KIM CENTER FOR SOCIAL BALANCE

MANA DE SAN DIEGO
A National Latina Organization

# SNAPSHOT SUMMARY 2021

## Regional Report on the Status of Latinas in the Workplace

## The Issue:

Latinas deserve equal status in the workplace. Yet, they face obstacles from both external and internal forces that prevent their workplace success. The current realities for Latinas in the workplace include:

Latinas earn:

**30%** less than white women

**45%** less than white men

Latinas with bachelor's degrees earn:

**37%** less than white men with bachelor's degrees

The pandemic drove Latinas out of the workforce in 2020 at the second highest rate of all groups

High rates of workplace sexual harassment – in a 2019 study

**77%**

of Latinas said workplace sexual harassment was a major problem

1/3 of all employed women in San Diego County are Latinas. Employers stand to gain a lot from maximizing their potential

## The Partnership:

Research shows widespread cultural transformation requires concerted local effort and standardized metrics tracked over time, but local action needs local data and there is no robust system for collecting this kind of data. In the Spring of 2021, MANA de San Diego (MANASD) and the Kim Center for Social Balance (Kim Center) joined forces to provide San Diego with a unique opportunity to measure workplace status for Latina employees and model standardized accountability for the rest of the nation. Equal workplace status is central to the success of employing organizations because it directly impacts access to talent, profitability and sustainability. This Snapshot MANASD summary presents key findings collected from a survey of MANASD members. The full report is available at: https://kimcenter.org/snapshot-san-diego-2021-manasd/.

**Equal status in the workplace means that all employees in the workplace are valued objectively for their contributions, regardless of their personal backgrounds.**

## The Tool - Snapshot San Diego 2021 / MANASD

Self-completed survey tool contained 63 questions, with most of them scaled *Strongly Disagree to Strongly Agree* or *Always to Never*; 18 were demographics questions, and 3 were open-ended.

English and Spanish versions of the survey were available for online completion for 20 days.

Based on the Kim Center's larger LEAPS Assessment, the survey included additional questions on COVID-19 impacts and MANASD membership needs.

### LEAPS ASSESSMENT:

**The original tool is an academically rigorous assessment measuring results in four Metric Areas: Workplace Environment, Advancement and Compensation, Policies and Organizational Support, and Supervisor Relationship. The tool was developed and launched by the Kim Center and UC San Diego to establish San Diego's first-ever regional baselines of workplace status levels analyzed for employees at multiple intersections of identity.**

# SURVEY FINDINGS / DEMOGRAPHICS AND COVID

## The Sample

The MANASD Community is primarily Latina women in professional fields. *Snapshot* participants were highly concentrated in educational services and nonprofit careers.

382 eligible adult MANA members at the time the survey was deployed.

**62** completed the survey

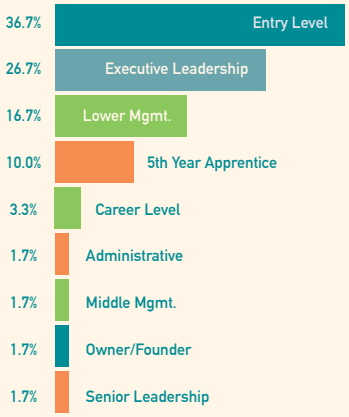
The median income for Snapshot MANA participants is

**$70,000-$79,999**

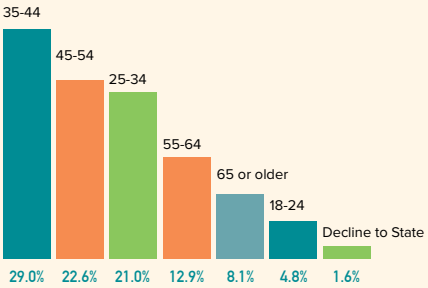
**31%** have adult dependents

**42%** have dependent children

### Participant Job Level




### Age of Participants



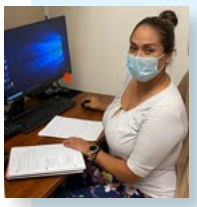

### Gender Identity

### Race/Ethnic Descent

## COVID Response

Respondents were asked about the impact of the COVID-19 pandemic on their workplace productivity and income, as well as their employer's support during the pandemic.

### PRODUCTIVITY



Working from home:

INCREASED the productivity of more than half of participants

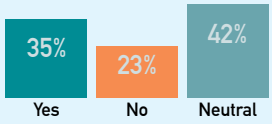
DECREASED the productivity of 18% of participants

Slightly more than half of parent-participants say that homeschooling decreased their productivity

More than a third of participants said that lack of childcare or other caregiving support decreased their productivity

### EMPLOYER RESPONSIVENESS

Participants were asked if their employer accommodates their increased home responsibilities



**31%** now feel their voices are heard ***less*** due to pandemic work-style adjustments

### INCOME

**25%** of participants experienced a decrease in their income

**3%** lost their income due to job cuts or inability to obtain childcare

**19%** participants' incomes increased

## HIGHLIGHTS

Adjustments implemented by employers due to COVID-19 had mixed impacts on participants, suggesting employers should proceed carefully before making any changes permanent.

Participants experienced different impacts on their work productivity from the pandemic depending on their level of caregiving responsibilities.

# SURVEY FINDINGS / LEAPS ASSESSMENT

Response levels in each of the four Metric Areas in the workplace survey section were categorized as:

1 Doing Well  2 Getting Close  3 Worrisome  4 Problematic

## Workplace Environment Metric Area

Definition: captures how valued and respected employees feel. It explores issues of inclusive diversity through indicators such as microaggressions, sexual harassment, and discrimination based on gender, race/ethnicity, and caregiver status.

### RESULTS

3 *Areas that scored Worrisome*
Allyships • Productivity • Innovative Mindset and Retention

4 *Areas that scored Problematic*
Representation and Respect • Support for Caregivers • Microaggressions • Sexual Harassment

1 2 *Doing Well & Getting Close* None scored in these areas

### TAKEAWAYS

Participants experienced better work environments and safety than national averages for employed Latinas, perhaps because they were largely in professional fields. Yet the majority of measurements in this metric area fell into the Worrisome or Problematic categories, and no results fell into Doing Well. These concerns must be addressed as they have implications for the performance and retention of Latinas.

**36%**
Participants reported that discrimination affects their creativity at work and loyalty to their organization

Parents with children in multiple age categories tend to feel that not all employees are treated fairly and with respect

## Advancement and Compensation Metric Area

Definition: measures employees' perceptions of fairness in career opportunities. Key indicators include opinions about representation in leadership, salary comparisons between groups, hiring practices, raises/promotions, and access to tools for career success.

### RESULTS

4 *Areas that scored Problematic*
Career Advancement • Promotion and Pay

1 2 3 *Doing Well, Getting Close, & Worrisome*
None scored in these areas

### TAKEAWAYS

Participants reported the greatest concern for their employers' promotion practices, access to professional development tools, and representation in leadership. Inequities in these areas present obstacles to upward mobility among Latinas with caregiving responsibilities, as many are juggling simultaneous responsibilities for older and younger generations in silence, for fear that being open about their caregiving roles will interfere with their advancement potential.

**2/3**
Almost two-thirds of participants were unsuccessful when requesting a raise or promotion, while slightly more than a third were successful

## Policies and Organizational Support Metric Area

Definition: supplies preliminary insights into how much employers are implementing official policies known to promote equal status, particularly for women, and draws basic conclusions about their effectiveness. Organizational Support refers to the degree to which these policies help employees feel that they and their contributions are appreciated at the organization level.

### RESULTS

2 *Areas that scored Getting Close*
Sexual Harassment Prevention Policies

3 4 *Areas that scored Worrisome & Problematic*
Pipeline Access • Support for Caregivers • Organizational Support for Filing Grievances

1 *Areas that scored Doing Well*
None scored in this area

### TAKEAWAYS

Discrepancies across age groups, including that younger participants are more aware of helpful policies and programs, combined with an overall low level of awareness of sponsorship programs and family-related benefits implies that an information gap among mid-career Latinas may be limiting their workplace contributions and upward career mobility.

Only a third to half of participants say their employers offer key programs/policies for career advancement and robust family-related benefits

## Supervisor Relationships Metric Area

Definition: measures how well employees believe their supervisors address their career advancement goals and ability to thrive at their job. Effective supervisor relationships include a balance of professional and personal support.

### RESULTS

3 *Areas that scored Worrisome*
Career Advancement Support

4 *Areas that scored Problematic*
Supervisor Support for Filing Grievances

1 2 *Doing Well & Getting Close*
None scored in these areas

### TAKEAWAYS

Supervisors are key gatekeepers of information and resources, as well as essential sources of workplace support for employees. Findings indicated that Latinas are not getting the support they need from their supervisors in areas that are key to their workplace well-being and career development, further contributing to the obstacles they face in career advancement.

**25%**
Participants disagree that their supervisor promotes their contributions to others

# CALLS TO ACTION

Leaders and employers need to build intentional agendas to address the issues raised in this report by giving Latinas full voice and leadership in the development process.

Local, public, and private sector leaders should join forces with the Kim Center and its partners to develop the nation's first-ever regional baselines using the LEAPS Assessment (https://kimcenter.org/for-communities/) in order to fully understand the workplace status of San Diego Latinas.

There needs to be an investment in programs that support Latina professional development; the Latina Success Leadership Program (https://manasd.org/programs/latina-success-program/) run annually by MANASD in collaboration with the Center for Creative Leadership is one example of how investing in Latinas can promote their upward career development.

