Montana State Government's Pay Audit

Executive Summary, Report, and Recommendations

2016

Contents

Introduction

As part of Governor Bullock's [Executive Order 5-2013](), the State Human Resources division (hereby referred to in this report as "the division") conducted its second biennial pay audit for the executive branch of Montana state government. This executive order requires the division to "[l]ead by example by conducting a state employee workforce audit, making recommendations that ensure pay equity in state agencies and public-contractor companies."

This equal pay for equal work pay audit is an in-depth review and analysis of the compensation system. The division uses the pay audit to monitor agency pay practices to specifically assess whether gender-based compensation disparities exist. Results from this pay audit will be reported to the Equal Pay for Equal Work Task Force and may be used for statewide and individual agency initiatives.

The division reviewed pay practices and pay rates for employees in the broadband and blue collar pay plans, capturing pay information for these employees as of January 20, 2016. This pay audit does not include pay information for the employees of the Montana State Fund, elected officials, appointed staff, the legislative branch, the judicial branch, or the Montana University system.

Pay Audit Overview

According to the Equal Pay in Montana – Fact Sheet[1], *"Montana women earned 74.7% of the median earnings of Montana men ($31,850 compared to men's $42,625), placing Montana 42nd in pay equity when considering full-time workers. Montana has moved from 43rd rank to 42nd rank since the establishments of the Equal Pay Taskforce."* In comparison to Montana's state ratio, women in this pay audit make 86.42% of what men earn (86.09% in 2014).

State Government and Agency Initiatives

The division worked with state agencies to pursue initiatives and identify resources for promoting equal pay since Montana state government's pay audit report in 2014. The division recognizes diversity and inclusion strategies as key components of ensuring equal pay for equal work and encourages all managers at all levels to support and participate with ongoing diversity and inclusion initiatives. As indicated[2] by the Society for Human Resource Management (SHRM), the success of any diversity initiative rests heavily upon the senior leaders of an organization. When senior leaders are actively engaged with the organization's diversity and inclusion efforts, diversity initiatives have a higher degree of potential to succeed. Likewise, managers are critical to implementing diversity and inclusion strategies. They are in the best position to understand the role their work unit and individual employees have with promoting their agency's mission. This report identifies strategies managers can implement

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[1] Equal Pay in Montana Fact Sheet, website referenced on 5/29/2016:
http://www.equalpay.mt.gov/documents/EqualPayinMontanaFactSheet.pdf.

[2] Diversity Initiatives: What key elements should an employer consider when creating a diversity program?, written 3/25/2015 - See more at:
https://www.shrm.org/templatestools/hrqa/pages/howdowebeginadiversityprogramandmakeitwork.aspx#sthash.bv3EawGp.dpuf
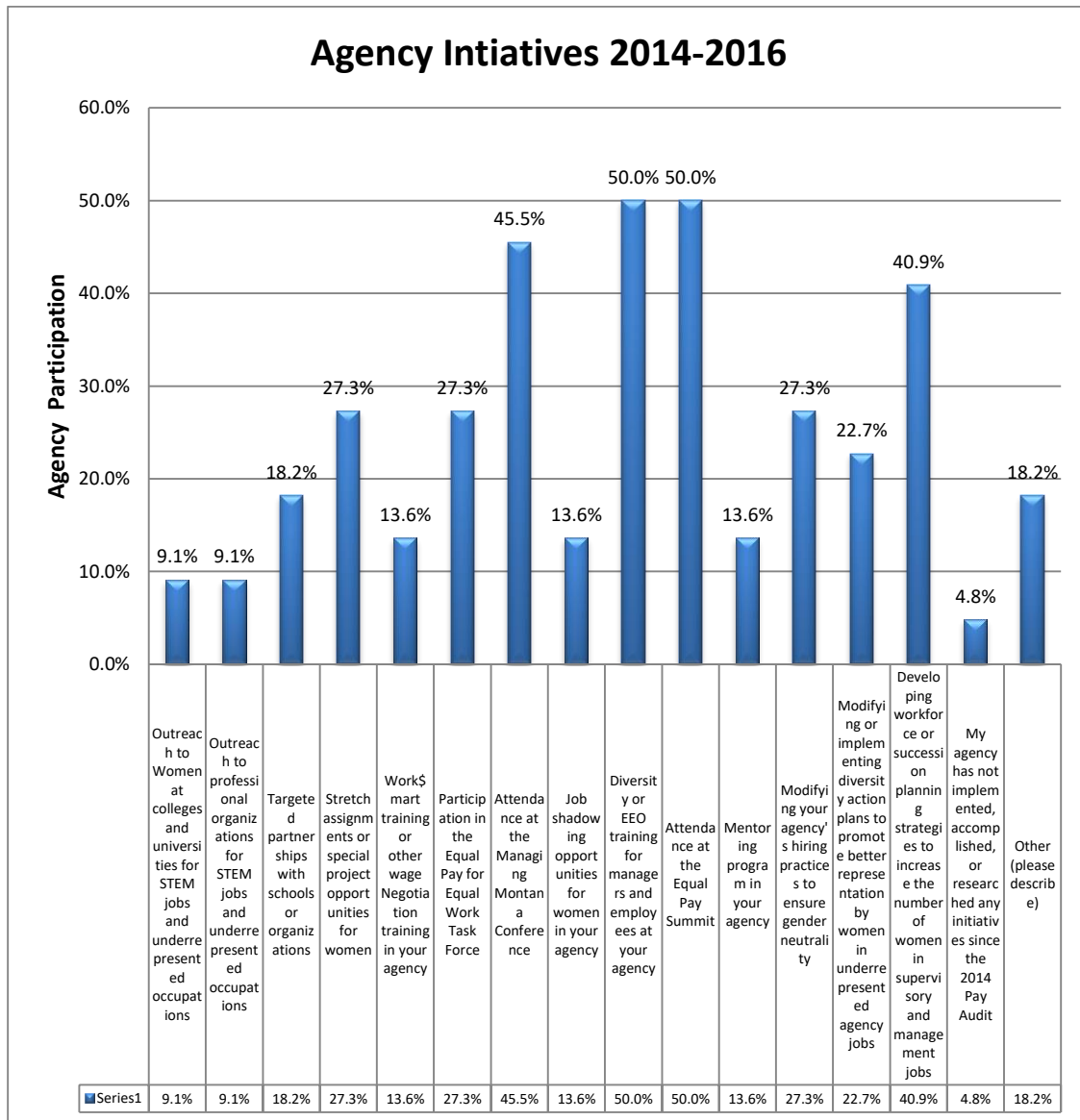
to attract, develop, and retain diverse talent to promote diversity and inclusion and to reduce the pay gap within state government. Montana state government has implemented the following resources and initiatives since the 2014 pay audit:

