and is expected to know the basic principles and methods of a technical field. A Senior Physical Plant mechanic is expected to supervise work crews, inspect materials, analyze and resolve work problems, and is expected to know the basic principles and methods of a craft, such as carpentry. The Administrative Assistant II is paid 36% less than the Senior Physical Plant Mechanic.

These four female dominated classifications also earn an average of 14% less than mail processors, 16% less than medical record technicians, and 24% less than gardeners.

Another method for discussing the inequities between male and female salaries can be accomplished by looking at the following two positions advertised in the Transfer and Promotion Bulletin: an Automotive Attendant and Bibliographer II. These two positions are both classified in the \$1,059-\$1,260 salary range. When you examine the job descriptions and consider the requirements of each position in terms of knowledge, skills, mental demands, accountability and working conditions, you'll notice that the positions are not equal in job requirements even though they are paid equally.

The automotive attendant is expected to know how to perform a lube and oil job, mount tires and wash and fuel a vehicle. No previous job experience is necessary. The Bibliographer II is expected to know how to gather, analyze and summarize information, identify and recommend foundations potentially interested in giving gifts to the University, maintain systems for record-keeping and library organization. Two years of library, research or related job experience is necessary for this job. Based on job experience alone, the Bibliographer II position is clearly underpaid.

06-219-22 AUTOMOTIVE ATTENDANT \$1059-1260
TRANSPORTATION SERVICES

Perform service station attendant duties, including the following: vehicle check in procedures; breaking down and mounting up tires; vehicle fueling; vehicle washing, parking, and related recordkeeping; general light duty automotive maintenance work; basic lube and oil functions; keeping stock in neat order; sweeping and emptying garbage cans around garage; and other duties as assigned. Minimum qualifications: ability to read, write, and perform basic arithmetic calculations, and the knowledge and abilities essential to the successful performance of the duties assigned to the position. General automotive maintenance skills and experience. Body and fender repair experience helpful. Good oral and written English communication skills. Valid California driver's license required. Closing date: 6/19/81.

06-227-55 BIBLIOGRAPHER II \$1059-1260
UC BERKELEY DEVELOPMENT OFFICE

Identify and recommend foundation, corporation, and individual prospects with interest in and potential for gifts to the University. Gather, analyze, and summarize information into prospect reports for special fund-raising campaigns, general prospect identification meetings and staff research utilizing a variety of information sources. Continue development of University prospect files by surveying periodical literature and newspapers for individuals, corporations and foundations with University ties and/or interests. Maintain records of all current solicitation and gift activity particularly as it relates to special campaigns on campus. Maintain information on prospects in both hard copy and EDP formats. Maintain systems for recordkeeping and library organization. Minimum qualifications: education and experience equivalent to high school graduation (or G.E.D.) plus two years of library, research, or related experience; and the knowledge and abilities essential to the successful performance of the duties assigned to the position. Excellent research, organizational, and written communication skills. Ability to work independently with minimal supervision. Fund raising prospect or grants experience preferred. Library or bibliographic research experience preferred. Accurate typing (45 wpm). Closing date: 6/26/81.

Summary and Recommendations

We found in our preliminary study that women are paid up to 41% less than men in comparable jobs. (*Table 1*) We also found that most women are in positions with a maximum salary which is less than \$1,600/month, while most men are in positions with a maximum salary which is greater than \$1,600/month. (*Figure 3*) From these preliminary results, we believe the University of California at Berkeley administration should re-evaluate its pay classification system.

We urge the U.C. Berkeley administration to establish a working committee to investigate the issue of Equal Pay for Comparable Worth further. We would like members from our coalition to work on this committee with release time. We recommend that the primary task of this committee be compilation of statistics on the skill requirements and pay scales for the University job classifications. The findings of this study could then be made available to the administrations of the Berkeley campus and Systemwide.

Appendix C: SEIU Wage Gap Study of Alameda County, California



C/O LOCAL 616 • 337 17TH STREET, #204 • OAKLAND, CA. 94612 • (415) 452-2366

August 8, 1985

Board of Supervisors
County of Alameda
1221 Oak Street
Oakland, CA 94612

RE: Pay Equity

Dear Board Members:

This is to present, in summary form, the results of our study of the effects of sex and race on the salaries of Alameda County's employees, together with the recommendation of our three local unions for a process to identify and correct all sex-based and race-based pay inequities in County employment.

SUMMARY OF FINDINGS

Our study exposes dramatic wage gaps between men and women and between whites and minorities both in terms of their overall numbers in the County's workforce and in terms of their predominance in certain job classifications.

The general wage gaps are 26.8% for women and an identical 26.8% for minorities when compared to their male and non-minority co-workers respectively.

These wage inequities are even more striking when we compare the salaries of jobs dominated by women to those of jobs dominated by men, where a wage gap of 37% exists. Even worse, in comparing jobs dominated by minorities to those dominated by white employees, the wage gap was found to be a startling 76%.

Conceivably, these wage gaps could result from the extreme segregation of women and minorities in the lower echelons of the County workforce. But for those who advocate narrowing these wage gaps through upward mobility, there are sobering lessons to be learned from our data:

- Women experience a much greater wage gap in the management ranks than they do in the non-management workforce (37.4% vs. 18.8%).
- Minority employees realize only insignificant improvement when they advance to management, closing their general wage gap from 20.6% to 18.9%.

continued ...



Of greatest significance is our comparison of female-dominated jobs and minority-dominated jobs to jobs with identical or similar entrance requirements in terms of education and experience. In these categories, for example, we find a Truck Driver (0% women/56.3% minorities) compensated at \$12.52 per hour, while a Food Service Worker (70.5% women/92.9% minority), with the same six months' experience requirement, is paid only \$8.44 per hour. Also, in comparing jobs requiring a college degree and one year of experience, we find a Welfare Investigator (42.8% women/42.8% minorities) at \$15.08 per hour and a Social Worker II at only \$12.06 per hour.

CONCLUSIONS AND RECOMMENDATIONS

All of our evidence points to the same sex-based and race-based pay inequities that have been well-documented in hundreds of similar studies of public and private employers throughout the country. This problem is not unique to Alameda County, but the solution is entirely within your Board's control.

Now that the evidence is in, we believe the obvious next step should be to evaluate all or a representative cross-section of County job classifications in terms of the education and experience they require, their level of skills and responsibilities and the nature of their work environment. By so doing, we should be able to determine where jobs of comparable value are not compensated equally. We expect these comparisons will reflect in large measure the under-compensation of jobs held predominantly by women and minorities.

Once this has been done, we would propose that the County take whatever immediate and long-term actions are feasible to correct these inequities by raising the salaries for underpaid classifications. This last matter, of course, would be subject to negotiations with our union for the employees we represent.

At this time, we believe it would be premature to attempt to establish a "pay equity fund" until the magnitude of the pay inequities are evaluated and better defined. Instead, we recommend that your Board establish a joint union-management committee, with equal representation from our Union and County management, to undertake the additional research necessary to evaluate comparable jobs and identify specific pay inequities to be addressed.

Sincerely,



Tim Nesbitt
Executive Secretary of Local 616
for SEIU Locals 250, 535 and 616

TN:js
opeu:29
afl-cio

Encl.



C/O LOCAL 616 • 337 17TH STREET, #204 • OAKLAND, CA. 94612 • (415) 452-2366

Pay Equity Fact Sheet #1:

The Wage Gap Among Alameda County Employees

*Women constitute 60.2% of Alameda County's workforce. These women earn, on the average, 79% of what their male counterparts earn.

*The "cost" of being a woman in Alameda County employment can be measured by the difference in the average male and female salaries - \$6,182 per year.

*This sex-based wage gap widens further when the aspect of race is considered. Black women earn only 72% of what all men earn, or 65% of what white men earn. Hispanic women earn only 63% of what white men earn.

*Even among men in Alameda County employment, a race-based wage gap exists. Black men earn 71% of what white men earn; Hispanic men earn 80% of what their white counterparts do.

*Overall, minority men and women earn only 79% of what white men and women earn. The "cost" of being non-white is \$6,006 per year, the difference in average earnings between the two groups.

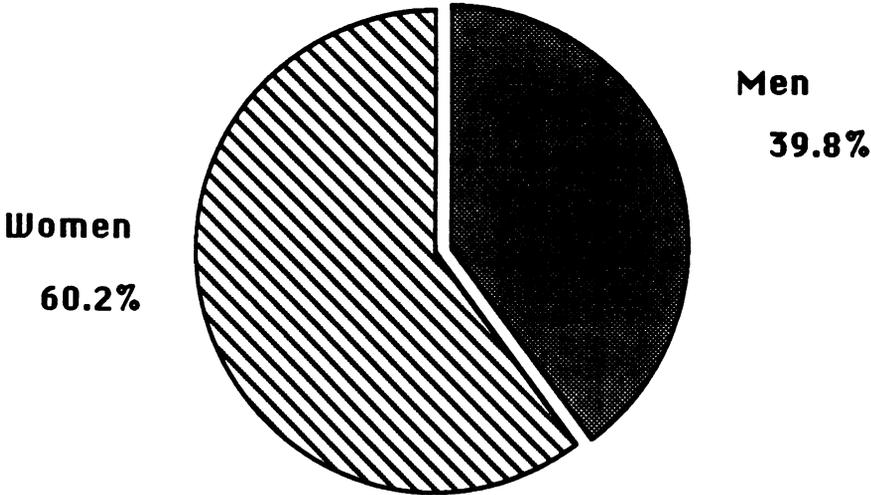
*Segregation by sex and race in lower-paying "job ghettos" is the major factor contributing to the wage gap. Over 82% of the women working for the County are in classifications which are 70% or more female. The average wage in these classifications is \$11.23 per hour, compared to the average County wage of \$13.11 per hour.

*Even more striking is the fact that employees in job classifications which are 70% or more minority earn only \$9.81 per hour on the average, white employees in job classifications that are 70% or more white earn an average salary of \$17.27 an hour.

opeu:29/af1:cio
8/85



I. Alameda County Workforce by Sex
(Management and Non-Management)



II. Alameda County's Workforce by Ethnic Background
(Management and Non-Management)

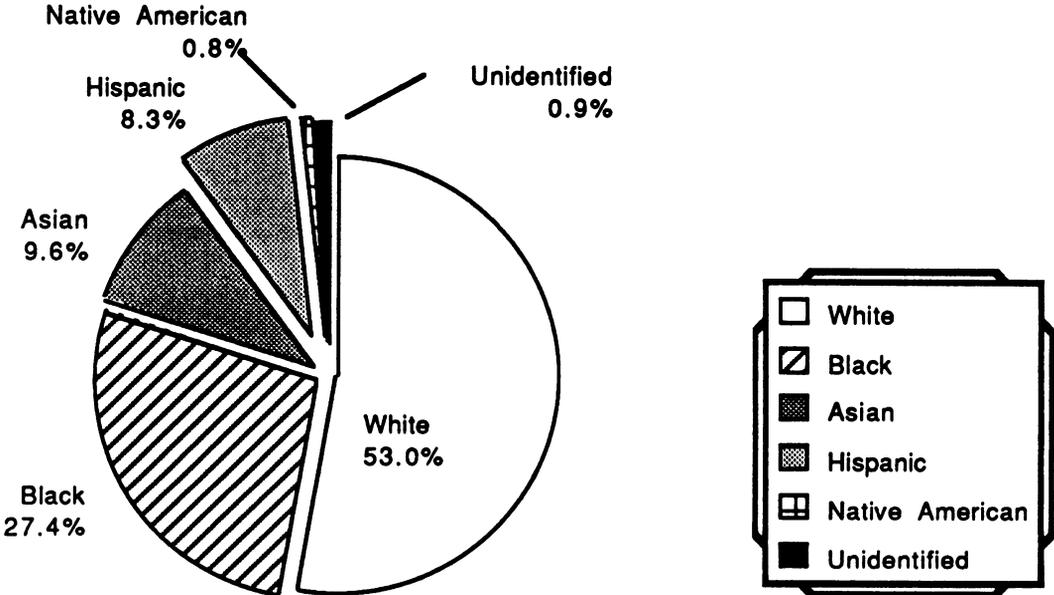


EXHIBIT B

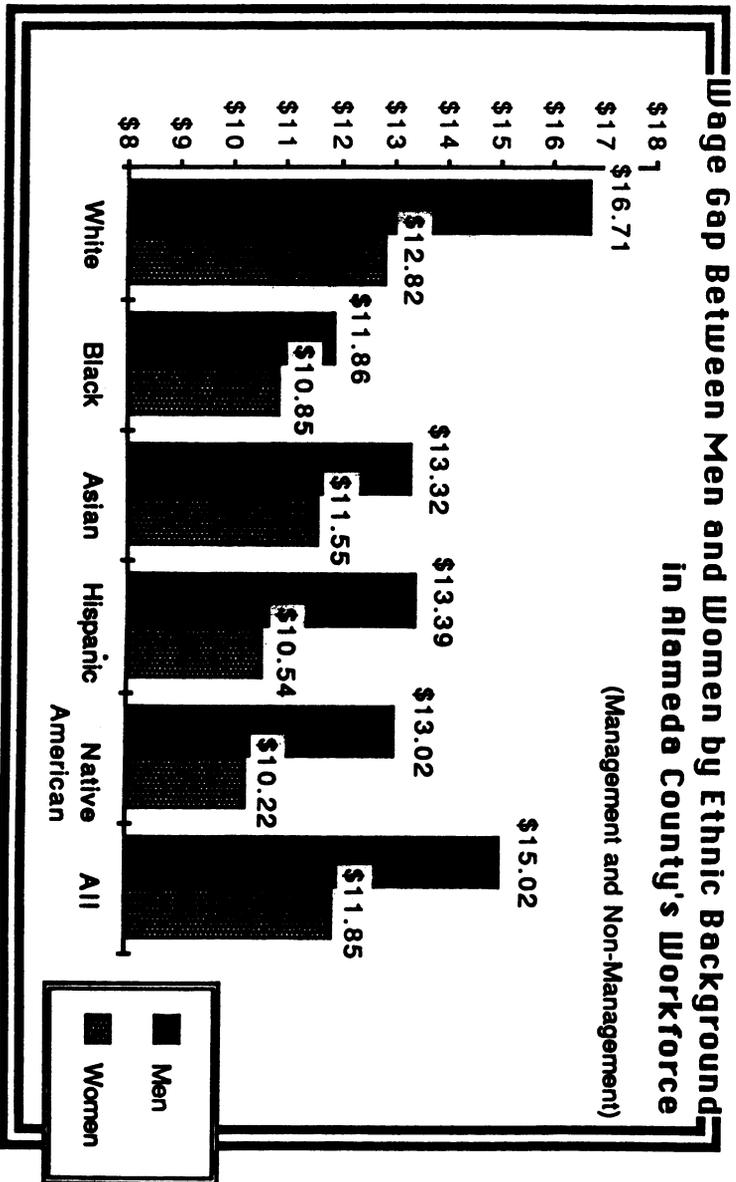
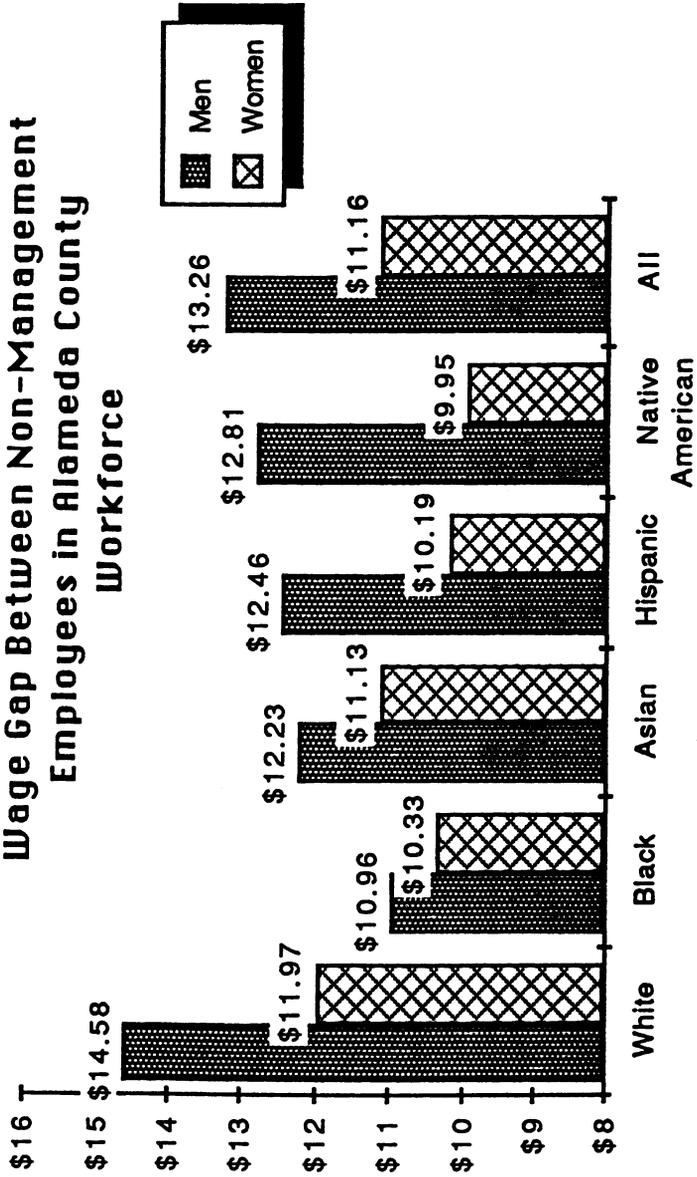
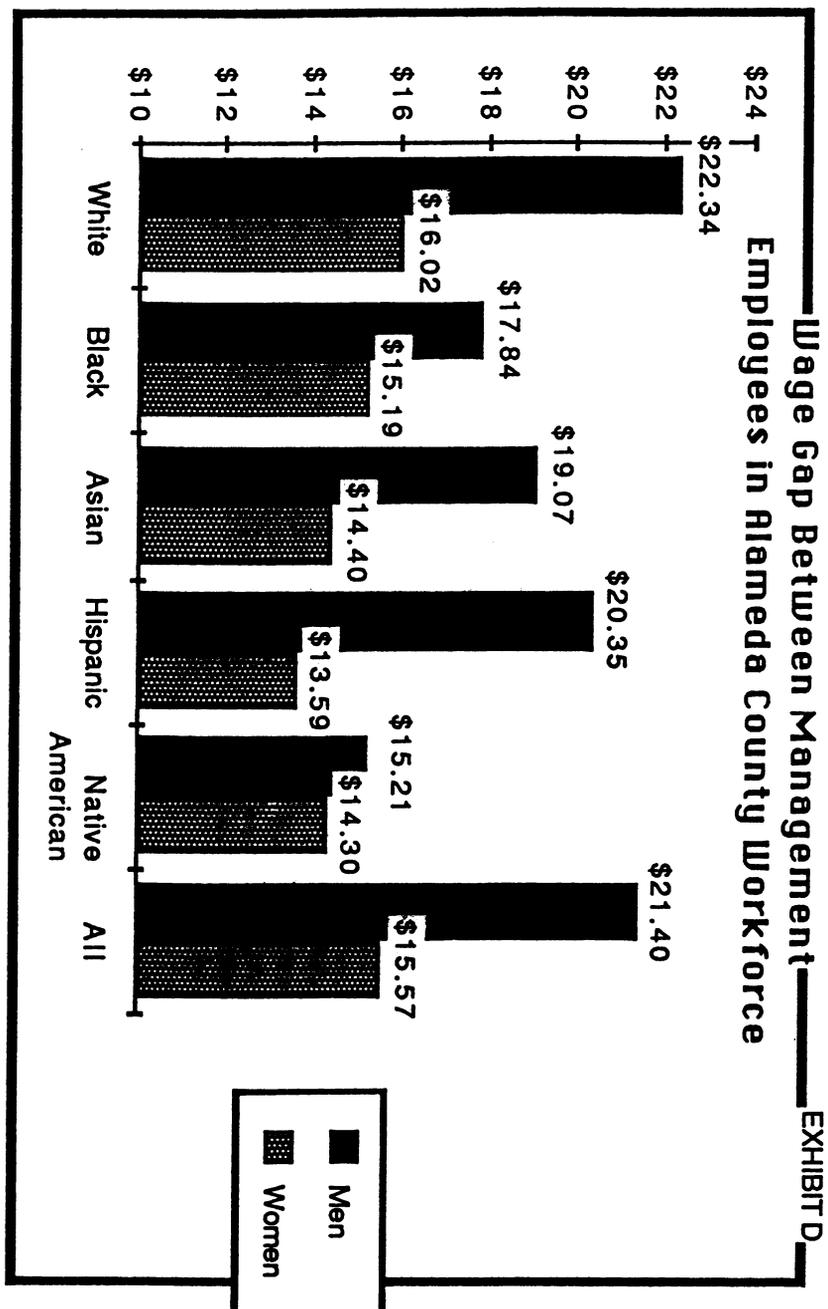


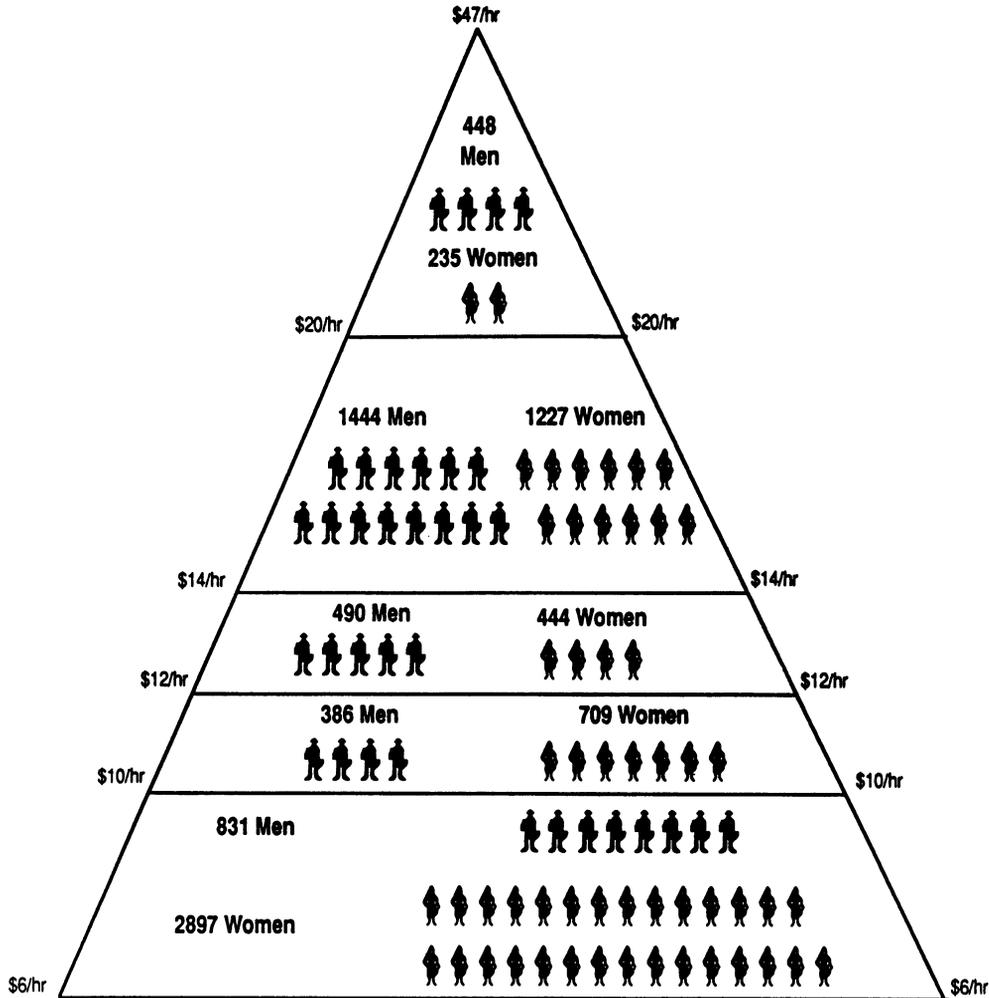
EXHIBIT C

Wage Gap Between Non-Management Employees in Alameda County Workforce





THE ALAMEDA COUNTY "WAGE PYRAMID"



Total County Workforce
3639 Men + 5512 Women = 9151

SEIU Comparable Worth Committee
(from data provided by Alameda County's Equal Opportunity Programs Manager)

**ANALYSIS OF JOB CLASSIFICATIONS
DOMINATED (70%+) BY WOMEN**
Management and Non-Management

Job Classes 70%+ Men:  

Number of Job Classes	372
Number of Employees	2,605
Number of Men	2,296

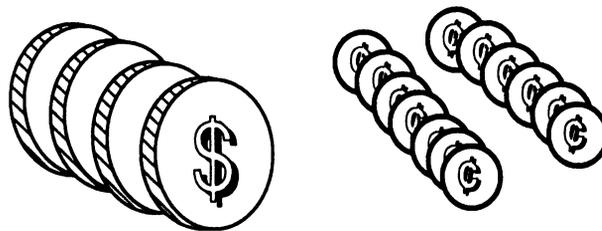
Average Hourly Salary **\$15.36**

Job Classes 70%+ Women:  

Number of Job Classes	265
Number of Employees	5,114
Number of Women	4,550

Average Hourly Salary **\$11.23**

WAGE GAP = \$4.13 or 36.8%



SEIU Comparable Worth Committee (from data provided by Alameda County's Equal Opportunity Programs Manager)

© SEIU Locals 250, 535 & 616

**ANALYSIS OF JOB CLASSIFICATIONS
DOMINATED (70%+) BY MINORITIES**
Management and Non-Management

Job Classes 70%+ Non-Minority:



Number of Job Classes	367
Number of Employees	2,545
Number of Non-Minority Employees	2,154

Average Hourly Salary

\$17.27

Job Classes 70%+ Minority:

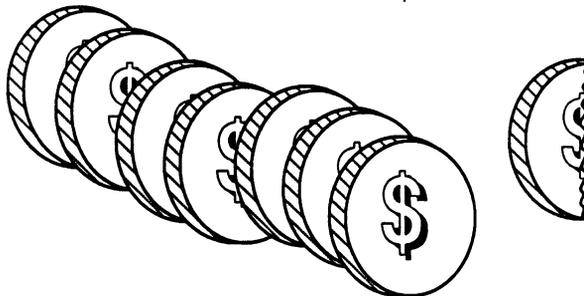


Number of Job Classes	176
Number of Employees	1,758
Number of Minority Employees	1,468

Average Hourly Salary

\$ 9.81

WAGE GAP = \$7.46 or 76.0%



SEIU Comparable Worth Committee (from data provided by
Alameda County's Equal Opportunity Programs Manager)

© SEIU Locals 250, 535 & 616

COMPARISON OF COUNTY JOB CLASSIFICATIONS WITH
EQUIVALENT MINIMUM QUALIFICATIONS

A. Jobs Requiring No Specific Educational Level and Six Months of Experience

<u>Classification</u>	<u># of Employees</u>	<u>% of Women</u>	<u>% of Minorities</u>	<u>Top Step Hourly Salary</u>
Truck Driver	16	0	56.3	12.52
Housekeeping Workers	92	39.1	96.7	8.78
Food Service Workers	85	70.5	92.9	8.44

B. Jobs Requiring No Specific Educational Level and Two Years of Experience

<u>Classification</u>	<u># of Employees</u>	<u>% of Women</u>	<u>% of Minorities</u>	<u>Top Step Hourly Salary</u>
Coroner's Investigator I	13	15.3	53.8	14.45
Group Counsellor II	60	18.3	95.0	11.63
Account Clerk II	86	84.8	63.9	9.11

C. Jobs Requiring College Degree and No Experience

<u>Classification</u>	<u># of Employees</u>	<u>% of Women</u>	<u>% of Minorities</u>	<u>Top Step Hourly Salary</u>
Agricultural Biologist	6	0	0	12.05
Library Assistant II	24	66.7	4.2	9.99

D. Jobs Requiring College Degree and One Year of Experience

<u>Classification</u>	<u># of Employees</u>	<u>% of Women</u>	<u>% of Minorities</u>	<u>Top Step Hourly Salary</u>
Welfare Investigator	7	42.8	42.8	15.08
Dietitian II	5	80.0	40.0	12.48
Social Worker II	45	71.1	53.3	12.06

E. Jobs Requiring College Degree and Two Years of Experience

<u>Classification</u>	<u># of Employees</u>	<u>% of Women</u>	<u>% of Minorities</u>	<u>Top Step Hourly Salary</u>
Civil Engineer II	19	15.7	31.5	15.82
Social Worker Supervisor	13	23.0	61.5	14.52
Accountant I	4	50.0	50.0	12.62

bk opeu:29/af1-cio

Notes on Sources

This study is based on County salaries in effect as of January 1, 1985, as compiled from the annual Salary Ordinance.