**We urge employers to incorporate eight Equal Workplace Status Principles into their business practices and policies. These can illuminate how to start focusing priorities and strategies.**

Allyship among all major demographic groups is openly and widely promoted

Employees with personal caregiving roles receive support to maximize their work contributions

Employees of all demographic backgrounds are respected and valued

There is zero tolerance for sexual harassment

Pay and career advancement are transparently structured, managed, and communicated to all groups

Policies and communication about policies that promote equal status is an organizational priority

Ensuring that all employees have a voice is an organizational priority

Supervisors are instrumental in ensuring employee satisfaction, safety, and work-life balance

## About The Kim Center

Dr. Hei-ock Kim, Executive Director

KIM CENTER FOR SOCIAL BALANCE

The Kim Center was created in 2016 to accelerate the achievement of equal status for all genders, races, and ethnicities in the workplace. Using its signature LEAPS program, the Kim Center helps employers and regions drive rapid and demonstrative cultural transformation through data-driven tools and nationally standardized accountability. Dedicated community partners include San Diego County, cities, employers, unions, foundations, organizations, and individual leaders.

## About MANA de San Diego

MANA DE SAN DIEGO A National Latina Organization

Dr. Inez Gonzalez Perezchica, Executive Director

For 35 years, MANA de San Diego (MANASD) has sought to create a more meaningful presence for Latinas in educational, economic, political and social arenas. As the largest chapter of the national Latina organization, MANA, MANASD works to empower Latinas through education, leadership development, community service and advocacy. Thanks to the passion and dedication of staff and hundreds of volunteers, MANASD provides unique programs that create upward social and economic mobility for Latinas from youth through retirement.

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## Snapshot San Diego 2021 - MANASD

## Winter/Spring 2021

# Regional Report on the Status of Latinas in the Workplaces of San Diego County

## Sponsored by:

MANA® DE SAN DIEGO
A National Latina Organization

KIM CENTER FOR SOCIAL BALANCE

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# Executive Summary

**INTRODUCTION**

MANA de San Diego (MANASD) and the Kim Center for Social Balance (Kim Center) are excited to present San Diego with a unique opportunity to equalize workplace status for all employees and model lasting change for the rest of the nation. This preliminary report contains insights specific to San Diego County concerning the workplace status of Latinas, and uses a framework that we hope will inspire united community action on a regional scale.

Equal status in the workplace means that all employees in the workplace are valued objectively for their contributions, regardless of their personal backgrounds. Equal workplace status is central to the success of employing organizations because it directly impacts access to talent, profitability,[1] and sustainability.[2]

The opposite of equal status is discrimination, which reflects the belief that a person has less value *because* of their personal background. Women are historically the largest and most impacted group, especially those who exist at multiple demographic intersections, including race, ethnicity, and sexual orientation.

Latinas face obstacles to workplace success from both external discrimination and internal cultural demands that deserve closer examination by employers, given that a third of all working women in San Diego County are Latinas. Furthermore, the Covid-19 pandemic drove more Latinas out of the workplace than any other group in San Diego County.[3] *Snapshot MANASD* is San Diego's first baseline report dedicated solely to their workplace experiences. External discrimination takes the form of injustices such as unfair pay, microaggressions, and sexual harassment. Internal demands, such as simultaneously managing dependents from multiple generations, are exacerbated by workplace structures that insufficiently support employees with caregiving responsibilities.

***SNAPSHOT MANASD***

Society is at an inflection point for achieving widespread cultural transformation thanks to a unique confluence of social awareness and greater research technology, but it requires concerted local efforts. Unfortunately, the local data needed to drive local action is largely absent. Therefore, MANASD and the Kim Center partnered to conduct *San Diego Snapshot 2021/MANASD (Snapshot MANASD)* in the Winter of 2021, a preliminary evaluation of the status professional Latinas hold in San Diego County's workplaces. MANA de San Diego is the largest chapter of the national organization. It is celebrating its 35th anniversary this year. The Kim Center is a nonprofit dedicated to accelerating the achievement of equal status for employees of all backgrounds.

*Snapshot MANASD* serves as an introduction to the Kim Center's larger LEAPS Assessment to be launched later this year to provide San Diego's first-ever regional baselines of workplace status levels analyzed for employees at multiple demographic intersections, including gender, race/ethnicity, sexual orientation, and caregiver, veteran, and disability status. The *Snapshot MANASD* survey instrument was adapted from the Kim Center's academically rigorous LEAPS Assessment, measuring results in four Metric Areas:

1. Workplace Environment

[1] Kim, Hei-ock, and Jane Tanner. "Gender Equity Issues Go Beyond Pay Discrepancies." The Kim Center for Social Balance, May 3, 2018. https://kimcenter.org/gender-equity-issues-go-beyond-pay-discrepancies/.

[2] Shook, Ellyn, and Julie Sweet. Rep. Equality=Innovation: Getting to Equal 2019: Creating a Culture That Drives Innovation. Accenture, 2019.

[3] "COVID-19 Impact on the San Diego Region: Black and Hispanic Communities Hardest Hit." San Diego Association of Governments (SANDAG), June 16, 2020. https://www.sandag.org/uploads/publicationid/publicationid_4679_27578.pdf.

2. Advancement and Compensation
3. Policies and Organizational Support
4. Supervisor Relationship

Results are organized in four categories: Doing Well, Getting Close, Worrisome, and Problematic. No *Snapshot MANASD* findings fell within the Doing Well category.

**Workplace Environment Metric Area (WEMA)**
*Snapshot MANASD* participants skewed toward the upper level professional, and seem to experience better work environments and safety than national averages[4] for employed Latinas. However, employers still have much to do in this Metric Area, including building cultures that prioritize allyship, awareness of microaggressions, diverse representation in leadership, and support for caregivers. These tools may also improve Latinas' innovative mindset and retention, as more than a third of participants report that discrimination affects their creativity at work and loyalty to their organization. WEMA responses fell into the Worrisome and Problematic categories.

**Advancement and Compensation Metric Area (ACMA) and Supervisor Relationship Metric Area (SRMA)**
Participants expressed the lowest satisfaction with institutionalized career advancement support and pay. All responses for both of these Metric Areas fell into the Worrisome and Problematic categories. Employers should focus on improving the career trajectories of Latinas by intentionally boosting equity in promotion and raise practices, access to professional development tools, and supervisor support. Caregivers, in particular, are juggling simultaneous responsibilities for multiple generations in silence, for fear that being open about their caregiving roles will interfere with their advancement potential.

The high representation of *Snapshot MANASD* participants in nonprofits and education also echoes the national role of occupational segregation in Latinas' ability to earn. In San Diego County alone, Latinas comprise 70 percent of all Latinx educators[5] and 25 percent of all women in education.[6]

**Policies and Organizational Support Metric Area (POMA)**
Participants are the most aware of sexual harassment prevention policies out of all their employers' equity-related policies, possibly because Latinas nationally face high levels of workplace sexual harassment.[7] However, the level of awareness still falls short of 100 percent. *Snapshot MANASD* findings also suggest that either few employers implement policies known to promote career advancement for underrepresented populations, or that they may need to improve their communication to these groups. Only a third to half of participants say their employers offer key programs/policies and robust family-related benefits. Younger participants are more aware of sponsorship programs but employers should remember that mid-career women also want and deserve this benefit so they can continue to amplify their workplace contributions and provide role models for Latinas coming up behind them. POMA responses fell into the Getting Close, Worrisome, and Problematic categories.

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[4] "Get the Facts about the Pay Gap for Latina Equal Pay Day." Lean In, 2020. https://leanin.org/data-about-the-gender-pay-gap-for-latinas# and
Office for Victims of Crimes, Existe Ayuda § (2010). https://tinyurl.com/3mhned3r.

[5] U.S. Census Bureau, "SEX BY OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER (HISPANIC OR LATINO)", 2019 *American Community Survey* (B24010I), accessed June 21, 2021, http://bit.ly/SDLatinxOccupations.

[6] U.S. Census Bureau, "2019 1-Year Estimates", 2019 *American Community Survey*.

[7] Office for Victims of Crimes, Existe Ayuda § (2010). https://tinyurl.com/3mhned3r.

**EXPERIENCES DUE TO THE COVID-19 PANDEMIC**

*Snapshot MANASD* also included a broad evaluation of the pandemic's impacts on employed Latinas. Again, participants seem largely insulated from the national narrative of Latinas because of their higher professional levels. However, the caregiving theme continues here, so we encourage employers to proceed carefully before making any work-style adjustments permanent. For example, working from home was beneficial to some participants, but homeschooling and lack of caregiving was equally disruptive to others. Furthermore, about a third of participants feel their voices are now heard *less*.

**CALL TO ACTION**

The Kim Center urges employers to incorporate eight Equal Workplace Status Principles into their business practices and policies to help focus priorities and strategies:

A. Allyship among all major demographic groups is openly and widely promoted
B. Employees with personal caregiving roles receive support to maximize their work contributions
C. Employees of all demographic backgrounds are respected and valued
D. There is zero tolerance for sexual harassment
E. Pay and career advancement are transparently structured, managed, and communicated to all groups
F. Policies and communication about policies that promote equal status are organizational priorities
G. Ensuring that all employees have a voice is an organizational priority
H. Supervisors are instrumental in ensuring employee satisfaction, safety, and work-life balance

**FINAL CALL TO ACTION**

We call on all elected, employer, union, foundation, organizational, and individual leaders to use *Snapshot MANASD* as a launchpad for joining forces with the Kim Center and its partners on the landmark regional LEAPS Assessment. The LEAPS data will provide progress measures that are consistently trackable across industries and time, and we will refresh San Diego's benchmarks every three years. Research says we can drive cultural transformation if we work together on the local level. Let us prove that society *can* evolve, and solidly place the San Diego region at the forefront of national change.