- State Employee Underemployment Survey (2015) report analyzes women with bachelor's degrees and higher who are employed in lower-level positions
- a new mentoring fact sheet for agencies
- participation in the Equal Pay for Equal Work task force
- diversity and awareness training through the Department of Labor and Industry and the Department of Administration, including Work$mart "train the trainer" sessions, and "It doesn't Make Cents: The Social Psychology of Women's Pay Inequity" training by Dr. Jessi Smith
- a Work$mart presentation and Montana Women in STEM panel discussion, hosted by the Interagency Committee for Change by Women (ICCW)
- diversity training at the state's annual Managing Montana Conference
- outreach to colleges, universities, and schools for STEM jobs and underrepresented occupations, including participation during job fairs, resume workshops, and interviewing practice sessions at the University of Montana and Montana State University
- An executive order by the governor prohibiting discrimination within state employment and contracts
- proposed Equal Employment Opportunity, Non-discrimination, and Harassment Prevention policy with language prohibiting discrimination based on pregnancy, childbirth, and medical conditions related to pregnancy and childbirth; provisions for accommodating employees with pregnancy-related disabilities; requirements for providing diversity and inclusion, equal opportunity, and harassment prevention training; and requirements for updating agency EEO action plans, including strategies and goals and objectives for evaluating the effectiveness of the agency's action plan; and a requirement for agencies to report progress toward minimizing underutilization of women and minorities to the department each year
- A new "Respectful Workplace" training available through the Professional Development Center
- a new recruitment system, enabling the state to gather better data for reports and metrics

To identify and track agency participation for statewide diversity initiatives, we gathered information by surveying agencies about their diversity initiatives conducted from June 2014 through March 2016. The survey requested agencies to provide information about their participation regarding activities included in the recommendations from the 2014 pay audit report. General categories for these activities include:

- external recruitment efforts,
- diversity education and awareness efforts,
- employee development strategies, and
- internal business processes analysis and review.

The following table provides the percent of agencies reporting participation by activity:

Agency Intiatives 2014-2016

	Series1
Outreach to Women at colleges and universities for STEM jobs and underrepresented occupations	9.1%
Outreach to professional organizations for STEM jobs and underrepresented occupations	9.1%
Targeted partnerships with schools or organizations	18.2%
Stretch assignments or special project opportunities for women	27.3%
Work$mart training or other wage Negotiation training in your agency	13.6%
Participation in the Equal Pay for Equal Work Task Force	27.3%
Attendance at the Managing Montana Conference	45.5%
Job shadowing opportunities for women in your agency	13.6%
Diversity or EEO training for managers and employees at your agency	50.0%
Attendance at the Equal Pay Summit	50.0%
Mentoring program in your agency	13.6%
Modifying your agency's hiring practices to ensure gender neutrality	27.3%
Modifying or implementing diversity action plans to promote better representation by women in underrepresented agency jobs	22.7%
Developing workforce or succession planning strategies to increase the number of women in supervisory and management jobs	40.9%
My agency has not implemented, accomplished, or researched any initiatives since the 2014 Pay Audit	4.8%
Other (please describe)	18.2%

As demonstrated by this chart, the highest-reported activities by agencies include a variety of diversity education and awareness efforts, followed by internal business process reviews, external recruitment efforts, and employee development strategies. Of note, one agency reported no diversity activities since the 2014 pay audit recommendations.

Conclusion

While some agencies have implemented diversity and inclusion initiatives aimed at reducing the pay gap, some agencies still struggle with implementation.

Recommendation

Responsibility for implementing diversity and inclusion initiatives weigh heavily upon management, but all employees have important roles in promoting diversity and inclusion and, ultimately, the agency's mission. The division recommends agencies implement strategies identified in a new division resource, "Diversity and Inclusion—Responsibilities by Position," to support efforts to implement and promote viable and sustainable diversity and inclusion programs. The division strongly believes Montana state government will benefit from shared resources and coordinated efforts to promote diversity and inclusion.

Pay Data

While pay initiatives and pay practices are an important part of a pay audit, we measure progress and effectiveness of equal pay for equal work initiatives and diversity and inclusion initiatives by analyzing and reporting pay data. The following sections provide information about pay and gender representation within the executive branch of Montana state government.

Agency Distribution

The gender distribution for Montana state government has shifted slightly since 2014. In 2016, approximately 51% of the workforce is female, and 49% is male (compared to 50% female and 50% male in 2014). When analyzing pay information for state government, a primary reason for differences in pay rates for agencies is the key occupations within each agency. Some agencies, such as the Department of Public Health and Human Services and the Office of Public Instruction, have a higher representation of females (76.76% and 73.29% respectively). Other agencies, such as the Department of Transportation and the Department of Fish Wildlife and Parks, have a higher representation of males (79.39% and 71.17% respectively).