Sexual and ethnic data by job classification was obtained from the County's "Personnel Ethnic Survey Summary" of January 23, 1985. This summary was provided by the EEO Programs Manager on March 8, 1985, with a disclaimer to the effect that the report is not cumulative and is known to have "numerous and significant discrepancies." The discrepancies were said to be in the area of the Hispanic and Asian ethnic categories. However, the Personnel Ethnic Survey Summary remains the only County source we are aware of for County-wide sexual and ethnic data by job classifications.

opeu:29/afl:cio
8/85

Appendix D: Points Assigned by Willis Study to Jobs In Washington State

1. Truck Driver	97	35. Heavy	
2. Warehouse Worker	97	Equipment Operator	181
3. Custodian	101	36. Police Officer	186
4. Laundry Worker	105	37. Laboratory Technician	187
5. Laborer	110	38. Legal Secretary	
6. Intermediate Clerk	111	(Shorthand)	187
7. Telephone Operator	118	39. Secretary (Shorthand)	187
8. Retail Sales Clerk	121	40. Graphics Designer	
9. Security Guard	122	Illustrator	197
10. Offset Duplicator Operator	123	41. Maintenance Carpenter	197
11. Data Entry Operator	125	42. Maintenance Electrician	197
12. Gardener	127	43. Secretary	197
13. Intermediate Clerk Typist	129	44. Clerk Supervisor	203
14. Bookkeeper	132	45. Financial	
15. Grocery Clerk	132	Service Technician II	203
16. Communications Officer	133	46. Heavy Equipment	
17. Highway Engineering		Mechanic	209
Technician	133	47. Administrative Assistant	226
18. Word Processing		48. Park Ranger II	243
Equipment Operator	138	49. Wildlife Agent	248
19. Cook	143	50. Electronics Technician	259
20. Journey Drafting		51. Claims Investigator	267
Technician	145	52. Intermediate Accountant	274
21. Library Technician	152	53. Environmentalist	276
22. Attendant Counselor	155	54. Chemist	277
23. Computer Operator	155	55. Buyer	282
24. Group Life Counselor I	160	56. Public Information	
25. Printing Press Operator	160	Specialist	282
26. Photographer	162	57. Employer Auditor II	283
27. Maintenance Painter	165	58. Recreation Leader	283
28. Broadcast Technician	173	59. Job Service Interviewer	284
29. Correctional Officer	173	60. Pharmacist	284
30. Driving License Examiner	173	61. Civil Engineer	287
31. Licensed Practical Nurse	173	62. Journey Winer	287
32. Automotive Mechanic	175	63. Medical Technologist	287
33. Stationary Engineer	175	64. Field Representative II	291
34. Horticulture Inspector	177	65. Revenue Auditor II	
		Intermediate	291

66. Developmental Machinist	295	94. Appraiser	365
67. Fish Biologist II	295	95. Employee Development Specialist	372
68. Research Technologist	295	96. Sanitary Engineer	383
69. Forester	298	97. Research Analyst IV	384
70. Auditor	304	98. Senior Computer System Analyst	384
71. Parole and Probation Officer	304	99. Senior Facilities Engineer	396
72. Fish Hatchery Manager	306	100. Psychologist/Social Worker II Intermediate	399
73. Energy Program Coordinator II	315	101. Bank Examiner III Senior	405
74. U&T Accounting Analyst II	315	102. Insurance Examiner III	405
75. OASDHI Adjudicator II	324	103. Right of Way Negotiator	405
76. Sanitarian II	324	104. Vocational Rehabilitation Counselor	406
77. Systems Analyst Programmer	324	105. Food Manager III	409
78. Geologist II	328	106. Personnel Representative	410
79. Pesticide Investigator	328	107. Project Architect	428
80. Physical Therapist	332	108. Instructor Program Specialist II	442
81. Community Program Developer II	333	109. Industrial Hygienist	457
82. Design Programmer	334	110. Economic Analyst	472
83. Transportation Planning Specialist	334	111. Hearings Examiner II	488
84. Railroad Inspector II	337	112. Project Engineer (Highway)	542
85. Safety Inspector	337	113. Fiscal Manager	560
86. Highway Engineer III	345	114. Senior Fiscal Management Analyst	560
87. Microbiologist III	345	115. Investment Officer	580
88. Administrative Services Manager	346	116. Psychologist V	631
89. Caseworker III	347	117. Institute Business Manager	664
90. Registered Nurse	348	118. Welfare Administrator	664
91. Librarian III	353	119. Physician	861
92. Management Analyst III	360		
93. Senior Architect	362		

Appendix E: Points Assigned by Hay Study to Jobs in San Jose, California

1.	Water Meter Reader	98	36.	Computer Operator I	124
2.	Typist Clerk I	98	37.	Accounting Clerk I	124
3.	Traffic Checker I	98	38.	Water System Technician	140
4.	Library Page	98	39.	Typist Clerk II	140
5.	Messenger Clerk	98	40.	Stenographer Clerk II	140
6.	Mail Clerk	98	41.	School Crossing Guard Coordinator	140
7.	Data Entry Operator I	98	42.	Public Information Specialist	140
8.	Custodian	98	43.	Motorcycle Mechanic	140
9.	Copy Machine Operator	98	44.	Micro-Processor Operator	140
10.	Stock Clerk	110	45.	Maintenance Worker I	140
11.	Records Clerk	110	46.	Groundskeeper	140
12.	Police Property Clerk I	110	47.	Grounds Worker	140
13.	Parking Control Checker	110	48.	Dispatcher	140
14.	Facility Attendant	110	49.	Data Processing Control Clerk	140
15.	Equipment Service Worker	110	50.	Automotive Parts Worker	140
16.	Data Entry Operator II	110	51.	Automotive Equipment Inspector	140
17.	Yard Clerk	124	52.	Assistant Heavy Diesel Equipment Operator Mechanic	140
18.	Traffic Checker II	124	53.	Assistant Pool Manager	140
19.	Telephone Operator	124	54.	Airport Operations Clerk	140
20.	Street Sweeper Operator	124	55.	Airport Maintenance Worker I	140
21.	Stenographer Clerk I	124	56.	Accounting Clerk II	140
22.	Senior Equipment Service Worker	124	57.	Senior Typist Clerk	158
23.	Senior Custodian	124	58.	Senior Stock Clerk	158
24.	Recreation Leader	124	59.	Senior Recreation Leader-Teacher	158
25.	Puppeteer	124	60.	Senior Recreation Leader	158
26.	Police Records Clerk I	124	61.	Senior Records Clerk	158
27.	Police Property Clerk II	124	62.	Senior Police Property Clerk	158
28.	Plant Operator Trainee	124	63.	Senior Micro-Processor Operator	158
29.	Plant Maintenance Attendant	124	64.	Senior Facility Attendant	158
30.	Offset Press Operator	124			
31.	Maintenance Assistant	124			
32.	Library Clerk	124			
33.	Equipment Operator	124			
34.	Engineering Technician I	124			
35.	Darkroom Technician	124			

65. Senior Data Entry Operator	158	102. Storekeeper	201
66. Security Officer	158	103. Staff Aide	201
67. Recreation Range Master	158	104. Senior Planning Technician	201
68. Police Records Clerk II	158	105. Senior Painter	201
69. Planning Technician	158	106. Senior Accounting Clerk	201
70. Park Ranger	158	107. Relocation Specialist I	201
71. Laboratory Technician I	158	108. Recreation Specialist	201
72. Engineering Technician	158	109. Recreation Center Supervisor	201
73. Computer Operator II	158	110. Programmer Analyst I	201
74. Tree Maintenance Lead Worker	178	111. Principal Clerk	201
75. Stage Hand	178	112. Plumber	201
76. Sign Painter	178	113. Parks Maintenance Coordinator I	201
77. Senior Water System Technician	178	114. Painter Supervisor-Water Pollution	201
78. Senior Telephone Operator	178	115. Loan Officer	201
79. Senior Stenographer Clerk	178	116. Legal Secretary	201
80. Senior Offset Press Operator	178	117. Instrument Repair Technician	201
81. Senior Library Clerk	178	118. Housing Rehabilitation Technician	201
82. Senior Aircraft Refueler	178	119. Heavy Diesel Equipment Operator-Mechanic	201
83. Secretary	178	120. Graphic Artist	201
84. Plant Operator	178	121. Fish Technologist	201
85. Park Maintenance Repair Worker I	178	122. Concrete Refinisher	201
86. Painter-Water Pollution Control Plant	178	123. Community Recreation Specialist	201
87. Painter	178	124. Code Compliance Inspector	201
88. Maintenance Worker II	178	125. City Photographer	201
89. Legal Secretary Trainee	178	126. Carpenter	201
90. Latent Fingerprint Examiner	178	127. Airport Noise Specialist	201
91. Laboratory Technician II	178	128. Staff Technician	226
92. Investigator-Collector	178	129. Senior Park Maintenance Repair Worker	226
93. Instrument Person	178	130. Senior Heavy Diesel Equipment Operator-Mechanic	226
94. Industrial Waste Technician	178	131. Senior Police Records Clerk	226
95. Heavy Equipment Operator	178	132. Senior Legal Secretary	226
96. Greenskeeper	178	133. Senior Carpenter	226
97. Gardener	178	134. Relocation Specialist II	226
98. Camp Maintenance Worker	178	135. Real Estate Agent I	226
99. Audio-Visual Equipment Technician	178	136. Programmer Analyst II	226
100. Athletic Stadium Groundskeeper	178	137. Principal Accounting Clerk	226
101. Airport Maintenance Worker II	178	138. Plant Mechanic	226

139. Parks Maintenance Coordinator II	226	176. Associate Construction Inspector	255
140. Metal Worker	226	177. Assistant Fire Master Mechanic	255
141. Mechanical Inspector	226	178. Airport Maintenance Supervisor	255
142. Light-Heavy Duty Equipment Mechanic	226	179. Workers Compensation Claims Adjustor	288
143. Library Assistant	226	180. Supervising Recreation Specialist	288
144. Illustrator	226	181. Supervising Mechanical Inspector	288
145. Facility Crew Supervisor	226	182. Staff Analyst I	288
146. Executive Secretary	226	183. Senior Airport Security Police Officer	288
147. Equipment Services Supervisor	226	184. Senior Recreation Supervisor	288
148. Equipment Maintenance Machinist	226	185. Senior Programmer Analyst	288
149. Electrician	226	186. Sanitary Engineer	288
150. Electrical Inspector	226	187. Planner I	288
151. City Council Secretary	226	188. Party Chief	288
152. Air Conditioning Mechanic	226	189. Neighborhood Recreation Supervisor	288
153. Airport Security Officer	226	190. Librarian I	288
154. Accountant I	226	191. Computer Operator Shift Supervisor	288
155. Senior Plant Operator	255	192. Community Gardening Coordinator	288
156. Senior Plant Mechanic	255	193. Claims Investigator	288
157. Senior Maintenance Worker	255	194. Civil Engineer I	288
158. Senior Library Assistant	255	195. Associate Landscape Architect	288
159. Senior Investigator-Collector	255	196. Assistant Landscape Architect	288
160. Senior Electrician	255	197. Accounting Technician	288
161. Senior Computer Operator	255	198. Training Specialist	325
162. Senior Air Conditioning Mechanic	255	199. Supervisory Building (Construction) Inspector	325
163. Secretary to the Mayor	255	200. Supervising Electrical Inspector	325
164. Secretary to the City Manager	255	201. Statistical Analyst	325
165. Secretary to the City Attorney	255	202. Staff Analyst II	325
166. Real Estate Agent II	255	203. Senior Engineering Technician	325
167. Principal Water System Technician	255	204. Senior Construction Inspector	325
168. Nurse	255	205. Senior Buyer	325
169. Industrial Waste Inspector	255	206. Housing Rehabilitation Specialist	325
170. Housing Sanitarian	255	207. Fire Master Mechanic	325
171. Community Relations Representative	255	208. Exhibit Designer-Builder	325
172. Community Services Assistant	255		
173. Buyer	255		
174. Building Construction Inspector	255		
175. Associate Engineering Technician	255		

209. Civil Engineer II	325	220. Associate Landscape Architect	364
210. Auditor II	325	221. Treasury Assistant	405
211. Accountant II	325	222. Senior Planner	405
212. Public Education Coordinator	364	223. Information Systems Analyst	405
213. Plant Shift Supervisor	364	224. Associate Mechanical Engineer	405
214. Planner II	364	225. Associate Electrical Engineer	405
215. Librarian II	364	226. Associate Civil Engineer	405
216. Fire Protection Engineer	364	227. Associate Architect	405
217. Electrical Foreman	364	228. Acquisition Librarian	405
218. City Nurse	364		
219. Chemist	364		

Appendix F: Tables Using Washington State and San Jose Studies to Demonstrate Inequities in California State Salary Structure

Prepared by Women in Politics—The Employment Task Force

California Position	Willis Points for Analogous Washington State Position*	California Salary (Monthly)
Office Assistant I	94	\$ 836 - 977
Truck Driver I	97	1,352 - 1,626
Office Assistant II	110	904 - 1,060
Fish Habitat Assistant	111	1,322 - 1,590
Laundry Worker	114	986 - 1,161
Executive Secretary I	159	1,225 - 1,471
Correctional Officer	173	1,518 - 1,743
Park Ranger I	181	1,483 - 1,626
Licensed Vocational Nurse	187	1,063 - 1,267
Legal Secretary	187	1,283 - 1,539
State Traffic Officer (CHP)	284	1,821 - 2,081
Registered Nurse I	289	1,416 - 1,702
Parole Agent I	304	1,913 - 2,306
Office Services Supervisor III	305	1,372 - 1,650
Occupational Therapist	330	1,352 - 1,625

**Total points given to Washington State positions as a measure of job worth based on knowledge and skills, mental demands, accountability, and working conditions ("State of Washington Comparable Worth Study, Phase II," Norman D. Willis and Associates, December 1976). California positions were selected as approximately analogous to the Washington positions, with salaries given for fiscal year 1980-1981.*

SALARY COMPARISON OF FEMALE AND MALE DOMINATED CLASSES

Job Title	% Female	Female Dominated Salary	% Male	Male Dominated Salary	% Greater Male Salary than Female
Data Entry Operator	86%	\$1053/mo.	100%	\$1509/mo.	1053/1509 = 43% more
Water Meter Reader					
Telephone Operator	80	1097/mo.	96	1471/mo.	1097/1471 = 32% more
Street Cleaner					
Clerk-Typist	84	1157/mo.	100	1892/mo.	1157/1892 = 64% more
Gardener					
Data Control Clerk	87	1303/mo.	100	1892/mo.	1303/1892 = 45% more
Gardener					
Legal Stenographer	89	1568/mo.	100	2460/mo.	1568/2460 = 57% more
Carpenter					
Licensed Voc. Nurse	97	1367/mo.	100	2743/mo.	1367/2743 = 108% more
Electrician					
Registered Nurse	93	1947/mo.	100	2823/mo.	1947/2823 = 45% more
Building Inspector					
Librarian I	85	1627/mo.	100	1947/mo.	1627/1947 = 20% more
Real Property Appraiser					

Male and Female dominated classes identified as comparable in the Hay Study based on education, experience, problem-solving, accountability, and working conditions, 1981-82 San Francisco salaries.

Appendix G: Progress Report—Closing the Wage Gap in Contra Costa County (1983-1987)

*Prepared by Lee Finney, SEIU Local 535 and
Bruce Peaslee, Technical Assistance*

Data Summary and Background

In 1983, a wage gap study of Contra Costa County employees highlighted the many points of wage inequity in county employment. In 1984, the Comparable Worth Coalition (SEIU 535, AFSCME 2700 and 512, CNA) negotiated with the County the first county comparable worth settlement in California. This agreement provided for the creation of a Labor-Management Task Force as well as a 3% comparable worth adjustment for all female-dominated classes.

In 1985, the County and the Coalition could not come to an agreement on a comprehensive job evaluation study which had been proposed by labor as a way to create a system of internal wage equity for all County employees. The County's primary stated objection was that such a study could lead to a liability burden that the County could not afford to risk. Separate settlements were negotiated with the various unions but the principle of regular, comparable worth adjustments for female-dominated classes was maintained. In the case of SEIU 535, the comparable worth adjustments were 3% per year in each of two years for a total of 9% comparable worth adjustments over three years on top of cost-of-living increases.

While the County has put real money in real workers' pockets by making these installment payments, the problem of sex-based wage inequity has not disappeared nor even been improved by much. Data and graphs are attached which demonstrate some of the continuing equity issues. The overall wage gap between male and female County employees has been reduced to 23%. In other words, female County workers earn 77¢ for every dollar earned by male County workers. This represents an improvement of 8% since 1983, and compares favorably with the national wage gap of 64¢.

Women continue to be 58% of the County's workforce yet earn only 77% of what male workers earn. Seventy-eight percent of female employees earn less than \$31,000 per year while 64% of male

employees earn more than \$31,000 per year. In all but the para-professional category, as grouped by the Equal Employment Opportunity Commission, men earn more than women. Women still start at lower wages and a great majority of them fall behind male wages at every level. Women remain heavily concentrated at the lower salary ranges.

Another significant indicator of the persistence of sex-based wage pattern is the degree to which the workforce remains sex-segregated. In 1983, 87% of the County's 614 classes were filled by 70% or more workers of one sex. In 1987, 87% of the County's now 700 classes are still sex-segregated. Of these, 50% are male-dominated and 37% are female-dominated. What these figures suggest is that male-dominated jobs tend to be more differentiated and specific while a larger number of female workers are clustered into a fewer number of job classes. The number of sex-segregated classes is relatively insignificant at entry level wages, yet increases dramatically at higher wage rates so that at the highest salary level (\$61,000 and above), there are 37 male-dominated classes yet only four female-dominated classes and only three integrated classes.

An even more dramatic example of the problem of sex-segregation and specialization of male-linked job functions is the number of single-employee classes. Out of 700 total job classes, 351 or 51% are single-employee classes. Of these, 213 or 30% are single-employee male classes while 138 or 21% are single-employee female classes. Since 1983, the County has created 86 new job classes. The majority of these are single-employee classes. This pattern perpetuates sex-based wage inequity by segregating and concentrating female employees while jobs for male employees proliferate and expand beyond generally accepted concepts of how civil service should function. Most of the single-employee male classes are at the top end of the salary scale.

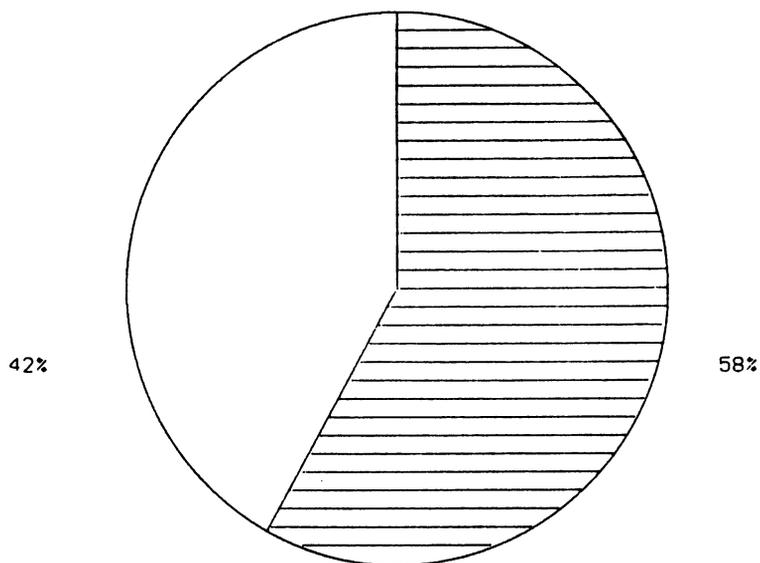
Data is attached which supports all of the following conclusions. The data sources are: Contra Costa County Salary Schedules as of February 12, 1987; the Contra Costa County Workforce Survey Report by Occupational Category, Job Classification and Salary Level as of December 24, 1986.

Conclusions

The patterns described above give rise to the conclusion that sex-based wage inequities and the employment patterns which perpetuate them are still evident in Contra Costa County. Establishing a fair method for determining wage relationships should be a policy priority. It is time for the county to move to the next phase of pay equity for all its workers by creating a system of internal equity that will eliminate not only the sex-bias in the present wage system, but other forms of

wage inequality that have crept into the haphazard methods that have been used to set wage hierarchies to date.

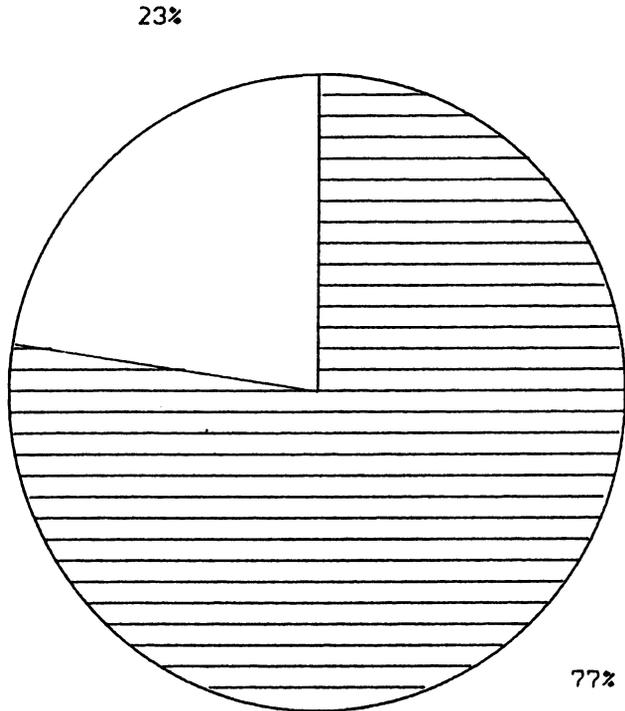
While financial “band-aids” do and have provided relief for those disadvantaged by sex-based pay inequity, it is time to undertake structural changes to end these unfair practices by applying a bias-free job evaluation system that will bring equity and rationality to the way decisions get made about who gets paid how much and why.



SEX DISTRIBUTION OF WORKFORCE

Male employees: 2525 = 42%

Female employees: 3504 = 58%



SEX-BASED WAGE GAP

AVERAGE MONTHLY SALARY FOR MALES = \$3,067.46*

AVERAGE MONTHLY SALARY FOR FEMALES = \$2,381.22*

DIFFERENCE = WAGE GAP = \$686.24 = 23%

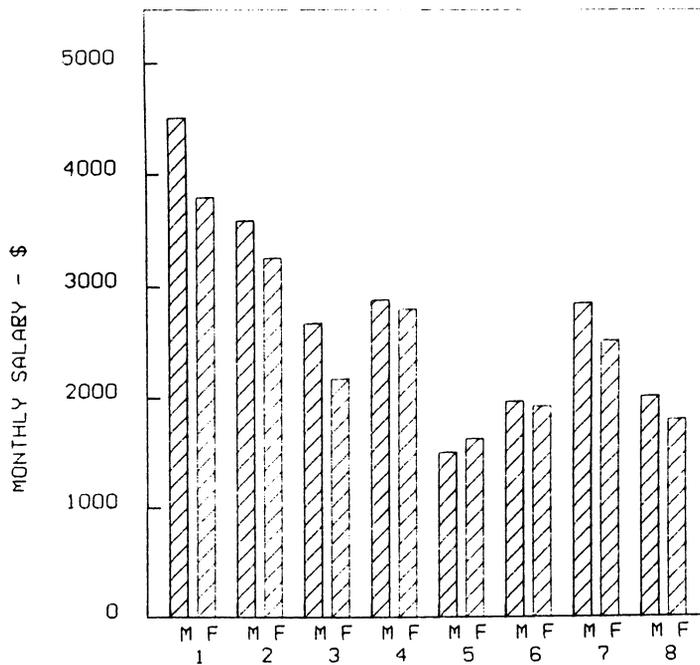
In Contra Costa County female employees earn 77¢ for every \$1.00 earned by male employees.

*assumes all incumbents paid at highest step

CONTRA COSTA COUNTY
SEX_DIFFERENTIATED SALARY SUMMARY

<u>SALARY LEVEL</u>	<u>MALES</u>	<u>% MALE</u>	<u>FEMALES</u>	<u>% FEMALE</u>	<u>TOTALS</u>
A = 0 - \$7,999	2	15%	11	85%	13
B = \$8,000 - 11,999	22	17%	107	83%	129
C = \$12,000 - 15,999	24	18%	111	82%	135
D = \$16,000 - 19,999	160	16%	816	84%	976
E = \$20,000 - 24,999	260	19%	1131	81%	1391
F = \$25,000 - 30,999	442	45%	547	55%	989
G = \$31,000 - 36,999	817	67%	407	33%	1224
H = \$37,000 - 42,999	400	65%	215	35%	615
I = \$43,000 - 48,999	163	64%	90	36%	253
J = \$49,000 - 54,999	77	71%	31	29%	108
K = \$55,000 - 60,999	39	87%	6	13%	45
L = \$61,000+	119	79%	32	21%	151

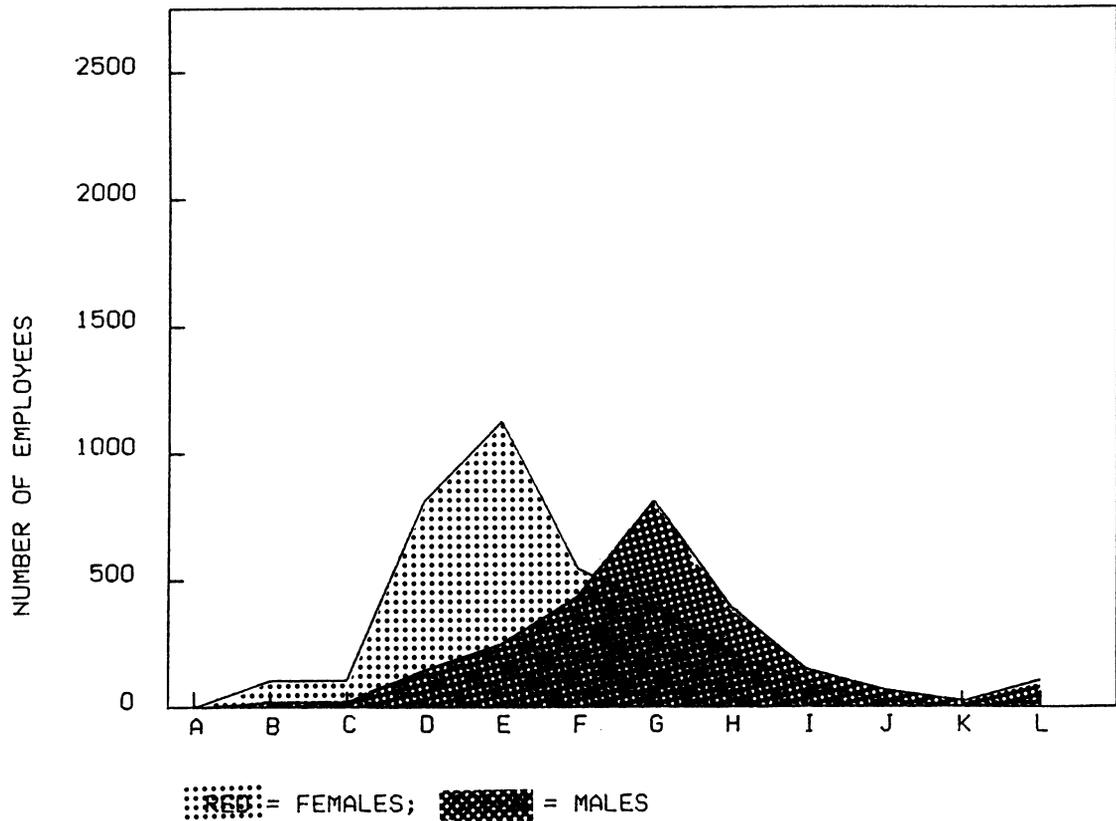
total # employees = 6029
 females = 3504 = 58%
 males = 2525 = 42%
 2723 or 78% of female employees earn less than \$31,000;
 64% of male employees earn more than \$31,000



SEX-BASED WAGE GAPS BY EEO CATEGORIES

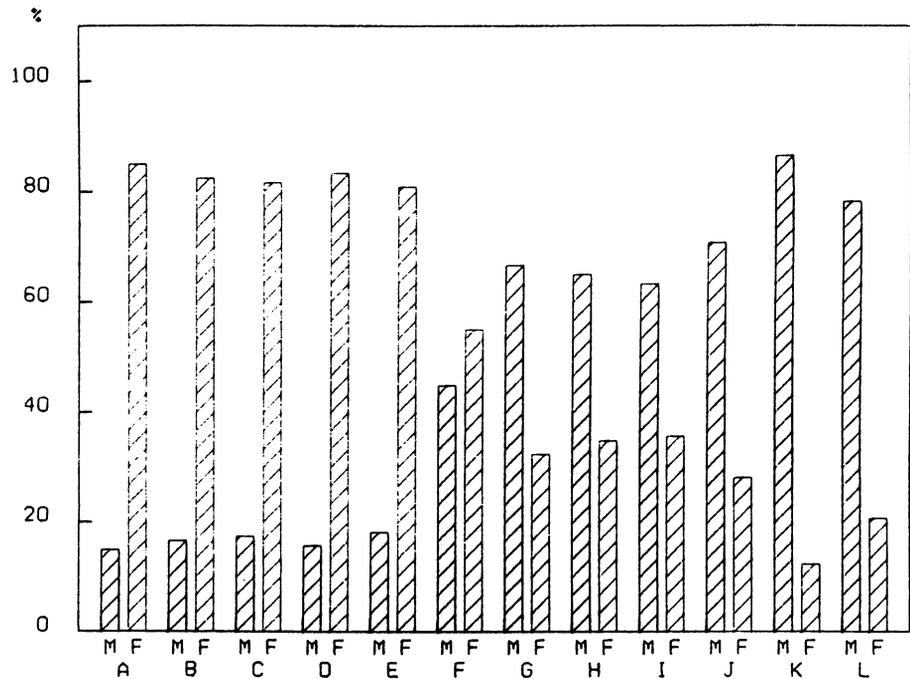
1. Officials and administrators: gap = \$734/month
2. Professionals: gap = \$365/month
3. Technicians: gap = \$478/month
4. Protective service workers: gap = \$68/month
5. Para-professionals: gap = -\$120/month
6. Office and clerical: gap = \$28/month
7. Skilled craft workers: gap = \$341/month
8. Service/maintenance: gap = \$206/month

