

Hiring women in U.S. local governments

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The International City/County Management Association reports that 30% of local government department leaders are women and a mere 13% are Chief Administrative Officers (2015). The underrepresentation of women in government has led to initiatives to reduce barriers and increase the representation of women in government.

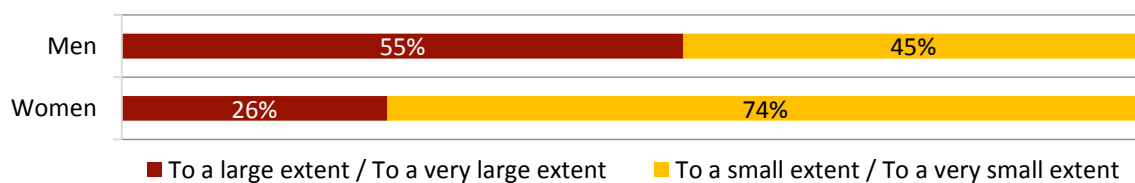
Government managers' attitudes toward the recruitment and hiring of diverse populations have a profound effect on the demographic composition of municipal governments (Naff, 1998). Municipalities that adopt more diversity management practices are more likely to encourage, support, and manage diversity effectively and have a more diversified workforce (Hur et al., 2010). Public organizations are committed to hiring diverse individuals based on federal legislation such as affirmative action programs and equal employment opportunity (EEO). Our survey results show that manager perceptions about hiring women differ by managers' sex, age, and department of employment.

**Men & women managers
 differently value
 recruiting women.**

Manager views on recruiting women

Figure 1 shows the extent to which public managers feel their organization values or prioritizes the **recruitment of women**, by sex. Responses by men and women managers differ in regards to how their organization values or prioritizes the recruitment of women. When looking at the average, between both men and women managers, women managers indicate that the organization values or prioritizes the recruitment of women to a very large extent / to a large extent (26%) as compared to men managers who indicate that the organization values or prioritizes the recruitment of women to a very large extent / to a large extent (55%).

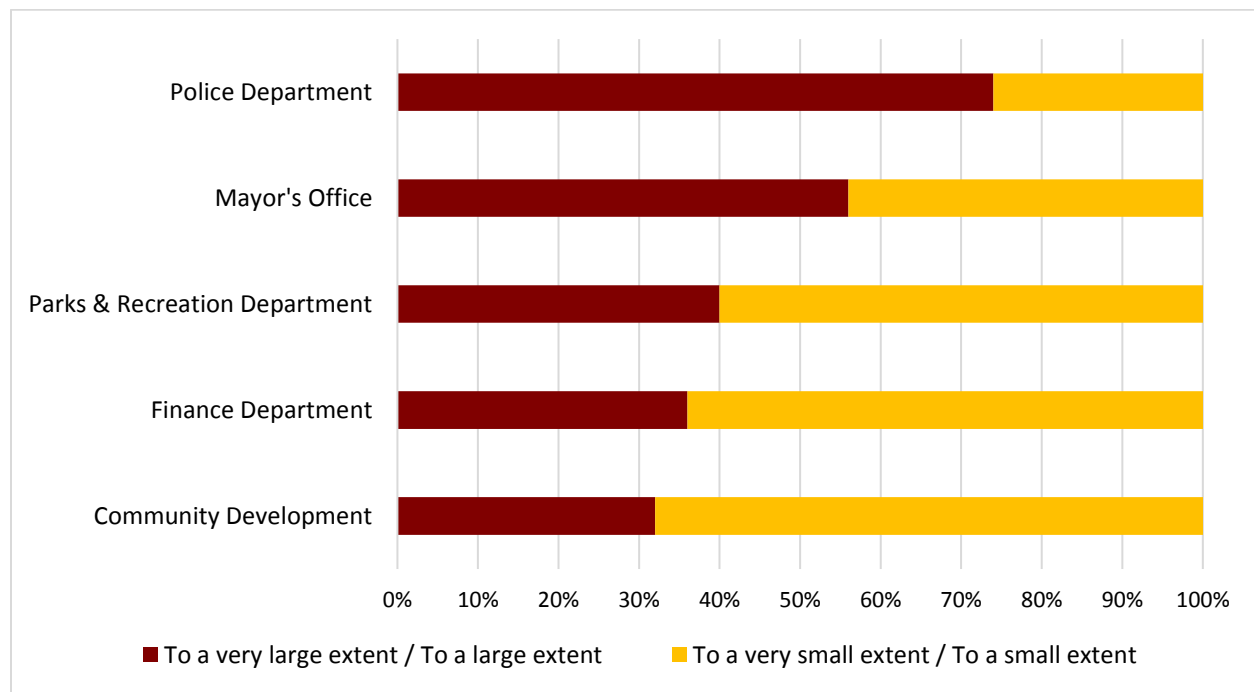
Figure 1. Extent to which the organization values the recruitment of women, by sex