# Introduction and Purpose

**Equal status in the workplace**

Equal status means that every person looks at another person and truly believes that "your human value is equal to mine." Equal status in the workplace means that all employees are valued purely and objectively for their contributions, regardless of their gender, race, ethnicity, sexual orientation, or other personal background. Equal workplace status is central to the success of employing organizations because it directly impacts access to talent, profitability,[8] and sustainability.[9]

The opposite of equal status is discrimination, which reflects the belief that "you have less value *because* of your gender, race, ethnicity, sexual orientation, or other personal background." Discrimination against entire groups of people is entrenched in American workplace culture, and manifests in injustices ranging from the overt (e.g., unbalanced representation in leadership, unfair pay) to the less obvious (e.g., microaggressions, lack of supervisor support). This entrenchment perpetually shapes and normalizes policies, practices, and attitudes that reinforce systemic disadvantage and privilege.[10]

Women as a whole are historically the largest and most impacted group. This is particularly true of women who exist at multiple demographic intersections, including race, ethnicity, and sexual orientation. They often also experience greater injustices when they are primary caregivers to children and/or adults, have a disability, or are veterans. As a result, women still work harder to prove their worth, advance at lower rates, and leave the workforce earlier and at higher rates than men *a full century* after the first wave of suffrage.

**Equal status for Latinas in the workplace deserves focused attention**

Latinas across the nation face obstacles to workplace success from both external and internal forces that deserve closer examination by employers. External discrimination includes:

- Latinas earning 30 percent less than white women and 45 percent less than white men
- Latinas with bachelor's degrees earning 37 percent less than white men with the same degree level.
- The pandemic driving Latinas out of the workforce in 2020 at the second highest rate of all groups, behind Black women[11]
- Latinas facing high rates of workplace sexual harassment - in 2019, one study found that 77 percent of Latinas said sexual harassment was a major problem in the workplace.[12]

Internal demands include Latinx cultural expectations that women will care for both dependent children and aging parents. Latinas represent the highest percentage of women who bear this burden in the country.[13] This causes logistical and emotional pressures that are exacerbated by workplace structures insufficiently supporting employees with caregiving responsibilities.

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[8] Kim, Hei-ock, and Jane Tanner. "Gender Equity Issues Go Beyond Pay Discrepancies." The Kim Center for Social Balance, May 3, 2018. https://kimcenter.org/gender-equity-issues-go-beyond-pay-discrepancies/.

[9] Shook, Ellyn, and Julie Sweet. Rep. Equality=Innovation: Getting to Equal 2019: Creating a Culture That Drives Innovation. Accenture, 2019.

[10] Fiske, Susan T. 1993. "Controlling Other People: The Impact of Power on Stereotyping." *American Psychologist* 48 (6): 621–28. doi:10.1037/0003-066X.48.6.621.

[11] "Get the Facts about the Pay Gap for Latina Equal Pay Day." Lean In, 2020. https://leanin.org/data-about-the-gender-pay-gap-for-latinas#.

[12] Office for Victims of Crimes, Existe Ayuda § (2010). https://tinyurl.com/3mhned3r.

[13] "Who Are Family Caregivers?" American Psychological Association, 2011. https://www.apa.org/pi/about/publications/caregivers/faq/statistics.

Before the pandemic, 42 percent of Latinas were the primary breadwinners for their families.[14] Employers must address these combined forces to maximize Latinas' contributions at work if we are to dismantle systemic status gaps in the workplace and in society. Otherwise, we face far-reaching consequences not only to the Latinx socioeconomic fabric but to our nation's economic resilience.

**San Diego needs locally tailored action informed by local data**

A third of all employed women in San Diego County are Latinas,[15] so employers stand to gain a lot from maximizing their potential. Furthermore, a recent report revealed that Latinas were the largest group driven out of the workforce by the pandemic in San Diego County.[16] However, there is a major flaw in the workplace justice movement that feeds discrimination: the decades-old, scattershot approach to collecting data and defining solutions that prevents us from understanding the actual lack of progress. As a result, American employers spend $8 billion every year on diversity and inclusion training, but few realize that 75 percent of those trainings fail or make things worse.[17] Furthermore, research tells us that widespread cultural transformation requires concerted local effort[18] and standardized metrics tracked over time,[19] but local action needs local data and there is no robust system for collecting this kind of data.

To fill this gap, the Kim Center is scaling its academically rigorous LEAPS Assessment to the regional level and using San Diego County to prove that a united community *can* transform culture. The LEAPS Assessment provides employers with a comprehensive narrative of how different employee demographics are or are not enjoying equal status, and will empower San Diego leaders with an unprecedented amount of actionable data for our region.

**The *Snapshot MANASD* project**

In the Winter of 2021, the Kim Center joined forces with MANASD to conduct *Snapshot MANASD* as an introduction to the regional LEAPS Assessment. MANASD is the largest chapter of a national organization that has been developing, nurturing, and empowering Latina leaders for almost 50 years. Researchers from both organizations partnered to adapt the LEAPS Assessment for the project in order to produce preliminary regional baselines of workplace status for Latinas and drive a united community response.

# Our Methods

## Logistics and Structure

We focused on three research questions:

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[14] Boesch, D. and Phadke, S. (2021). *When Women Lose All the Jobs: Essential Actions for a Gender-Equitable Recovery. Center for American Progress*. Retrieved from https://bit.ly/americanProgress.

[15] U.S. Census Bureau, "2019 1-Year Estimates", 2019 *American Community Survey*.

[16] "COVID-19 Impact on the San Diego Region: Black and Hispanic Communities Hardest Hit." San Diego Association of Governments (SANDAG), June 16, 2020. https://www.sandag.org/uploads/publicationid/publicationid_4679_27578.pdf.

[17] Dobbin, Frank, and Alexandra Kalev. "Why Diversity Programs Fail: And What Works Better." Harvard Business Review. July-August 2016. https://hbr.org/2016/07/why-diversity-programs-fail.

[18] Singh, Virajita. 2018. "Local Action, Global Impact: From Domination To Partnership By Design". Interdisciplinary Journal of Partnership Studies 5 (3):1. https://doi.org/10.24926/ijps.v5i3.1582.

[19] Halevi, Gali, and Lisa Colledge. "Standardizing Research Metrics and Indicators – Perspectives & Approaches." Research Trends, December 2014. https://www.researchtrends.com/issue-39-december-2014/standardizing-research-metrics-and-indicators/.

1. Are cultural and structural workplace barriers that typically impede women's work success impacting Latinas' ability to achieve equal status in San Diego County's workplaces?
2. What opportunities can San Diego employers use to better drive equal workplace status for Latinas?
3. How has the pandemic affected Latinas' ability to achieve equal workplace status?

A fourth question was added to determine how MANASD can better serve its members and broader community. Results are presented in Appendix E.

*Snapshot MANASD* incorporated 46 questions in four Metric Areas from the LEAPS Assessment with 17 additional questions, for a total of 63 questions:

- Workplace Environment Metric Area: 13 closed-ended questions
- Advancement and Compensation Metric Area: 6 closed-ended questions
- Policies and Organizational Support Metric Area: 4 closed-ended questions
- Supervisor Relationships Metric Area: 4 closed-ended questions
- One general open-ended question about experiences related to status in the workplace
- COVID-19 impacts: 8 closed-ended and 1 open-ended question
- 8 closed-ended and 1 open-ended question about how MANASD can better serve its community
- 18 demographic closed-ended questions

Response options were psychometric scale (e.g., Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), Select All That Apply, Yes/No, or open ended. Respondents could skip any question, and the estimated completion time was 10-15 minutes. The survey was offered in English and Spanish, and was open for 20 days. Results are presented in Appendices A and B.

*Snapshot MANASD* data was collected by the Kim Center in a Google Form. MANASD and the Kim Center distributed the survey's link via eblasts, as well as in social media posts (Facebook, Instagram, Twitter, LinkedIn) approximately every three days. MANASD also provided an incentive in the form of an online opportunity drawing to award three random survey participants with electronic gift cards. Appendix D shows samples of emails and social media posts.

## Metric Areas

*Snapshot MANASD* results are categorized into four main metrics areas borrowed from the LEAPS Assessment:

I. The Workplace Environment Metric Area (WEMA) captures how valued and respected employees feel. It explores issues of inclusive diversity through indicators such as microaggressions, sexual harassment, and discrimination based on gender, race/ ethnicity, and caregiver, disability, and veteran status.

II. The Advancement and Compensation Metric Area (ACMA) measures employees' perceptions of fairness in career opportunities. Key indicators include opinions about representation in leadership, salary comparisons between groups, hiring practices, raises/promotions, and access to tools for career success.

III. The Policies and Organizational Support Metric Area (POMA) supplies preliminary insights into how much employers are implementing official policies known to promote equal status, particularly for women, and draws basic conclusions about their effectiveness. Organizational Support refers to how much employees

believe these policies help them feel appreciated at the organization level. *Snapshot MANASD* asked participants to indicate their awareness of the existence of nine policies at their organizations:

1. Flexible work schedules
2. Sexual harassment prevention
3. Mentoring or networking programs
4. Sponsorship programs
5. Child care benefits (dependent care accounts, child care referral, on-site child care, etc.)
6. Family leave beyond California State requirements
7. Management training
8. Hiring from within
9. Internal job postings

IV. The Supervisor Relationships Metric Area (SRMA) measures how well employees believe their supervisors address their career advancement goals and ability to thrive at their job. Effective supervisor relationships include a balance of professional and personal support.

*Snapshot MANASD* also asked broad questions about how Latinas are faring with work-style adjustments implemented by their employers because of COVID-19. Questions revolved around impacts to their productivity and perceived status at work.