ALL EMPLOYEES: GAP = \$686/month



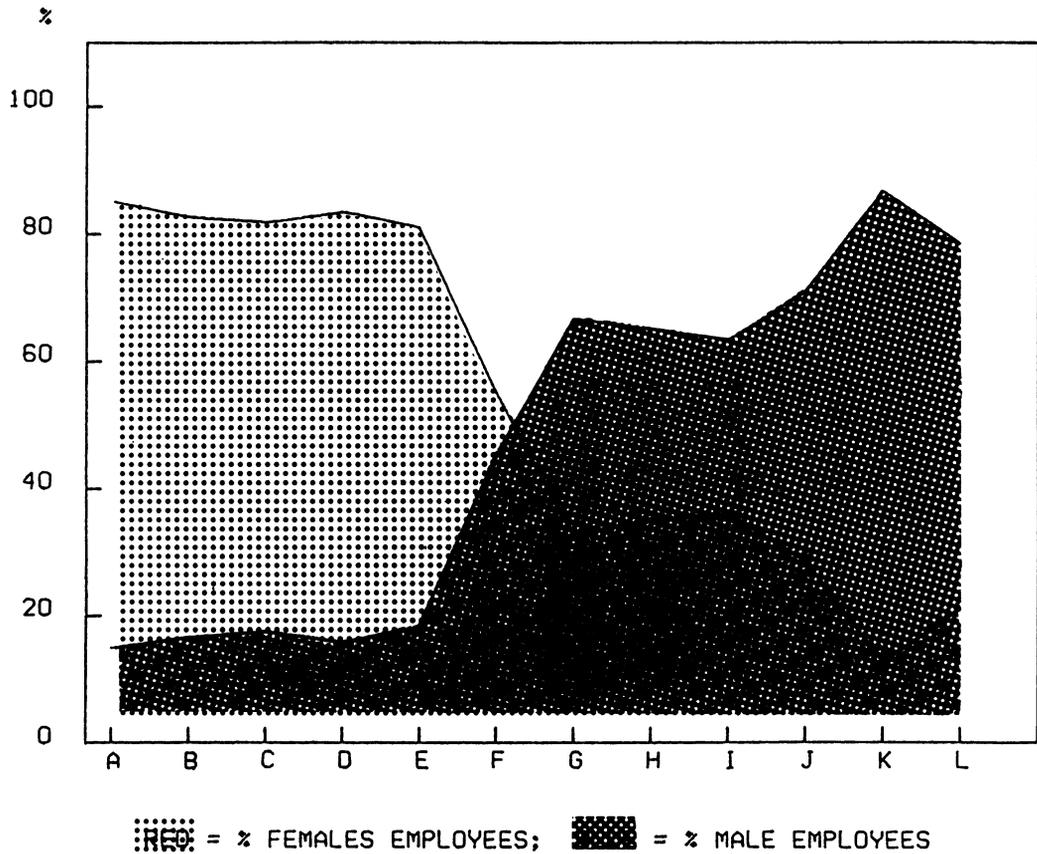
NUMBER OF MALE AND FEMALE EMPLOYEES AT EEO SALARY LEVELS

- A = 0 - \$7,999
- B = \$8,000 - \$11,999
- C = \$12,000 - \$15,999
- D = \$16,000 - \$19,999
- E = \$20,000 - \$24,999
- F = \$25,000 - \$30,999
- G = \$31,000 - \$36,999
- H = \$37,000 - \$42,999
- I = \$43,000 - \$48,999
- J = \$49,000 - \$54,999
- K = \$55,000 - \$60,999
- L = \$61,000+



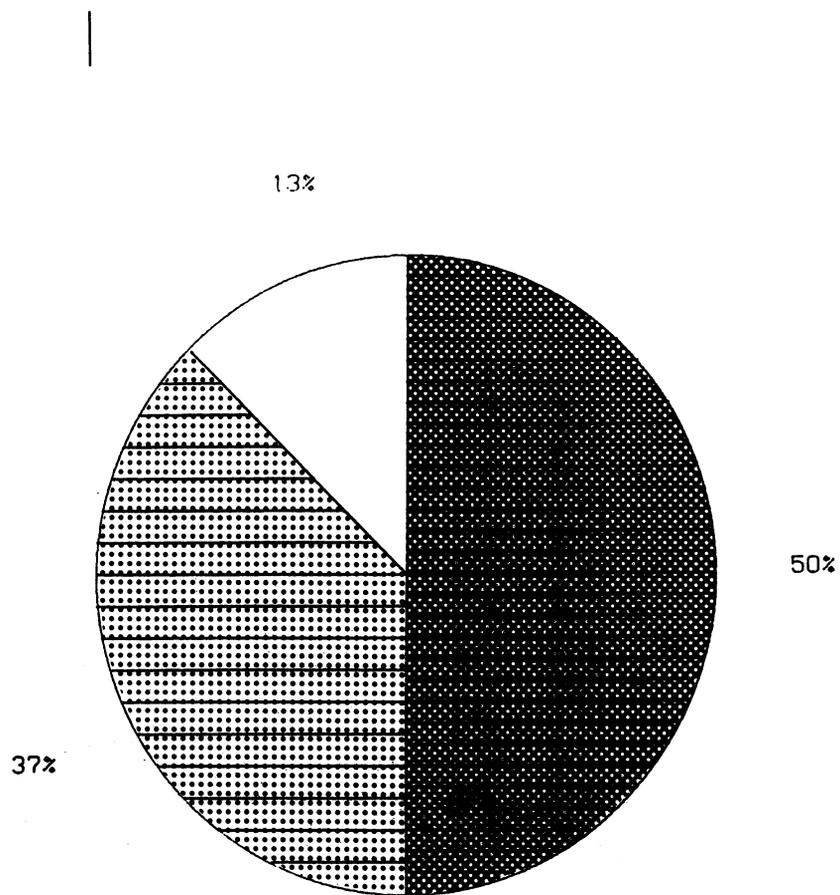
PERCENTAGE OF MALE & FEMALE EMPLOYEES
AT EEO SALARY LEVELS

- A = 0 - \$7,999
- B = \$8,000 - \$11,999
- C = \$12,000 - \$15,999
- D = \$16,000 - \$19,999
- E = \$20,000 - \$24,999
- F = \$25,000 - \$30,999
- G = \$31,000 - \$36,999
- H = \$37,000 - \$42,999
- I = \$43,000 - \$48,999
- J = \$49,000 - \$54,999
- K = \$55,000 - \$60,999
- L = \$61,000+



PERCENTAGE OF MALE & FEMALE EMPLOYEES AT EEO SALARY LEVELS

- A = 0 - \$7,999
- B = \$8,000 - \$11,999
- C = \$12,000 - \$15,999
- D = \$16,000 - \$19,999
- E = \$20,000 - \$24,999
- F = \$25,000 - \$30,999
- G = \$31,000 - \$36,999
- H = \$37,000 - \$42,999
- I = \$43,000 - \$48,999
- J = \$49,000 - \$54,000
- K = \$55,999 - \$60,999
- L = \$61,000+



SEX-SEGREGATION BY CLASSIFICATION

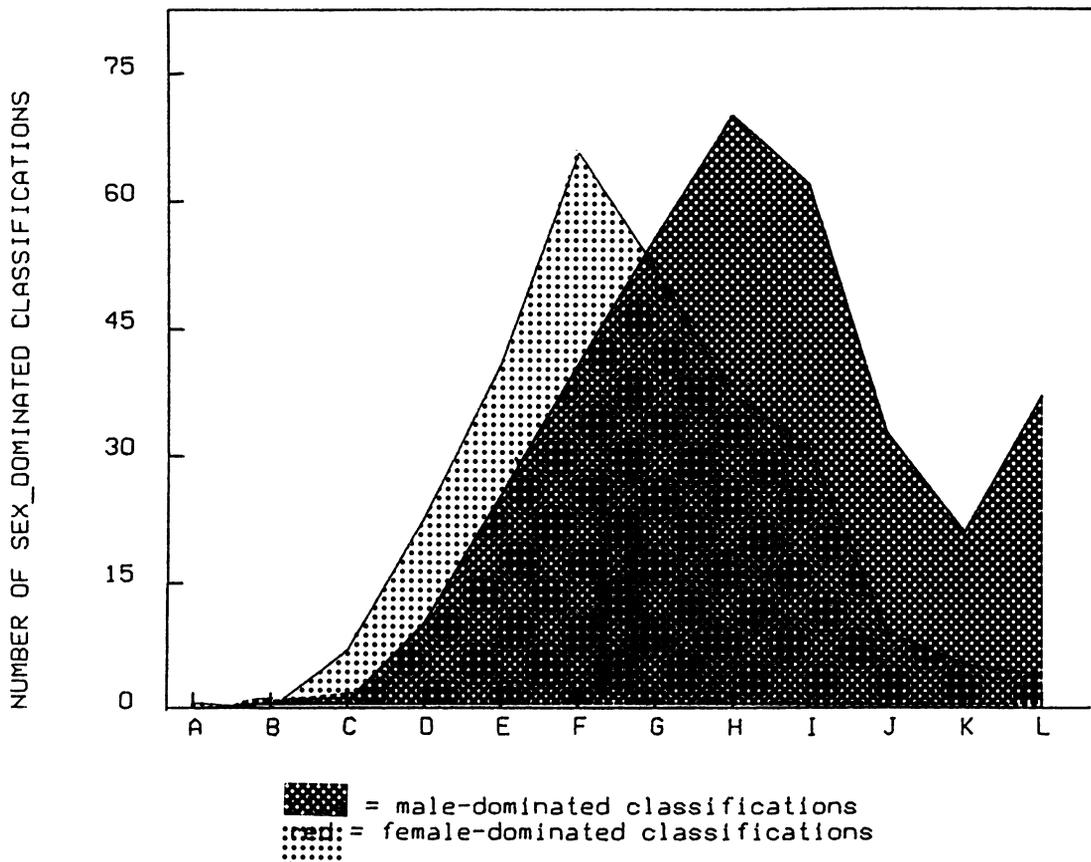
Male-dominated classifications: 350 = 50%

Female-dominated classifications: 264 = 37%

Integrated classifications: 86 = 13%

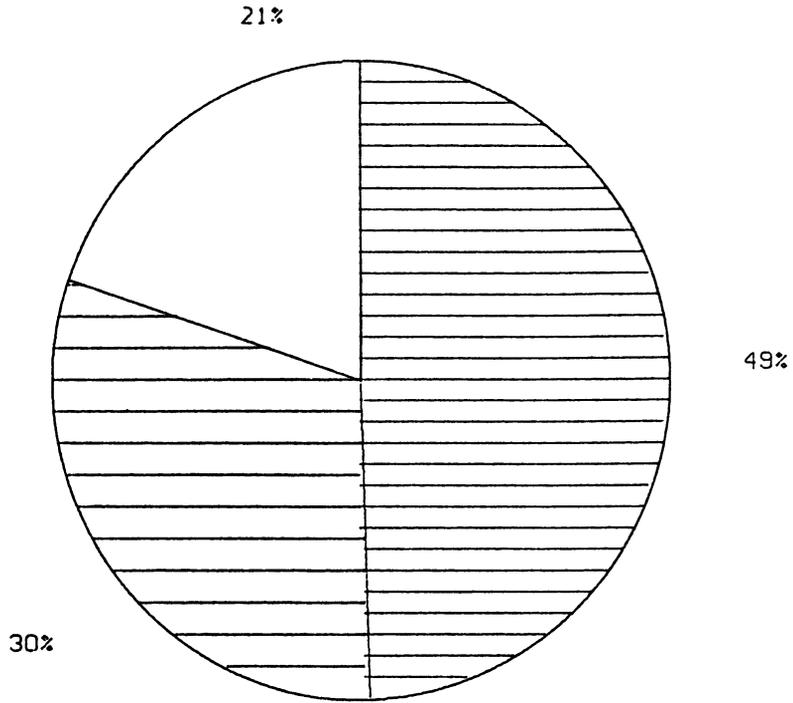
Segregated classifications: 614 = 87%

*male or female-dominated = 70% or more males or females in classification



SEX_DOMINATED CLASSIFICATIONS AT EEO SALARY LEVELS

- A = 0-\$7,999
- B = \$8,000 - \$11,999
- C = \$12,000 - \$15,999
- D = \$16,000 - \$19,999
- E = \$20,000 - \$24,999
- F = \$25,000 - \$30,999
- G = \$31,000 - \$36,999
- H = \$37,000 - \$42,999
- I = \$43,000 - \$48,999
- J = \$49,000 - \$54,999
- K = \$55,000 - \$60,999
- L = \$61,000+



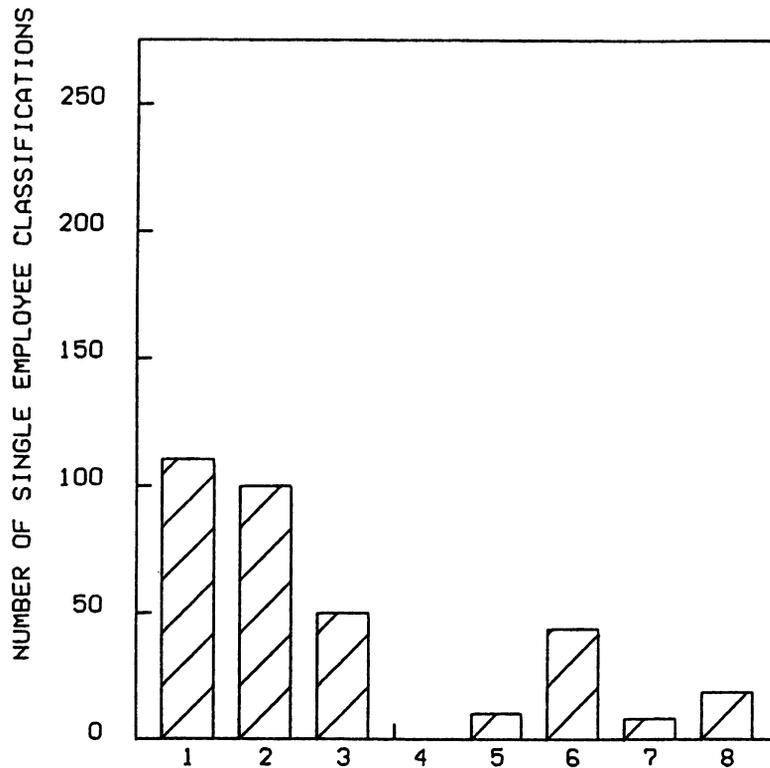
SINGLE EMPLOYEE CLASSIFICATIONS

Total classifications: 700

Total single employee classifications: 351 = 51%

Total single male-incumbent classifications: 213 = 30%

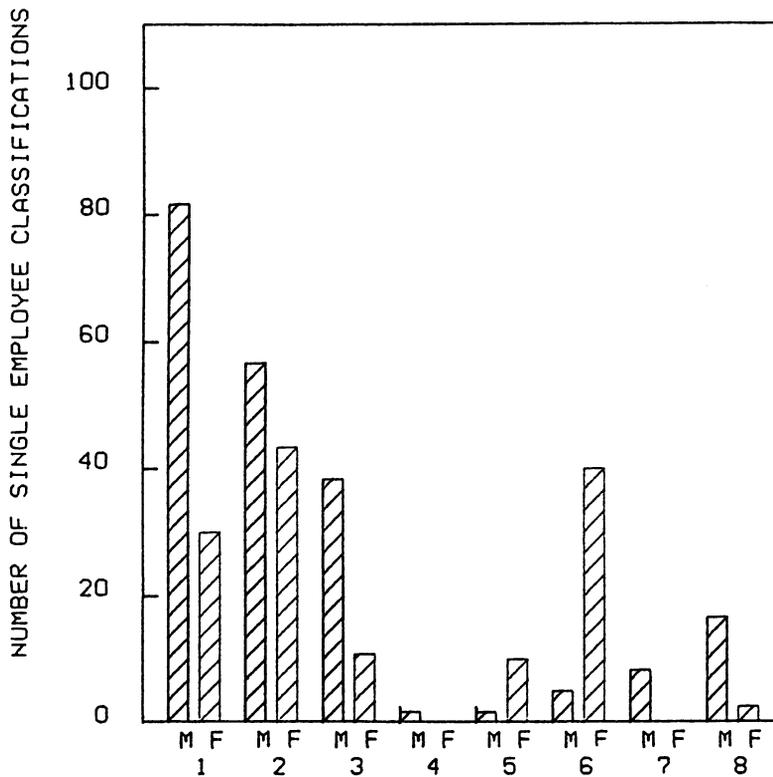
Total female single-incumbent classifications: 138 = 21%



SINGLE EMPLOYEE CLASSIFICATIONS BY EEO CATEGORY

1. Officials and administrators = 112
2. Professionals = 101
3. Technicians = 50
4. Protective service workers = 2
5. Para-professionals = 12
6. Office and clerical = 45
7. Skilled craft workers = 9
8. Service/maintenance = 20

TOTAL SINGLE EMPLOYEE CLASSIFICATIONS = 351



SINGLE EMPLOYEE CLASSIFICATIONS BY SEX IN EEO CATEGORIES

1. Officials and administrators: 82 male, 30 female
2. Professionals: 57 male, 44 female
3. Technicians: 39 male, 11 female
4. Protective service workers: 2 male, 0 female
5. Para-professionals: 2 male, 10 female
6. Office and clerical: 5 male, 40 female
7. Skilled craft workers: 9 male, 0 female
8. Service/maintenance: 17 male, 3 female

APPENDIX A

File: CC.WAGES.SORTED

Page 1
2/27/87

CLASSIFICATION	MAXIMUM SALARY	IND. OF MALES	IND. OF FEMALES	PERCENT FEMALE	MONTHLY	MONTHLY	M	F	
					MALE SALARY	FEMALE SALARY	DOM	DOM	MXD
OFFICIALS AND ADMINISTRATION									
County Administrator	\$7,348.00	1		0.00%	\$7,348.00	\$0.00	11	01	01
Director - Health Services	\$7,304.00	1		0.00%	\$7,304.00	\$0.00	11	01	01
Medical Director	\$7,088.00	1		0.00%	\$7,088.00	\$0.00	11	01	01
County Counsel	\$7,018.00	1		0.00%	\$7,018.00	\$0.00	11	01	01
Asst Director of Health Services	\$6,873.00	5		0.00%	\$34,365.00	\$0.00	11	01	01
Public Defender	\$6,743.00	1		0.00%	\$6,743.00	\$0.00	11	01	01
Public Works Director	\$6,689.00	1		0.00%	\$6,689.00	\$0.00	11	01	01
Fire Chief	\$6,589.00	1		0.00%	\$6,589.00	\$0.00	11	01	01
Chief Asst Public Defender	\$6,511.00	1		0.00%	\$6,511.00	\$0.00	11	01	01
Chief Deputy Public Defender	\$6,382.00	1		0.00%	\$6,382.00	\$0.00	11	01	01
Director of Community Development	\$6,249.00	1		0.00%	\$6,249.00	\$0.00	11	01	01
Fire Chief - Riverview Fire Protection District	\$6,169.00	1		0.00%	\$6,169.00	\$0.00	11	01	01
County Welfare Director	\$6,144.00	1		0.00%	\$6,144.00	\$0.00	11	01	01
Asst County Counsel	\$5,781.00	2		0.00%	\$11,562.00	\$0.00	11	01	01
Asst District Attorney	\$5,781.00	1		0.00%	\$5,781.00	\$0.00	11	01	01
Senior Deputy District Attorney	\$5,781.00	3		0.00%	\$17,343.00	\$0.00	11	01	01
Asst Public Defender	\$5,781.00	2		0.00%	\$11,562.00	\$0.00	11	01	01
Chief Asst County Administrator	\$5,763.00	1		0.00%	\$5,763.00	\$0.00	11	01	01
Fire Chief - Group II	\$5,695.00	2		0.00%	\$11,390.00	\$0.00	11	01	01
Director of General Services	\$5,655.00	1		0.00%	\$5,655.00	\$0.00	11	01	01
Asst County Administrator (Finance)	\$5,538.00	0	1	100.00%	\$0.00	\$5,538.00	01	11	01
Asst County Administrator - Human Services	\$5,538.00	1		0.00%	\$5,538.00	\$0.00	11	01	01
Asst Public Administrator	\$5,538.00	1		0.00%	\$5,538.00	\$0.00	11	01	01
Asst County Administrator - Dir of Personnel	\$5,538.00	1		0.00%	\$5,538.00	\$0.00	11	01	01
County Probation Officer	\$5,538.00	1		0.00%	\$5,538.00	\$0.00	11	01	01
Dep Dir Community Development - Transportation	\$5,477.00		1	100.00%	\$0.00	\$5,477.00	01	11	01
Asst Sheriff - Chief Executive Assistant	\$5,435.00	1		0.00%	\$5,435.00	\$0.00	11	01	01
Director of Public Health Nursing	\$5,433.00		1	100.00%	\$0.00	\$5,433.00	01	11	01
Asst Fire Chief - Group I	\$5,406.00	3		0.00%	\$16,218.00	\$0.00	11	01	01
County Librarian	\$5,252.00	1		0.00%	\$5,252.00	\$0.00	11	01	01
Asst County Probation Officer	\$5,226.00	1		0.00%	\$5,226.00	\$0.00	11	01	01
Asst Sheriff	\$5,200.00	1		0.00%	\$5,200.00	\$0.00	11	01	01
Director of Redevelopment	\$5,143.00	1		0.00%	\$5,143.00	\$0.00	11	01	01
Dep Dir Community Development - Current Planning	\$5,143.00	1		0.00%	\$5,143.00	\$0.00	11	01	01
Asst Fire Chief - Riverview	\$5,117.00	2		0.00%	\$10,234.00	\$0.00	11	01	01
Alcohol/DrugAbuse/MentalHealth Deputy Director	\$5,066.00		1	100.00%	\$0.00	\$5,066.00	01	11	01
Deputy Public Works Director - Engineer	\$5,036.00	1		0.00%	\$5,036.00	\$0.00	11	01	01
Deputy Public Works Director - Operation & Maint	\$5,036.00	1		0.00%	\$5,036.00	\$0.00	11	01	01
Office Services Director	\$5,001.00		1	100.00%	\$0.00	\$5,001.00	01	11	01
Risk Manager	\$4,981.00	1		0.00%	\$4,981.00	\$0.00	11	01	01
Chief Deputy Sheriff	\$4,931.00	1		0.00%	\$4,931.00	\$0.00	11	01	01
Superior Court Administrator & Jury Commissioner	\$4,910.00	1	0	0.00%	\$4,910.00	\$0.00	11	01	01
Director - Building Inspection	\$4,843.00	1		0.00%	\$4,843.00	\$0.00	11	01	01
Asst Fire Chief - Group II	\$4,805.00	2		0.00%	\$9,610.00	\$0.00	11	01	01
Fire Training Supervisor	\$4,805.00	1		0.00%	\$4,805.00	\$0.00	11	01	01
Asst County Assessor	\$4,757.00	1		0.00%	\$4,757.00	\$0.00	11	01	01
Asst County Librarian	\$4,757.00		1	100.00%	\$0.00	\$4,757.00	01	11	01
Clerk - Administrator of the Court (Schedule A)	\$4,714.00	1		0.00%	\$4,714.00	\$0.00	11	01	01
Director - Justice System Programs	\$4,654.00	1		0.00%	\$4,654.00	\$0.00	11	01	01
District Attorney - Chief of Inspections	\$4,654.00	1		0.00%	\$4,654.00	\$0.00	11	01	01
Marshall	\$4,654.00	1		0.00%	\$4,654.00	\$0.00	11	01	01

Community Mental Health Center Director	\$4,557.00	1	1	0.00%	\$4,557.00	\$0.00	11	01	01
Community Mental Health Center Director	\$4,557.00		1	100.00%	\$0.00	\$4,557.00	01	11	01
Probation Division Director	\$4,543.00	3	1	0.00%	\$13,629.00	\$0.00	11	01	01
Chief Investment Officer	\$4,462.00	1	1	0.00%	\$4,462.00	\$0.00	11	01	01
Agricultural Commissioner - Dir Weights&Measures	\$4,444.00	1	1	0.00%	\$4,444.00	\$0.00	11	01	01
Sheriff's Chief of Management Services	\$4,431.00	1	1	0.00%	\$4,431.00	\$0.00	11	01	01
Director of Revenue Collection	\$4,427.00	1	1	0.00%	\$4,427.00	\$0.00	11	01	01
Principal Real Property Agent	\$4,418.00	1	1	0.00%	\$4,418.00	\$0.00	11	01	01
Asst County Welfare Director	\$4,418.00	1	2	66.67%	\$4,418.00	\$8,836.00	01	01	11
Social Services Administrative Officer	\$4,418.00	1	1	0.00%	\$4,418.00	\$0.00	11	01	01
Social Service Chief - Financial Management	\$4,418.00	1	1	0.00%	\$4,418.00	\$0.00	11	01	01
Manager - Employment Programs	\$4,405.00		1	100.00%	\$0.00	\$4,405.00	01	11	01
Buildings & Grounds Manager	\$4,405.00	1	1	0.00%	\$4,405.00	\$0.00	11	01	01
Director - Animal Services	\$4,339.00		1	100.00%	\$0.00	\$4,339.00	01	11	01
Manager of Airports	\$4,339.00	1	1	0.00%	\$4,339.00	\$0.00	11	01	01
Senior Justice System Specialist	\$4,322.00	0	1	100.00%	\$0.00	\$4,322.00	01	11	01
Chief - Valuation	\$4,322.00	2	1	0.00%	\$8,644.00	\$0.00	11	01	01
Chief - Standards & Drafting	\$4,322.00	1	1	0.00%	\$4,322.00	\$0.00	11	01	01
Manpower Program Director	\$4,309.00	1	1	0.00%	\$4,309.00	\$0.00	11	01	01
Clerk - Administrator of the Court (Schedule B)	\$4,224.00	1	2	66.67%	\$4,224.00	\$8,448.00	01	01	11
Asst Marshal	\$4,224.00	2	1	0.00%	\$8,448.00	\$0.00	11	01	01
LAFCD Administrator	\$4,219.00	1	1	0.00%	\$4,219.00	\$0.00	11	01	01
Director - Office of Emergency Services	\$4,219.00	1	1	0.00%	\$4,219.00	\$0.00	11	01	01
Supervising Personnel Analyst	\$4,215.00	3	1	0.00%	\$12,645.00	\$0.00	11	01	01
Department Personnel Officer	\$4,215.00	1	1	50.00%	\$4,215.00	\$4,215.00	01	01	11
Retirement Administrator	\$4,207.00		1	100.00%	\$0.00	\$4,207.00	01	11	01
Fire District Communications Manager	\$4,207.00	1	1	0.00%	\$4,207.00	\$0.00	11	01	01
Emergency Medical Services Director	\$4,173.00	1	1	0.00%	\$4,173.00	\$0.00	11	01	01
Director - Public Health Laboratory Services	\$4,161.00	1	1	0.00%	\$4,161.00	\$0.00	11	01	01
Investment Officer	\$4,103.00		1	100.00%	\$0.00	\$4,103.00	01	11	01
Asst to Health Services Director	\$4,087.00		1	100.00%	\$0.00	\$4,087.00	01	11	01
Children & Adolescent Services Program Chief	\$4,074.00		1	100.00%	\$0.00	\$4,074.00	01	11	01
Conservatorship/Guardianship Program Chief	\$4,062.00		1	100.00%	\$0.00	\$4,062.00	01	11	01
Health Services Administrator	\$4,015.00	9	7	43.75%	\$36,135.00	\$28,105.00	01	01	11
Affirmative Action Officer	\$4,014.00		1	100.00%	\$0.00	\$4,014.00	01	11	01
Administrative Services Officer	\$4,013.00	14	2	12.50%	\$56,182.00	\$8,026.00	11	01	01
Chief - Employee Organization & Development	\$4,010.00	1	1	0.00%	\$4,010.00	\$0.00	11	01	01
Asst County Clerk	\$3,982.00	1	1	0.00%	\$3,982.00	\$0.00	11	01	01
Head of Library Technical Services	\$3,970.00		1	100.00%	\$0.00	\$3,970.00	01	11	01
Community Services Director	\$3,958.00		1	100.00%	\$0.00	\$3,958.00	01	11	01
Director of Nursing	\$3,950.00		1	100.00%	\$0.00	\$3,950.00	01	11	01
Marketing Director CC Health Plan	\$3,911.00	1	1	50.00%	\$3,911.00	\$3,911.00	01	01	11
Medical Care Administrator	\$3,903.00		1	100.00%	\$0.00	\$3,903.00	01	11	01
Chief - Auditing Division	\$3,872.00	1	1	0.00%	\$3,872.00	\$0.00	11	01	01
Geriatric Services Program Chief	\$3,860.00		1	100.00%	\$0.00	\$3,860.00	01	11	01
Asst Director of Pharmacy Services	\$3,845.00		1	100.00%	\$0.00	\$3,845.00	01	11	01
Sheriff's Fiscal Officer	\$3,837.00	1	1	0.00%	\$3,837.00	\$0.00	11	01	01
Chief - Public Works Maintenance Superintendent	\$3,803.00	1	1	0.00%	\$3,803.00	\$0.00	11	01	01
Alcoholism Program Chief	\$3,803.00	1	1	0.00%	\$3,803.00	\$0.00	11	01	01
Drug Abuse Program Chief	\$3,803.00	1	1	0.00%	\$3,803.00	\$0.00	11	01	01
Asst County Registrar	\$3,795.00	1	1	0.00%	\$3,795.00	\$0.00	11	01	01
Social Service Program Manager	\$3,780.00	2	4	66.67%	\$7,560.00	\$15,120.00	01	01	11
Social Service Program Manager - Project	\$3,780.00		1	100.00%	\$0.00	\$3,780.00	01	11	01
Social Work Supervisor III	\$3,780.00	3	4	57.14%	\$11,340.00	\$15,120.00	01	01	11
N.I.C. Correctional Program Specialist	\$3,746.00	1	1	0.00%	\$3,746.00	\$0.00	11	01	01
Sheriff's Communication Director - Tech Services	\$3,731.00	1	1	0.00%	\$3,731.00	\$0.00	11	01	01
Medical Serv Mngt Info and Evaluation Director	\$3,713.00	1	1	0.00%	\$3,713.00	\$0.00	11	01	01