The following table provides gender distribution by agency.

Figure 1

Agency Name	# Females	# Males	Total Employees	% female	% male
Montana Arts Council	8		8	100.00%	0.00%
Political Practices	6		6	100.00%	0.00%
School for Deaf and Blind	30	8	38	78.95%	21.05%
Office of Public Instruction	118	43	161	73.29%	26.71%
Public Health & Human Services	2226	674	2900	76.76%	23.24%
Board of Public Education	2	1	3	66.67%	33.33%
Montana Historical Society	42	21	63	66.67%	33.33%
Commerce	124	56	180	68.89%	31.11%
Secretary of State	27	19	46	58.70%	41.30%
State Auditor	40	24	64	62.50%	37.50%
Revenue	395	225	620	63.71%	36.29%
Agriculture	61	37	98	62.24%	37.76%
Labor & Industry	470	284	754	62.33%	37.67%
Montana State Library	33	20	53	62.26%	37.74%
Office of the Public Defender	126	95	221	57.01%	42.99%
Governors Office	19	13	32	59.38%	40.63%
Administration	252	288	540	46.67%	53.33%
Environmental Quality	184	225	409	44.99%	55.01%
Justice	330	437	767	43.02%	56.98%
Corrections	495	742	1237	40.02%	59.98%
Livestock	51	76	127	40.16%	59.84%
Public Service Commission	12	13	25	48.00%	52.00%
Natural Resources & Conservation	191	287	478	39.96%	60.04%
Military Affairs	63	149	212	29.72%	70.28%
Fish Wildlife & Parks	194	479	673	28.83%	71.17%
Transportation	404	1556	1960	20.61%	79.39%

Because most employees are in the broadband pay plan and occupations within the pay plan and each agency drive much of the pay for employees, this report first discusses the state's occupations within the two classified pay plans.

Occupation

Classified employees in the executive branch belong to either a broadband or a blue collar pay plan. Occupation is a key factor for pay in the broadband plan. The broadband plan consists of 10,998 employees, or 94.20 percent. Occupation is not a pay factor in the blue collar plan, as all employees in a grade make the same rate, regardless of the job. The blue collar plan consists of 677 employees, or 5.80 percent.

The following table provides the top job titles for both plans by gender. Highlighted titles are new for 2016.

Figure 2

Top Job Titles Females	Count	Top Job Titles Males	Count
Administrative Assistant	409	Correctional Officer	331
Social Service Specialist	297	Maintenance Tech IV	186
Child Family Social Worker	262	Civil Engineering Specialist	169
Psychiatric Aide	166	Lawyer	168
Compliance Specialist	150	Highway Patrol Officer	165
Registered Nurse	137	Civil Engineering Technician	134
Program Specialist	131	Environmental Science Spc	132
Employment Specialist	128	Psychiatric Aide	119
License Permit Technician	125	Construction Trades SupMgr	118
Lawyer	123	Program Manager	111

As demonstrated by this table, the top job titles for females are:

- office support occupations
- social worker occupations
- nurses and health support occupations
- lawyers
- business specialist occupations

The top job titles for males are:

- protective service occupations
- blue collar workers and construction trades supervision jobs
- engineer and engineer technician jobs
- lawyers
- environmental science specialist
- health care support
- one of the top ten occupations for males is Program Manager (executive management)

The only top job titles common across both sets of data are lawyers and psychiatric aides.

Some agencies used diversity action plans and new diversity activities during external recruitments for key occupations. Based on the pay practices survey sent to agency HR managers, 7 of 22 agencies reported some type of external outreach or partnerships during the past two years to increase diversity within their key occupations.

Conclusion

Similar to 2014, occupation continues to be one of the top reasons for pay differences in Montana state government. This mirrors findings from national studies and nationwide statistics

Recommendations

Similar to 2014, increased educational opportunities for women in STEM (Science, Technology, Engineering, and Math) occupations, on-the-job training, coordinated outreach to colleges and professional associations, and targeted partnerships with schools or professional organizations for STEM occupations may help close the pay gap.

The division has not yet researched if occupational choice is driven by the need for part-time versus full-time employment or the need for flexible schedules. The division may research this subject in more depth to determine if certain occupations accommodate part-time work or flexible schedules better than other occupations.

Additionally, the division and state agencies should identify opportunities for shared or pooled resources and explore opportunities for coordinating external recruitment efforts targeting common diversity goals.

Band Level

Another important aspect of pay is the band level. Band level is based on the complexity of work. Most occupations have more than one pay band or level of work. Band level is important because higher band levels within an occupation represent progressively more complex work and higher pay.

Broadband

In the broadband pay plan, more complex work generally results in higher pay for those higher-level employees within an occupation. The following chart shows is the employee count by band level and gender within each of the two pay plans.
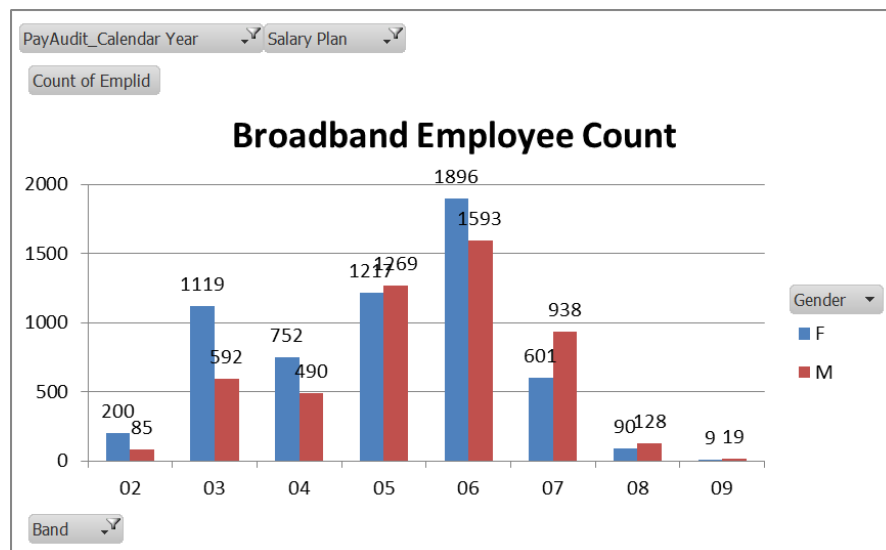
As demonstrated by this chart, bands 2, 3, 4, and 6 in the broadband plan have more females than males. Bands 5, 7, 8, and 9 have more males in the bands.

