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From: Betsy LANGLEY <[REDACTED]>
Sent: Sunday, April 2, 2023 7:39 AM
To: COB_mail
Cc: District1; District2; District3; District4; District5
Subject: public comment for Item #37, 4/4/23 BOS meeting

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Dear Clerk of the Board, Board of Supervisors, and County Administrator Jan Leshner:

Thank you all for your dedication to examine County classifications, salary ranges, and wage compression with the CBIZ Classification and Compensation Study. This letter is aimed at addressing Item #37 under Procurement on the agenda for the April 4, 2023 BOS meeting regarding expansion of CBIZ's contract with an additional \$75,000 to create job classifications.

Over the past several years, employees have shared their concerns around inequitable pay between comparable positions. We have asked Human Resources to consider how actions and systems perpetuate gender pay gaps as they modify job classifications and pay structures. Jan Leshner's March 2, 2023 memo states that CBIZ is looking at *external* market comparisons (i.e. salaries in other cities), but does not indicate whether they will consider *internal comparisons* of positions throughout the workforce with regards to comparable knowledge, skills and educational requirements. This is worrisome because we know that gender biases embedded in earlier wage-setting set the stage for today's market rate.

As an example, I was required to have a Master's degree when I was hired as a Librarian I in 2006. After 15 years of service, I had only moved about 22% into my classification's pay range. At that point, I had a total of 25 years of relevant work experience and a graduate degree, but my hourly pay was still lower than the starting pay of other County positions in male-dominated departments requiring only a high school diploma. I ask you to consider this discrepancy through an equity lens and what that might mean for other County employees.

Public sector job evaluation studies in the 1970s consistently showed that positions with more women were categorized into lower pay grades and fell short of men's pay by roughly 20 percent. In 1978, the Equal Employment Opportunity Commission (EEOC) commissioned a study on occupational classifications. Evidence showed that only a small portion of male-female wage disparities were accounted for by differences in education, work experience, or productivity. The final report - *Women, Work, and Wages* - concluded that there existed vast discrepancies in earnings by sex, which was caused by job segmentation and employment practices that permitted different rates of pay for men and women. Instead of using the going wage as a standard and thus perpetuating historical discrimination, researchers encouraged employers to conduct *internal* job evaluations - which used a point system based on skill, education, and working conditions - to remove biases and establish fair salary structures.

Efforts in Minnesota that utilized internal job evaluations for state employees resulted in successful outcomes. They learned that the major factor behind the gender wage gap was the concentration of women in traditionally female occupations, which had historically paid less than male occupations. They established a Task Force on Pay Equity to examine gender differences in public employees' pay and found a consistent pattern of underpayment for female-dominated job classes. They compared positions using the Hay system - an objective method of determining the relative level of jobs through a point system - and found the gender wage gap narrowed substantially after pay equity adjustments were made.

Research shows that progress towards diminishing the gender pay gap can only occur when comparisons are made *across occupational boundaries*. Such a strategy aligns with the County's commitment to supporting diversity, equity and inclusion in its workforce. As Pima County strives to address high turnover rates and become an employer of choice, **I encourage Supervisors to take some time during the April 4, 2023 meeting to discuss the following questions:**

- Given that CBIZ's contract included an intention to "recommend appropriate salary ranges for each active classification based on an analysis of the labor market and internal relationships and equity within the County" (4.8.5), how does their work ensure internal pay equity?
- Is CBIZ addressing the gender pay gap by using a point system to remove biases and compare classifications based on education, knowledge, skills and responsibilities?
- Has Pima County Employees' union, AFSCME Local 449, had a seat at the table during discussions of the CBIZ study?
- What role has the Diversity, Equity, & Inclusion (DEI) Program Manager, Dimitria Clayton, had in examining CBIZ's job evaluations in terms of aligning with Pima County policies?
- What role has the DEI Interagency Taskforce had in overseeing gender and racial pay equity within the CBIZ compensation study considering they are focused on "fostering accountable, respectful and ethical employment practices"?

Please consider how pay equity will affect morale and productivity as well as future recruitment and retention in Pima County. If Supervisors Sharon Bronson and Adelita Grijalva discovered they were earning less than their male counterparts, would the Board throw their hands up and say, well, that's how it's always been? Or would you work to alter outdated and biased systemic practices that perpetuate discriminatory pay? Addressing the pay equity issue now - before CBIZ completes their work - is a vital opportunity for Pima County to align its practices with its values and anti-discrimination policies. Your actions today will have a strong impact on the future of the Pima County workforce.

Thank you kindly for listening,
Elizabeth Langley
District 3