Manager views on the recruitment of women, by department

Prioritizing the recruitment of women also **differs by department type**. **Figure 2** shows that, on average, managers in police departments and the Mayor's office value or prioritize the recruitment of women more than those in parks and recreation, finance, and community development departments. Just 32% of directors of community development report that the recruitment of women is valued/prioritized to a large extent, while 74% of managers in the police department indicate that the recruitment of women is valued/prioritized to a large extent.

Figure 2. Department managers' views on recruiting women



Manager views on the recruitment of women, by generation

Traditionalists: 1945 or earlier

Baby Boomers: 1946 – 1964

Gen X: 1965 – 1976

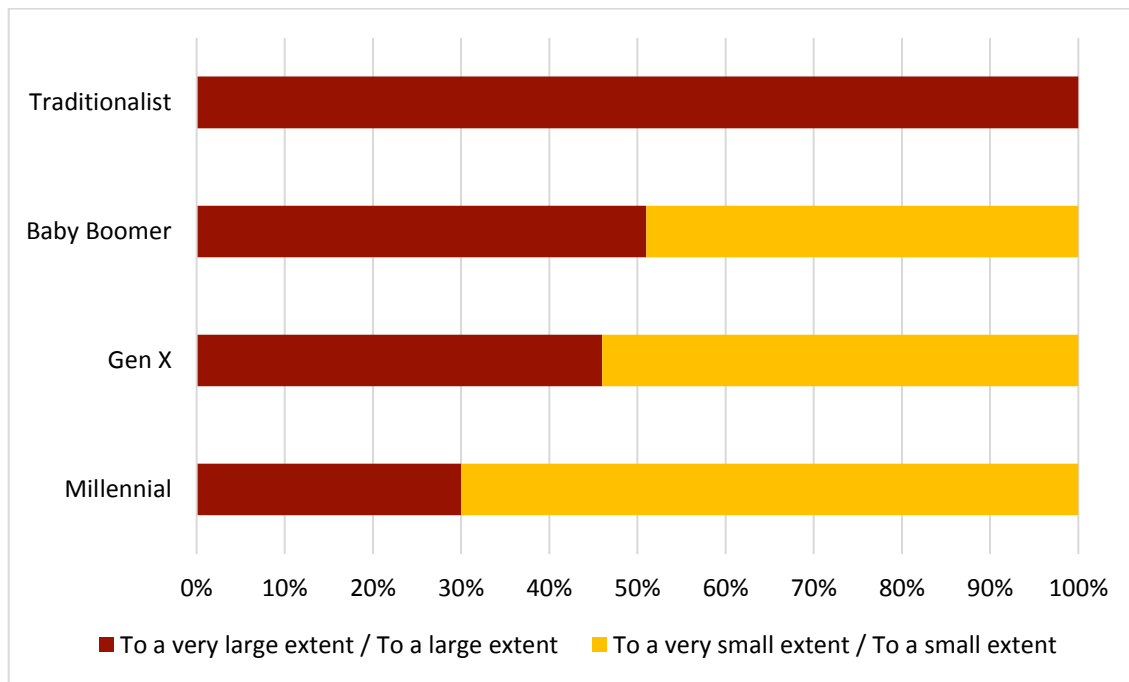
Millennials: 1977 - 1995

Age is also a factor shaping how managers perceive organization values. We look at how managers prioritize the recruitment of women, **by generation**.

Figure 3 shows managers' views on recruitment of women, by generation. All Traditionalists and 51% of Baby Boomers report that their organization values or prioritizes the recruitment of women to a large

extent. However, the majority of Gen X and Millennials report that their organization values or prioritizes the recruitment of women to a small extent. Figure 3 shows that there is a difference between the perception of how the recruitment of women is valued or prioritized by the generation of the managers.

Figure 3. Manager views on extent to which organization values recruitment of women, by generation



RECOMMENDATIONS

In addition to formal hiring practices, local governments managers can create a culture that values recruiting women in at least three ways:

1. Recruiting **women in management** positions or promoting the **advancement of women** to leadership positions.
2. City governments can **promote** the **recruitment of women across departments**.
3. City governments can **adopt more diversity management practices** that focus on **educating current managers and employees** on hiring and advancing women in government