Probation Supervisor II	\$3,679.00	5		0.00%	\$18,395.00	\$0.00	11	01	01	
Data Processing Operations Supervisor	\$3,646.00	1		0.00%	\$3,646.00	\$0.00	11	01	01	
Grounds Services Manager	\$3,639.00	1		0.00%	\$3,639.00	\$0.00	11	01	01	
Director - Office on Aging	\$3,632.00	1		0.00%	\$3,632.00	\$0.00	11	01	01	
Chief Deputy Agriculture Commissioner	\$3,628.00	1		0.00%	\$3,628.00	\$0.00	11	01	01	
Law & Justice Systems Director - Project	\$3,625.00		1	100.00%	\$0.00	\$3,625.00	01	11	01	
Budget Services Manager	\$3,607.00	1		0.00%	\$3,607.00	\$0.00	11	01	01	
Asst County Recorder	\$3,603.00	1		0.00%	\$3,603.00	\$0.00	11	01	01	
Animal Clinic Veterinarian	\$3,504.00	1		0.00%	\$3,504.00	\$0.00	11	01	01	
Asst Sup Court Administrator & Jury Commissioner	\$3,483.00		1	100.00%	\$0.00	\$3,483.00	01	11	01	
Chief Deputy Sealer - Weights & Measures	\$3,462.00	1		0.00%	\$3,462.00	\$0.00	11	01	01	
Public Works Maintenance Superintendent	\$3,458.00	4		0.00%	\$13,832.00	\$0.00	11	01	01	
Special District Tax Accountant	\$3,417.00	1		0.00%	\$3,417.00	\$0.00	11	01	01	
Chief Clerk - Board of Supervisors	\$3,376.00		1	100.00%	\$0.00	\$3,376.00	01	11	01	
County Veterans' Services Officer	\$3,373.00	1		0.00%	\$3,373.00	\$0.00	11	01	01	
Purchasing Services Officer	\$3,366.00	1		0.00%	\$3,366.00	\$0.00	11	01	01	
Central Services Manager	\$3,306.00	1		0.00%	\$3,306.00	\$0.00	11	01	01	
Director of Family Support Collection Services	\$3,300.00	1		0.00%	\$3,300.00	\$0.00	11	01	01	
Community Services Program Coordinator	\$3,300.00	2		0.00%	\$6,600.00	\$0.00	11	01	01	
Chief Animal Control Supervisor	\$3,296.00	1		0.00%	\$3,296.00	\$0.00	11	01	01	
Custodial Superintendent	\$3,199.00	1		0.00%	\$3,199.00	\$0.00	11	01	01	
Asst Retirement Administrator	\$3,180.00	1		0.00%	\$3,180.00	\$0.00	11	01	01	
Health Services Admission Manager	\$3,040.00		1	100.00%	\$0.00	\$3,040.00	01	11	01	
Elections & Registration Manager	\$3,016.00		1	100.00%	\$0.00	\$3,016.00	01	11	01	
Eligibility Work Supervisor II	\$2,843.00		8	100.00%	\$0.00	\$22,744.00	01	11	01	
Airport Operations Supervisor	\$2,815.00	1		0.00%	\$2,815.00	\$0.00	11	01	01	
Medical Records Administrator	\$2,754.00	1	2	66.67%	\$2,754.00	\$5,508.00	01	01	11	
Health Services Volunteer Program Coordinator	\$2,562.00		1	100.00%	\$0.00	\$2,562.00	01	11	01	
Asst Clerk - Assessor Data Processing Manager	\$2,428.00		1	100.00%	\$0.00	\$2,428.00	01	11	01	
Discovery Facility Director	\$2,286.00	3	2	40.00%	\$6,858.00	\$4,572.00	01	01	11	
<hr/>										
TOTALS: (Officials & Administration)		138	160	65	28.89%	\$725,050.00	\$246,843.00	981	311	91
	Classes		Males	Females	AVE-->	\$4,531.56	\$3,797.58	171.0%	22.5%	6.5%
			71.11%	28.89%	IGAP-->>		\$733.98	M/D	F/D	M/D
<hr/>										
PROFESSIONALS										
<hr/>										
Chief Deputy District Attorney	\$6,511.00	1		0.00%	\$6,511.00	\$0.00	11	01	01	
[ENS] Physician	\$6,361.00	72	31	30.10%	\$457,992.00	\$197,191.00	01	01	11	
[ENS] Chief of Dental Services	\$5,878.00	1		0.00%	\$5,878.00	\$0.00	11	01	01	
[ENS] Dentist	\$5,362.00	5	2	28.57%	\$26,810.00	\$10,724.00	11	01	01	
Health Services Budget Officer	\$5,326.00	1		0.00%	\$5,326.00	\$0.00	11	01	01	
Deputy County Counsel IV	\$5,138.00	3	2	40.00%	\$15,414.00	\$10,276.00	01	01	11	
Deputy District Attorney	\$5,135.00	31	10	24.39%	\$159,185.00	\$51,350.00	11	01	01	
Deputy Public Defender IV	\$5,132.00	10	7	41.18%	\$51,320.00	\$35,924.00	01	01	11	
Associate Hospital Executive Dir - Patient Care	\$5,097.00		1	100.00%	\$0.00	\$5,097.00	01	11	01	
Asst Director of General Services	\$5,036.00	1		0.00%	\$5,036.00	\$0.00	11	01	01	
Home Health Nursing Coordinator	\$4,810.00		1	100.00%	\$0.00	\$4,810.00	01	11	01	
Battalion Chief	\$4,805.00	7		0.00%	\$33,635.00	\$0.00	11	01	01	
Accounting Services Officer	\$4,781.00	1		0.00%	\$4,781.00	\$0.00	11	01	01	
Supervising Public Health Nurse II	\$4,696.00		2	100.00%	\$0.00	\$9,392.00	01	11	01	
Deputy Sheriff - Chief, Crime Laboratory	\$4,654.00	1		0.00%	\$4,654.00	\$0.00	11	01	01	
Captain	\$4,654.00	8		0.00%	\$37,232.00	\$0.00	11	01	01	
[ENS] Optometrist	\$4,615.00	3	1	25.00%	\$13,845.00	\$4,615.00	11	01	01	
[ENS] Podiatrist	\$4,615.00	1		0.00%	\$4,615.00	\$0.00	11	01	01	
Supervising Civil Engineer	\$4,516.00	6	1	14.29%	\$27,096.00	\$4,516.00	11	01	01	
Battalion Chief - Riverview	\$4,507.00	3		0.00%	\$13,521.00	\$0.00	11	01	01	

Deputy County Counsel III	\$4,467.00	3	2	40.00%	\$13,401.00	\$8,934.00	01	01	11
Deputy Public Defender III	\$4,467.00	7	5	41.67%	\$31,269.00	\$22,335.00	01	01	11
Lease Manager	\$4,418.00	1		0.00%	\$4,418.00	\$0.00	11	01	01
Supervising Architectural Engineer	\$4,405.00	1		0.00%	\$4,405.00	\$0.00	11	01	01
Planning and Program Manager	\$4,350.00		1	100.00%	\$0.00	\$4,350.00	01	11	01
Senior Structural Engineer - Building Inspection	\$4,313.00	2		0.00%	\$8,626.00	\$0.00	11	01	01
Deputy County Administrator [DC]	\$4,218.00	6	1	14.29%	\$25,308.00	\$4,218.00	11	01	01
Operating Room Supervisor	\$4,198.00		1	100.00%	\$0.00	\$4,198.00	01	11	01
Land Information Systems Director	\$4,190.00	1		0.00%	\$4,190.00	\$0.00	11	01	01
Deputy Sheriff - Supervising Criminologist	\$4,173.00	1	1	50.00%	\$4,173.00	\$4,173.00	01	01	11
Supervising Program Analyst	\$4,115.00	3	1	25.00%	\$12,345.00	\$4,115.00	11	01	01
Fire Officer	\$4,070.00	1		0.00%	\$4,070.00	\$0.00	11	01	01
Senior Civil Engineer	\$4,066.00	11	1	8.33%	\$44,726.00	\$4,066.00	11	01	01
Supervising Public Health Nurse I	\$4,054.00		4	100.00%	\$0.00	\$16,216.00	01	11	01
Home Health Nursing Supervisor	\$4,054.00		3	100.00%	\$0.00	\$12,162.00	01	11	01
Fire Marshall - Group II	\$4,034.00	3		0.00%	\$12,102.00	\$0.00	11	01	01
Supervising Manpower Analyst	\$4,014.00	2		0.00%	\$8,028.00	\$0.00	11	01	01
N.I.C. Resource Center Coordinator	\$4,010.00	1		0.00%	\$4,010.00	\$0.00	11	01	01
Juvenile Institution Superintendent	\$4,010.00	1	1	50.00%	\$4,010.00	\$4,010.00	01	01	11
Chief Clinical/Pathology Laboratory Technologist	\$4,002.00	1		0.00%	\$4,002.00	\$0.00	11	01	01
Planning Coordinator	\$3,998.00	1		0.00%	\$3,998.00	\$0.00	11	01	01
Communicable Disease Program Chief	\$3,974.00		1	100.00%	\$0.00	\$3,974.00	01	11	01
Library Supervisor II	\$3,970.00		1	100.00%	\$0.00	\$3,970.00	01	11	01
Supervising Welfare Fraud Investigator	\$3,950.00	1		0.00%	\$3,950.00	\$0.00	11	01	01
Lieutenant	\$3,950.00	16	2	11.11%	\$63,200.00	\$7,900.00	11	01	01
Structural Engineer - Building Inspection	\$3,911.00	1		0.00%	\$3,911.00	\$0.00	11	01	01
Fire Captain - Paramedic	\$3,891.00	1		0.00%	\$3,891.00	\$0.00	11	01	01
Senior Transportation Planner	\$3,868.00	3		0.00%	\$11,604.00	\$0.00	11	01	01
Senior Architectural Engineer	\$3,803.00	1		0.00%	\$3,803.00	\$0.00	11	01	01
Senior Architectural Engineer - Project	\$3,803.00	1		0.00%	\$3,803.00	\$0.00	11	01	01
Special Projects Architect - Project	\$3,803.00	1		0.00%	\$3,803.00	\$0.00	11	01	01
Senior Fire Inspector	\$3,803.00	6		0.00%	\$22,818.00	\$0.00	11	01	01
Senior Fire Training Instructor	\$3,803.00	2		0.00%	\$7,606.00	\$0.00	11	01	01
Fire Training Coordinator - Riverview	\$3,803.00	1		0.00%	\$3,803.00	\$0.00	11	01	01
Health Services DP Operations Manager	\$3,803.00		1	100.00%	\$0.00	\$3,803.00	01	11	01
Supervising Clinic Nurse	\$3,795.00		2	100.00%	\$0.00	\$7,590.00	01	11	01
Supervising Nurse	\$3,795.00	1	15	93.75%	\$3,795.00	\$56,925.00	01	11	01
Department Data Processing Analyst	\$3,780.00	1		0.00%	\$3,780.00	\$0.00	11	01	01
Senior Systems Accountant	\$3,780.00	3		0.00%	\$11,340.00	\$0.00	11	01	01
Family Nurse Practitioner	\$3,765.00		17	100.00%	\$0.00	\$64,005.00	01	11	01
Planner IV	\$3,750.00	4		0.00%	\$15,000.00	\$0.00	11	01	01
Director, Supply Services - Detention Facility	\$3,746.00	1		0.00%	\$3,746.00	\$0.00	11	01	01
Director - Inmate Services	\$3,746.00	1		0.00%	\$3,746.00	\$0.00	11	01	01
Chief - Rehabilitation Therapy Services	\$3,709.00		1	100.00%	\$0.00	\$3,709.00	01	11	01
Patient Financial Services Manager	\$3,702.00		1	100.00%	\$0.00	\$3,702.00	01	11	01
Senior Planning Geologist	\$3,702.00	1		0.00%	\$3,702.00	\$0.00	11	01	01
Public Health Program Specialist II	\$3,694.00	2	3	60.00%	\$7,388.00	\$11,082.00	01	01	11
Mental Health Clinic Program Supervisor	\$3,690.00		2	100.00%	\$0.00	\$7,380.00	01	11	01
Youth Interagency Clinic Program Supervisor	\$3,690.00	1		0.00%	\$3,690.00	\$0.00	11	01	01
Mental Health Adult Services Supervisor	\$3,690.00	1		0.00%	\$3,690.00	\$0.00	11	01	01
Mental Health Acute Services Supervisor	\$3,690.00		2	100.00%	\$0.00	\$7,380.00	01	11	01
Mental Health Criminal Justice Program Superv	\$3,690.00	1		0.00%	\$3,690.00	\$0.00	11	01	01
Conservatorship Program Supervisor	\$3,690.00		1	100.00%	\$0.00	\$3,690.00	01	11	01
Pharmacist II	\$3,690.00	5		0.00%	\$18,450.00	\$0.00	11	01	01
Deputy County Counsel II	\$3,690.00		1	100.00%	\$0.00	\$3,690.00	01	11	01
Probate and Research Attorney	\$3,690.00		1	100.00%	\$0.00	\$3,690.00	01	11	01
Deputy Public Defender II	\$3,690.00		5	100.00%	\$0.00	\$18,450.00	01	11	01

Deputy Sheriff - Criminologist III	\$3,690.00	6	3	33.33%	\$22,140.00	\$11,070.00	01	01	11
Supervising Auditor-Appraiser	\$3,679.00	1	1	0.00%	\$3,679.00	\$0.00	11	01	01
Social Services Systems Manager	\$3,668.00	1	1	100.00%	\$0.00	\$3,668.00	01	11	01
Supervising Appraiser	\$3,654.00	9	1	0.00%	\$32,886.00	\$0.00	11	01	01
Assessment Procedures Supervisor	\$3,654.00	1	1	0.00%	\$3,654.00	\$0.00	11	01	01
Employee Benefits Coordinator	\$3,643.00	1	1	100.00%	\$0.00	\$3,643.00	01	11	01
Hydrologist	\$3,632.00	1	1	0.00%	\$3,632.00	\$0.00	11	01	01
Exec Assist - Developmental Disabilities Council	\$3,632.00	1	1	100.00%	\$0.00	\$3,632.00	01	11	01
Executive Assistant - FACSAC	\$3,632.00	1	1	100.00%	\$0.00	\$3,632.00	01	11	01
Supervising Accountant II	\$3,607.00	2	1	33.33%	\$7,214.00	\$3,607.00	01	01	11
Supervising Clinical Laboratory Technologist	\$3,578.00	1	1	100.00%	\$0.00	\$3,578.00	01	11	01
Institutional Supervisor III	\$3,567.00	4	1	0.00%	\$14,268.00	\$0.00	11	01	01
Occupational Health Specialist	\$3,556.00	4	1	0.00%	\$14,224.00	\$0.00	11	01	01
Library Supervisor I	\$3,556.00	1	3	100.00%	\$0.00	\$10,668.00	01	11	01
Acquisitions Librarian	\$3,556.00	1	1	0.00%	\$3,556.00	\$0.00	11	01	01
Coordinator of Library Age Level Services	\$3,556.00	1	2	100.00%	\$0.00	\$7,112.00	01	11	01
Library Community Services Coordinator	\$3,556.00	1	1	100.00%	\$0.00	\$3,556.00	01	11	01
Supervising Cerebral Palsy Therapist II	\$3,549.00	1	1	0.00%	\$3,549.00	\$0.00	11	01	01
Fire Captain	\$3,535.00	85	1	0.00%	\$300,475.00	\$0.00	11	01	01
Public Health Nurse	\$3,532.00	1	45	97.83%	\$3,532.00	\$158,940.00	01	11	01
Chief Medical Records Administrator	\$3,525.00	1	1	0.00%	\$3,525.00	\$0.00	11	01	01
Area Agency on Aging Staff Assistant III	\$3,525.00	1	1	0.00%	\$3,525.00	\$0.00	11	01	01
Associate Civil Engineer	\$3,500.00	3	1	0.00%	\$10,500.00	\$0.00	11	01	01
Material Manager	\$3,458.00	1	1	0.00%	\$3,458.00	\$0.00	11	01	01
Supervising Public Health Microbiologist	\$3,458.00	1	1	50.00%	\$3,458.00	\$3,458.00	01	01	11
Pharmacist I	\$3,431.00	7	3	30.00%	\$24,017.00	\$10,293.00	11	01	01
Civil Engineer	\$3,427.00	27	4	12.90%	\$92,529.00	\$13,708.00	11	01	01
Senior Appraiser Analyst	\$3,421.00	1	1	0.00%	\$3,421.00	\$0.00	11	01	01
Chief Deputy Clerk	\$3,390.00	1	2	100.00%	\$0.00	\$6,780.00	01	11	01
Mental Health Treatment Specialist	\$3,388.00	50	71	58.68%	\$169,400.00	\$240,548.00	01	01	11
Justice System Specialist	\$3,380.00	1	1	100.00%	\$0.00	\$3,380.00	01	11	01
Properties Trust Officer	\$3,366.00	1	1	100.00%	\$0.00	\$3,366.00	01	11	01
Children's Services Program Specialist	\$3,366.00	1	3	100.00%	\$0.00	\$10,098.00	01	11	01
Associate Architectural Engineer	\$3,353.00	2	1	0.00%	\$6,706.00	\$0.00	11	01	01
Public Health Program Specialist I	\$3,349.00	1	3	75.00%	\$3,349.00	\$10,047.00	01	11	01
Coordinator - Employee Wellness Program	\$3,349.00	1	1	100.00%	\$0.00	\$3,349.00	01	11	01
Home Health Rehabilitation Therapy Coordinator	\$3,346.00	1	1	0.00%	\$3,346.00	\$0.00	11	01	01
Traffic Engineer	\$3,343.00	1	1	0.00%	\$3,343.00	\$0.00	11	01	01
Social Work Supervisor II	\$3,326.00	7	11	61.11%	\$23,282.00	\$36,586.00	01	01	11
Supervising Psychologist - Probation	\$3,316.00	1	1	100.00%	\$0.00	\$3,316.00	01	11	01
Safety Services Specialist	\$3,307.00	2	1	0.00%	\$6,614.00	\$0.00	11	01	01
Personnel Analyst III	\$3,306.00	4	2	33.33%	\$13,224.00	\$6,612.00	01	01	11
Special Employment Programs Coordinator	\$3,306.00	1	1	0.00%	\$3,306.00	\$0.00	11	01	01
Senior Insurance Analyst	\$3,306.00	1	2	100.00%	\$0.00	\$6,612.00	01	11	01
Employee Rehabilitation Counselor	\$3,306.00	1	1	100.00%	\$0.00	\$3,306.00	01	11	01
Administrative Services Assistant III	\$3,306.00	8	7	46.67%	\$26,448.00	\$23,142.00	01	01	11
Personnel Services Assistant III	\$3,306.00	1	2	66.67%	\$3,306.00	\$6,612.00	01	01	11
Manpower Analyst III	\$3,306.00	2	1	33.33%	\$6,612.00	\$3,306.00	01	01	11
Senior Auditor-Appraiser	\$3,300.00	5	1	0.00%	\$16,500.00	\$0.00	11	01	01
Probation Supervisor I	\$3,300.00	17	3	15.00%	\$56,100.00	\$9,900.00	11	01	01
Clinical Psychologist - Project	\$3,296.00	1	1	0.00%	\$3,296.00	\$0.00	11	01	01
Contracts/Grants Specialist II	\$3,293.00	1	1	100.00%	\$0.00	\$3,293.00	01	11	01
Registered Nurse	\$3,287.00	15	198	92.96%	\$49,305.00	\$650,826.00	01	11	01
Municipal Court Systems Specialist	\$3,286.00	1	1	100.00%	\$0.00	\$3,286.00	01	11	01
Central Supply Manager	\$3,286.00	1	1	100.00%	\$0.00	\$3,286.00	01	11	01
Cost Accountant	\$3,280.00	1	1	0.00%	\$3,280.00	\$0.00	11	01	01
Supervising Environmental Health Inspector	\$3,244.00	4	1	0.00%	\$12,976.00	\$0.00	11	01	01

Planner III	\$3,228.00	5	1	16.67%	\$16,140.00	\$3,228.00	11	01	01
Planning Demographer	\$3,228.00	1	1	100.00%	\$0.00	\$3,228.00	01	11	01
Energy Coordinator	\$3,228.00	1	1	100.00%	\$0.00	\$3,228.00	01	11	01
Supervising Therapist	\$3,225.00	1	2	100.00%	\$0.00	\$6,450.00	01	11	01
Supervising Cerebral Palsy Therapist I	\$3,225.00	1	3	100.00%	\$0.00	\$9,675.00	01	11	01
Institutional Supervisor II	\$3,215.00	2	1	33.33%	\$6,430.00	\$3,215.00	01	01	11
Senior Emergency Planning Coordinator	\$3,196.00	3	1	0.00%	\$9,588.00	\$0.00	11	01	01
Supervising Accountant I	\$3,193.00	4	1	20.00%	\$12,772.00	\$3,193.00	11	01	01
Auditor III	\$3,193.00	3	1	25.00%	\$9,579.00	\$3,193.00	11	01	01
Forensic Toxicologist II	\$3,189.00	1	1	0.00%	\$3,189.00	\$0.00	11	01	01
Deputy Sheriff - Criminologist II	\$3,189.00	1	1	100.00%	\$0.00	\$3,189.00	01	11	01
Deputy County Council - Fixed Term	\$3,183.00	1	3	100.00%	\$0.00	\$9,549.00	01	11	01
Deputy District Attorney - Fixed Term	\$3,183.00	9	6	40.00%	\$28,647.00	\$19,098.00	01	01	11
Senior Public Health Microbiologist	\$3,133.00	1	1	50.00%	\$3,133.00	\$3,133.00	01	01	11
Senior Clinical Laboratory Technologist	\$3,111.00	1	6	85.71%	\$3,111.00	\$18,666.00	01	11	01
Probation Community Services Program Supervisor	\$3,108.00	1	1	0.00%	\$3,108.00	\$0.00	11	01	01
Deputy Tax Collector	\$3,095.00	1	1	0.00%	\$3,095.00	\$0.00	11	01	01
Deputy Treasurer	\$3,095.00	1	1	0.00%	\$3,095.00	\$0.00	11	01	01
Senior Branch Librarian	\$3,083.00	1	8	100.00%	\$0.00	\$24,664.00	01	11	01
Appraiser Analyst	\$3,074.00	1	1	0.00%	\$3,074.00	\$0.00	11	01	01
Management Development Specialist	\$3,071.00	1	1	50.00%	\$3,071.00	\$3,071.00	01	01	11
Departmental Systems Specialist	\$3,064.00	1	1	0.00%	\$3,064.00	\$0.00	11	01	01
Service Supervisor - Juvenile Hall	\$3,064.00	1	1	0.00%	\$3,064.00	\$0.00	11	01	01
Deputy Agricultural Commissioner	\$3,061.00	4	1	0.00%	\$12,244.00	\$0.00	11	01	01
Area Agency on Aging Staff Assistant II	\$3,052.00	1	2	66.67%	\$3,052.00	\$6,104.00	01	01	11
Social Program Specialist	\$3,052.00	3	6	66.67%	\$9,156.00	\$18,312.00	01	01	11
Social Service Appeals Officer	\$3,052.00	1	5	100.00%	\$0.00	\$15,260.00	01	11	01
Hazardous Materials Specialist	\$3,037.00	4	1	0.00%	\$12,148.00	\$0.00	11	01	01
Head Start Special Education Coordinator - Proj	\$3,019.00	1	1	100.00%	\$0.00	\$3,019.00	01	11	01
Associate Appraiser	\$3,013.00	16	2	11.11%	\$48,208.00	\$6,026.00	11	01	01
Collections Services Manager	\$3,004.00	1	1	0.00%	\$3,004.00	\$0.00	11	01	01
Family Support Collections Supervisor	\$2,989.00	2	4	66.67%	\$5,978.00	\$11,956.00	01	01	11
Therapeutic Activity Program Supervisor	\$2,980.00	2	1	33.33%	\$5,960.00	\$2,980.00	01	01	11
Social Work Supervisor I	\$2,962.00	4	5	55.56%	\$11,848.00	\$14,810.00	01	01	11
Vocational Services Supervisor I	\$2,962.00	1	2	100.00%	\$0.00	\$5,924.00	01	11	01
Asst Architectural Engineer	\$2,927.00	1	1	0.00%	\$2,927.00	\$0.00	11	01	01
Public Defender - Client Services Specialist	\$2,921.00	1	1	100.00%	\$0.00	\$2,921.00	01	11	01
Volunteer Program Coordinator	\$2,918.00	1	1	50.00%	\$2,918.00	\$2,918.00	01	01	11
Work Incentive Program Coordinator	\$2,918.00	1	1	0.00%	\$2,918.00	\$0.00	11	01	01
Medical Social Worker	\$2,911.00	3	9	75.00%	\$8,733.00	\$26,199.00	01	11	01
Accountant III	\$2,900.00	2	1	0.00%	\$5,800.00	\$0.00	11	01	01
Social Casework Specialist II	\$2,900.00	19	83	81.37%	\$55,100.00	\$240,700.00	01	11	01
Public Health Social Worker	\$2,900.00	1	2	100.00%	\$0.00	\$5,800.00	01	11	01
Chief - Cardiology Support Services	\$2,877.00	1	1	100.00%	\$0.00	\$2,877.00	01	11	01
Speech Pathologist	\$2,875.00	1	1	100.00%	\$0.00	\$2,875.00	01	11	01
Head Start Speech Pathologist - Project	\$2,875.00	1	1	100.00%	\$0.00	\$2,875.00	01	11	01
Occupational Therapist	\$2,869.00	1	15	100.00%	\$0.00	\$43,035.00	01	11	01
Physical Therapist	\$2,869.00	1	14	93.33%	\$2,869.00	\$40,166.00	01	11	01
Deputy Probation Officer III	\$2,869.00	77	33	40.77%	\$220,913.00	\$152,057.00	01	01	11
Institutional Supervisor I	\$2,863.00	8	6	42.86%	\$22,904.00	\$17,178.00	01	01	11
Psychologist - Project	\$2,849.00	1	1	0.00%	\$2,849.00	\$0.00	11	01	01
Income Maintenance Program Specialist	\$2,843.00	2	6	75.00%	\$5,686.00	\$17,058.00	01	11	01
Eligibility Training Specialist	\$2,843.00	1	2	66.67%	\$2,843.00	\$5,686.00	01	01	11
Public Health Microbiologist	\$2,840.00	2	5	71.43%	\$5,680.00	\$14,200.00	01	11	01
Auditor-Appraiser II	\$2,832.00	2	1	0.00%	\$5,664.00	\$0.00	11	01	01
Alcoholism Rehabilitation Counsellor	\$2,832.00	1	2	100.00%	\$0.00	\$5,664.00	01	11	01
Head Start Mental Health Specialist - Project	\$2,832.00	1	1	0.00%	\$2,832.00	\$0.00	11	01	01