Similar to the findings from the 2014 pay audit, employee count by band level and gender is partially influenced by occupational choice. Occupations with less complex work occur at lower band levels, such as office and health care support. Occupations with more complex work, such as engineering, science, technology, and law, occur at higher band levels.

Recommendations

Combining external recruitment initiatives and efforts, along with providing career development and growth opportunities, may help in closing the pay gap. Continued recommendations include providing stretch assignments (special projects or temporary high-level work) for women to gain experience in higher-level occupations and higher representation of women at higher band levels. However, some state agencies may benefit from sharing state diversity programs or pooling diversity resources to include formal mentoring programs, cross-agency assignments, or coordinated outreach efforts. State HR and state agencies should research these opportunities.

Blue Collar

In blue collar, points are assigned to each of five factors, resulting in a grade level. The grade results in a pay rate. The following table provides the count of employees, by gender, for each grade.
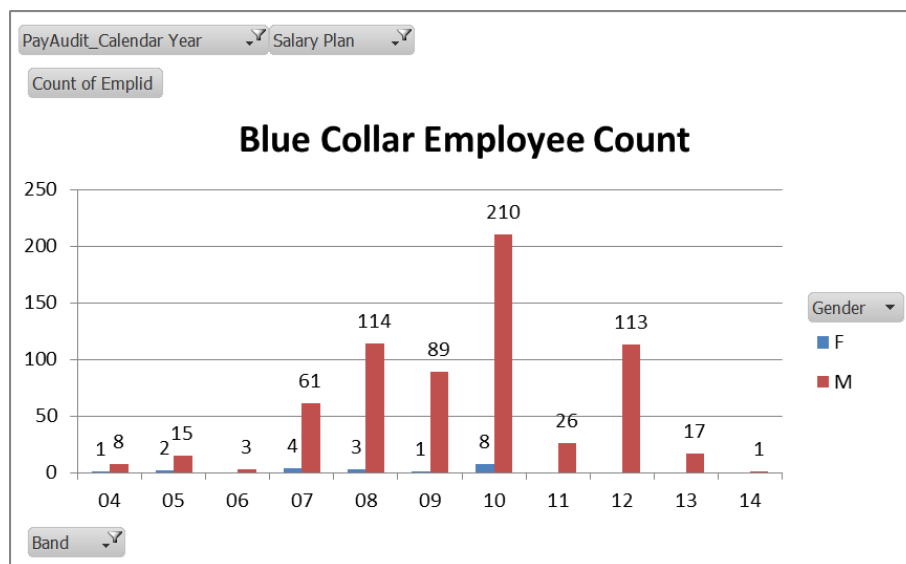
As demonstrated by this chart, very few females are in the blue collar plan. The blue collar plan contains primarily trade and craft occupations, such as carpenters, plumbers, mechanics, and highway maintenance workers. Availability of females in blue collar occupations impacts the employment statistics for these occupations.

Blue collar occupations are usually higher-paid occupations compared to office support positions. However, similar to national statistics, representation of women in these state occupations is

traditionally very low. Increasing the representation of women in blue collar positions may help to close the pay gap.

Recommendations

Similar to the recommendations from the 2014 pay audit, state agencies may address this issue by helping to promote employment opportunities for women in these occupations. Additionally, agencies may benefit from reviewing or analyzing whether they can modify certain internal business practices, such as reviewing job postings to ensure gender neutrality and ensuring inclusive screening for ability rather than requiring high levels of experience. The division should research training opportunities to help ensure best practices in recruiting candidates and assist agencies by helping them write gender-neutral job postings and job descriptions.

Job Code

Occupation plus band level equals a job code. Job code is an important factor when comparing pay rates by gender for equal pay for equal work considerations. Currently, the two pay plans have classified employees in 625 job codes (571 of 625 codes are broadband). However, not all of these job codes have both female and male representation. When only considering job codes represented by both genders, the average woman makes 98.70% of what men earn (98.68% in 2014), compared to the overall state average of 86.42%.

Representation by gender using job codes from both the broadband and blue collar plans include the following statistics:

- 360 job codes have both male and female representation
- 154 job codes have no female representation
- 111 job codes have no male representation

Of the jobs with no female representation, most are blue collar craft and trade jobs. Examples include carpenters, mechanics, electricians, maintenance workers, drivers, painters, plumbers, etc. Other job codes with no female representation include certain protective service jobs (such as firefighters, highway patrol sergeants and lieutenants, or game warden captains), surveyors, drafters, and mediators.

Of the job codes with no male representation, most include customer service and office support occupations, medical assistants (such as medical records technicians, dental and medical assistants, medical secretaries, pharmacy assistants, and nurse practitioners), and education or library positions (education and library supervisors, adult remedial teachers, special education teachers).

Since 2014, Montana state government participated in several activities aimed at encouraging diverse career choices for females who are still in school. These activities include targeted partnerships, a STEM expo for grade school children, and outreach to women at colleges and universities.

Conclusion

Pay comparisons between women and men within the same job codes (at the same occupation and level) are similar. While pay within a job code is similar between genders, the types of occupations with no female representation tend to be higher-paid occupations than those with no male representation.