## Analysis

*Snapshot MANASD* results are organized for this report into four categories intended to guide San Diego employers on how to assess equal status in their own organizations. These categories are loosely based on the LEAPS Assessment scoring methodology[20]:

1. **Doing Well** (90%-100% positive responses or 0%-10% negative responses): These reflect ways in which San Diego Latinas are thriving at work. No results from *Snapshot MANASD* fell within this category.
2. **Getting Close** (75%-89% positive responses or 11%-15% negative responses): San Diego employers can bring these areas into balance with some focused attention.
3. **Worrisome** (60%-74% positive responses or 16%-20% negative responses): Employers that target these issues now can potentially ward off deeper consequences to Latinas' retention, innovative mindset, and productivity.
4. **Problematic** (below 60% positive responses or 21%+ negative responses): These structural and cultural factors are negatively impacting our region's ability to support Latinas' work success, and employers may already be losing out in employee retention, innovative mindset, and productivity.

*Snapshot MANASD* survey results were analyzed using one-way ANOVA tests to find response trends among demographic groups. Each survey question was tested against every demographic variable. In all cases, 0 is the most equitable experience and higher numbers indicate less equitable experiences.

[20] The LEAPS Assessment produces four composite scores, one for each of the metric areas. These scores are derived from combining and cross-referencing results from the Employee Engagement Survey and a Human Resources survey.

A frequency table was also calculated for each question, including demographics. Very few tests were statistically significant with a confidence level of 95 percent, so this report additionally lists the number of participants and mean answer to each question. Survey responses that are statistically significant under a single demographic are accompanied by one-way ANOVA charts in the Overview, and listed together in Appendix C.

## Limitations

MANASD members skew toward the upper level professional, and *Snapshot MANASD* participants do not reflect the general demographics of Latinas in San Diego. For example, the most common fields participants work in are nonprofit and educational services, whereas the top three jobs for Hispanic women in San Diego County are Building Cleaning Workers (9.4%), Cashiers (5.6%), and Nursing, Psychiatric, and Home Health Aids (4.7%).[21] Furthermore, the median annual individual income for *Snapshot MANASD* participants is $60,000-$69,999; by comparison, the 2019 median annual income for Latinas in San Diego County was $35,833.[22]

In addition*, Snapshot MANASD* was based on a small sample size. MANASD had 382 eligible members (18 years or older) when the survey deployed, and 62 members participated for a response rate of 16 percent.

[21] U.S. Census Bureau. "2014-2018 Equal Employment opportunity Tabulation."

[22] U.S. Census Bureau, "2019 1-Year Estimates", 2019 *American Community Survey*.

# Overview of *Snapshot MANASD* Results

**Workplace Environment Metric Area (WEMA)**
*Snapshot MANASD* participants seem to experience better work environments and safety than national averages, where 73 percent of all women experience daily discrimination and microaggressions.[23] However, San Diego employers still have much to do to fully equalize the status of their Latina employees by building cultures that prioritize allyship, awareness of microaggressions, diverse representation in leadership, and support for caregivers. These tools may also improve Latinas' retention and innovative mindset, as about a third of participants report that discrimination affects their creativity at work and loyalty to their organization. Lastly, 80 percent of participants never experience sexual harassment. While this is a majority of respondents, the only acceptable level of sexual harassment is zero percent. WEMA responses fell into the Worrisome and Problematic categories.

**Advancement and Compensation Metric Area (ACMA) and Supervisor Relationship Metric Area (SRMA)**
Participants expressed the lowest satisfaction with institutionalized career advancement support and pay. Chief factors are lack of access to meaningful professional development tools in the form of policies, practices, and supervisor support, as well as discriminatory promotion practices. All responses for both of these Metric Areas fell into the Worrisome and Problematic categories.

Participants employed full-time and working 60+ hours a week were most likely to indicate they are unfairly paid, suggesting that working harder does not lead to greater reward for Latinas. The Hispanic Association on Corporate Responsibility reports that Latinas are four times less likely to hold executive positions than Latinx men.[24] In fact, women held just 7.4 percent of CEO seats in U.S. Fortune 500 companies in 2020,[25] and none were Latina.[26]

Caregiving is a major issue, as over half of participants believe that being open about their caregiving roles would interfere with their advancement potential. This is of particular concern as Latinas juggle the responsibilities of caring for both older and younger generations simultaneously.[27]

The high representation of participants in nonprofits and education also echoes the national role of occupational segregation in Latinas' ability to earn. Occupational segregation refers to when certain groups are professionally and socially funneled into lower paying fields or positions because of their demographics by biased influencers and decision-makers. In San Diego County alone, Latinas comprise 70 percent of all Latinx educators[28] and 25 percent of all women in education.

**Policies and Organizational Support Metric Area (POMA)**
Participants are the most aware of sexual harassment prevention policies out of all their employers' equity-related policies, but the level of awareness still needs to be 100 percent. *Snapshot MANASD* findings also suggest that either few employers implement policies known to promote career advancement for underrepresented

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[23] *Women in the Workplace 2019*. Lean In, 2020. https://leanin.org/women-in-the-workplace-report-2019/progress-at-the-top.

[24] "2020 HACR Corporate Inclusion Index." Hispanic Association on Corporate Responsibility, 2020. http://bit.ly/HACR2020CII.

[25] Hinchliffe, Emma. "The Number of Women Running Fortune 500 Companies Hits an All-Time Record." Fortune. Fortune, May 20, 2020. https://fortune.com/2020/05/18/women-ceos-fortune-500-2020/.

[26] Volpe, Michael. "Meet the 16 Hispanic CEOs of Top S&P 500 Companies." AL DÍA News, February 4, 2021. https://tinyurl.com/typ2twrh.

[27] Betancourt, Stacie M. "HOW LATINO WOMEN OF THE SANDWICH GENERATION COPE WITH EVERYDAY STRESS," 2019. https://www.proquest.com/openview/550350250ae9ed8581409a04f39dd382/1?pq-origsite=gscholar&cbl=18750&diss=y.

[28] U.S. Census Bureau, "SEX BY OCCUPATION FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER (HISPANIC OR LATINO)", 2019 *American Community Survey* (B24010I), accessed June 21, 2021, http://bit.ly/SDLatinxOccupations.

populations, or that they may need to improve their communication to these groups. POMA responses fell into the Getting Close, Worrisome, and Problematic categories.

Areas that are especially critical to pipeline access are strong internal job markets, sponsoring/mentoring and management training programs, and support for caregivers. Yet, only a third to half of participants say their employers offer key programs or policies and robust family-related benefits.

It is promising that younger participants are more aware of sponsorship programs. However, employers should remember that mid-career women also want and deserve this benefit so they can continue to amplify their contributions and provide role models for Latinas coming up behind them.

**Experiences Due to the COVID-19 Pandemic**

*Snapshot MANASD* participants seem largely insulated from the national narrative of Latinas because of their higher professional levels. This narrative includes three times more Latinas being pushed out of the workforce than white women[29] because of their overrepresentation in the more vulnerable occupations and industries.[30]

The burdens of caregivers resurface in this section but responses were mixed. Therefore, we encourage employers to proceed carefully before making any work-style adjustments permanent to avoid creating new inequities. For example, working from home was beneficial to some participants, but homeschooling and lack of caregiving was equally disruptive to others. Furthermore, about a third of participants now feel that their voices are heard less.

## Survey Participants

We are grateful to the MANASD community for taking the time to share valuable insights into their daily workplace experiences. *Snapshot's* 62 participants comprise 41 MANASD members and 21 people from MANASD's general network. Fifty-seven participants took the survey in English and five took it in Spanish.

Three-quarters of the participants who are employed full-time work 51-60 hours in a typical week. Sixty percent of part-time or hourly employees work fewer than 20 hours a week.

Table 1 lists personal demographics of the participants. All were cis-women (female at birth), except for one cis-man (male at birth). Eighty-two percent of participants identify as heterosexual, 95 percent participants have Hispanic ethnic or racial descent, and 60 percent are married. Forty-two percent of participants have dependent children and 31 percent have adult dependents.

**Table 1. Survey Participants - Personal Demographics**

| **How would you describe your gender? (N=62)** | | |
|---|---|---|
| | Frequency | Valid Percent |
| Cis female/woman (female at birth) | 59 | 95.2 |

[29] Horsley, Scott. "'My Family Needs Me': Latinas Drop Out Of Workforce At Alarming Rates." NPR, October 27, 2020. https://tinyurl.com/rtyxx22v.