Branch Librarian	\$2,795.00	1	7	87.50%	\$2,795.00	\$19,565.00	01	11	01
Head Cataloguer	\$2,795.00		1	100.00%	\$0.00	\$2,795.00	01	11	01
Library Specialist	\$2,795.00		6	100.00%	\$0.00	\$16,770.00	01	11	01
Senior Environmental Health Inspector	\$2,765.00	11		0.00%	\$30,415.00	\$0.00	11	01	01
Asst Appraiser	\$2,737.00	18	3	14.29%	\$49,266.00	\$8,211.00	11	01	01
Personnel Analyst II	\$2,721.00		1	100.00%	\$0.00	\$2,721.00	01	11	01
Health Educator	\$2,699.00		3	100.00%	\$0.00	\$8,097.00	01	11	01
Social Casework Specialist I	\$2,696.00		5	100.00%	\$0.00	\$13,480.00	01	11	01
Accountant II	\$2,678.00	4	3	42.86%	\$10,712.00	\$8,034.00	01	01	11
Buyer II	\$2,672.00	1	3	75.00%	\$2,672.00	\$8,016.00	01	11	01
Deputy Sheriff - Criminologist I	\$2,656.00	1		0.00%	\$2,656.00	\$0.00	11	01	01
Public Health Nutritionist	\$2,646.00		4	100.00%	\$0.00	\$10,584.00	01	11	01
Planner II	\$2,630.00		2	100.00%	\$0.00	\$5,260.00	01	11	01
Emergency Education and Training Coordinator	\$2,630.00		1	100.00%	\$0.00	\$2,630.00	01	11	01
Deputy Probation Officer II	\$2,617.00	2	8	80.00%	\$5,234.00	\$20,936.00	01	11	01
[EHS] Resident Physician III	\$2,604.00	5	3	37.50%	\$13,020.00	\$7,812.00	01	01	11
Deputy Public Defender I	\$2,593.00	4	3	42.86%	\$10,372.00	\$7,779.00	01	01	11
Area Agency on Aging Staff Assistant I	\$2,573.00	0	4	100.00%	\$0.00	\$10,292.00	01	11	01
Social Worker	\$2,573.00	12	34	73.91%	\$30,876.00	\$87,482.00	01	11	01
Vocational Counsellor	\$2,573.00	7	7	50.00%	\$18,011.00	\$18,011.00	01	01	11
Environmental Health Inspector	\$2,570.00		2	100.00%	\$0.00	\$5,140.00	01	11	01
Health Care Counsellor III	\$2,552.00		3	100.00%	\$0.00	\$7,656.00	01	11	01
Public Health Epidemiologist	\$2,537.00	1	1	50.00%	\$2,537.00	\$2,537.00	01	01	11
Medical Librarian	\$2,534.00	1		0.00%	\$2,534.00	\$0.00	11	01	01
Economic Opportunity Program Specialist I	\$2,522.00		1	100.00%	\$0.00	\$2,522.00	01	11	01
Group Counsellor III	\$2,494.00	42	16	27.97%	\$104,748.00	\$39,904.00	11	01	01
Health Services Planner/Evaluator	\$2,450.00		1	100.00%	\$0.00	\$2,450.00	01	11	01
Respiratory Care Practitioner II	\$2,440.00	3	9	75.00%	\$7,320.00	\$21,960.00	01	11	01
Librarian	\$2,430.00	4	31	88.57%	\$9,720.00	\$75,330.00	01	11	01
Dietician	\$2,401.00	1	2	66.67%	\$2,401.00	\$4,802.00	01	01	11
Head Start Nutritionist - Project	\$2,394.00		1	100.00%	\$0.00	\$2,394.00	01	11	01
Head Start Health Services Coordinator	\$2,394.00		1	100.00%	\$0.00	\$2,394.00	01	11	01
Accountant I	\$2,344.00	3	2	40.00%	\$7,032.00	\$4,688.00	01	01	11
Auditor I	\$2,344.00	1		0.00%	\$2,344.00	\$0.00	11	01	01
Veterans' Services Branch Office Manager	\$2,342.00	1		0.00%	\$2,342.00	\$0.00	11	01	01
Administrative Analyst	\$2,293.00	2	2	50.00%	\$4,586.00	\$4,586.00	01	01	11
Administrative Aide [DC]	\$2,293.00	1	6	85.71%	\$2,293.00	\$13,758.00	01	11	01
[EHS] Resident Physician II	\$2,277.00	4	2	33.33%	\$9,108.00	\$4,554.00	01	01	11
Alcoholism Rehabilitation Lead Worker	\$2,232.00	3	2	40.00%	\$6,696.00	\$4,464.00	01	01	11
Auditor-Appraiser I	\$2,212.00	1	2	66.67%	\$2,212.00	\$4,424.00	01	01	11
Health Care Counsellor II	\$2,210.00		3	100.00%	\$0.00	\$6,630.00	01	11	01
Arbitration Program Assistant - Project	\$2,197.00		1	100.00%	\$0.00	\$2,197.00	01	11	01
Library Circulation & Overdue Records Supervisor	\$2,188.00		1	100.00%	\$0.00	\$2,188.00	01	11	01
Home Economist	\$2,184.00		3	100.00%	\$0.00	\$6,552.00	01	11	01
Veterans' Services Representative	\$2,177.00		1	100.00%	\$0.00	\$2,177.00	01	11	01
Group Counsellor II	\$2,140.00	3	2	40.00%	\$6,420.00	\$4,280.00	01	01	11
Junior Appraiser	\$2,121.00	7	3	30.00%	\$14,847.00	\$6,363.00	11	01	01
[EHS] Resident Physician I	\$1,953.00	5	2	28.57%	\$9,765.00	\$3,906.00	11	01	01
Group Counsellor I	\$1,854.00	3		0.00%	\$5,562.00	\$0.00	11	01	01

TOTALS: (Professionals)	240	885	981	52.57%	\$3,202,666.00	\$3,191,539.00	1051	931	421
	Classes	Males	Females	(AVE---->)	\$3,618.83	\$3,253.35	143.8%	138.8%	117.5%
		47.43%	52.57%	(GAP----->)		\$365.48	N/D	F/D	M/D
=====									
TECHNICIANS									

Election Precincts Coordinator	\$2,759.00	1		0.00%	\$2,759.00	\$0.00	11	01	01

Agricultural Biologist III	\$2,740.00	3	1	0.00Z	\$8,220.00	\$0.00	11	01	01
Agricultural Biologist II	\$2,492.00	2	3	60.00Z	\$4,984.00	\$7,476.00	01	01	11
Animal Control Supervisor	\$2,675.00	4	1	0.00Z	\$10,700.00	\$0.00	11	01	01
Animal Health Technician	\$2,132.00	1	2	100.00Z	\$0.00	\$4,264.00	01	11	01
Supervising Weight & Measures Inspector	\$3,061.00	2	1	0.00Z	\$6,122.00	\$0.00	11	01	01
Weights & Measures Inspector III	\$2,740.00	1	1	0.00Z	\$2,740.00	\$0.00	11	01	01
Weights & Measures Inspector II	\$2,492.00	2	1	33.33Z	\$4,984.00	\$2,492.00	01	01	11
Supervising Real Property Agent	\$3,818.00	1	1	0.00Z	\$3,818.00	\$0.00	11	01	01
Associate Real Property Agent	\$3,386.00	3	3	50.00Z	\$10,158.00	\$10,158.00	01	01	11
Senior Real Property Agent	\$3,795.00	1	1	0.00Z	\$3,795.00	\$0.00	11	01	01
Asst Real Property Agent	\$2,784.00	1	1	50.00Z	\$2,784.00	\$2,784.00	01	01	11
Junior Real Property Agent	\$2,094.00	1	1	100.00Z	\$0.00	\$2,094.00	01	11	01
Building Inspections Special Program Coordinator	\$3,549.00	1	1	0.00Z	\$3,549.00	\$0.00	11	01	01
Supervisor of Inspection Services	\$3,791.00	1	1	0.00Z	\$3,791.00	\$0.00	11	01	01
Housing Rehabilitation Coordinator	\$3,306.00	1	1	100.00Z	\$0.00	\$3,306.00	01	11	01
Electrical Inspector	\$3,356.00	2	1	0.00Z	\$6,712.00	\$0.00	11	01	01
Mechanical Inspector	\$3,356.00	1	1	0.00Z	\$3,356.00	\$0.00	11	01	01
Senior Electrical Inspector	\$3,525.00	1	1	0.00Z	\$3,525.00	\$0.00	11	01	01
Senior Mechanical Inspector	\$3,525.00	1	1	0.00Z	\$3,525.00	\$0.00	11	01	01
Building Inspector II	\$3,129.00	17	1	0.00Z	\$53,193.00	\$0.00	11	01	01
Senior Building Plan Checker	\$2,622.00	1	1	100.00Z	\$0.00	\$2,622.00	01	11	01
Building Plan Checker II	\$2,377.00	1	1	50.00Z	\$2,377.00	\$2,377.00	01	01	11
Clerk-Recorder Data Processing Manager	\$3,092.00	1	1	100.00Z	\$0.00	\$3,092.00	01	11	01
Senior Program Analyst - EDP	\$3,780.00	7	4	36.36Z	\$26,460.00	\$15,120.00	01	01	11
Senior Programmer	\$3,455.00	1	3	75.00Z	\$3,455.00	\$10,365.00	01	11	01
Programmer II	\$2,944.00	6	3	33.33Z	\$17,664.00	\$8,832.00	01	01	11
Information Center Specialist II	\$2,944.00	1	1	100.00Z	\$0.00	\$2,944.00	01	11	01
Programmer I	\$2,545.00	1	2	66.67Z	\$2,545.00	\$5,090.00	01	01	11
Program Analyst - EDP	\$3,455.00	9	3	25.00Z	\$31,095.00	\$10,365.00	11	01	01
Senior Systems Software Specialist	\$4,115.00	1	1	0.00Z	\$4,115.00	\$0.00	11	01	01
Systems Software Manager	\$3,455.00	1	1	0.00Z	\$3,455.00	\$0.00	11	01	01
Senior Systems Software Specialist - Project	\$4,115.00	1	1	0.00Z	\$4,115.00	\$0.00	11	01	01
Programmer Trainee	\$2,130.00	1	1	0.00Z	\$2,130.00	\$0.00	11	01	01
Data Processing Shift Supervisor	\$2,132.00	3	1	0.00Z	\$6,396.00	\$0.00	11	01	01
Data Processing Technician Supervisor	\$2,132.00	1	1	100.00Z	\$0.00	\$2,132.00	01	11	01
Data Processing Technician	\$2,000.00	4	1	0.00Z	\$8,000.00	\$0.00	11	01	01
Senior Computer Operator	\$2,088.00	1	4	80.00Z	\$2,088.00	\$8,352.00	01	11	01
Computer Operator	\$1,893.00	1	3	75.00Z	\$1,893.00	\$5,679.00	01	11	01
Departmental Computer Operator	\$1,893.00	1	3	100.00Z	\$0.00	\$5,679.00	01	11	01
Computer Operator Trainee	\$1,754.00	1	1	100.00Z	\$0.00	\$1,754.00	01	11	01
Drafting Services Coordinator	\$2,947.00	1	1	0.00Z	\$2,947.00	\$0.00	11	01	01
Supervising Engineering Drafter	\$2,646.00	1	1	0.00Z	\$2,646.00	\$0.00	11	01	01
Supervising Drafter	\$2,512.00	2	1	0.00Z	\$5,024.00	\$0.00	11	01	01
Engineering Records Technician	\$2,583.00	1	1	0.00Z	\$2,583.00	\$0.00	11	01	01
Senior Drafter	\$2,296.00	5	2	28.57Z	\$11,480.00	\$4,592.00	11	01	01
Junior Drafter	\$1,830.00	3	1	25.00Z	\$5,490.00	\$1,830.00	11	01	01
Engineering Technician Supervisor	\$3,343.00	3	1	0.00Z	\$10,029.00	\$0.00	11	01	01
Engineering Tech Supervisor - Materials Testing	\$3,343.00	1	1	0.00Z	\$3,343.00	\$0.00	11	01	01
Engineering Technician [DC]	\$2,878.00	34	9	20.93Z	\$97,852.00	\$25,902.00	11	01	01
Blueprint Technician	\$1,676.00	2	1	0.00Z	\$3,352.00	\$0.00	11	01	01
Grading Technician	\$2,767.00	3	1	25.00Z	\$8,301.00	\$2,767.00	11	01	01
Traffic Safety Investigator	\$2,299.00	1	1	0.00Z	\$2,299.00	\$0.00	11	01	01
Grading Engineer	\$3,455.00	1	1	0.00Z	\$3,455.00	\$0.00	11	01	01
Hydrographer	\$3,001.00	1	1	0.00Z	\$3,001.00	\$0.00	11	01	01
Supervising Communications Technician	\$3,490.00	1	1	0.00Z	\$3,490.00	\$0.00	11	01	01
Senior Communications Technician	\$2,944.00	2	1	0.00Z	\$5,888.00	\$0.00	11	01	01
Communications Technician	\$2,654.00	4	1	0.00Z	\$10,616.00	\$0.00	11	01	01

Communications Equipment Aide	\$1,958.00	1	1	0.00Z	\$1,958.00	\$0.00	11	01	01
Electronic Technician	\$2,389.00	1	1	0.00Z	\$2,389.00	\$0.00	11	01	01
Water Quality Control Supervisor	\$3,257.00	1	1	0.00Z	\$3,257.00	\$0.00	11	01	01
Supervising Fire Inspector - Riverview	\$4,157.00	1	1	0.00Z	\$4,157.00	\$0.00	11	01	01
Supervising Fire Inspector	\$4,805.00	1	1	0.00Z	\$4,805.00	\$0.00	11	01	01
Fire Inspector	\$3,462.00	12	1	0.00Z	\$41,544.00	\$0.00	11	01	01
Weed Abatement Specialist - Riverview	\$2,048.00	1	1	0.00Z	\$2,048.00	\$0.00	11	01	01
Family Support Collection Officer - Schedule C	\$2,408.00	1	9	90.00Z	\$2,408.00	\$21,672.00	01	11	01
Family Support Collection Officer - Schedule B	\$2,119.00	2	17	89.47Z	\$4,238.00	\$36,023.00	01	11	01
Collections Services Agent II	\$2,119.00	1	6	100.00Z	\$0.00	\$12,714.00	01	11	01
Family Support Collection Officer - Schedule A	\$1,857.00	1	8	88.89Z	\$1,857.00	\$14,856.00	01	11	01
Law & Justice Technical Writer - Project	\$2,462.00	1	1	100.00Z	\$0.00	\$2,462.00	01	11	01
Health Services EDP Shift Supervisor	\$2,580.00	1	2	100.00Z	\$0.00	\$5,160.00	01	11	01
Cytotechnologist	\$2,918.00	1	2	100.00Z	\$0.00	\$5,836.00	01	11	01
Biomedical Equipment Technician	\$2,804.00	1	1	0.00Z	\$2,804.00	\$0.00	11	01	01
Senior Biomedical Equipment Technician	\$3,086.00	1	1	0.00Z	\$3,086.00	\$0.00	11	01	01
Histotechnician	\$1,916.00	1	1	0.00Z	\$1,916.00	\$0.00	11	01	01
Clinical Laboratory Technician II	\$2,823.00	4	11	73.33Z	\$11,292.00	\$31,053.00	01	11	01
Clinical Laboratory Technician I	\$2,206.00	1	1	0.00Z	\$2,206.00	\$0.00	11	01	01
Medical Record Technician	\$2,055.00	1	24	100.00Z	\$0.00	\$49,320.00	01	11	01
Accredited Record Technician	\$2,363.00	2	6	75.00Z	\$4,726.00	\$14,178.00	01	11	01
Psychiatric Technician	\$2,168.00	12	12	50.00Z	\$26,016.00	\$26,016.00	01	01	11
Hospital Attendant	\$1,639.00	1	4	80.00Z	\$1,639.00	\$6,556.00	01	11	01
Surgical Technologist	\$2,168.00	1	4	80.00Z	\$2,168.00	\$8,672.00	01	11	01
Licensed Vocational Nurse II	\$2,168.00	7	102	93.58Z	\$15,176.00	\$221,136.00	01	11	01
Licensed Vocational Nurse I	\$2,067.00	1	2	100.00Z	\$0.00	\$4,134.00	01	11	01
Pharmacy Technician	\$1,882.00	2	8	80.00Z	\$3,764.00	\$15,056.00	01	11	01
Laboratory Technician	\$1,718.00	4	3	42.86Z	\$6,872.00	\$5,154.00	01	01	11
Electrocardiograph Technician	\$1,982.00	1	2	66.67Z	\$1,982.00	\$3,964.00	01	01	11
Respiratory Care Practitioner I	\$2,130.00	1	2	100.00Z	\$0.00	\$4,260.00	01	11	01
Communicable Disease Technician	\$1,792.00	1	1	100.00Z	\$0.00	\$1,792.00	01	11	01
Chief Radiological Technician	\$3,668.00	1	1	0.00Z	\$3,668.00	\$0.00	11	01	01
Asst Chief Radiological Technician	\$2,989.00	1	1	0.00Z	\$2,989.00	\$0.00	11	01	01
Senior Radiological Technician	\$2,596.00	4	4	50.00Z	\$10,384.00	\$10,384.00	01	01	11
Junior Radiological Technician	\$2,261.00	1	2	66.67Z	\$2,261.00	\$4,522.00	01	01	11
Eligibility Work Supervisor I	\$2,472.00	5	33	86.84Z	\$12,360.00	\$81,576.00	01	11	01
Eligibility Work Specialist	\$2,117.00	16	119	88.15Z	\$33,872.00	\$251,923.00	01	11	01
Eligibility Worker II	\$1,968.00	24	97	80.17Z	\$47,232.00	\$190,896.00	01	11	01
Eligibility Worker I	\$1,753.00	3	13	81.25Z	\$5,259.00	\$22,789.00	01	11	01
Graphics Technician II	\$2,296.00	1	2	66.67Z	\$2,296.00	\$4,592.00	01	01	11
Planning Technician Specialist	\$3,228.00	1	1	0.00Z	\$3,228.00	\$0.00	11	01	01
Planning Technician	\$2,787.00	2	1	33.33Z	\$5,574.00	\$2,787.00	01	01	11
Sheriff's Fleet Services Coordinator	\$2,778.00	1	1	0.00Z	\$2,778.00	\$0.00	11	01	01
Forensic Technologist	\$2,192.00	1	1	0.00Z	\$2,192.00	\$0.00	11	01	01
District Attorney Investigator Aide	\$1,674.00	1	2	66.67Z	\$1,674.00	\$3,348.00	01	01	11
Public Defender Investigator II	\$3,238.00	1	2	100.00Z	\$0.00	\$6,476.00	01	11	01
Public Defender Investigator I	\$2,935.00	3	1	25.00Z	\$8,805.00	\$2,935.00	11	01	01
Fingerprint Examiner	\$2,286.00	1	1	100.00Z	\$0.00	\$2,286.00	01	11	01
Senior Fingerprint Examiner	\$2,869.00	1	1	100.00Z	\$0.00	\$2,869.00	01	11	01
Emergency Planning Coordinator	\$2,630.00	1	2	66.67Z	\$2,630.00	\$5,260.00	01	01	11
Supply and Distribution Supervisor	\$2,479.00	1	1	0.00Z	\$2,479.00	\$0.00	11	01	01
Duplicating Services Supervisor	\$2,123.00	1	1	0.00Z	\$2,123.00	\$0.00	11	01	01
Microfilm Technician II - Project	\$1,633.00	1	1	50.00Z	\$1,633.00	\$1,633.00	01	01	11
Telecommunications Manager	\$4,030.00	1	1	0.00Z	\$4,030.00	\$0.00	11	01	01
<hr/>									
TOTALS: (Technicians)	1121	279	563	66.86Z	\$746,034.00	\$1,236,358.00	581	361	181
	Classes	Males	Females	(AVE—>)	\$2,673.96	\$2,196.02	151.82	121.16	121

		33.14%	66.86%		IGAP----->>	\$477.94	M/D	F/D	MXD	
PROTECTIVE SERVICE WORKERS										
Fire District Apparatus Supervisor - Riverview	\$3,173.00	1		0.00%	\$3,173.00	\$0.00	11	01	01	
Senior Fire District Dispatcher	\$2,980.00		3	100.00%	\$0.00	\$8,940.00	01	11	01	
Senior Firefighter	\$3,067.00	111		0.00%	\$340,437.00	\$0.00	11	01	01	
Senior Firefighter - Paramedic	\$3,376.00	6		0.00%	\$20,256.00	\$0.00	11	01	01	
Firefighter	\$2,837.00	147	1	.68%	\$417,039.00	\$2,837.00	11	01	01	
Firefighter - Paramedic	\$3,123.00	3		0.00%	\$9,369.00	\$0.00	11	01	01	
District Attorney Lieutenant of Inspectors	\$3,950.00	3		0.00%	\$11,850.00	\$0.00	11	01	01	
District Attorney Senior Inspector	\$3,247.00	7	1	12.50%	\$22,729.00	\$3,247.00	11	01	01	
Welfare Fraud Investigator	\$2,806.00	6	2	25.00%	\$16,836.00	\$5,612.00	11	01	01	
Deputy Marshall Sargeant	\$3,247.00	3		0.00%	\$9,741.00	\$0.00	11	01	01	
Deputy Marshall	\$2,806.00	26	4	13.33%	\$72,956.00	\$11,224.00	11	01	01	
Sargeant	\$3,247.00	66	3	4.35%	\$214,302.00	\$9,741.00	11	01	01	
Deputy Sheriff	\$2,806.00	304	51	14.37%	\$853,024.00	\$143,106.00	11	01	01	
Deputy Sheriff - Recruit	\$1,846.00	9	1	10.00%	\$16,614.00	\$1,846.00	11	01	01	
Chief of Security	\$2,208.00	1		0.00%	\$2,208.00	\$0.00	11	01	01	
Sheriff's Communication Center Director	\$3,077.00		2	100.00%	\$0.00	\$6,154.00	01	11	01	
Security Guard	\$1,994.00	9	1	10.00%	\$17,946.00	\$1,994.00	11	01	01	
TOTALS: (Protective Service Workers)		171	702	69	8.95%	\$2,028,480.00	\$194,701.00	151	21	01
	Classes	Males	Females	Ave-->	\$2,889.57	\$2,821.75	188.22	111.8%	0.0%	
		91.05%	8.95%		IGAP----->>	\$67.82	M/D	F/D	MXD	
PARA-PROFESSIONALS										
Manpower Aide	\$1,982.00		1	100.00%	\$0.00	\$1,982.00	01	11	01	
Alcoholism Rehabilitation Worker	\$1,941.00	8	6	42.86%	\$15,528.00	\$11,646.00	01	01	11	
Discovery Counsellor II	\$1,986.00	5	7	58.33%	\$9,930.00	\$13,902.00	01	01	11	
Discovery Counsellor II - Project	\$1,986.00		1	100.00%	\$0.00	\$1,986.00	01	11	01	
Home Health Aide II	\$1,561.00		5	100.00%	\$0.00	\$7,805.00	01	11	01	
Home Health Aide I	\$1,417.00		3	100.00%	\$0.00	\$4,251.00	01	11	01	
Public Health Aide	\$1,561.00		13	100.00%	\$0.00	\$20,293.00	01	11	01	
Public Health Dental Hygienist	\$2,514.00		1	100.00%	\$0.00	\$2,514.00	01	11	01	
Public Health Dental Assistant	\$1,629.00		1	100.00%	\$0.00	\$1,629.00	01	11	01	
Mental Health Program Aide	\$1,542.00	1		0.00%	\$1,542.00	\$0.00	11	01	01	
Sanitation Aide	\$1,448.00		1	100.00%	\$0.00	\$1,448.00	01	11	01	
Therapist Aide	\$1,639.00	4	14	77.78%	\$6,556.00	\$22,946.00	01	11	01	
Therapist Assistant	\$2,186.00		1	100.00%	\$0.00	\$2,186.00	01	11	01	
Dental Assistant	\$1,629.00		5	100.00%	\$0.00	\$8,145.00	01	11	01	
Morgue Attendant	\$1,797.00	1		0.00%	\$1,797.00	\$0.00	11	01	01	
Senior Programs Aide	\$1,570.00	3	8	72.73%	\$4,710.00	\$12,560.00	01	11	01	
Senior Service Aide	\$1,570.00	3	5	62.50%	\$4,710.00	\$7,850.00	01	01	11	
Library Assistant II	\$2,081.00		8	100.00%	\$0.00	\$16,648.00	01	11	01	
Library Assistant I	\$1,842.00	4	44	91.67%	\$7,368.00	\$81,048.00	01	11	01	
Library Student Assistant	\$939.00	15	25	62.50%	\$14,085.00	\$23,475.00	01	01	11	
Public Defender Investigator Aide	\$1,581.00		1	100.00%	\$0.00	\$1,581.00	01	11	01	
Victim/Witness Assistance Worker	\$1,786.00		1	100.00%	\$0.00	\$1,786.00	01	11	01	
Victim/Witness Program Specialist	\$2,036.00		1	100.00%	\$0.00	\$2,036.00	01	11	01	
Head Start Parent and Social Service Specialist	\$1,927.00		1	100.00%	\$0.00	\$1,927.00	01	11	01	
Equal Opportunity Program Worker II	\$1,837.00	1	1	50.00%	\$1,837.00	\$1,837.00	01	01	11	
TOTALS: (Para-Professionals)		251	45	154	77.39%	\$68,063.00	\$251,481.00	21	181	51
	Classes	Males	Females	Ave-->	\$1,512.51	\$1,632.99	8.0%	172.0%	120.0%	
		22.61%	77.39%		IGAP----->>	(\$120.48)	M/D	F/D	MXD	

OFFICE AND CLERICAL							
Workers' Compensation Insurance Officer	\$3,553.00	1		0.00%	\$3,553.00	\$0.00	11 01 01
Lead Examination Proctor	\$1,950.00		1	100.00%	\$0.00	\$1,950.00	01 11 01
Supervising Account Clerk	\$2,282.00	1	5	83.33%	\$2,282.00	\$11,410.00	01 11 01
Departmental Account Clerk Manager	\$2,721.00		3	100.00%	\$0.00	\$8,163.00	01 11 01
Account Clerk - Advance Level	\$2,081.00	5	54	91.53%	\$10,405.00	\$112,374.00	01 11 01
Account Clerk - Experienced Level	\$1,874.00	3	67	95.71%	\$5,622.00	\$125,558.00	01 11 01
Account Clerk - Beginning Level	\$1,669.00	3	17	85.00%	\$5,007.00	\$28,373.00	01 11 01
Accounting Technician	\$2,282.00		19	100.00%	\$0.00	\$43,358.00	01 11 01
Social Service District Office Manager	\$3,101.00		2	100.00%	\$0.00	\$6,202.00	01 11 01
Office Manager	\$2,721.00		4	100.00%	\$0.00	\$10,884.00	01 11 01
Deputy Clerk - Board of Supervisors	\$2,900.00		1	100.00%	\$0.00	\$2,900.00	01 11 01
Law Office Manager	\$2,721.00		4	100.00%	\$0.00	\$10,884.00	01 11 01
Word Processing Manager	\$3,055.00		1	100.00%	\$0.00	\$3,055.00	01 11 01
Assessor's Clerical Staff Manager	\$3,260.00		1	100.00%	\$0.00	\$3,260.00	01 11 01
Family Support Office Manager	\$3,260.00		1	100.00%	\$0.00	\$3,260.00	01 11 01
Deputy Clerk - Division Supervisor	\$2,591.00		11	100.00%	\$0.00	\$28,501.00	01 11 01
Superior Court Clerk Supervisor	\$3,111.00		1	100.00%	\$0.00	\$3,111.00	01 11 01
Legal Clerk Supervisor	\$2,837.00	1		0.00%	\$2,837.00	\$0.00	11 01 01
Supervising Process Clerk	\$2,467.00		1	100.00%	\$0.00	\$2,467.00	01 11 01
Deputy Clerk - Courtroom	\$2,509.00		14	100.00%	\$0.00	\$35,126.00	01 11 01
Sheriff's Process Clerk	\$2,130.00		1	100.00%	\$0.00	\$2,130.00	01 11 01
Deputy Clerk III	\$2,130.00		30	100.00%	\$0.00	\$63,900.00	01 11 01
Process Clerk	\$2,130.00		1	100.00%	\$0.00	\$2,130.00	01 11 01
Deputy Clerk - Senior Data Entry Operator	\$1,897.00		1	100.00%	\$0.00	\$1,897.00	01 11 01
Legal Clerk	\$2,356.00		13	100.00%	\$0.00	\$30,628.00	01 11 01
Deputy Clerk II	\$1,669.00	1	63	98.44%	\$1,669.00	\$105,147.00	01 11 01
Deputy Clerk - Data Entry Operator II	\$1,763.00		4	100.00%	\$0.00	\$7,052.00	01 11 01
Deputy Clerk - Criminal Process	\$1,770.00		18	100.00%	\$0.00	\$31,860.00	01 11 01
Superior Court Clerk	\$2,680.00	1	21	95.45%	\$2,680.00	\$56,280.00	01 11 01
Deputy Clerk I	\$1,451.00	1		0.00%	\$1,451.00	\$0.00	11 01 01
Supervising Clerk	\$2,337.00		59	100.00%	\$0.00	\$137,883.00	01 11 01
Retirement Services Specialist	\$2,226.00		1	100.00%	\$0.00	\$2,226.00	01 11 01
Intermediate Typist Clerk - Project	\$1,669.00		1	100.00%	\$0.00	\$1,669.00	01 11 01
Intermediate Typist Clerk	\$1,669.00		6	100.00%	\$0.00	\$10,014.00	01 11 01
Clerk - Beginning Level	\$1,451.00	1	14	93.33%	\$1,451.00	\$20,314.00	01 11 01
Clerk - Experienced Level	\$1,669.00	14	462	97.06%	\$23,366.00	\$771,078.00	01 11 01
Clerk - Senior Level	\$1,982.00	6	374	98.42%	\$11,892.00	\$741,268.00	01 11 01
Clerk - Specialist Level	\$2,130.00		23	100.00%	\$0.00	\$48,990.00	01 11 01
Clerk - Beginning Level [Flat]	\$1,136.00	1	4	80.00%	\$1,136.00	\$4,544.00	01 11 01
Secretary to the County Administrator	\$2,662.00		1	100.00%	\$0.00	\$2,662.00	01 11 01
Court Services Supervisor	\$2,537.00		1	100.00%	\$0.00	\$2,537.00	01 11 01
Secretary	\$2,315.00	1	45	97.83%	\$2,315.00	\$104,175.00	01 11 01
Secretary - Clerk of the Board	\$2,314.00		1	100.00%	\$0.00	\$2,314.00	01 11 01
Executive Secretary	\$2,479.00		20	100.00%	\$0.00	\$49,580.00	01 11 01
Executive Secretary - Merit Board	\$2,630.00		1	100.00%	\$0.00	\$2,630.00	01 11 01
District Attorney Program Assistant	\$2,721.00		1	100.00%	\$0.00	\$2,721.00	01 11 01
Coordinator of Data Entry Services	\$2,980.00		1	100.00%	\$0.00	\$2,980.00	01 11 01
Data Entry Operator II	\$1,763.00		36	100.00%	\$0.00	\$63,468.00	01 11 01
Data Entry Operator II - Project	\$1,763.00		1	100.00%	\$0.00	\$1,763.00	01 11 01
Data Entry Operator I	\$1,600.00		2	100.00%	\$0.00	\$3,200.00	01 11 01
Election Processing Coordinator	\$2,337.00		1	100.00%	\$0.00	\$2,337.00	01 11 01
Supervising Recordable Document Technician	\$2,837.00		1	100.00%	\$0.00	\$2,837.00	01 11 01
Calendar Control Supervisor	\$2,537.00		1	100.00%	\$0.00	\$2,537.00	01 11 01
Social Service Clerical Specialist	\$2,721.00		1	100.00%	\$0.00	\$2,721.00	01 11 01