Recommendations

While the results of those activities aimed at encouraging diverse career choices for females at various schools have yet to be reflected in our employment statistics, this approach may help long-term workforce planning goals for diversity. The division encourages managers to take an active role by encouraging career choices for women in job codes with no female representation, educational opportunities in STEM fields and alternative occupations, as well as providing outreach and communication about career opportunities to help close the pay gap.

Average Pay by Generation

Similar to national statistics, one factor affecting the pay gap is age. Women earn less than men, on average, from the time they enter the workplace, until they retire. This gap increases as women age. On average, women in state government make the following percent of what men earn by generation:

- Generation Y (18-30) – 91.68% (92.41% in 2014)
- Generation X (31-47) – 87.60% (the same as 2014)
- Baby Boomer Generation (48-66) – 83.76% (84.01% in 2014)
- Silent Generation (67 and above)– 71.93% (74.02% in 2014)

The following chart illustrates the average base pay rates, by generation, for females and males.

Figure 3
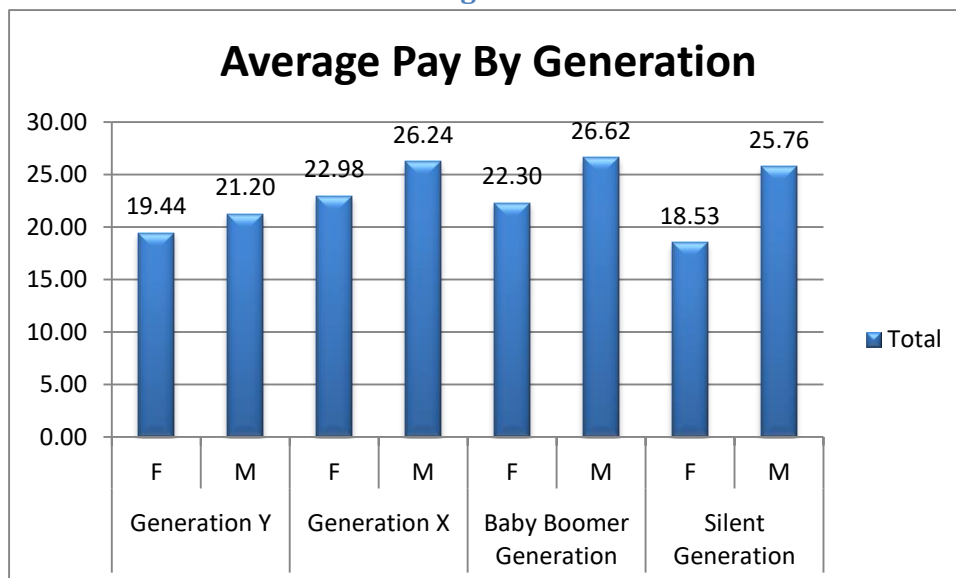
National statistics report that women enter the workforce with slightly higher education levels than men (see the section on education later in this report). While this pay audit may provide a baseline for wages based on generation, it is not clear why women make less than men within each generation and why this gap increases with each successive generation.

Recommendations

The division recommends establishing and publishing metrics to track and analyze turnover, evaluate recruitment data, and track the pay gap over time. Turnover metrics and analysis should identify, by generation, when employees leave the workforce, when they return, and the impact these decisions have on pay.

While training and awareness about the pay gap has been provided since the previous pay audit, the division recommends ongoing pay negotiation training for women (see the Equal Pay for Equal Work Task Force web page), recognizing unconscious bias and diversity in the workplace.

Collective Bargaining in the Executive Branch

Collective bargaining and union representation continues to be an important part of employee pay. Pay set in contracts is legally binding.

- 42.02% (4906) of all employees in this study are not in a union (41.99%, or 4905 in 2014)
- 57.98% (6769) of all employees in this study are in a union (58.01%, or 6776 in 2014)

As in the 2014 pay audit, more women than men belong to a collective bargaining unit. Men outnumber women in non-union positions. The following table shows gender distribution by union and non-union status and pay plan.

Figure 4
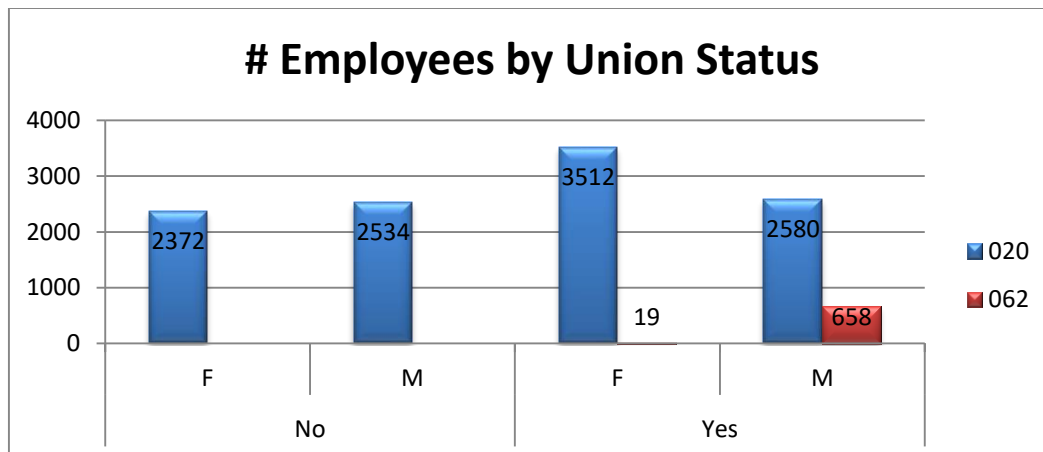
Collective Bargaining Units

Some collective bargaining units have greater female representation, and some units have greater male representation. The following chart provides the representation of employees for each of the bargaining units by gender.