[30] Gould, Elise, Daniel Perez, and Valerie Wilson. Economic Policy Institute, August 20, 2020. https://tinyurl.com/4a8jvmc7.

| | | |
|---|---|---|
| Cis male/men (male at birth) | 1 | 1.6 |
| I am a regular woman, female, I like men [write-in option] | 1 | 1.6 |
| Woman [write-in option] | 1 | 1.6 |

**Which category most closely identifies your race/ethnicity or your racial/ethnic descent? (select all that apply) (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| Hispanic/Latinx | 53 | 85.5 |
| Decline to state | 2 | 3.2 |
| Hispanic/Latinx, Asian, Native Hawaiian or Other Pacific Islander | 2 | 3.2 |
| Hispanic/Latinx, White/Caucasian | 2 | 3.2 |
| Chicana [write-in option] | 1 | 1.6 |
| Hispanic/Latinx, Asian, Native Hawaiian or Other Pacific Islander, White/Caucasian | 1 | 1.6 |
| White/Caucasian | 1 | 1.6 |

**How would you describe your sexual orientation? (N=61)**

| | Frequency | Valid Percent |
|---|---|---|
| Straight/Heterosexual | 50 | 82.0 |
| Bisexual | 4 | 6.6 |
| Decline to state | 3 | 4.9 |
| Lesbian/Gay | 3 | 4.9 |
| Nunya biznez [write-in option] | 1 | 1.6 |

**What is your age? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| 35-44 years | 18 | 29.0 |
| 45-54 years | 14 | 22.6 |
| 25-34 years | 13 | 21.0 |
| 55-64 years | 8 | 12.9 |
| 65 years or older | 5 | 8.1 |
| 18-24 years | 3 | 4.8 |

| | | |
|---|---|---|
| Decline to state | 1 | 1.6 |
| | | |

**What is your marital status? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| Married | 37 | 59.7 |
| Cohabiting | 8 | 12.9 |
| Dating | 6 | 9.7 |
| Single | 5 | 8.1 |
| Divorced or Separated | 4 | 6.5 |
| Decline to state | 1 | 1.6 |
| Widowed | 1 | 1.6 |

**Do you have adult dependents (elderly parent, adult child, spouse, etc.) (N=61)**

| | Frequency | Valid Percent |
|---|---|---|
| No | 42 | 68.9 |
| Yes | 19 | 31.1 |

**Do you have dependent children? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| No | 36 | 58.1 |
| Yes | 26 | 41.9 |

**If you have dependent children, what are their ages?(check all that apply). If no children, skip to the next question. (N=26)**

| | Frequency | Valid Percent |
|---|---|---|
| Ages 10-17 | 11 | 42.3 |
| Ages 5-9 | 5 | 19.2 |
| Ages 0-4 | 4 | 15.4 |
| Ages 5-9, Ages 10-17 | 4 | 15.4 |
| Ages 0-4, Ages 10-17 | 1 | 3.8 |

| | | |
|---|---|---|
| Ages 0-4, Ages 5-9 | 1 | 3.8 |
| | | |

**Are you a U.S. veteran? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| No | 62 | 100.0 |
| Yes | 0 | 0.0 |

**Do you have a disability/chronic physical or mental health condition? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| No | 52 | 83.9 |
| Yes | 10 | 16.1 |

Table 2 presents the professional demographics of the participants. Forty-two percent work in either the nonprofit or educational service industries. Their median annual income is $60,000 to $69,999, and the largest number of participants earn $150,000 or more. Participants hold fairly diverse job positions, with the three most common groups being entry level (36.7%), executive leadership (26.7%), and lower management (16.7%).

**Table 2. Survey Participants - Professional Demographics**

**What industry/sector do you work in? (check all that apply) (N=60)**

| | Frequency | Valid Percent |
|---|---|---|
| Educational Services | 14 | 23.3 |
| Nonprofit | 9 | 15.0 |
| Professional and Business Services | 3 | 5.0 |
| Banking | 2 | 3.3 |
| Cleaning | 2 | 3.3 |
| Communication | 2 | 3.3 |
| Healthcare and Social Services | 2 | 3.3 |
| Insurance | 2 | 3.3 |
| Construction, Professional and Business Services | 1 | 1.7 |
| Educational Services, Nonprofit, Social Justice | 1 | 1.7 |
| Energy | 1 | 1.7 |

| | | |
|---|---|---|
| Energy, Nonprofit | 1 | 1.7 |
| Financial Services/Activities | 1 | 1.7 |
| Financial Services/Activities, Information Technology | 1 | 1.7 |
| Government | 1 | 1.7 |
| Government, Healthcare and Social Services | 1 | 1.7 |
| Government, Real-estate | 1 | 1.7 |
| Healthcare and Social Services, Leisure and Hospitality, Retirement Facility | 1 | 1.7 |
| High Tech | 1 | 1.7 |
| Information Technology | 1 | 1.7 |
| Insurance, Real-estate | 1 | 1.7 |
| Legal | 1 | 1.7 |
| Manufacturing | 1 | 1.7 |
| Manufacturing, Nonprofit, Professional and Business Services | 1 | 1.7 |
| Medical | 1 | 1.7 |
| Nonprofit, Social Justice | 1 | 1.7 |
| Private Service Industry [write in option] | 1 | 1.7 |
| property management [write in option] | 1 | 1.7 |
| Retail | 1 | 1.7 |
| Service | 1 | 1.7 |
| Trade | 1 | 1.7 |
| Trade, Transportation and Warehousing, SCM & International Business | 1 | 1.7 |
| | | |

**Which of the following most closely describes the level of your official job responsibilities? (N=60)**

| | Frequency | Valid Percent |
|---|---|---|
| Entry level | 22 | 36.7 |
| Executive leadership | 16 | 26.7 |
| Lower management | 10 | 16.7 |
| 5th year apprentice [write in option] | 6 | 10.0 |
| Career level (above entry) [write in option] | 2 | 3.3 |
| Administrative [write in option] | 1 | 1.7 |
| Middle management | 1 | 1.7 |

| | | |
|---|---|---|
| Owner/founder | 1 | 1.7 |
| Senior leadership | 1 | 1.7 |
| | | |

**What is your individual annual income before taxes? (N=62)**

| | Frequency | Valid Percent |
|---|---|---|
| $150,000 or more | 13 | 21.0 |
| $30,000 to $39,999 | 11 | 17.7 |
| $60,000 to $69,999 | 10 | 16.1 |
| $100,000 to $149,999 | 8 | 12.9 |
| $30,000 to $39,999 | 6 | 9.7 |
| $70,000 to $79,999 | 6 | 9.7 |
| $20,000 to $29,999 | 3 | 4.8 |
| $20,000 to $29,999 | 3 | 4.8 |
| $40,000 to $49,999 | 2 | 3.2 |

# Our Insights About the Results

In this section, we highlight notable findings within an actionable framework that illuminates how they should be addressed to increase the workplace status of Latinas in San Diego County. Unless otherwise delineated, the word "agree" refers to combined *Strongly Agree* and *Agree* responses, and the word "disagree" refers to combined *Strongly Disagree* and *Disagree* responses. Response percentages that are unaccounted for are either *Neutral* or *Missing* responses that we chose to exclude because the sentiments were inconclusive (e.g., they could mean "unsure," "not applicable," or "no opinion").

## Workplace Environment Metric Area (WEMA)

WEMA measures inclusive diversity. Building workplace cultures that prioritize allyships between gender and racial/ethnic groups can go a long way toward counteracting the manifestations of discrimination that are interfering with employee productivity, retention, and innovation.

Participants are also receiving a clear message that they are not part of the leadership narrative at their organizations. Greater efforts to balance representation can improve allyship from other groups, reduce microaggressions, and raise awareness of the value caregivers bring to the workplace.

### WEMA - Worrisome

**Allyships**

- 26 percent *Always, Often* or *Sometimes* hear derogatory comments related to race/ethnicity.
    - 74 percent of participants *Never* or *Rarely* hear them.
- 18 percent *Often* or *Sometimes* hear derogatory comments related to gender, and no one hears them *Always*.
    - 82 percent of participants *Never* or *Rarely* hear them.

**Productivity**

- 20 percent of participants report that their productivity *Always, Often,* or *Sometimes* suffers because of discrimination.
    - For 80 percent, their productivity *Never* or *Rarely* suffers .

**Innovative mindset and retention**

- 31 percent of participants *Always, Often,* or *Sometimes* think about leaving their employer because of discrimination.
    - 69 percent of participants *Never* or *Rarely* do.
- 36 percent of participants report that their innovative or creative mindset *Always, Often,* or *Sometimes* suffers because of discrimination.
    - For 64 percent, their innovation or creativity *Never* or *Rarely* suffers.

### WEMA - Problematic

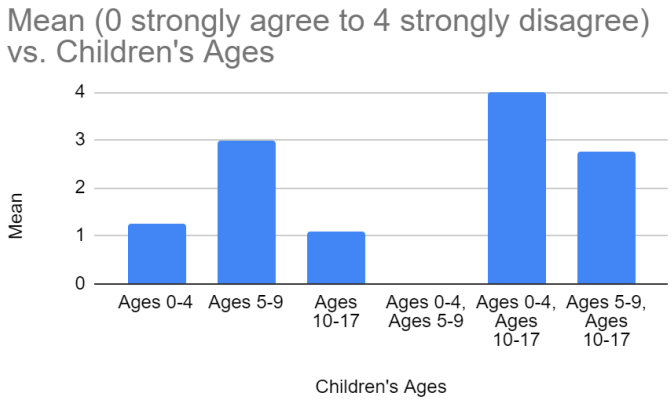
**Representation and respect**

*"There is a high percentage of women in low-paying roles in institutions of higher education, even though some or most of these posts require a Master's Degree. Most of those holding managerial or administrative roles are white men, especially in local private colleges and universities."*

- Slightly more than half of participants believe that their organization does not have a fair distribution of genders and races/ethnicities in leadership positions.
    - Slightly less than a quarter feel that their organization has fair representation in leadership.
- 28 percent of participants believe that all employees at their organization are *not* treated with the respect they deserve, regardless of gender or race/ethnicity.
    - Slightly less than half believe that all employees at their organization are treated fairly and respectfully.
    - STATISTICALLY SIGNIFICANT FINDING: Parents with children in multiple age categories tend to feel that all employees are not treated fairly and with respect. (Chart 1).