Elections Technician	\$1,904.00	2		0.00%	\$3,808.00	\$0.00	11	01	01	
Asst Social Service Clerical Specialist	\$2,337.00		1	100.00%	\$0.00	\$2,337.00	01	11	01	
Medical Transcriber	\$1,937.00		3	100.00%	\$0.00	\$5,811.00	01	11	01	
Recordable Documents Technician	\$2,356.00		6	100.00%	\$0.00	\$14,136.00	01	11	01	
Data Control Clerk	\$1,763.00	2	10	83.33%	\$3,526.00	\$17,630.00	01	11	01	
Data Processing Data Entry Shift Supervisor	\$2,132.00		1	100.00%	\$0.00	\$2,132.00	01	11	01	
Fire District Dispatcher	\$2,702.00	2	2	50.00%	\$5,404.00	\$5,404.00	01	01	11	
Family Support Operations Manager	\$3,260.00		1	100.00%	\$0.00	\$3,260.00	01	11	01	
Family Support Quality Assurance & Training Spec	\$2,989.00		1	100.00%	\$0.00	\$2,989.00	01	11	01	
Family Support Program Specialist	\$2,591.00		1	100.00%	\$0.00	\$2,591.00	01	11	01	
Alcoholism Rehabilitation Program Supervisor	\$3,376.00		1	100.00%	\$0.00	\$3,376.00	01	11	01	
Supervising Patient Financial Services Spec	\$2,447.00		1	100.00%	\$0.00	\$2,447.00	01	11	01	
Patient Financial Services Specialist	\$2,130.00	2	7	77.78%	\$4,260.00	\$14,910.00	01	11	01	
Account Representative - CCHP	\$2,552.00		2	100.00%	\$0.00	\$5,104.00	01	11	01	
Childrens' Services Aide	\$1,570.00		3	100.00%	\$0.00	\$4,710.00	01	11	01	
Social Service Program Assistant	\$2,280.00	1	1	50.00%	\$2,280.00	\$2,280.00	01	01	11	
Jury Services Coordinator	\$2,537.00		1	100.00%	\$0.00	\$2,537.00	01	11	01	
Bookmender	\$1,644.00		1	100.00%	\$0.00	\$1,644.00	01	11	01	
Library Clerk I	\$1,451.00	1	12	92.31%	\$1,451.00	\$17,412.00	01	11	01	
Library Clerk II	\$1,669.00	3	26	89.66%	\$5,007.00	\$43,394.00	01	11	01	
Records Bureau Manager	\$3,061.00	1		0.00%	\$3,061.00	\$0.00	11	01	01	
Senior Sheriff's Dispatcher	\$2,542.00	3	9	75.00%	\$7,626.00	\$22,878.00	01	11	01	
Sheriff's Dispatcher	\$2,210.00	7	36	83.72%	\$15,470.00	\$79,560.00	01	11	01	
Identification Technician I	\$1,732.00	1		0.00%	\$1,732.00	\$0.00	11	01	01	
Senior Diversion Program Specialist	\$2,102.00		3	100.00%	\$0.00	\$6,306.00	01	11	01	
Airport Office Assistant	\$2,266.00		1	100.00%	\$0.00	\$2,266.00	01	11	01	
Driver Clerk	\$1,931.00	9	6	40.00%	\$17,379.00	\$11,586.00	01	01	11	
Montana Bay Recreation Program Supervisor	\$1,964.00		1	100.00%	\$0.00	\$1,964.00	01	11	01	
Microfilm Supervisor	\$2,040.00	1	1	50.00%	\$2,040.00	\$2,040.00	01	01	11	
Microfilm Technician III	\$1,802.00		1	100.00%	\$0.00	\$1,802.00	01	11	01	
Microfilm Technician II	\$1,633.00	3	2	40.00%	\$4,899.00	\$3,266.00	01	01	11	
Duplication Machine Operator	\$1,819.00	4	2	33.33%	\$7,276.00	\$3,638.00	01	01	11	
Office Services Worker II	\$1,558.00	2	1	33.33%	\$3,116.00	\$1,558.00	01	01	11	
Microfilm Technician I	\$1,482.00		1	100.00%	\$0.00	\$1,482.00	01	11	01	
Office Services Worker I	\$1,397.00		1	100.00%	\$0.00	\$1,397.00	01	11	01	
Mailing Machine Operator	\$1,776.00		1	100.00%	\$0.00	\$1,776.00	01	11	01	
Supervising Storekeeper	\$2,323.00	2		0.00%	\$4,646.00	\$0.00	11	01	01	
Storekeeper	\$2,134.00	5	3	37.50%	\$10,670.00	\$6,402.00	01	01	11	
Storeroom Clerk	\$1,749.00	4	3	42.86%	\$6,996.00	\$5,247.00	01	01	11	
Supervising Telephone Operator	\$1,824.00		1	100.00%	\$0.00	\$1,824.00	01	11	01	
Telecommunication Clerical Specialist	\$2,061.00		1	100.00%	\$0.00	\$2,061.00	01	11	01	
<hr/>										
TOTALS: (Office and Clerical)		95	95	1572	94.30	\$186,313.00	\$3,039,465.00	71	791	91
	Classes	Males	Females	(AVE)	>	\$1,961.19	\$1,933.50	7.42	183.22	9.52
		5.70%	94.30%		GAP	>>>	\$27.69	N/D	F/D	M/D
<hr/>										
SKILLED CRAFT WORKERS										
<hr/>										
Electrical Trades Supervisor	\$3,639.00	1		0.00%	\$3,639.00	\$0.00	11	01	01	
Mechanical Trades Supervisor	\$3,818.00	1		0.00%	\$3,818.00	\$0.00	11	01	01	
General Trades Supervisor	\$3,639.00	1		0.00%	\$3,639.00	\$0.00	11	01	01	
Lead Electrician	\$3,356.00	1		0.00%	\$3,356.00	\$0.00	11	01	01	
Lead Painter	\$3,199.00	1		0.00%	\$3,199.00	\$0.00	11	01	01	
Lead Carpenter	\$3,199.00	1		0.00%	\$3,199.00	\$0.00	11	01	01	
Steamfitter	\$3,472.00	6		0.00%	\$20,832.00	\$0.00	11	01	01	
Electrician	\$3,052.00	11		0.00%	\$33,572.00	\$0.00	11	01	01	
Carpenter	\$2,875.00	6		0.00%	\$17,250.00	\$0.00	11	01	01	

Painter	\$2,875.00	3		0.00%	\$8,625.00	\$0.00	11	01	01	
Chief Operating Engineer	\$3,585.00	1		0.00%	\$3,585.00	\$0.00	11	01	01	
Asst Chief Operating Engineer	\$2,880.00	1		0.00%	\$2,880.00	\$0.00	11	01	01	
Operating Engineer	\$2,519.00	11	1	8.33%	\$27,709.00	\$2,519.00	11	01	01	
Stationary Boiler Operator	\$2,230.00	5		0.00%	\$11,150.00	\$0.00	11	01	01	
Equipment Mechanic	\$2,754.00	14		0.00%	\$38,556.00	\$0.00	11	01	01	
Apprentice Mechanic	\$2,474.00	2		0.00%	\$4,948.00	\$0.00	11	01	01	
Road Maintenance Carpenter	\$2,625.00	2		0.00%	\$5,250.00	\$0.00	11	01	01	
Fire District Apparatus Supervisor	\$3,521.00	1		0.00%	\$3,521.00	\$0.00	11	01	01	
Automobile Parts Technician	\$2,162.00	2		0.00%	\$4,324.00	\$0.00	11	01	01	
<hr/>										
TOTALS: (Skilled Craft Workers)		191	71	1	1.39%	\$203,052.00	\$2,519.00	191	01	01
	Classes	Males	Females	AVE		\$2,859.89	\$2,519.00	100%	0%	0%
		98.61%	1.39%		IGAP		\$340.89	M/D	F/D	MXD
<hr/>										
SERVICE/MAINTENANCE										
<hr/>										
Animal Control Officer	\$1,970.00	15	4	21.05%	\$29,550.00	\$7,880.00	11	01	01	
Animal Center Technician	\$1,916.00	1	6	85.71%	\$1,916.00	\$11,496.00	01	11	01	
Asst Custodial Superintendant	\$2,314.00	2		0.00%	\$4,628.00	\$0.00	11	01	01	
Supervising Custodian	\$2,034.00	5		0.00%	\$10,170.00	\$0.00	11	01	01	
Supervising Window Washer	\$2,018.00	1		0.00%	\$2,018.00	\$0.00	11	01	01	
Lead Custodian	\$1,760.00	12	1	7.69%	\$21,120.00	\$1,760.00	11	01	01	
Window Washer	\$1,742.00	4		0.00%	\$6,968.00	\$0.00	11	01	01	
Custodian II	\$1,595.00	43	7	14.00%	\$68,585.00	\$11,165.00	11	01	01	
Custodian I	\$1,412.00	5	1	16.67%	\$7,060.00	\$1,412.00	11	01	01	
Asst Grounds Services Manager	\$3,019.00	1		0.00%	\$3,019.00	\$0.00	11	01	01	
Work Program Supervisor	\$2,598.00	1		0.00%	\$2,598.00	\$0.00	11	01	01	
Vegetation Management Supervisor	\$3,025.00	1		0.00%	\$3,025.00	\$0.00	11	01	01	
Lead Gardener	\$2,138.00	4		0.00%	\$8,552.00	\$0.00	11	01	01	
Work Program Crew Leader	\$2,246.00	7		0.00%	\$15,722.00	\$0.00	11	01	01	
Work Test Crew Leader - Project	\$2,246.00	2		0.00%	\$4,492.00	\$0.00	11	01	01	
Grounds Maintenance Specialist - Irrigation	\$2,246.00	1		0.00%	\$2,246.00	\$0.00	11	01	01	
Grounds Maintenance Specialist - Pest Control	\$2,246.00	2		0.00%	\$4,492.00	\$0.00	11	01	01	
Gardener	\$1,846.00	7	1	12.50%	\$12,922.00	\$1,846.00	11	01	01	
Vegetation Management Technician	\$2,246.00	4		0.00%	\$8,984.00	\$0.00	11	01	01	
Groundskeeper	\$1,636.00		1	100.00%	\$0.00	\$1,636.00	01	11	01	
Fleet Manager	\$3,643.00	1		0.00%	\$3,643.00	\$0.00	11	01	01	
Fleet Service Center Supervisor	\$3,028.00	2		0.00%	\$6,056.00	\$0.00	11	01	01	
Fleet Materials Supervisor	\$2,570.00	1		0.00%	\$2,570.00	\$0.00	11	01	01	
Fleet Equipment Specialist	\$2,487.00	1		0.00%	\$2,487.00	\$0.00	11	01	01	
Equipment Services Worker	\$2,164.00	5		0.00%	\$10,820.00	\$0.00	11	01	01	
Equipment Services Writer	\$2,164.00	2		0.00%	\$4,328.00	\$0.00	11	01	01	
Public Works Maintenance Supervisor	\$3,025.00	9		0.00%	\$27,225.00	\$0.00	11	01	01	
Public Works Maintenance Specialist	\$3,025.00	1		0.00%	\$3,025.00	\$0.00	11	01	01	
Equipment Operator II	\$2,625.00	11		0.00%	\$28,875.00	\$0.00	11	01	01	
Specialty Crew Leader	\$2,625.00	5		0.00%	\$13,125.00	\$0.00	11	01	01	
Equipment Operator I	\$2,241.00	24		0.00%	\$53,784.00	\$0.00	11	01	01	
Laborer	\$1,904.00	19	3	13.64%	\$36,176.00	\$5,712.00	11	01	01	
Water Quality Control Operator II	\$2,568.00	1		0.00%	\$2,568.00	\$0.00	11	01	01	
Water Quality Control Operator I	\$2,330.00	2		0.00%	\$4,660.00	\$0.00	11	01	01	
Director of Pharmacy Services	\$4,173.00	1		0.00%	\$4,173.00	\$0.00	11	01	01	
Lead Vector Control Technician	\$2,048.00	1		0.00%	\$2,048.00	\$0.00	11	01	01	
Vector Control Technician	\$1,859.00	2		0.00%	\$3,718.00	\$0.00	11	01	01	
Central Supply Technician	\$1,852.00	2	10	83.33%	\$3,704.00	\$18,520.00	01	11	01	
Supervising Cook - Juvenile Hall	\$2,328.00	1		0.00%	\$2,328.00	\$0.00	11	01	01	
Lead Cook	\$2,162.00	7	3	30.00%	\$15,134.00	\$6,486.00	11	01	01	

Institutional Services Worker	\$1,883.00	31	42	57.53%	\$58,373.00	\$79,086.00	01	01	11	
Cook	\$1,867.00	8	5	38.46%	\$14,936.00	\$9,335.00	01	01	11	
Institutional Services Aide	\$1,556.00	10	13	56.52%	\$15,560.00	\$20,228.00	01	01	11	
Environmental Services Manager	\$2,829.00	1		0.00%	\$2,829.00	\$0.00	11	01	01	
Asst Environmental Services Manager	\$2,312.00	1		0.00%	\$2,312.00	\$0.00	11	01	01	
Environmental Services Supervisor	\$2,111.00	2		0.00%	\$4,222.00	\$0.00	11	01	01	
Library Equipment Specialist	\$2,164.00		1	100.00%	\$0.00	\$2,164.00	01	11	01	
Lead Airport Operations Specialist	\$2,691.00	1		0.00%	\$2,691.00	\$0.00	11	01	01	
Airport Operations Specialist	\$2,447.00	6		0.00%	\$14,682.00	\$0.00	11	01	01	
Lead Weatherization/Home Repair Spec - Project	\$1,779.00	5		0.00%	\$8,895.00	\$0.00	11	01	01	
Assessment Specialist - Project	\$1,779.00	1		0.00%	\$1,779.00	\$0.00	11	01	01	
Weatherization/Home Repair Specialist - Project	\$2,046.00	4		0.00%	\$8,184.00	\$0.00	11	01	01	
Microfilm Production Supervisor	\$2,164.00		1	100.00%	\$0.00	\$2,164.00	01	11	01	
Special Qualifications Worker	\$1,345.00	2		0.00%	\$2,690.00	\$0.00	11	01	01	
<hr/>										
TOTALS: (Service/Maintenance)		54	288	99	25.58%	\$585,667.00	\$180,890.00	46	51	31
		Classes	Males	Females	Ave---->	\$2,033.57	\$1,827.17	185.2%	9.3%	5.6%
		74.42%	25.58%		GAP----->>	\$206.39	N/D	F/D	MXD	
<hr/>										
GRAND TOTALS:		700	2525	3504	58.12%	\$7,745,325.00	\$8,343,796.00	350	264	86
		Classes	Males	Females	Ave---->	\$3,067.46	\$2,381.22	150.0%	137.7%	112.3%
		41.88%	58.12%		GAP----->>	\$686.24	N/D	F/D	MXD	

Appendix H: Using the Freedom of Information Act to Obtain Wage Data

The Federal Freedom of Information Act (FOIA) and its state counterparts provide a valuable resource for obtaining wage and workforce composition data. The premise of these laws is that citizens have a right of access to records produced by and for federal, state and local governments.

The rule is that access is provided unless there is a state interest which overrides the public's right to know. For example, Department of Defense documents may be denied if they are identified as related to national security. The FOIA allows nine legitimate exemptions by which governmental agencies may deny access. These are sometimes abused by an agency which may refuse access for illegitimate reasons.

The FOI Service Center of the Reporters Committee for Freedom of the Press offers advice on gaining access to government documents and using FOI laws. They can be reached by calling a toll-free number: 800-336-4243. The FOI Service Center has had little experience with requests for wage and workforce composition data so it is unclear how agencies might respond to FOIA requests.

The Equal Employment Opportunity Commission (EEOC) says that it never gives out information on wages. If challenged, the EEOC would probably claim exemption number four, which protects trade secrets, or exemption number three, which protects information that is specifically protected by other statutes. You may want to try to get information from the EEOC anyway. They may be willing to give you documents in which names and other identifying information have been blacked out.

A sample FOIA request letter is included here. An agency decision may be appealed to that same agency if initial attempts fail. You may also file a complaint in court if you feel you have a good case of abuse.

The FOI Service Center says that state FOI laws can help you obtain data for state and local public employers and semi-private employers, such as school or sanitation districts and private transportation companies which run public systems. Call the Center for more information.

[Tel. No. (Business Hours)]

[Return Address]

[Date]

[Name of Public Body]

[Address]

To the FOI Officer:

This request is made under the federal Freedom of Information Act, 5 U.S.C. 552.

Please send me copies of *[here, clearly describe what you want; include identifying material, such as names, places, and the period of time about which you are inquiring; if you wish, attach news clips, reports, and other documents describing the subject of your research]*.

As you know, the FOI Act provides that if portions of a document are exempt from release, the remainder must be segregated and disclosed. Therefore, I will expect you to send me all non-exempt portions of the records which I have requested, and ask that you justify any deletions by reference to specific exemptions of the FOI Act. I reserve the right to appeal your decision to withhold any materials.

I promise to pay reasonable search and duplication fees in connection with this request. However, if you estimate that the total fees will exceed \$____, please notify me so that I may authorize expenditure of a greater amount.

{Optional: I am prepared to pay reasonable search and duplication fees in connection to this request. However, the FOI Act provides for waiver or reduction of fees if disclosure could be considered as "primarily benefiting the general public." I am a [journalist, researcher, or scholar] employed by [name of news organization, book publishers, etc.] and intend to use the information I am requesting as the basis for a [planned article, broadcast or book]. [Add arguments here in support of the fee waiver.] Therefore, I ask that you waive all search and duplication fees. If you deny this request, however, and the fees will exceed \$____, please notify me of the charges before you fill my request so that I may decide whether to pay the fees or appeal your denial of my request for a waiver.}

As I am making this request in the capacity of a *[journalist, author or scholar]* and this information is of timely value, I will appreciate your communicating with me by telephone, rather than by mail, if you have any questions regarding this request. Thank you for your assistance, and I will look forward to receiving your reply within 10 business days, as required by law.

Very truly yours,

[Signature]

**Appendix I:
Catalog of Pay Equity Materials in
Collection of U.C. Berkeley
Women's Resource Center**

**Pay Equity
Resource Center
Clearinghouse Catalog**

a project of the
Center for Labor Education and Research
Institute of Industrial Relations
University of California, Berkeley

Spring 1987

For information on using the collection in the Women's Resource Center Library, contact Nancy Humphries at (415) 642-4786.

For information on obtaining copies of materials in the collection, contact Ellen Matthews at (415) 642-4786.

Both may be reached by mail at the: Women's Resource Center, U.C. Berkeley, Building T-9, Berkeley, CA 94720

About the Pay Equity Resource Center

The Pay Equity Resource Center, a project of the Center for Labor Education and Research, supports and generates education and workplace activities on the issue of pay equity. PERC activities include bulletins on pay equity issues, a speaker's bureau, workshops, and training and technical assistance for unions and others. For more information, contact PERC.

Our address is: Pay Equity Resource Center, Center for Labor Education and Research, Institute of Industrial Relations, 2521 Channing Way, University of California, Berkeley, California 94720

Our telephone number is: (415) 643-7058. Since our office hours are irregular, you may reach our answering machine if you try to reach us by phone. We will be happy to assist you by phone, but we regret that we cannot return long distance calls.

About the Clearinghouse

We have established a CLEARINGHOUSE of information and would like it to be as complete as possible. If you would like something to be listed and/or available through the PERC CLEARINGHOUSE, please send it in and let us know. We collect all articles concerning pay equity and related topics, job evaluation studies and reports, case studies, legal pleadings, books, thesis papers, clippings, etc. We will keep the materials on file and make them available to others. Call our office and we'll set up a time for you to look through our materials.

Ordering

All items in sections one through five of this catalog can be ordered through PERC. The cost is ten cents per page plus postage and handling. Use the order form on the last page. Section six lists items on pay equity which are available from other organizations, beginning on page 16. We have tried to provide accurate ordering information for these items but we suggest that you write to these organizations before ordering to make sure that the address and price listed is still current.

Contents

1. General information on pay equity	1
2. Collective bargaining and pay equity	5
3. The courts and pay equity	7
4. Job evaluations and pay equity	11
5. Pay equity legislation	14
6. Materials from other organizations	16

1. General information on pay equity

G1 Preliminary Memorandum on Pay Equity: Achieving Equal Pay for Work of Comparable Value, Nancy Perlman, Director of Center for Women in Government, SUNYA, and Bruce J. Ennis, ACLU, April 1980. Comprehensive pamphlet on issue, including information generally, as well as on litigation, research, legislation, and contact list. 66 pp.

G2 Resolutions from different organizations on issue of comparable worth, including CLUW, American Library Association, AFL-CIO, AFSCME, National Lawyers Guild, UE, Industrial Union Department, YWCA. 14 pp.

G3 Equal Pay for Work of Equal Value: Report of the Task Force, Canadian Human Rights Commission, March 1978. Interesting description of Canada's employment law, including description of comparable worth language. 40 pp.

G4 A Business Group Fights Comparable Worth, *Business Week*, Nov. 10, 1980. Revealing information on management group, Equal Employment Advisory Council. 2 pp.

G5 Speech on Comparable Worth, from Comparable Worth Project, given to a meeting of the California Public Employer Labor Relation Association in November 1980. Good overview of issue from perspective of comparable worth advocate talking to management. 10 pp.

G6 Comparable Worth: An Issue in Women's Poverty, by Virginia Dean. Paper prepared for the Legal Services Corporation. Discusses how pay equity is relevant to the problem of poverty and focuses on litigation strategies to achieve pay equity. 58 pp.

G7 Comparable Worth: Pros and Cons on a Controversial Issue, from *California Public Employee Relations*, March 1981 issue. Includes articles by Comparable Worth Project; response by County Administrator of Marin; speech by California Labor Federation head, John Henning; and a position paper by International Personnel Management Association. Good overview of both sides. 10 pp.

G8 Excerpts from Final Report on EEOC, prepared by Transition Team of Reagan Administration. Criticizes EEOC guidelines;

calls for proof of intent to discriminate in any employment discrimination suit. 5 pp.

G9 Report of the Commission to the Council on the application of AT 12, Feb. 1978, on the principle of equal pay for men and women. Information concerning European equal pay issues. Includes Article 119 of the EEC Treaty and Council Directive 75/117/EEC, by the Commission of the European Communities. 150 pp.

G10 Los Angeles School District: Options Analysis: Motion to Study Equal Pay for Jobs of Comparable Worth, prepared for the L.A. City Board of Education by Phyllis W. Cheng, Commission for Sex Equity, October 1981, and additional documents concerning Proposed Resolution to School Board, including minutes of the meeting and news stories. 59 pp.

G11 Packet of four news clippings about testimony in support of the comparable worth motion before the Los Angeles School Board, June 28, 1982. Testimony by (1) Donald J. Treiman, UCLA Professor of Sociology, author of interim National Academy of Sciences (NAS) report on job evaluation and co-author of final NAS report, *Women, Work and Wages*; (2) Joanne Parker, Education Co-Chair, L.A. Chapter N.O.W.; (3) Barbara Stein, National Education Association, Teachers Rights Division, Washington, D.C.; and (4) Judy Solkovitz, President, United Teachers-Los Angeles. Includes Treiman's rebuttal of School Superintendent's statement that the NAS study concludes that "current research tools are not up to the task of [comparable worth job evaluation]." 15 pp.

G12 An Economic Analysis of Comparable Worth, by Elaine Sorenson. Good overview of issue, as well as valuable section on existing economic theories of discrimination and their relevance to the comparable worth issue. 18 pp.

G13 Panel Presentation for Federally Employed Women, by Julia A. Bennison, Manager of Classification and Compensation Branch for the Office of Personnel Management. Presents federal government position on issue. 10 pp.

G14 Women's Economic Agenda: A Call to Action by and for California Women, by the Women's Economic Agenda Project (WEAP), 1984. Written with input of women at regional meetings across California. This agenda identifies economic inequities in women's lives and

suggests solutions. The document covers women in the workforce, at home, in families and in society. Workforce chapter covers job segregation, training, comparable worth and employment policy recommendations. Entire agenda, 57 pp. Workforce chapter only, 15 pp.

G15 Summary, Sex-Segregated Career Ladders in New York State Government Employment: A Structural Analysis of Inequality in Employment, by the Center for Women in Government, October 1979. A close examination of "the relationship between sex-segregation on career ladders and opportunities and requirements for advancement." 18 pp.

G16 Wage Discrimination Caused by Job Segregation: An Overview of an Emerging Area Within the Equal Employment Opportunity Field, Mexican American Legal Defense and Education Fund, May, 1981. Focus of paper is on discrimination against men and women on the basis of race and national origin, includes sections on labor market background and development of wage discrimination theory, as well as some recent cases, recommendations and resources. 41 pp.

G17 The Comparable Worth Controversy, by Helen Remick, Ph.D. Office of Affirmative Action, University of Washington, in *IPMA Public Personnel Journal*, Vol. 10, No. 4, December 1981. 29 pp.

G18 Work Force Policy Perspectives: Registered Nurses, by Lois Friss, R.N., Ph.D., Assistant Prof., School of Public Administration, Univ. of Southern California, Los Angeles, in *Journal of Health Politics, Policy and Law*, Vol. 5, No. 4, Winter 1981. 12 pp.

G19 Packet of materials distributed at Leadership Strategies meeting of the National Committee on Pay Equity, December 5, 1981. Includes: program; article, "The Union Role in Affirmative Action;" descriptions of activities by AFSCME, Helen Remick, Labor Notes, N.O.W., ANA, Women's Legal Defense Fund, United Teachers-Los Angeles; AFL-CIO comparable worth resolution; NCPE history and purpose, and membership form; and WEAL Fact Sheet. 41 pp.

G20 Poll to Constituents, California Speaker of the House, Willie Brown, Jr.; includes questions and tally of responses. 2 pp.

G21 Pay Equity Issues, prepared by the SEIU for the Southern California Comparable Worth Coalition Conference, April, 1982. Excellent collection of assorted documents, including overview and job evaluation information, all reprinted from other publications. 76 pp.

G22 Comparable Worth for Fresno City Employees: Preliminary Findings. A report prepared by the Fresno City Employees Association as a part of a successful campaign to make comparable worth pay the "policy" of Fresno. The body of the report includes background information, data on wage-gap and segregation of occupations in Fresno's city workforce and the resolution which was adopted. Good charts. Supplementary materials, including earlier study by Fresno Commission on the Status of Women and endorsements from local grassroots organizations. 37 pp.