Figure 5
Gender Representation by Collective Bargaining Unit

Row Labels	F	M
001	21.55	22.06
002	20.52	21.96
003	13.06	12.88
004	15.33	15.95
005	18.03	17.95
006	18.84	20.65
007		19.69
008	18.85	19.98
009		18.93
012		21.37
013	28.51	28.10
015	19.79	21.40
016	17.20	17.59
019	22.18	24.76
023	13.26	13.43
024	21.72	19.81
026		19.51
030	13.71	15.43
031		20.39
034	22.62	26.84
035	23.43	25.47
036	24.23	24.97
038	20.38	22.58
040	21.43	22.10
041	21.39	23.85
042	17.40	17.00
046		21.70
048	27.93	28.16
050	14.37	14.56
051	21.57	20.66
052	17.89	19.54
054	31.21	

057	20.74	17.89
059	13.90	14.65
061	20.10	22.83
063	22.34	25.61
064	21.52	24.96
065	21.03	23.14
066	16.51	16.73
068	17.50	19.94
069	24.89	30.15
070	13.37	14.41
071	28.32	34.49
072	20.92	
073	24.84	25.15
075	27.88	27.90
078	18.63	18.73
082	12.83	14.86
086	18.14	16.20
087	19.53	21.06
091	33.47	33.49
092	20.26	19.52
093	29.56	29.52
094	16.63	15.64
095	26.14	25.71
096	19.86	21.19
097	28.66	28.79
098	16.94	
100	22.04	20.65
101		20.72
102	15.55	18.12

Most collective bargaining units pay the same or similar wages for women and men within a job code. When comparing the average pay for employees only in those union job codes with both genders represented, the pay ratio is 98.65% (98.67% in 2014). This blue collar ratio is nearly identical to the average pay ratio by gender in state government employment.

Conclusion

Even when a bargaining unit appears to be composed of predominately men or women, gender does not appear to impact collectively bargained pay when employees are in a union. Instead, occupation is, once again, the most important pay factor in a collective bargaining unit.

Education and Experience

During the 2014 pay audit, the department examined employee occupations in state government in relationship to their education and degree level. The purpose of this analysis was to attempt to identify if education and experience affected pay rates and if this differed by gender. The analysis indicates that for those employees with education indicated in their records, a significant number of women appeared to be underemployed while no men appeared to be underemployed.

The department subsequently conducted a survey of women identified from the 2014 pay audit as underemployed. Detailed information about our findings may be found in the State Employee Underemployment Survey (2015). Seventy-two (72) percent of those responding said they identify as underemployed because their education level exceeds the requirements of their job description. Fifty-eight (58) percent indicated their professional experience exceeds their current responsibilities (respondents could pick multiple reasons for feeling underemployed). Respondents indicated the following primary reasons why they stay in their positions as underemployed workers:

- o Geographic location – 47%
- o Lack of job opportunities – 43%
- o Public sector benefits – 37%

Also of note, 54 percent of those responding did not feel promotional opportunities were available within their agencies.

As we reported in the 2014 pay audit, the department identified issues with some of the data during that report. However, since 2014, we have greatly improved our data collection and reporting for education. As a result, the number of employee records with "not indicated" or "unknown" values has dropped to 10.36% (47.4% in 2014). We have implemented a new recruitment system that allows automatic entry of education data for new hires. Agencies also have added or corrected some of the education data for existing employees.

Figure 6

Education Level	Female	Male	Grand Total
Unknown	644	551	1195
Not Indicated	5	9	14
None	2104	2614	4718
High School Grad or Equival	671	660	1331
Associate's Degree	438	298	736
Technical Diploma	161	170	331
Bachelor's Degree	1333	982	2315
Master's Degree	412	325	737
Doctorate (Academic)	37	30	67
Doctorate (Professional)	94	126	220
Post Doctorate	4	7	11
Grand Total	**5903**	**5772**	**11675**

For employees with education levels indicated in their records, it is important to note that more women possess high school graduate or equivalent degrees (associates degrees, bachelor's degrees, master's degrees, and academic doctorate degrees). Men hold more technical diplomas, professional doctorates, and post-doctorate degrees in Montana state government. Of those employee records with indicated education, the top occupational categories for females with bachelor's level and higher degrees follow:

- o Counselors, Social Workers, and Community Social Service Specialists (531)
- o Business Operations (316)
- o Financial Specialists (132)
- o Lawyers and Legal (96)
- o Computer Occupations (77)
- o Secretaries and Administrative Assistants (68)

Also of note – females with bachelor's degrees or higher who are employed in lower-level jobs are found in the following occupations:

- o Information and Records Clerks (56)
- o Financial Clerks (18)
- o Health Aides (16)
- o Science Technicians (12)
- o Legal Support (9)
- o Drafting, Engineering, and Mapping Technicians (6)
- o Laundry Workers (1)

Of those records with indicated education, the top occupational categories for males with bachelor's and higher degrees follow:

- o   Business Operations (186)
- o   Counselors (148)
- o   Financial specialists (127)
- o   Computer Occupations (139)
- o   Legal (137)
- o   Engineers (119)
- o   Law Enforcement (88)
- o   Physical Science (80) and
- o   Life Science (55)

Also of note – males with bachelor's degrees or higher who are employed in lower-level jobs are found in the following occupations:

- o   Information and Records Clerks (20)
- o   Drafting, Engineering, and Mapping Technicians (15)
- o   Health Aides (10)
- o   Highway Maintenance Workers (16)
- o   Secretaries and Administrative Assistants (7)
- o   Agricultural Workers (5)

Conclusion

Statistics for the 2016 pay audit continue to indicate greater numbers of underemployment by women than men within the education analysis. Pay may not necessarily be related to an employee's educational major but rather to the occupation chosen.