**Chart 1. Parent-participants' level of agreement/disagreement that all employees are treated fairly, as correlated to the age group(s) of parent-participants' children**

Note: Each bar represents parent-participants grouped by their children's ages, with two age ranges listed for parents with children in two age ranges

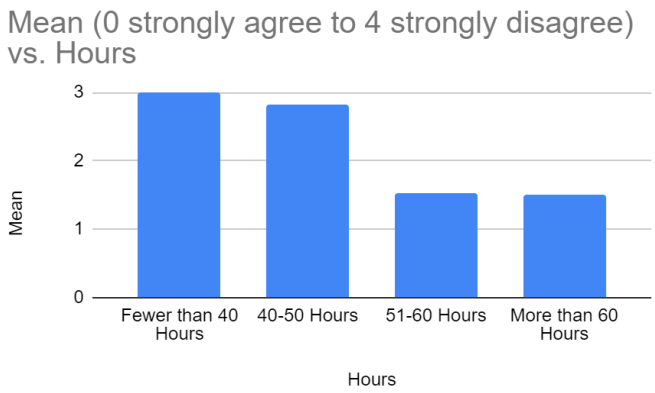



**Support for caregivers**

*"I think about how few staff are parents often within nonprofits...This is something that I have noticed is extremely isolating...It is something that I do not think gets enough visibility as an issue of diversity."*

- Slightly more than half of participants agree that employees who are pregnant or new parents are supported at their organization.
- 28 percent of participants believe that employees who care for an adult (e.g., elderly parent, adult child, spouse) are supported at their organization.
    - STATISTICALLY SIGNIFICANT FINDING: Participants who are employed full-time and work fewer than 50 hours a week tend to say that their organization does not support employees caring for adult dependents (Chart 2).

**Chart 2. Correlation between participant hours worked and level of agreement/disagreement that employees with adult dependents are supported**




**Microaggressions**

- 62 percent of participants are *Always, Often,* or *Sometimes* mistaken for having a lower job status or asked to take on lower-level duties that are outside of their job description.
    - 38 percent *Never* or *Rarely* experience these microaggressions.
- Almost half of participants *Always, Often,* or *Sometimes* experience getting interrupted when speaking or having someone else getting credit for their ideas.
    - 52 percent *Never* or *Rarely* do.
- 23 percent say they are *Often* or *Sometimes* excluded from social interactions during or after work.
    - Three-quarters are *Never* or *Rarely* excluded, and no one is *Always* excluded.

**Sexual harassment**

Eighty percent of participants *Never* experience sexual harassment, but we include it here because that number should always be 100 percent.

## Advancement and Compensation Metric Area (ACMA)

ACMA measures equal status in pay and career advancement practices. All feedback in this area suggests that even Latinas in higher professional echelons are denied fair access to tools for advancement and fair pay.

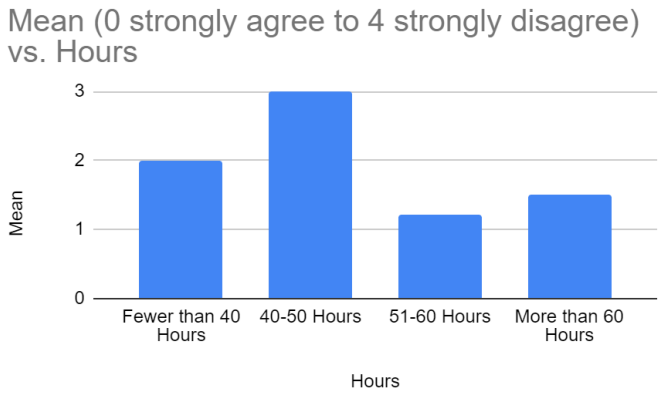
### ACMA - Problematic

*"I am a Mexican-American female. I am consistently paid less and passed up for promotion for and by my less qualified White peers."*

**Career advancement**

- Almost a quarter of participants indicate that they do not have fair access to meaningful training and professional development opportunities.
    - 57 percent do have fair access.
    - STATISTICALLY SIGNIFICANT FINDING: Participants who are employed full-time and work less than 50 hours a week are more likely to feel they do not have access to meaningful training and professional development (Chart 3).

**Chart 3. Correlation between participant hours worked and level of agreement/disagreement that they have access to meaningful training and professional development**

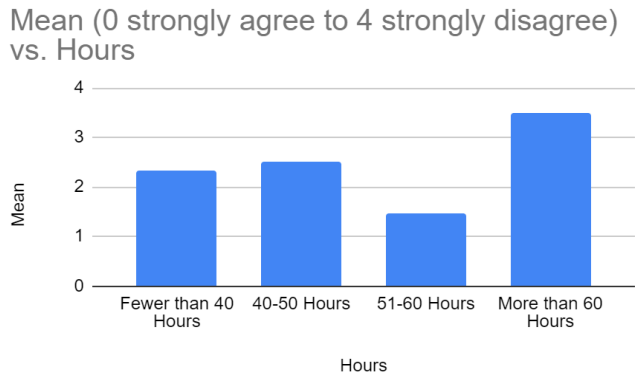



- Slightly less than half of participants feel that they can be open about their parenting/caregiving responsibilities and still receive fair opportunities for career advancement.

**Promotion and pay**

- About a third of participants believe that they do not have a fair chance of being promoted into decision-making roles, or that they are paid fairly for their job relative to others at their workplace.
    - Less than half believe that they have fair chances of promotion and are paid fairly.
    - STATISTICALLY SIGNIFICANT FINDING: Participants who are employed full-time and work more than 60 hours a week tend to indicate they are unfairly paid (Chart 4).

**Chart 4. Correlation between participant hours worked and level of agreement/disagreement that they are paid fairly**




- Almost two-thirds of participants were unsuccessful when requesting a raise or promotion, while slightly more than a third were successful. Nationally, Latinas ask for promotions about as often as white men do but only 71 succeed for every 100 white men.[31]

## Policies and Organizational Support Metric Area (POMA)

POMA measures the existence and effectiveness of policies that promote equal status. Feedback in this area suggests that many employers either lack robust policies that promote work success and satisfaction, or that

[31] "Get the Facts about the Pay Gap for Latina Equal Pay Day." Lean In, 2020. https://leanin.org/data-about-the-gender-pay-gap-for-latinas#.

better communication would improve their employees' ability to utilize them. Participants indicate the highest level of awareness for sexual harassment prevention policies. Other key policies, however, fall into Worrisome and Problematic categories, which are combined into one section here.

## POMA - Getting Close

**Sexual harassment prevention policies**

Participants are the most aware of sexual harassment prevention policies out of all the policies we asked about. Eighty-eight percent indicated their employers have them, although increasing this number to 100 percent is instrumental in eliminating workplace sexual harassment altogether.

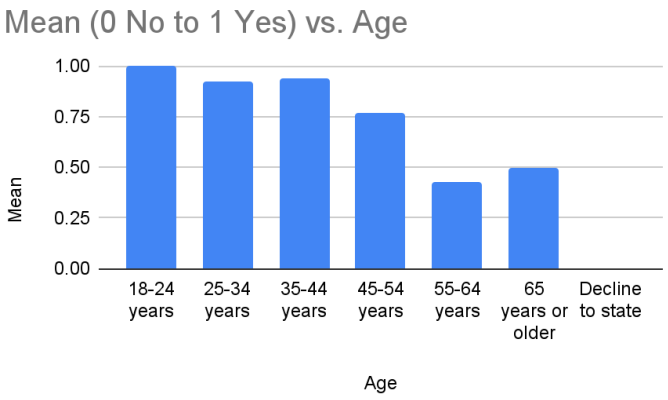
## POMA - Worrisome and Problematic

**Pipeline access**

Policies and practices such as internal job postings, management training, and sponsorship[32] programs promote strong internal job markets.[33] These types of policies and practices lead to more equitable hiring and promotion practices that support the work success and satisfaction of underrepresented groups.[34] However:

- Less than two-thirds of participants feel their work contributions are valued and rewarded at their organization.
- Half believe their employer notices any extra effort they put forth.
- About half say their employer has policies around internal job postings (55%) and hiring from within (50%).
- Slightly more than a third say their employer has mentoring or networking programs.
- Less than a third say their employer offers management training (29%) or sponsorship programs (21%).
    - STATISTICALLY SIGNIFICANT FINDING: Younger participants were more likely to report that their employer has sponsorship programs, and participants 55 and up were the least likely to report their employer has sponsorship programs.

**Chart 5. Correlation between participants' ages and their tendency to report that sponsorship programs are available at their organization**




[32] Sponsoring means actively helping someone develop their career through actions such as promoting their accomplishments and/or recommending them to decision-makers for advancement or hire.

[33] Maurer, Roy. "Internal Recruitment Critical to Hiring, Retention: But Few Companies Have Formal Programs." SHRM. SHRM, December 2, 2015. https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/internal-recruitment-critical-hiring-retention.aspx.

[34] "2020 HACR Corporate Inclusion Index." Hispanic Association on Corporate Responsibility, 2020. 19. http://bit.ly/HACR2020CII.

**Support for caregivers**

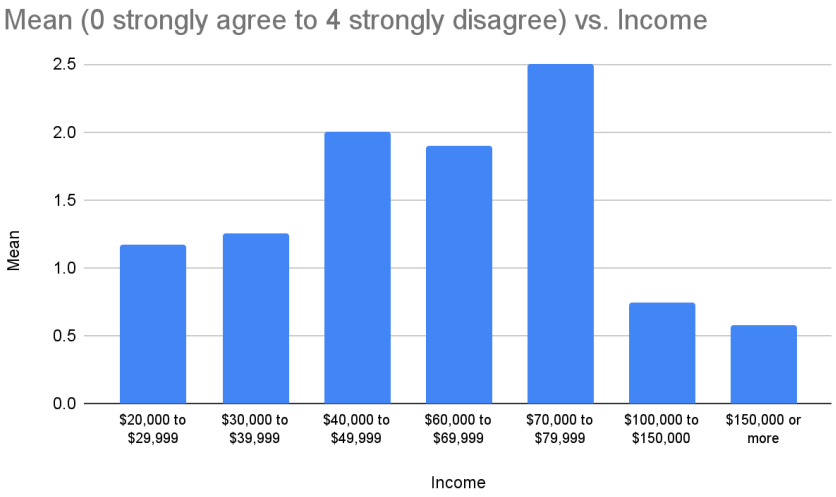
Robust organizational policies that support caregivers are critical to allowing women, who typically shoulder the lion's share of managing dependents, to equitably participate in advancement opportunities. They also send a clear message that an organization's workplace culture recognizes the value of employees who are caregivers.