G23 Comparable Worth vs. Prevailing Rates: The Conflict Between Politics and Sound Administration, by Gerald M. Pauly, from *Western City*, January, 1982. Opposition arguments to the concept of comparable worth. 4 pp.

G24 Connecticut Packet of Information. Includes general information as well as a summary of Connecticut experience, including their legislation. 24 pp.

G25 ILR Report: Comparable Worth, Spring 1982, from New York State School of Industrial and Labor Relations. Collected articles from different points of view. 23 pp.

G26 Canadian Law. Assorted materials from the Canadian Human Rights Commission on that country's law concerning equal pay for work of equal value. (Some materials also available in French.) 130 pp.

G27 Controversy Swirls Over Comparable Worth Issue: EEO practitioners present differing views on this important issue, *Personnel Administrator*, April, 1982. From panel discussion by George Whaley, Patti Roberts, B.A. Nelson, and W.T. Drinks. 10 pp.

G28 The Nouveau Poor, by Barbara Ehrenreich and Karen Stallard, Special Report from *Ms. Magazine*, July/August, 1982. Excellent, readable article describing and documenting the increasing feminization of poverty. Translates statistics into real lives. 8 pp.

G29 Hay Associates Review of Comparable Worth: Issues and Alternatives, ed. by E. Robert Livernash. 4 pp.

G30 Comparable Worth in San Francisco: Overview, Issues and Options. Mella Minberg, Spring 1982. Report to S.F. Commission on the Status of Women. Summarizes comparable worth events for city workers so far, including a comparison of 1978 and 1981 wage gap studies. Describes range of possible responses by the city and their legal, administrative, fiscal, political, job market, equity and social implications. Excellent model for looking at ways to address pay equity within and without existing prevailing wage and benchmark systems (which are required now by S.F. City Charter). Appendix contains relevant City Charter sections; S.F. resolution on pay equity; letters from the mayor, comparable worth committee and local law professor; and the 1978 and 1981 wage gap studies. 143 pp.

G31 Two Views on Equal Pay for Work of Comparable Worth: Is It a Federal Sector Issue? By Lynne Revo-Cohen of Federally Employed Women and Paul A. Katz of Office of Personnel Management. Also Comparable Worth by Paul Katz, some interesting information on the federal sector. 18 pp.

G32 Index to transcripts from the 1981 California Hearings on Comparable Worth. The nine volumes of testimony can be obtained from the California Commission on the Status of Women, 926 J Street, Room 1506, Sacramento, CA 95814. The entire set is \$100, third class mail; or \$120, first class. Individual volumes are \$10, third class; \$15, first class. The PERC Clearinghouse will not distribute the volumes. However, it will make available this index to the content of each volume to assist persons in deciding whether they want to purchase specific volumes. The index includes names and affiliations of persons testifying, as well as a list of written exhibits submitted. It is broken down by volume. The volumes are broken down by location of hearings (San Francisco, Los Angeles, Fresno, Sacramento, Eureka.) Index, 37 pp.

G33 Parity Pay Plan: A New Look, from California School Employees Association. This is CSEA's guide on how to look at, analyze, and organize for pay parity. Interestingly, CSEA has been involved in the issue since the late 1960's. 11 pp.

G34 Comparable Worth Analysis, by David J. Thomsen, from Compensation Institute. Sympathetic compensation analyst talks to business about the issue. 50 pp.

G35 State Women Workers' Comparable Worth Pay Issue: Is Paying Women's Work Less Than It's Worth Constitutional Under The Equal Rights Amendment? By Carroll Boone. 32 pp.

G36 Equal Pay for Comparable Work: Stimulus for Future Civil Service Reform, by Lois Friss, in *Review of Public Personnel Administration*, Vol. 2, No. 3, (Summer, 1982): 37-48. 12 pp.

G37 Proposal by Michigan Women in State Government to Michigan Employment Relations Board for Gradual Implementation of Comparable Worth for State Workers, beginning in Fiscal Year 1984 and including a 1% equity fund and movement away from prevailing wage surveys and toward nonbiased pay factors. 5 pp.

G38 Summary Report, Patterns of Pay in North Carolina State Government. Summary of study which found, not surprisingly, that white men make more money than women or minority workers when differences in amounts of education, aggregate service, age, and supervisory and occupational placement are controlled. Results of efforts to compare North Carolina state salaries with salaries suggested by Idaho and Washington point value rankings are not included in the summary "due to uncertainty of procedure." 4 pp.

G39 Five Years Later. A Review of the Recommendations in the 1977 Status of Women in Alaska Study. Several employment recommendations relate to comparable worth. 119 pp.

G40 Comparable Worth: The Equal Employment Issue of the 1980's, by Mary Helen Doherty and Ann Harriman, in *Review of Public Personnel Administration*, Vol. 1, No. 3, (Summer, 1982). Discusses relevant legislation, case law, comparable worth studies, and job evaluation methods. 11 pp.

G41 A Brief Overview of the Comparable Worth Issue, Seattle Office for Women's Rights. Includes a good discussion of arguments for and against comparable worth, data on comparable worth and minority women workers, as well as statistics and bibliography. 25 pp.

- G42** **Speech to Woodland, California City Council** by Gail Olson, Account Clerk II, calling for comparable worth for city clericals. 3 pp.
- G43** **"But Why Does He Get Paid More?,"** in *Working Mother*, February, 1983, by Barbara R. Bergmann. Brief, well-written description of comparable worth issue. 2 pp.
- G44** **Consultative Document on Equal Pay for Work of Equal Value**, September, 1982. Commission proposal for incorporating comparable worth into equal pay legislation. 14 pp.
- G45** **Testimony before the California Pay Equity Hearings**, Los Angeles, February 1981, by Lois Friss focusing on registered nurses. (See also G18.) 25 pp.
- G46** **Feminization of Poverty**, Briefing Paper from April 8, 1982, conference in San Francisco. Discussion of reasons why women stay in poverty. 8 pp.
- G47** **Comparable Worth: Every Women's Right**. Report of New York State Assembly Task Force on Women's Issues. May W. Newburger, Chair. Includes list of comparable worth resources. 27 pp.
- G48** **Setting Wages According to Comparable Worth: An Explanation and Evaluation of Alternative Analyses**, L. Llewelyn, 1984. Includes discussion of regression analysis and its applications to comparable worth. 60 pp. + 82 pp. of attachments.
- G49** **The Price of Equality**, in *California Lawyer*, D. Ramey. Concise update of legal and political debate over comparable worth and Title VII's "collision course with free-market economics." 8 pp.
- G50** **Who's Working for Working Women: A Survey of State and Local Government Pay Equity Initiatives**, Comparable Worth Project, National Committee on Pay Equity and National Women's Political Caucus, 1984. Comprehensive survey including tables and resources. 55 pp.
- G51** **Minority Workers Will Benefit from Comparable Worth Gains: Coalition is Needed**, reprint from the *Comparable Worth Project Newsletter*, Winter, 1985. Comparable Worth Project responds to administration attempts to divide women and minority workers over comparable worth. 3 pp.
- G52** **Where Do Compensation Specialists Stand on Comparable Worth?**, by Thomas Mahoney, Benson Rosen, and Sara Rynes, *Compensation Review*, 4th Quarter, 1984. This is a study that reports on approaches to the comparable worth issue that are being taken by compensation specialists in 360 small, medium, and large companies. 14 pp.
- G53** **Comparable Worth Glossary of Terms**. Definitions of terms commonly used when dealing with comparable worth. 3 pp.
- G54** **Comparable Worth: What is its Worth? A debate on comparable worth**, published by *The Humanist* magazine, May/June 1986. A four way discussion on the merits of comparable worth, by Phyllis Schlafly, Michael Evan Gold, Jerry Boggs, and Gerald McEntee. 12 pp.
- G55** **Women Count - Count Women's Work**. This is a petition issued to the U.N. from the International Wages for Housework campaign and International Black Women for Wages for Housework to recognize value of housework in the Gross National Product. 1 pp.
- G56** **The 59 Cent Swindle**, by Patti Roberts, *Union Wage*, Jan.-Feb. 1981. Explanation of the disparity between men's and women's wages. Basically explains comparable worth and its legislation. 2 pp.
- G57** **It's Time for Fair Pay**, *Berkeley Journal* (opinion). Covers the Reagan administration's dealings with comparable worth, as well as the University of California's. Specifically looks at U.C. Berkeley's non-academic staff salaries. 2 pgs.
- G58** **Comparable Pay Called Crazy**, *San Francisco Chronicle* (Friday, Oct. 19, 1984). Report on White House economist William Niskanen's advice to women employees at a press meeting that the wage gap is caused by women taking time out to have babies. 1 pp.
- G59** **Black Working Women Debunking the Myths: A Multidisciplinary Approach**. Summary of a conference which includes a discussion of novels about black women, the differences between black and white women, how black women affect politics in the U.S., occupational

and employment status of black women and the stresses of single black mothers. 211 pp.

G60 Report on Equal Value Seminar, July 1986. Published by the Labor Economy Policy Unit in London, England. Discusses pay equity in the United Kingdom including a section on the use of pay equity in collective bargaining. 20 pp.

G61 A Special Section on Comparable Worth, *Monthly Labor Review*, Dec. 1985. Includes these articles: Janet L. Norwood, "Perspectives on Comparable Worth: An Introduction to the Data;" Carolyn Shaw Bell, "Comparable Worth: How Do We Know It Will Work?;" Karen Shallcross Koziara, "Comparable Worth: Organizational Dilemmas"; Sandra E. Gleason, "Comparable Worth: Some Questions Still Unanswered." 18 pp.

2. Collective bargaining and pay equity

B1 Pay Equity: A Union Issue for the 1980's: American Federation Of State, County and Municipal Employees. Excellent pamphlet containing statistics on women in workforce, concept of comparable worth, practical methods of focusing on issue in your workplace, and good description of job evaluation. 21 pp.

B2 Raising Wages for "Women's Work": A Guide to Pay Equity and Upward Mobility for Clericals, published by the Clerical Council, October 1980. An excellent, practical guide put out by the Connecticut State Employees Association in their efforts to win higher wages. Includes an overview section, as well as a section on strategy, collective bargaining and negotiating. Even includes leaflets that this group used in their fight. 44 pp.

B3 Materials from Canadian Strike over Comparable Worth Issues. Includes leaflets, statements, and background concerning successful strike over equal pay for work of equal value. 25 pp.

B4 Comparable Worth: A Women's Issue, A Union Issue, by Ronnie Ratner, a response to

Gus Tyler's "Women Tied to Low Pay in Occupational Ghettos". Both articles. 20 pp.

B5 Bargaining for Equality: A Guide to Legal and Collective Bargaining Solutions for Workplace Problems that Particularly Affect Women. This small portion of an excellent book is a useful pamphlet for those interested in organizing and making their contracts work for them. This excerpt is 6 pp.

B6 The Union Role in Affirmative Action, by Winn Newman and Carole Wilson, reprinted from June 1981 *Labor Law Journal*. Describes affirmative action as extending to discrimination in initial assignment, for entry level unskilled jobs, including discussion of IUE litigation against Westinghouse Electric Corporation. 20 pp.

B7 CRONA, Committee for the Recognition of Nursing Achievements. Information concerning Bay Area salaries and CRONA's salary structure before and after contract negotiations. 21 pp.

B8 Background material on the San Jose situation, including AFSCME publicity material and description of origins of study. 75 pp.

B9 Sacramento City Unified School District Comparable Worth Agreement. The 1984-1987 agreement between Local 22, Service Employees International Union (SEIU) and the Sacramento City Unified School District. Includes amendments of Jan. 1985 and Oct. 1985. 4 pp.

B10 In the Matter of a Controversy Between Department Store Employees Union Local 1100 and Macy's California. Equal pay decision of an arbitrator awarding back pay and commissions to women working in high fashion department who were entitled to pay parity with male sales staff. 87 pp.

B11 Progress Report on Closing the Wage Gap in Contra Costa County, 1983-1987, prepared by Lee Finney of Service Employees International Union (SEIU) Local 535. Describes effects of pay equity adjustments obtained through bargaining without a comprehensive job evaluation. 29 pp.

B12 The Gentle But Determined Revolution, by the Colorado Springs City Clerical/Secretarial Association. Describes efforts since 1980 by 36 city clerical workers to obtain comparable worth pay adjustments through city's personnel appeal

process and the formation of an employee association. 6 pp.

B13 How the Rest Was Won. Remarks by John J. Sweeney, International President, Service Employees International Union (SEIU), on Women's Equality Day, August 26, 1982. Sweeney says pay equity will be the issue by which women workers will achieve economic equality and that the battle will be won at bargaining tables and on picket lines. 3 pp.

B14 On the Way to Equal Pay in San Jose. By Barbara Allenza. Allenza, San Jose city employee and a negotiating team member of AFSCME Local 101, updates the San Jose situation, 1-1/2 years after the comparable worth strike by city workers, and six months before the contract which settles the strike expires. 8 pp.

B15 Organizing the Sexual Division of Labor: Historical Perspectives on "Women's Work" and the American Labor Movement, by Ruth Milkman, in *Socialist Review*, Jan.-Feb. 1980. Milkman's article provides valuable information and observations about American Unions and the segregation of women workers. 30 pp.

B16 Excerpt, Bargaining for Equality, chapter on Wages by National Union of Provincial Government Employees (NUPCE). Describes Canadian law, includes contract language. 10 pp.

B17 The First Sisters: Women in the Early Years of ILWU Warehouse Union, Local 6, 1937-1949. Chronological notes from early union bulletins document the presence and activities of women in longshore. 20 pp.

B18 An Outline of Potential Problems Involving Public Sector Collective Bargaining and the Concept of Comparable Worth, prepared by William F. Kay and M. Carol Stevens for the American Bar Association, Section on Local Government Bargaining. Highlights probable issues that will arise when public employers and unions enter into bargaining wage adjustments based on comparable worth. 35 pp.

B19 Washington Federation of Employees, AFSCME. Miscellaneous documents concerning Washington State union's efforts to achieve comparable worth, including news articles, press statements, EEOC complaint description and cost analysis. 18 pp.

B20 A Report to the Community from the Members of Local 34, Federation of University Employees, AFL-CIO, September 1984. The union presents the issues involved in the Yale strike. 18 pp.

B21 Achieving Pay Equity: Collective Bargaining in the Public Sector, M. Adams, 1984. Discusses actions supplementing or replacing bargaining, interests of members, management response and proposals for implementation. 58 pp.

B22 Pay Equity: Issue At Crossroads. This interesting article discusses how employers are using worker's confusion about pay equity to divide and conquer. From *Service Employee*, SEIU's newspaper. 1 pp.

B23 State and Local Action: Los Angeles, National Committee on Pay Equity. A very short summary of an AFSCME pay equity settlement for city workers through collective bargaining. 1 pp.

B24 Contra Costa Starts On Comparable Worth. *San Francisco Examiner* (7-25-84). Describes Martinez supervisors' contract with Local 1 to increase women workers' wages, especially hospital attendants, court clerks and dental assistants. 1 pp.

B25 Brochure on SEIU Lawsuit against County of Los Angeles. Specific example of Los Angeles County's response to wage discrimination, job segregation and pay inequity. Includes examples for specific jobs and an L.A. county salary budget. 16 pp.

B26 California Comparable Worth Task Force Minority Report, Donald J. Treiman and Phyllis W. Cheng. Recommendations by two members of the California Comparable Worth Task Force. Differs from majority report by recommending multiple regression analysis as method of measuring the wage gap; that only discrimination in compensation by race or sex be mentioned in amendments to FEHA; that small employers be exempt from job evaluation requirements; and that some classifications may have to be downgraded to achieve pay equity. 26 pp., includes appendix explaining multiple regression analysis; 18 pp. without this appendix.

B27 Pay Equity and the San Jose Strike: An Interview with Patt Curia. By Russell G.

Fischer. An interview with Patt Curria, a key figure in the San Jose, California pay equity strike. Curria was a negotiator for the union and was involved in the city's job evaluation study. 7 pp.

B28 The City Can Afford a Realistic Wage Increase. By the Local 400 Civil Service Organization; handbills written by SEIU Local 400, San Francisco, supporting a wage increase to remedy pay inequities of women, 1983. 5 pp.

B29 Contra Costa Comparable Worth Agreement. The 1983-1985 and 1985-1987 agreements between Social Services Union Local 535, SEIU, AFL-CIO and Contra Costa County establishing: a) a comparable worth differential for female dominated classifications, and b) a comparable worth task force. 2 pp.

B30 City of Fremont/Local 790 Pay Equity Study. The City of Fremont agreed to "meet and confer with the union (Local 790 SEIU) to review the results of a study performed by the union, and to discuss implementation." Included is the study and City Manager's response. 20 pp.

B31 San Francisco City Employees Pay Equity Materials, 1987. See B31a thru B31m below.

B31a Proposition H. Language of Proposition H, the historic San Francisco Pay Equity Charter Admendment. 1 pp.

B31b San Francisco Pay Equity press releases. Newspaper articles and SEIU press releases regarding the 1987 City and County of San Francisco and SEIU pay equity agreement. 10 pp.

B31c San Francisco Pay Equity policy. Policy agreed to by labor and the city regarding implementation of Proposition H, the city's pay equity charter amendment. 12 pp.

B31d 1987 San Francisco Pay Equity Memorandum of Understanding between Mayor, Board of Supervisors and the Service Employees International Union AFL-CIO, Locals 250, 535 and 790 implementing pay equity. 2 pp.

B31e San Francisco Pay Equity memos. Memos regarding internal adjustments arising from the pay equity settlement. 9 pp.

B31f 1987 San Francisco City and County Pay Equity Salary Data. San Jose, Concord and

Sacramento Unified School District pay equity data for San Francisco benchmark classes. 65 pp.

B31g San Francisco Pay Equity Analysis by Salary Benchmark. Lists the percentage women, percentage minority and highest annual salary for each class. 115 pp.

B31h 1987 San Francisco Pay Equity Model "G". A model using salary range criteria developed using varying percentages of the pay "gap" for each benchmark depending on the salary recommended under the prevailing wage survey. This model was ultimately rejected by the parties. 32 pp.

B31i 1987 San Francisco Pay Equity Model "I". The model on which the San Francisco pay equity agreement is based. 21 pp.

B31j 1987 San Francisco Pay Equity cost tables. Tables comparing the cost of implementing pay equity at different levels. 20 pp.

B31k 1987 San Francisco Pay Equity Adjustments. [Listed by employee organization.] Report which lists the adjustments based on the Civil Service Commission pay equity survey. 11 pp.

B31l 1987 San Francisco Pay Equity Adjustments. [Listed by salary.] Report which lists the total possible adjustment based on the Civil Service Commission pay equity survey. 9 pp.

B31m 1987 San Francisco Pay Equity Adjustments. [Listed by percent.] Report which lists the total possible adjustment based on the Civil Service Commission pay equity survey. 9 pp.

3. The courts and pay equity

CASES

C1 AFSCME v. Chicago. Charge of discrimination against city employees on the basis of sex. 1 pp.

C2 AFSCME v. State of Washington, Complaint. Filed in the Western District of Washington, Tacoma, July 20, 1982, charging that State inaction in failing to take corrective measures following a pioneer comparable worth study of state workers in 1974 violates State and Federal fair employment practices laws, and State and Federal constitutional provisions, including the state equal rights amendment. 30 pp.

C3 AFSCME v. State of Washington, Judge Tanner's District Court. Opinion holding that the State illegally discriminated on the basis of sex when it failed to remedy sex-based inequities found by a State-commissioned job evaluation, and ordering back pay to employees in female dominated jobs. Overturned by appellate court. 25 pp.

C4 AFSCME v. State of Washington, 9th Circuit Court of Appeals. Decision holding that "since the State did not create the market disparity," the State did not violate Title VII's prohibition of sex-based wage discrimination. By holding that AFSCME had to prove intentional sex-based wage discrimination in order to win its case, the Court changed the course of pay equity litigation under Title VII dramatically. 8 pp.

C5 Anna Penk, et al. v. Oregon State Board of Higher Education. Trial brief of plaintiffs who are faculty members challenging university system discrimination. 123 pp.

C6 Briggs v. City of Madison. U.S. District Court decision ruling that nurses have a prima facie case but are not entitled to relief. 33 pp.

C7 CSEA, Chapter 305 vs. Alum Rock Union Elementary School District. Public Employee Relations Board Decision. CSEA protesting reclassification without union negotiation. 36 pp.

C8 California State Employees' Association v. State of California. Filed in Northern District of California 11/21/84.

C9 Casy v. Board of Directors of the Sacramento Municipal Utility District. Complaint for employment discrimination and equal pay violation under Title VII and Equal Pay Act. Federal suit filed in Eastern District of California on behalf of a clerical worker and comparable worth activist who was denied promotion, confined to a low-paying job, and

subject to wage discrimination. Plaintiff had been involved in effort to institute a comparable worth study in the district. 62 pp.

C10 Christensen v. Iowa. Unfavorable Eighth Circuit Court of Appeals decision. 5 pp.

C11 In the Matter of the City of Cannon Beach, Oregon. Opinion by Commissioner, Bureau of Labor and Industries, State of Oregon, holding that Cannon Beach violated the state Civil Rights Law by paying its Recorder/Treasurer less than other city department heads, when the Recorder/Treasurer department is and always has been headed by a woman and the other departments by men, and when the jobs require similar skills, effort, and responsibility. 18 pp.

C12 Connecticut State Employees' Association v. State of Connecticut. Federal civil rights suit to redress employment discrimination against women employees in state, filed under Title VII, Civil Rights Act, EP 11246. Filed as a class action. Pleadings include an Amended Complaint and miscellaneous briefs. 118 pp.

C13 Department of Fair Employment and Housing v. BankAmerica Corp. Agency complaint and Department's First Set of Interrogatories in charges by California FEP agency that Bank of America discriminates by underpaying bank tellers because the job is held predominantly by women and paying couriers, a job dominated by men, at a higher rate despite the "comparability of the two jobs." 12 pp.

C14 In the Matter of the Accusation of the Department of Fair Employment and Housing vs. County of Madera. Department's Opening Brief. Complaint involved jail workers who charged they were discriminated against on the basis of sex and whose work was undervalued. 190 pp.

C15 Department of Fair Employment and Housing v. Napa, City of Housing Authority. Helen Sebia, complainant. Precedent decision of California's Fair Employment & Housing Commission in favor of woman subject to discriminatory job classification and wages. Individual case with detailed analysis of factual background and evidence presented at administrative hearing. 30 pp.

C16 Gunther v. County of Washington. Favorable Ninth Circuit Court of Appeals decision. 9 pp.

C17 Gunther, Amicus Brief of the ACLU, et al. before the U.S. Supreme Court. 36 pp.

C18 Gunther, Amicus Brief of AFL-CIO, et al. before the U.S. Supreme Court. 25 pp.

C19 Gunther, Brief in Opposition by Gunther before the U.S. Supreme Court on Petition. 20 pp.

C20 County of Washington v. Gunther, June 1981, U.S. Supreme Court opinion. A five-to-four decision which held that Title VII of the 1964 Civil Rights Act, which prohibits employment discrimination on the basis of sex, is not limited to jobs that are equal, but may be applied to comparable jobs, unlike the Equal Pay Act of 1963. Though denying that this is a comparable worth case, the decision does open up the door to litigation in which women can show that they have been subject to intentional sex discrimination in terms of their wages. 46 pp.

C21 IUE v. Westinghouse. Favorable Third Circuit Court of Appeals decision. 17 pp.

C22 Kouba v. Allstate Insurance Co., Judge Karlton's decision in the U.S. District Court for the Eastern District of California. Interesting decision, relying on Gunther, which ruled that Allstate's policy of basing its monthly minimum payment to sales agents on past earnings violated Title VII. Employees had argued that the fact of historical wage discrimination against women operated to "freeze in" prior discrimination and was impermissible. The Court rejected the employer argument that past earnings were a legitimate factor. The Court said that "a resort to a so-called market rate where the market rate is itself a reflection of the historical discrimination against women will not be considered as a sufficient justification under the Equal Pay Act." 28 pp.

C23 Kouba v. Allstate Insurance, U.S. Court of Appeals for the Ninth Circuit. Brief of Plaintiff-Appellee Lola Kouba. 55 pp.

C24 Kouba v. Allstate Insurance, U.S. Court of Appeals for Ninth Circuit. Brief Amicus Curiae of the Women's Legal Defense Fund in support of Plaintiff. 46 pp.

C25 Kouba v. Allstate Insurance, U.S. Court of Appeals for the Ninth Circuit. Brief for the

National Association of Independent Insurers as Amicus Curiae in support of Allstate. 44 pp.

C26 Kouba v. Allstate Insurance, opinion of 9th Circuit Court of Appeals. Court returns case to district court for a trial on the merits, holding that "without acceptable business reasons" an employer cannot set salaries using methods that cause a wage differential between male and female employees. 10 pp.

C27 Lemons v. City & County of Denver. Unfavorable Tenth Circuit Court of appeals decision. 11 pp.

C28 Lemons v. City & County of Denver. Case of the Denver nurses. Petition for Writ of Certiorari and Petitioner Reply Brief. Analysis of facts and the law, including lower court decision. 64 pp.

C29 Stephens v. Montana. State agency finds violations of State Classification Act and State Fair Employment Practices Act by comparing grade and salary assigned to eligibility technician (a female-dominated position) and employment interviewer (male-dominated position). 8 pp.

C30 U.S. Dept. of Labor v. Kerr Glass. This post-hearing brief includes an excellent section on equal pay for comparable worth. Explains how this issue was presented at the hearing, especially through expert testimony. Comprehensive and very informative. 61 pp.

C31 U.S. Department of Labor v. Kerr Glass, Consent Decree. The first comparable worth complaint filed by any Federal agency was recently settled by washing out the wage discrimination claim and all related back pay and curtailing the possibility of future DOL action based on Kerr's job evaluation plan. The original complaint was that Kerr had used an evaluation scheme which maintained discriminatory wage rates. 50 pp.

LAW REVIEW ARTICLES

C32 Wage Discrimination and Comparable Worth: Issues and Remedies in the Aftermath of AFCSCME vs. State of Washington. By Gary R.

Siniscalco and Cynthia L. Remmers; review of pay equity litigation, including discussion of proof problems in comparable worth cases. Also discusses legislative developments on pay equity. 112 pp.

C33 Beyond the Equal Pay Act: Expanding Wage Differential Projections Under Title VII, by Cynthia Gitt and Marjorie Gelb in *Loyola University Law Journal*, Vol. 8. Interesting article documenting history of the Equal Pay Act and the Bennett Amendment. 60 pp.

C34 Wage Discrimination, Job Segregation and Title VII of the Civil Rights Act of 1964, Ruth G. Blumrosen, *University of Michigan Journal of Law Reform*, Vol. 12, No. 3, Spring 1979. Argues that minorities and women who demonstrate that they have occupied traditionally segregated jobs have established a prima facie case that wage rates paid for those jobs are discriminatorily depressed, and the burden of showing that the wage rate is not influenced by discriminatory factors should be on employers. 106 pp.

C35 Wage Discrimination and "Comparable Worth" Theory in Perspective, by Bruce Nelson, Edward Opton Jr., Thomas Wilson. *University of Michigan Journal of Law Reform*, Winter 1980. This effort by three San Francisco lawyers. Replies to Blumrosen's article by putting quotes around the term comparable worth. 68 pp.

C36 Equal Pay, Comparable Work and Job Evaluation, *Yale Law Journal*, Vol. 90, 1981. 23 pp.

C37 Comparable Worth: A Post-Gunther Overview, by Laura N. Gasaway, *Georgetown Law Journal*, Vol. 69. 46 pp.

C38 Separate But Equal -- Job Segregation and Pay Equity in the Wake of Gunther, by Winn Newman and Jeanne M. Vonhof, reprinted from the *University of Illinois Law Review*, Vol. 1981, No. 2. Excellent article which both reviews legal status of pay equity issue and offers creative legal analysis. 64 pp.

C39 Title VII Based Discrimination Claims: Comparable Worth: Burdens of Proof and Considerations After Gunther, by Conrado A. Hinojosa, December 17, 1981. 47 pp.

C40 Sex Discrimination in Employment and Possible Liability Under Labor Unions: Implications of County of Washington v.

Gunther, by Barbara N. McLennan, *Labor Law Journal*, January 1982. 5 pp.

C41 Comparable Worth and the Equal Pay Act, by Edith Barnett, in *Wayne Law Review*, Vol. 28, Number 4. Discusses the interface of the Equal Pay Act and Title VII of the Civil Rights Act of 1964 in light of the Gunther decision's incorporation of EPA defenses into sex-based wage discrimination claims under Title VII. 23 pp.

OTHER MATERIALS ON LITIGATION STRATEGY

C42 A Challenge to Women's Pay Ruling, *New York Times*. Covers the Reagan administration decision to challenge federal judge Jack Tanner's decision involving Washington state employees who had been paid less on the basis of sex only. 1 pp.

C43 From the ACLU Women's Rights Project. Supreme Court Title VII Memo. Sum-up of Gunther case, as well as some thoughts on future litigation in this area. 12 pp.