Recommendations

Research[3] shows women tend to screen themselves out of the hiring process when applying for jobs whereas men are less likely to self-screen out of the same job opportunities. The division and agencies should analyze job postings and job descriptions to ensure job advertisements have appropriate degree requirements, equivalencies, and identify general rather than state-specific requirements, if appropriate. The division should continue to research reasons why more women are underemployed than men.

Experience

Employee experience upon hire into a position appears to be a factor in pay differences between women and men. Starting pay rates set the tone for pay for the rest of an employee's career. When pay rates are set upon hire, reasons for pay based on experience may include:

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[3] Why Women don't Apply for Jobs Unless They're 100% Qualified, by Tara Sophia Mohr, Harvard Business Review, authored August 25, 2014 at https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified, referenced June 14, 2016.

- Agency new-hire practices that provide pay for state-specific experience or knowledge (such as SABHRS experience instead of PeopleSoft experience for payroll clerks or experience with the EPP process instead of experience with managing a budget)
- Starting pay based on prior work experience outside of state government
- Starting pay based on continuous work experience from another state position

Once pay is set at hire, the most common method of pay increases in the executive branch is through mandatory statutory pay increases. A few agencies provide pay progression through career ladders. Most career ladders are negotiated in collective bargaining agreements, and experience is a factor in most of these career ladders.

The average years of service for women are 11.03 years (11.47 in 2014), while the average years of service for men are 12.21 years (12.46 in 2014). Few career-advancement opportunities are currently available for experienced employees within their position after hire; therefore, employees leave for different positions, whether those positions are within state government or external in the private sector. This may be one reason why 4,334 of the 11,675 employees (37.12%) have been in their current position for less than two years (4,287 in 2014). The following chart lists the number of employees, by gender, according to the number of years in their current position.

Figure 7
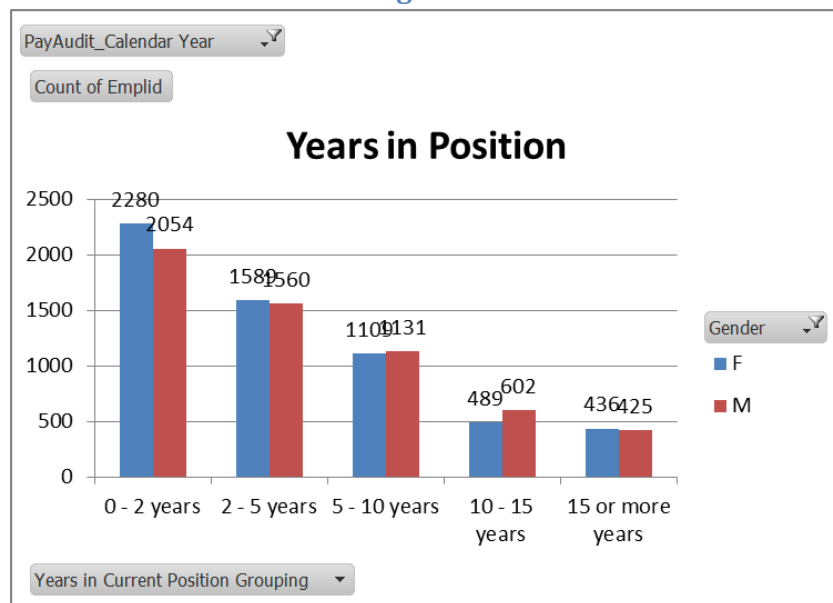
Conclusion
Hiring practices, including those that pay more for preferred state experience rather than ability, may have an impact on gender representation and the pay gap.

Recommendations
We recommend agencies to periodically review hiring practices, published metrics and reports for new-hire pay data, and provide recruitment training for managers about best practices when hiring. The

department also recommends further study of turnover data related to pay and pay progression options. Results of these studies or research may result in improvements to statewide or agency-specific business process to help close the pay gap.

Supervisors and Managers

Many of the pay differences between employees have been identified by the different occupations and band levels. However, in the broadband plan, supervisors and managers may be classified in the same job code as the employees they supervise. To recognize the differences in work, agencies may pay supervisors more who are in the same broadband job code as their employees, as identified by their agency pay plans.

No supervisory field currently exists in the database to identify supervisory relationships. So, to identify employees who are supervisors, the division conducted an agency survey and then added that information to this report.

Supervision by Band Level

Supervision occurs at most band levels and may occur in any occupation. Supervisory information by band level follows:

- 2,362 employees in the broadband and blue collar plans are supervisors or managers, out of 10,998 total employees
- 995 of 2,362 of the supervisors or managers are female
- 1,367 of 2,362 of the supervisors or managers are male

The following charts and table represents the total number of classified supervisors and managers at each band level for both classified plans[4]. Compare this chart to the previous Broadband Employee Count chart (from page 8) at the same levels.