- Slightly more than a third of participants say their employers offer childcare or caregiver benefits (e.g., dependent care accounts, child care referral, on-site child care).
- 27 percent say their employer offers family leave beyond state requirements.

**Organizational support for filing grievances**

- 20 percent of participants believe their employer would not take a complaint seriously if they issued one.
    - 63 percent feel their employer would.
    - STATISTICALLY SIGNIFICANT FINDING: Participants earning higher salaries ($100,000+ a year) are more likely to think that their employer would take their complaints seriously (Chart 6).

**Chart 6. Correlation between participant salary and level of agreement/disagreement that their employer would take a complaint from them seriously**




## Supervisor Relationships Metric Area (SRMA)

SRMA measures supervisor support for career advancement and work satisfaction. Supervisors who intentionally and equitably help Latinas thrive can be instrumental in their work success and satisfaction, and work-life balance.

### SRMA - Worrisome

**Career advancement support**

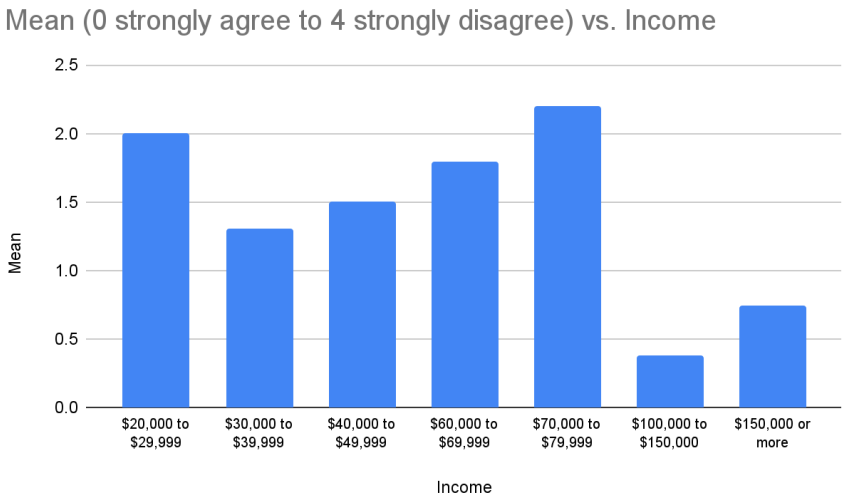
- Two-thirds of participants feel that their supervisor helps them balance work and personal demands, or respects their efforts to do so.
- A quarter of participants disagree that their supervisor promotes their contributions to others, which is a key element in advancement.
    - Less than two-thirds agree that their supervisor does promote their contributions.
- Almost a quarter say their supervisor does not support their professional development and growth.
    - 61 percent say their supervisor does.

### SRMA - Problematic

**Supervisor support for filing grievances**

- Fifty-nine percent of participants believe their supervisor would provide them with necessary resources for filing grievances. This is less than the number of participants who believe the organization as a whole would support them in filing grievances.
    - STATISTICALLY SIGNIFICANT FINDING: Participants earning $100,000/year or more have the least confidence in their supervisors (Chart 7).

**Chart 7. Correlation between participant salary and level of agreement/disagreement that their supervisors would provide the resources they need if they have a grievance in the workplace**




## Experiences Due to the COVID-19 Pandemic

*"I had to leave a job as a result of the pandemic in order to have the emotional availability to be present for my family. I was able to find another job with fewer responsibilities (and less pay) than before to make sure that I can appropriately balance everything that is going on."*

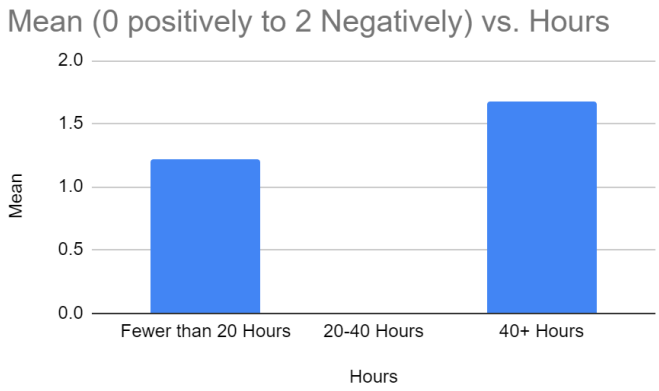
Adjustments implemented by employers due to COVID-19 had mixed impacts on participants' work productivity. Many of these adjustments have benefited the majority of women nationally, but we advise San Diego employers to make sure any permanent changes do not increase inequities for Latinas in their own organizations.

- Working from home increased the productivity of more than half of participants, although 18 percent said it decreased their productivity. Note: There were no statistically significant differences between caregivers and non-caregivers.
- Virtual meetings positively affected the same number of participants as those who felt no impact (39%), while 21 percent experienced negative impact.
- 35 percent of participants agree that their employer accommodates their increased home responsibilities, while 23 percent disagree, and the largest percentage (42%) were neutral.
- About a third (34%) now feel their voices are heard **less** due to pandemic work-style adjustments.

**Work-home balance**

- Slightly more than half of parent-participants say that homeschooling decreased their productivity.
- More than a third of participants said that lack of childcare or other caregiving support decreased their productivity.
    - STATISTICALLY SIGNIFICANT FINDING: More participants employed full-time find that the lack of caregiving support negatively impacts their work productivity than those who work fewer than 20 hours/week (Chart 8).

**Chart 8. Correlation between participant hours worked and the impact of no caregiving support on their work productivity**




**Loss of income**

Slightly more than half of participants are experiencing no change in income due to the pandemic. A quarter of participants experienced a decrease in their income and a few (3%) lost their income due to job cuts or inability to obtain childcare. Nineteen percent of participants increased their income.

# Our Conclusions

Employees who feel fairly treated and compensated,[35] as well as physically and emotionally safe, stay in their jobs longer[36] and are more productive.[37] *Snapshot MANASD* findings suggest that San Diego Latinas in higher professional capacities and earning brackets may experience better work environments and safety than their peers in other income brackets and professions nationally.

However, there is much work to be done before inclusive diversity is the norm. Participants express the greatest dissatisfaction with unfair pay and representation in leadership roles. Microaggressions still occur at a statistically significant rate, and there is a clear call for employers to increase equitable practices that ensure Latinas benefit from fair pipeline access and career success. These themes reflect the experiences of Latinas across industries and worker levels, particularly for caregivers.

San Diego employers can significantly increase their ability to attract and retain talent through more robust policies demonstrated to support equal status of all workers, better communication of those policies, and more awareness of what caregivers need to maximize their ability and motivation to contribute. We also urge employers to strive for at least 30 percent representation of diverse populations in upper management and leadership roles. Research is clear that this number is a tipping point for achieving inclusive diversity as a cultural norm.[38]

**Call to action**

The Kim Center urges employers to incorporate eight Equal Workplace Status Principles into their business practices and policies. We codified these and other principles to guide our clients, and they can illuminate how to start focusing priorities and strategies.

A. Allyship among all major demographic groups is openly and widely promoted
B. Employees with personal caregiving roles receive support to maximize their work contributions
C. Employees of all demographic backgrounds are respected and valued
D. There is zero tolerance for sexual harassment
E. Pay and career advancement are transparently structured, managed, and communicated to all groups
F. Policies and communication about policies that promote equal status are organizational priorities
G. Ensuring that all employees have a voice is an organizational priority
H. Supervisors are instrumental in ensuring employee satisfaction, safety, and work-life balance

**Final call to action**

We call on all elected, employer, union, foundation, organizational, and individual leaders to use *Snapshot MANASD* as a launchpad for joining forces with the Kim Center and its partners on the landmark regional LEAPS Assessment. The LEAPS data will provide progress measures that are consistently trackable across industries and time, and we will refresh San Diego's benchmarks every three years. Research says we can drive cultural

[35] Galanaki, Eleanna. "Effects of Employee Benefits on Affective and Continuance Commitment during Times of Crisis." *International Journal of Manpower* , September 25, 2019. https://doi.org/10.1108/IJM-08-2018-0270.

[36] "Managing for Employee Retention." SHRM. SHRM, April 16, 2021. http://bit.ly/SHRMEmployeeRetention.

[37] Llopis, Glenn. "Study On Hispanic Professionals Reveals Low Productivity And Engagement In The Workplace." Forbes. Forbes Magazine, July 30, 2015. https://tinyurl.com/jbzjt3jc.

[38] "Critical Mass: What Happens When Women Start to Rule the World - Led by Jay Newton-Small." The Institute of Politics at Harvard University. Accessed June 21, 2021. http://bit.ly/WhenWomenRule.

transformation if we work together on the local level. Let us prove that society *can* evolve, and solidly place the San Diego region at the forefront of national change.