C44 AFSCME's EEOC Charges in Wisconsin, press release, and statement by Winn Newman, counsel. Includes description of the findings of a Hay Study, legal theory, and some graphs. 10 pp.

C45 EEOC Interpretive Memorandum: County of Washington v. Gunther. Effective September 15, 1981, and extended for an additional 90 days on December 15, 1981, and again on March 15, 1982. 5 pp.

C46 Michigan State Employees' Association Charge with the EEOC, and some supplementary materials. 4 pp.

C47 How to File a Complaint Under the Equal Pay Act, ACLU Women's Rights Project. Excerpted from *Sue Your Boss: Rights and Remedies for Employment Discrimination*, by E. Richard Larson, 1981. 7 pp.

4. Job evaluations and pay equity

J1 Comparable Worth, A Summary of Information relevant to the salaries for female-dominated jobs, Report to the California Legislature and Exclusive Representatives of State Employees, prepared by Department of Personnel Administration, April 1982. Report issued to implement SB459, including statistics for state workers. It relies on other studies to find wage inequities; i.e. it uses piggy-back job evaluation. (See also second report, J37.) 101 pp.

J2 Pay Equity & Public Employment: Report of the Task Force on Pay Equity Council on the Economic Status of Women, about Minnesota situation. 39 pp.

J3 Rich Doctors, Poor Nurses, by David Osborne, from *Harper's*, September 1982. A lot of information about health professionals and the pay inequities facing nurses. 8 pp.

J4 Comparable Pay Study of the City and County of San Francisco. A Joint Project of Women Library Workers and the Commission on the Status of Women, February 1978. This worker-created study of all San Francisco county employees documents a significant pay disparity between male and female workforce, with an average of 21% in librarian series and 64% for clerk/typists. Complete with graphs and charts as well as a comprehensive explanation of their methodology, which is reliable and practical. 9 pp.

J5 Carlsbad Classification System: A position classification system for classified school employees based on job factor analysis. Developed by Larry D. Allman of Carlsbad, California 12 pp.

J6 Washington State Study, prepared by Willis Associates, September 1974. Early and best known comparable worth study. 30 pp.

J7 Beyond Equal Pay for Equal Work: Comparable Worth in the State of Washington, by Gisela Taber and Helen Remick. Useful description of how issue was raised and analysis of Washington State Study. 25 pp.

J8 Comparable Worth: Equal Pay for Equal Worth. More on Washington State. 15 pp.

J9 Strategies for Creating Sound Bias-Free Job Evaluation Plan, by Helen Remick. Very informative. 25 pp.

J10 Job Evaluation: An Analytic Review, Interim Report to the Equal Employment Opportunity Commission, by the National Academy of Science. 1979 study commissioned by EEOC. 197 pp.

J11 New Horizons in Job Weighting Systems, Speech by March Bates from Hay Associates to workshop on new developments in job analysis and job weighting in wage and salary administration. Explains the Hay system. 39 pp.

J12 Job Evaluation & Classification, Kenneth McAdams, from Hay Associates. Good description of Hay job evaluation system. 5 pp.

J13 San Jose Hay Job Evaluation Study of Non-Management Classes. 33 pp.

J14 San Jose Hay Study of Management Classes. This study gives the methodology for the first one. (See J13.) 103 pp.

J15 City of Seattle, Job Evaluation & Standards Development Project, Personnel Department, March 1981. New evaluation system developing a single classification review. 95 pp.

J16 Nebraska State Personnel Board Interim Report, Disparities in Salary Levels of Jobs of Comparable Worth, by Trombley, McNabb and Reilly, December 1978. Interim report from Nebraska providing some general information on factor-point analysis. 112 pp.

J17 A Comparable Worth Study of the UC Berkeley Non-Academic Positions: Preliminary Findings, written by members of AFSCME 1695, Center for the Study of Education and Advancement of Women, Comparable Worth Project, Staff Women for Affirmative Action and the University Y-House. Results of an employee study at the Berkeley Campus documenting the wage gap, wage discrimination, and job segregation, as well as comparable worth job disparities. 9 pp.

J18 Comparable Worth for San Francisco City Employees: Preliminary Findings, presented to the San Francisco Board of Supervisors, by the San Francisco Comparable Worth Coalition. Includes miscellaneous documents such as letters

from the Mayor, Civil Service Commission, Board Resolution, and news articles. 43 pp.

J19 San Lorenzo Unified School District: Project to Develop a Classification and Pay Plan, Draft and Final Report, 1980. In-depth analysis of job classifications and pay plans for the District's classified, confidential, and supervisory jobs. Contains the questionnaire circulated to the employees, and descriptions of factors in classifying positions. The final report includes changes which were made upon recommendations of employees. 98 pp.

J20 Manhattan Beach City School District: Special Compensation Study, California State Personnel Board, 1975. Study found that traditional methods for determining wages did not reflect comparative job difficulty levels. In the final observations the report states, "We do not suggest that it is reasonable or practical ... to abruptly and unilaterally depart from prevailing rate practices at the cost of ignoring many additional and equally compelling salary setting circumstances. We do think all agencies have the responsibility to add social concern and interest in equity to salary decisions. We suggest that a vigorous effort be made to assure equal employment opportunity and that special salary consideration be given to all low paid classes." 72 pp.

J21 Eureka School District Information on Pay Parity. Includes job evaluation information, as well as some overview of their efforts. 32 pp.

J22 Sex Discrimination in Salaries Within a State Government, by Lance W. Seberhagen, consultant in personnel management. This is a thesis paper using regression analysis to document pay disparities based on sex discrimination. 123 pp.

J23 Sacramento City School District: Comparable Worth Study, A Proposal from SEIU Local 22 to the School Board. 11 pp.

J24 A Comparable Worth Study of the State of Michigan Job Classification, Executive Summary. Concludes that either the Position Analysis Questionnaire (PAQ) or a single comprehensive point factor job evaluation plan can be used reliably and accurately across a broad range of occupations typical of State employment. 28 pp.

J25 Remarks prepared for the San Francisco Civil Service Commission by Virginia Dean,

Comparable Worth Project, regarding ways to implement San Francisco's new pay equity policy in light of a city charter-mandated prevailing wage system. Describes ways a prevailing wage system can be "cleaned up" to reduce sex and race bias. Specifically addresses San Francisco situation, but may be helpful in understanding the relationship between comparable worth and prevailing wage concepts in other workplaces as well. 4 pp.

J26 Comparable Worth Study of the State of Michigan Job Classifications, A Report, Office of Women and Work, Michigan Department of Labor. Prepared by Arthur Young. Full Report. (Executive Summary available in Clearinghouse J24.) 300 pp.

J27 Client Briefing from the Reward Management Division Associates. Hay's position on National Academy of Sciences study of comparable worth. 3 pp.

J28 State of Connecticut, Objective Job Evaluation Pilot Study, February 1980, Norman Willis & Associates report. Study mandated by State legislation. Type of study prepared allows for implementation of comparable worth if single salary policy line is established. 100 pp.

J29 Status of Women in Kentucky State Agencies, Fifth Report, an analysis of employment job levels and salaries as of November 1980. Report focuses on increase of women in state workforce and salary gap documentation. 54 pp.

J30 Summary findings on wage gaps among Alameda County, California employees. Report to Board of Supervisors from S.E.I.U. Locals 250, 535 and 616. Excellent graphic presentation of wage gap between non-white and white employees, female and male employees. Shows wage gap to be larger in management positions than non-management. Includes recommendations. 15 pp.

J31 Comparable Worth Study, Final Report, Sacramento City Unified School District. A 12-member union-management committee selected and defined four compensable factors and assigned point values to 97 classified non-management job titles. Report describes committee's work and results of the job-ranking effort. Additional material provided by SEIU Local 22 identifies 1982-83 equity lags. 48 pp.

- J32 Proposal to Woodland, California City Council for equity salary adjustments**, developed by 29 city clerical workers. Includes 9 job comparisons, specific salary increase proposals and general city worker wage-gap information. (See also Speech to Woodland City Council, G42.) 17 pp.
- J33 Robert H. Hay & Associates Study for University of Washington Non-teaching staff.** 49 pp.
- J34 State Employee Salary Legislation.** A report to Minnesota Commission on Employee Relations. A list of male-dominated and female-dominated job classifications in state government and estimated cost of making adjustment by bargaining unit, including revised data, pursuant to Minnesota comparable worth legislation passed in 1982. 36 pp.
- J35 Memo on Parity for Female Classes, Chico Unified School District.** Includes salary schedule from year prior to implementation (1975) and year of implementation (1976). 25 pp.
- J36 State of Illinois Pilot Project, A Study of Job Classifications Used by State of Illinois to Determine if Sex Discrimination Exists in the Classification System.** June, 1983. 100 pp.
- J37 Comparable Worth -- A Summary of Information Relevant to the Salaries for Female-Dominated Jobs**, report to the California Legislature and Exclusive Representatives of State Employees, Department of Personnel Administration, December, 1982 (Second report. For first report see Clearinghouse #100.45). 103 pp.
- J38 Resolution of East Bay Municipal Utility District requiring a job evaluation of all job classes within the agency.** 2 pp.
- J39 State of New Jersey Commission on Sex Discrimination in the Statutes, An Analysis of Wage Discrimination in New Jersey State Service,** March, 1983. Includes discussion of Title VII and the market rate. 34 pp.
- J40 Oregon's Comparable Worth Project, M. Hallock.** Provides background and workplan. 25 pp.
- J41 Comparable Worth in Richmond, California,** Includes results of job matches with City of Berkeley & Sacramento Unified School District. 19 pp.
- J42 Report to San Francisco Board of Supervisors by SEIU-City Committee on Comparable Worth.** The committee calls its report "Phase One", but its really one of numerous attempts to educate San Francisco on comparable worth. 41 pp.
- J43 "You've Come a Long Way - Maybe: A Working Women's Guide to Pay Equity,** by AFSCME. A guide to starting your own pay equity study. 7 pp.
- J44 Local Government Pay Equity Supplement for Hospitals and Nursing Homes,** a guide for hospitals and nursing homes for implementation of pay equity, including data for job-match evaluation, and instructions on usage. Published by Minnesota Department of Employee Relations. 56 pp.
- J45 Equity Pay Study for City of Woodland, California.** Job evaluations of various positions, government action on pay equity and examples of job evaluations in practice. 209 pp.
- J46 How the Hay System Works,** a capsule view of the mechanism of the Hay Job Evaluation System. 1 pp.
- J47 Pay Equity: The Minnesota Experience,** published by the Minnesota Commission on the Economic Status of Women. Has a history of pay equity efforts, and reports on State of Minnesota's experiences in implementing pay equity. 26 pp.
- J48 Employment and Compensation of Women at the University of California.** A 1984 report to the Legislature. Describes the University's classification system, and provides a wealth of statistical data on employee pay. Also lists University criteria for determining pay. 97 pp.
- J49 Comparable Worth in Montana State Government.** This legislative mandated report describes the State's progress to date toward achieving a standard of comparable worth in Montana State Government. Provides baseline data of state workforce and outlines steps taken to overcome impediments towards comparable worth. 24 pp.
- J50 Peralta Community College District Comparable Worth Study, 1986.** A comparable

worth study conducted by SEIU Local 790 and the Peralta Community College District as the result of a negotiated agreement between the parties. 26 pp.

5. Pay equity legislation

L1 British Equal Opportunity Commission, Proposed Amendments to the Sex Discrimination Act of 1975 and the Equal Pay Act of 1970. Includes a proposal to expand the Equal Pay Act to include "equal pay for work of equal value." 24 pp.

L2 California's Comparable Worth Bill, SB 459 of 1981, acknowledging pay disparity and authorizing some preliminary steps to end it. Packet includes copy of the bill and materials put together by Women In Politics of Sacramento explaining the legislation in detail, including press releases and legislative analysis. 19 pp.

L3 California Assembly Concurrent Resolution 37 of 1983. Establishes task force on comparable worth to be coordinated by Commission on the Status of Women. 4 pp.

L4 California Assembly Bill 1579 of 1983. Adds specific comparable worth standard to State Fair Employment Practices Act. 2 pp.

L5 California Assembly Bill 1580 of 1983. Prohibits city, county and other local government units from having ordinances or policies which prohibit consideration of comparable worth. 4 pp.

L6 California Senate Bill 101 of 1983. Expands 1981 civil service law on comparable worth to include California State University and University of California employees. 5 pp.

L7 California Senate Bills 2084 and 2249, introduced by Senator Lockyer, 1984. Makes it unlawful for employers to refuse to bargain on salary negotiations because of comparable worth. SB 2249 (Feb. 17, 1984) calls for negotiations on salaries of female community college employees. 8 pp.

L8 California Senate Bill 2 packet of 1985. Bill creates the Commission on Pay Equity; questions and answers about pay equity for state employees; common myths about pay equity; a history of comparable worth legislation in California. 14 pp.

L9 Hawaii House Resolution 278. Asks Hawaii employers to recognize and adopt comparable worth. 2 pp.

L10 Illinois HB 1647. Amends minimum wage law to prohibit discrimination on basis of gender. 7 pp.

L11 Illinois HB 1646. Requires state agencies to look at comparable worth in setting salaries. 5 pp.

L12 Iowa House Bill 313. Amends state civil service law to conduct job evaluation study of state workforce and make recommendations for implementation. 2 pp.

L13 Kentucky Senate Resolution No. 50, calling for a study of state classifications based on comparable worth study to be conducted by the Legislative Research Commission. 3 pp.

L14 City of Madison, Wisconsin Contract Compliance Program. Interesting and novel approach to the wage gap problem. 63 pp.

L15 Michigan House Bill 6076, which would amend the Payment of Wages and Fringe Benefits Act, P.A. 390 of 1978. If passed, this bill would make it illegal for an employer to terminate employees who reveal their wages to another person. Language of the bill, the current act it would amend, and supporting testimony are included. 14 pp.

L16 Minnesota Comparable Worth Bill, plus some materials by Comparable Worth Task Force. 33 pp.

L17 Washington State Bill, and informational materials. 12 pp.

L18 State of New Jersey, Commission on Sex Discrimination in the Statutes. First Report, October 1979, Sex Discrimination in Employment Statutes, includes recommendations on comparable worth. 48 pp.

L19 Missouri AJR 21. Authorizes state to conduct a salary study of all state employees. 5 pp.

L20 Missouri House Bill 577. This civil service bill authorizes a state comparable worth study, including recommendations for adjustments. 2 pp.

L21 Missouri HB 577. Requires compensating state employees on basis of comparability of the value of their work. 3 pp.

L22 Nevada Assembly Bill 30. Allows consideration of factors such as comparable worth, in addition to prevailing rates in setting salaries for state employees. 2 pp.

L23 Nevada ACR 48. Authorizes State Personnel Department to conduct a study to determine if state should consider comparable pay for women in determining salaries. 2 pp.

L24 New Jersey Senate Bill 1883. Establishes a task force to conduct a study of sex-segregated jobs, and recommends ways of achieving an equitable pay structure and appropriates \$300,000 to do so. 6 pp.

L25 New Jersey SB 1833. Requires Civil Service Board to examine job evaluation and wage-setting processes to determine discrimination. 5 pp.

L26 New Mexico HB 501. Authorizes \$3.3 million to upgrade salaries of lowest paid classes of state employees. 5 pp.

L27 Ohio SB 133. Gives state and local government workers collective bargaining rights. 18 pp.

L28 Oregon State Bill 484. Establishes comparable worth policies for state workers and appropriates \$300,000 for job evaluations study. 2 pp.

L29 Oregon SB 568. Establishes minimum working conditions for VDT operators. 2 pp.

L30 Pennsylvania HB 1130. Among other things, prohibits wage discrimination on basis of comparable worth. 2 pp.

L31 U.S. House of Representatives, Bill numbers 27, 375, and 139 (introduced by Ms. Oakar, 1985). "To promote pay equity and eliminate certain discriminatory wage-setting practices

within the Federal civil service," to require periodic reports to the President and Congress on the progress of pay equity and to establish a committee to study compensation in the legislative branch. 26 pp.

6. Materials from other organizations

These items cannot be ordered from PERC. Order directly from the organizations listed. PERC has some of these items on file at our office. You are invited to come in and look at them.

O1 A Guide to Implementing Pay Equity in Local Government, 1984. Minnesota Dept. of Employee Relations, 3rd Floor, 520 Lafayette Rd., St. Paul, MN, 55155. Also, individual supplements for districts, small cities with fewer than ten employees, large cities, and hospitals and nursing homes. Prepared by MDER to guide local governments in Minnesota in conducting job evaluation studies and implementing pay equity as required by a 1984 law. Chocked full of helpful information for everybody.

O2 The Status of Clerical Workers: A Case for Pay Equity, available from Women's Educational Resources, University of Wisconsin-Extension, 619 Lowell Hall, 610 Langdon, Madison, WI, 53706. \$1 per copy. Includes background on the history of office work, Wisconsin state clerical workers, and their efforts to achieve pay equity.

O3 A Dialogue on Comparable Worth, by Michael Gold, ILR Press, New York State School of Industrial Relations, Cornell University, Ithaca, NY, 14851-0952. 108 pp. \$7.50 paper, \$14.00 cloth.

O4 From Sky Girl to Flight Attendant, Women and the Making of a Union, by Georgia Panter Nielsen. Story of the first stewardess union. Author is a flight attendant based in San Francisco and a local executive council chairperson of the Association of Flight Attendants. Paper, \$9.95, cloth, \$18.50, ILR Press, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, NY, 14851-0952; (607) 255-2264.

O5 The Women's Economic Justice Agenda for the States: Issues of the 1990's, from the National Center for Policy Alternatives. A look at women of today, doubly disadvantaged women, problems common to all women, and strategies for success. \$12.95 per copy plus 10% postage, NCPA, 2000 Florida Ave., N.W., Suite 400, Washington, D.C., 20009.

O6 Comparable Worth: The Problem and the States' Approaches to Wage Equity, by Alice H. Cook, Industrial Relations Center, University of Hawaii at Manoa, 2425 Campus Rd., Honolulu, HI, 96822. 84 pp. \$4.00.

O7 Comparable Worth: A Casebook of Experiences in States and Localities with Supplement, Industrial Relations Center, University of Hawaii at Manoa, 2425 Campus Rd., Honolulu, HI, 96822. \$30.00.

O8 "A New Way to Equal Pay" and "Sex Segregation Doesn't Pay" in Dollars & Sense, April, 1982, One Summer St., Somerville, MA, 02143. \$1.50.

O9 "In Pursuit of Pay Equity" in Dollars & Sense, September, 1986. (address above). \$2.00.

O10 "Women at Work", in *Dollars & Sense*. Pamphlet covering gender and inequality. (address above), \$2.50.

O11 Guide to Labor Law for Employees and Union Members. Written by the National Lawyers Guild and published by Clark Boardman Co. Ltd., 435 Hudson St., New York, NY, 10014. Two volumes, \$150. Fourteen chapters in looseleaf format, which provide a comprehensive practice manual for those involved in labor counseling and litigation, addressing basic organizing strategies and tactics, employee rights under OSHA, NLRA, labor contracts, and other state and federal laws, guidelines for conducting union elections, and rules on solicitation and distribution. Updated annually.

O12 Manual on Pay Equity: Raising Wages for Women's Work, Ed. Joy Ann Grune, Conference on Alternative State and Local Politics, 2000 Florida Avenue, N.W., Washington, DC 20009, \$9.95. Complete rundown of pay equity issue.

O13 Concessions--and How to Beat Them, by Jane Slaughter, Labor Education and Research Project. Includes comparable worth perspectives. P.O. Box 2001, Detroit, MI 48220. 152 pp. \$4.50 plus \$.75 postage.

O14 Women and the Law, C. Lefcourt, ed., 1984. First looseleaf law publication focusing on women's rights issues includes a chapter on "Comparable Worth" by Virginia Dean, Comporable Worth Project Executive Director.

Clark Boardman, 435 Hudson St., New York, NY 10014. \$75.00. Updated 1987.

O15 Office Work in America. A broad overview of statistics and trends of the 1980's in the areas of pay, working matters, sexual harassment, office automation and workforce trends are reviewed in this comprehensive publication. 9to5, National Association of Working Women, 614 Superior Ave., N.W., Cleveland, OH 44113.

O16 Pay Equity for Office Workers. Explores the concept of equal pay for work of comparable value through case studies and describes the employment policies that make office work a low-paying job ghetto for women. Order from 9 to 5 (address above). \$1.50 members \$2.00 non-members.

O17 Why Unionize and How To Do It These questions and more information on the rights and laws protecting employees are answered in detail for office workers. Order from 9to5 (address above). \$.50 members, \$1.50 non-members.

O18 Out to Work, A history of Wage-Earning Women in the United States, by Alice Kessler-Harris. Highly readable account of the relationship between labor history, women's history, and the social forces which underlie both. 388 pp., including extensive documenting footnotes. Oxford University Press, 16-00 Pollitt Dr., Fair Lawn, NJ 07410. (201) 796-8000. Cloth \$19.95, paper \$10.95.

O19 U/S: A Statistical Portrait of the American People, Andrew Hacker, Ed. Presents information from 1980 Census on employment and occupations, etc., including breakdowns by sex and race. Explains how Census data is collected and synthesized, including its shortcomings. Order ISBN 0-14-006579-2. Viking Press, 299 Murray Hill Pkwy., East Rutherford, NJ 07073. \$8.95.

O20 Women's Place is At The Typewriter, Office Work and Office Workers, 1870-1930, by Margery W. Davies. Details how clerical work, once performed by men, became redefined as "women's work," with lower wages assigned accordingly. 256 pp. Temple University Press, Broad and Oxford Streets, Philadelphia, PA 19122. (215) 787-8787. \$29.95.

O21 Comparable Worth: Questions and Answers for Child Care Staff. Includes definition, history and legal implications of comparable worth, descriptions of successful applications by child care advocates and others, how to assess if it's right for your situation, and resources. \$2.50 + \$.50 postage from the Child Care Employee Project, P.O. Box 5603, Berkeley, CA 94705.

O22 Pay Equity: Issues and Answers. Explores the public policy issues raised by the concept of pay equity. Provides a summary of major pay equity initiatives. 1986, 8 pp. Order item #804 from the League of Women Voters, 1730 M Street, NW, Washington, DC 20036. \$1.25 (\$1.00 members), plus \$1.75 handling and shipping.

O23 Comparable Worth and Wage Discrimination: Technical Possibilities and Political Realities. Edited by Helen Remick. Essays and articles on pay equity, with introduction, technical issues, assessment of pay inequities, and legislation. 220 pp. Available from Temple University Press, Broad and Oxford Streets, Philadelphia, PA 19122, for \$39.95 plus \$1.50 for postage. Order ISBN 0-87722-345-9.

O24 Pay Equity and Comparable Worth. A special report by the Bureau of National Affairs, which includes legal discussion focusing on *AFSCME vs. State of Washington* and *Spaulding vs. University of Washington*. Reports that less than 1/3 of unions are treating comparable worth as a major bargaining issue, that women blamed pay practices for the wage gap, and men blamed women, etc. 156 pp. BNA PLUS, the customized research and document delivery service of the Bureau of National Affairs, Inc. provides copies for \$30.00. To place orders call (800) 452-7773 nationwide; or (202) 452-4323 in Washington D.C.; or write BNA PLUS, 1231 25th Street, NW, Washington, D.C., 20037.

O25 Women and the Economy: Myth vs. Reality. Special issue from *Grapevine*; good graphics and charts; includes comparable worth information; Summer 1983. Write to Labor Institute, 853 Broadway, Rm. 2014, New York, NY 10003, (212) 674-3322.

O26 Work, Jobs and Occupations: A critical review of the *Dictionary of Occupational Titles*, Ann Miller, Donald J. Treiman, et al., editors, published by the National Academy Press, 1980.

Available for \$15.50 from NAP, 2101 Constitution Avenue, N.W., Washington, DC 20418.

O27 The Rising of the Women: Feminist Solidarity and Class Conflict, 1880-1917, by Meredith Tax, 1980. Monthly Review Press, 155 W. 23rd St., NY, NY 10011. (212) 691-2555. \$8.50. Excellent work describing connections between feminist, socialist and labor movements.

O29 Coping with Comparable Worth, by George P. Sape, Harvard Business Review, May-June 1985. Urges corporate executives not to ignore comparable worth, but instead to examine their companies' compensation and employment practices to look for evidence of unsuspected discrimination. Copies can be obtained by sending \$1.00 to: Reprint Service, Harvard Business Review, Soldier's Field, Boston, Mass., 02163 or by calling (617) 495-6192.

O30 Your Rights as a Working Woman, Labor Task Force, National Organization for Women, New Jersey. Available from Shirley Miller, NOWNJ, 195 Main Street, Milburn, NJ 07041; (201) 379-1546. \$3.50

OTHER ORGANIZATIONS WORKING ON PAY EQUITY

CLUW, Coalition of Labor Union Women, 15 Union Square, New York, NY, 10003; (212) 242-0700.

National Committee on Pay Equity, 1201 Sixteenth Street, NW, Room 422, Washington D.C. 20036, (202) 822-7304.

9to5, National Association of Working Women, 614 Superior Ave. N.W., Room 852, Cleveland, OH, 44113; (216) 566-9308.

PERIODICALS

The **9to5 Newsletter**, published six times a year, is packed with information on what women office workers- and their employers-are up to today. Each issue features an in-depth look at an area such as pay, career mobility, or policies for the working family, and includes strategies for the woman office worker and model policies for her employer. The only complete source of news about 9to5 chapters and national campaign updates. Free to members, \$25 non-members (includes shipping and handling). 9to5, 614

Superior Ave. N.W., Room 852. Cleveland, OH 44113.

Labor Notes, P.O. Box 20001, Detroit, MI 48220. \$10.00/year. Interesting periodical, with current information on labor news, including women's issues.

Appendix J: Glossary of Terms Used in This Booklet

Benchmark Jobs—Key or representative jobs chosen to facilitate wage comparisons or a market wage survey. Typically, one job in a job series or job family will be chosen for wage comparisons with a similar job in other workplaces. Once the wage is established for the benchmark job, wages for the other jobs in the same series or family are set in a specific relationship to the benchmark. The choice and use of benchmark jobs is subject to manipulation; for example, if the jobs in a family are mostly female, this will keep wages low for that group of jobs.

Collective Bargaining—The process, usually defined by state and federal laws, by which employee organizations negotiate wages and working conditions with an employer. Generally, authorized employee representatives meet and confer with an employer until an agreement is reached which is then formalized into a labor contract for a specified time period. Comparable worth adjustments may or may not be mandatory or permitted subjects of collective bargaining, depending on applicable laws.

Comparable Worth/Pay Equity—Both are used to mean the elimination of that part of the wage cap caused by sex and race-based discrimination in pay-setting in segregated occupations.

Compensable Factors—Those elements of any job which can be measured across all jobs and are considered to be of value to an employer. Commonly, some variation of skill, effort, responsibility and working conditions.

Job Descriptions—Written descriptions of each job in a workplace which usually include minimum qualifications, required skills and typical tasks.

Job Evaluation—A system used to rank jobs based on the premise that some jobs are “worth” more than other jobs. The most widely used job evaluation method is point factor analysis (see definition below). Other methods include: 1) ranking by whole job comparison; 2) qualitative factor analysis; and 3) decision banding.

Labor Force—All the workers in a designated geographical location.

Market Survey—A comparison of the wages paid to similar jobs by different employers within a specified geographical location or industry. Used to determine the “going rate” for particular jobs. To be

valid, wage surveys must be applied consistently. However, all market surveys perpetuate historic wage discrimination.

Occupation Segregation—*ALSO, job segregation.* The phenomenon due to historic, social, cultural, economic, and political factors whereby jobs, occupations and career ladders have become segregated by sex or race. For purposes of comparable worth analysis, the point at which the race or sex composition of a job influences the pay rate for that job is the point where occupational segregation becomes significant.

Pay Equity—*SEE Comparable Worth.*

Piggyback Job Evaluation—The use of an existing point factor job evaluation study by marching as closely as possible job descriptions from the original study with similar jobs in the workplace under examination. A less expensive shortcut than performing a comprehensive job evaluation study from scratch.

Point Factor Job Evaluation—A method of ranking jobs by assigning a numerical point score indicating the presence and extent of each of a number of compensable factors such as skill, effort, responsibility and working conditions. Total points are added up for each job to form a job score which is then used to rank jobs and set wages. This is the most widely used method of job evaluation and also the method which facilitates a comparable worth analysis of a workplace.

Prevailing Wages—Those rates, for particular jobs, that are common throughout an industry or a community. Reliance on prevailing wage rates reinforces existing wage discrimination. See **Market Survey**.

Sex- and Race-based Discrimination—Wage-setting policies and practices resulting in lower wages for women and people of color when these lower wages cannot be explained by any reason other than sex or race. Prohibited by state and federal fair employment practices laws.

Wage Gap—The difference between the average wages paid to different groups of workers within a specified population. A wage gap can be computed using annual, monthly, weekly or hourly wages, and can be a national, local or workplace average. Any given wage gap may be due in whole or in part to wage discrimination.

Workforce—All the employees in a particular workplace.