<p style="text-align:center">Figure 8</p>
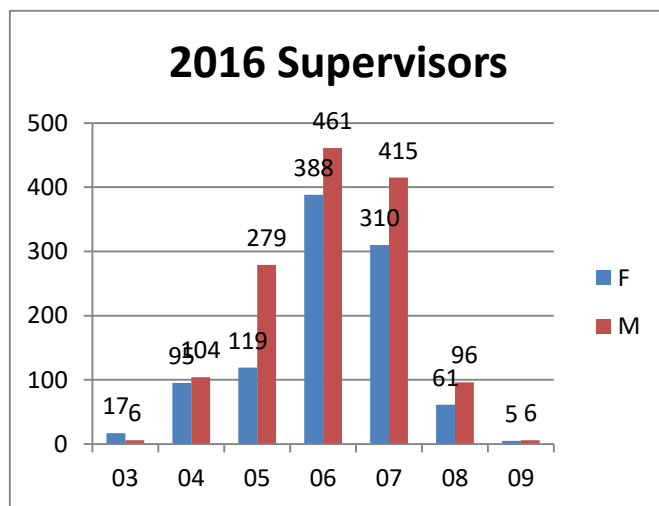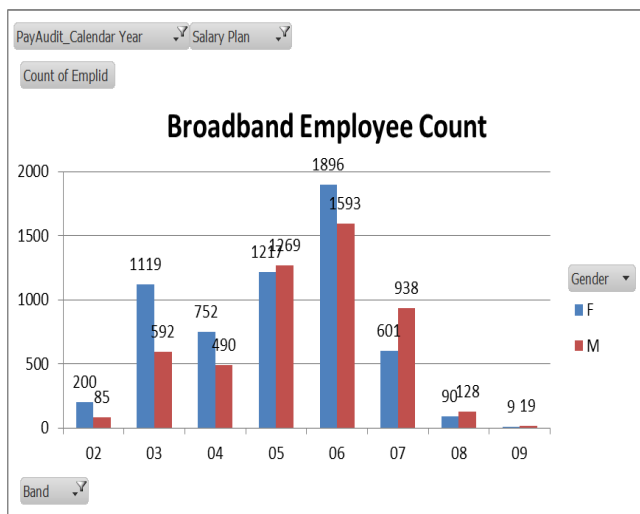
[4] Note – blue collar grades 11, 12 and 13 are not included in this chart.

Number of Supervisors (Table)

Pay Band	Female Supervisors	Male Supervisors	Total Supervisors
03	17	6	23
04	95	104	199
05	119	279	398
06	388	461	849
07	310	415	725
08	61	96	157
09	5	6	11
Grand Total	995	1367	2362

As demonstrated by the charts, more men than women supervise or manage. Similar to 2014, the largest numbers of supervisors or managers for both females and males occur in band six. The number of female supervisors exceeds the number of male supervisors only in band three. The greatest difference in the number of female supervisors compared to male supervisors is found in band five.

Conclusion

When comparing the number of supervisors and managers only in those job codes where both genders are represented, a larger number of males are supervisors and managers at higher-band levels compared to the number of female in those job codes; this ratio is one of the reasons for the higher overall average salary for men.

Recommendations

Providing stretch supervisory, management, and leadership assignments may help provide experience to women seeking supervisory roles and may encourage women to apply for higher-level supervisory positions. Agencies may also identify mentoring and coaching opportunities that encourage women to achieve higher-level roles. Centralized mentoring programs across agencies may also help women identify supervisory or management career paths across Montana state government.

Executive Management

Of the supervisors and managers in both classified pay plans from the chart above, only the broadband plan contains executive managers. Executive managers in the broadband plan spend at least 80% of their time directly managing employees and performing high-level management activities. Executive managers can be identified by their job code and occupation. Executive management only occurs within bands 6, 7, 8, and 9. Elected officials, appointed staff, legislative branch, judicial branch, or employees in the Montana State Fund are not included in this information, as they are not classified employees.

While occupation again drives pay differences between different executive management occupations, band levels within the occupation also have an impact on executive pay levels. Executive management information follows:

- 722 employees in the broadband plan are executive managers, out of 10,998 employees (781 in 2014)
- 324 of 722 executives are female (331 in 2014)
- 398 of 722 executives are male (450 in 2014)

The state currently does not track promotions or career movement for women or men in the executive branch.

The following table lists the total number of broadband classified managers within executive-level jobs by band level and gender.

Figure 9
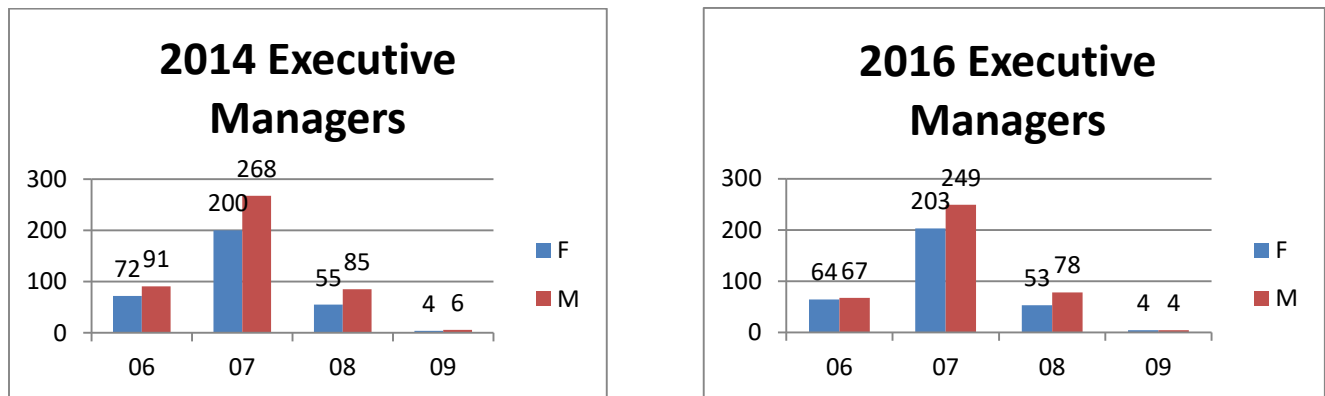
Number of Executive Managers (Table) in 2016

Band Level	Female Executives	Male Executives	Total Executives
06	64	67	131
07	203	249	452
08	53	78	131
09	4	4	8
Grand Total	**324**	**398**	**722**

As demonstrated by the two charts above, Montana state government has much closer numbers by gender in executive management positions than in 2014. While some of the differences in numbers are due to fewer executive managers (781 total in 2014), diversity action plans, agency workforce planning, and succession planning strategies appear to be successfully helping to achieve gender diversity in executive management positions.