# APPENDIX A: Open-Ended Response Themes

**OPEN-ENDED QUESTION 1: Would you like to share anything else (positive or negative) about gender or racial/ethnic equity at your workplace?**

Positive

Eighteen participants responded to this open-ended question. Many comments expressed multiple experiences, but qualitative data coding identified three positive themes:

- Attention to equity in the workplace (3 comments)
- Gender/ethnic/racial support from minority higher-ups (1 comment)
- Hiring based on qualifications, not demographics (1 comment)

Negative

Qualitative data coding also identified six negative experiences:

- Gender discrimination in promotions (8 comments)
- Ethnic/racial discrimination in promotions (5 comments)
- Lack of support within their minority gender/ethnic/racial community (3 comments)
- Demanding nature of nonprofit work (2 comments)
- Lack of voice in their part-time work (1)
- Discrimination based on migrant status (1)

**OPEN-ENDED QUESTION 2: Would you like to share anything else (positive or negative) about the impacts of COVID-19 on your equity-related experiences at work?**

Positive

Thirteen participants responded to this open-ended question. Many comments expressed multiple experiences, but qualitative data coding identified two positive themes:

- Enjoying flexible schedules (3 comments)
- Bonding with coworkers over communal stress (1)

Negative

Qualitative data coding also identified six negative experiences:

- Difficulties managing work-life balance (4 comments)
- Increased work responsibilities (2 comments)
- Increased home responsibilities (2 comments)
- Change or loss in employment (2 comments)
- Socio-economic polarization (2 comments)
- Persistence of gender inequity during the pandemic (1 comments)

# APPENDIX B: Full Results and Charts

This section includes the average (mean) result and a frequency chart for each survey question. The questions are listed in the order they appeared in the survey.

## Workplace Environment

How strongly do you agree or disagree with the following statement about your workplace? **All employees are treated fairly and with the respect they deserve, regardless of gender or race/ethnicity (N=62)**

| | | |
|---|---|---|
| Mean | 1.44 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 27 | 43.5 |
| Agree 1 | 3 | 4.8 |
| Neutral 2 | 15 | 24.2 |
| Disagree 3 | 12 | 19.4 |
| Strongly Disagree 4 | 5 | 8.1 |
| Total | 62 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **There is a fair distribution of genders and races/ethnicities in leadership positions (N=62)**

| | | |
|---|---|---|
| Mean | 2.35 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 12 | 19.4 |
| Agree 1 | 2 | 3.2 |
| Neutral 2 | 16 | 25.8 |
| Disagree 3 | 16 | 25.8 |
| Strongly Disagree 4 | 16 | 25.8 |
| Total | 62 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **Employees who care for an adult (elderly parent, adult child, spouse, etc.) are supported (N=58)**

| | | |
|---|---|---|
| Mean | 1.78 | |

| | Frequency | Valid Percent |
|---|---|---|
| Strongly Agree 0 | 16 | 27.6 |
| Agree 1 | 0 | 0.0 |
| Neutral 2 | 26 | 44.8 |
| Disagree 3 | 13 | 22.4 |
| Strongly Disagree 4 | 3 | 5.2 |
| Total | 58 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **Employees who are pregnant or new parents are supported (N=60)**

| Mean | 1.17 | |
|---|---|---|
| | Frequency | Valid Percent |
| Strongly Agree 0 | 28 | 46.7 |
| Agree 1 | 3 | 5.0 |
| Neutral 2 | 22 | 36.7 |
| Disagree 3 | 5 | 8.3 |
| Strongly Disagree 4 | 2 | 3.3 |
| Total | 60 | 100.0 |

How frequently do you experience the following in your workplace? **I'm mistaken for having a lower job status or asked to take on lower-level duties that are outside of my job description (N=61)**

| Mean | 1.77 | |
|---|---|---|
| | Frequency | Valid Percent |
| Never 0 | 12 | 19.7 |
| Rarely 1 | 11 | 18.0 |
| Sometimes 2 | 23 | 37.7 |
| Often 3 | 9 | 14.8 |
| Always 4 | 6 | 9.8 |
| Total | 61 | 100.0 |

How frequently do you experience the following in your workplace? **I'm excluded from social or networking interactions during or after work (N=61)**

| Mean | 0.9 | |
|---|---|---|
| | Frequency | Valid Percent |
| Never 0 | 23 | 37.7 |
| Rarely 1 | 24 | 39.3 |
| Sometimes 2 | 11 | 18.0 |
| Often 3 | 3 | 4.9 |
| Always 4 | 0 | 0.0 |
| Total | 61 | 100.0 |

How frequently do you experience the following in your workplace? **I hear derogatory comments related to my or someone else's gender (N=61)**

| Mean | 0.7 | |
|---|---|---|
| | Frequency | Valid Percent |
| Never 0 | 32 | 52.5 |
| Rarely 1 | 18 | 29.5 |
| Sometimes 2 | 8 | 13.1 |
| Often 3 | 3 | 4.9 |
| Always 4 | 0 | 0.0 |
| Total | 61 | 100.0 |

How frequently do you experience the following in your workplace? **I hear derogatory comments related to my or someone else's race/ethnicity (N=61)**

| Mean | 1 | |
|---|---|---|
| | Frequency | Valid Percent |
| Never 0 | 23 | 37.7 |
| Rarely 1 | 22 | 36.1 |
| Sometimes 2 | 10 | 16.4 |
| Often 3 | 5 | 8.2 |
| Always 4 | 1 | 1.6 |

| | | |
|---|---|---|
| Total | 61 | 100.0 |
| | | |

How frequently do you experience the following in your workplace? **I'm interrupted when speaking or someone else gets credit for my ideas (N=61)**

| | | |
|---|---|---|
| Mean | 1.52 | |
| | Frequency | Valid Percent |
| Never 0 | 17 | 27.9 |
| Rarely 1 | 15 | 24.6 |
| Sometimes 2 | 14 | 23.0 |
| Often 3 | 10 | 16.4 |
| Always 4 | 5 | 8.2 |
| Total | 61 | 100.0 |

How frequently do you experience the following in your workplace? **I'm sexually harassed (N=61)**

| | | |
|---|---|---|
| Mean | 0.21 | |
| | Frequency | Valid Percent |
| Never 0 | 49 | 80.3 |
| Rarely 1 | 11 | 18.0 |
| Sometimes 2 | 1 | 1.6 |
| Often 3 | 0 | 0.0 |
| Always 4 | 0 | 0.0 |
| Total | 61 | 100.0 |

How frequently do you experience the following in your workplace? **My productivity suffers because of discrimination (N=61)**

| | | |
|---|---|---|
| Mean | 0.74 | |
| | Frequency | Valid Percent |
| Never 0 | 34 | 55.7 |
| Rarely 1 | 15 | 24.6 |
| Sometimes 2 | 7 | 11.5 |
| Often 3 | 4 | 6.6 |

| | | |
|---|---|---|
| Always 4 | 1 | 1.6 |
| Total | 61 | 100.0 |

| How frequently do you experience the following in your workplace? **My innovativeness or creativity suffers because of discrimination (N=61)** | | |
|---|---|---|
| Mean | 1.16 | |
| | Frequency | Valid Percent |
| Never 0 | 27 | 44.3 |
| Rarely 1 | 12 | 19.7 |
| Sometimes 2 | 10 | 16.4 |
| Often 3 | 9 | 14.8 |
| Always 4 | 3 | 4.9 |
| Total | 61 | 100.0 |

| How frequently do you experience the following in your workplace? **I think about leaving my employer because of others' biased attitudes or behaviors (N=61)** | | |
|---|---|---|
| Mean | 1.11 | |
| | Frequency | Valid Percent |
| Never 0 | 31 | 50.8 |
| Rarely 1 | 11 | 18.0 |
| Sometimes 2 | 7 | 11.5 |
| Often 3 | 5 | 8.2 |
| Always 4 | 7 | 11.5 |
| Total | 61 | 100.0 |

## Advancement and Compensation

| How strongly do you agree or disagree with the following statement about your workplace? **I can be open about my parenting/caregiving responsibilities and still receive fair opportunities for career advancement (N=60)** | | |
|---|---|---|
| Mean | 1.55 | |
| | Frequency | Valid Percent |

| | | |
|---|---|---|
| Strongly Agree 0 | 12 | 20.0 |
| Agree 1 | 17 | 28.3 |
| Neutral 2 | 20 | 33.3 |
| Disagree 3 | 8 | 13.3 |
| Strongly Disagree 4 | 3 | 5.0 |
| Total | 60 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **I have fair access to meaningful training and professional development opportunities (N=61)**

| | | |
|---|---|---|
| Mean | 1.51 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 14 | 23.0 |
| Agree 1 | 21 | 34.4 |
| Neutral 2 | 12 | 19.7 |
| Disagree 3 | 9 | 14.8 |
| Strongly Disagree 4 | 5 | 8.2 |
| Total | 61 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **I have a fair chance of being hired or promoted into decision-making roles (N=61)**

| | | |
|---|---|---|
| Mean | 1.82 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 11 | 18.0 |
| Agree 1 | 17 | 27.9 |
| Neutral 2 | 12 | 19.7 |
| Disagree 3 | 14 | 23.0 |
| Strongly Disagree 4 | 7 | 11.5 |
| Total | 61 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **I am paid fairly for the job I hold relative to others at my workplace (N=61)**

| | | |
|---|---|---|
| Mean | 1.87 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 11 | 18.0 |
| Agree 1 | 17 | 27.9 |
| Neutral 2 | 14 | 23.0 |
| Disagree 3 | 7 | 11.5 |
| Strongly Disagree 4 | 12 | 19.7 |
| Total | 61 | 100.0 |

**If you work part-time or hourly, what does a typical week look like for you? (N=38)**

| | Frequency | Valid Percent |
|---|---|---|
| I work fewer than 20 hours | 23 | 60.5 |
| I work 40+ hours | 9 | 23.7 |
| I work 20-40 hours | 6 | 15.8 |
| Total | 38 | 100.0 |

**If you work part-time or hourly, would you work more hours if you could? (N=27)**

| | | |
|---|---|---|
| Mean | 0.33 | |
| | Frequency | Valid Percent |
| No 0 | 18 | 66.7 |
| Yes 1 | 9 | 33.3 |
| Total | 27 | 100.0 |

**If you are salaried full-time, how many hours do you work in a typical week? (N=44)**

| | Frequency | Valid Percent |
|---|---|---|
| 51-60 hours | 33 | 75.0 |
| 40-50 hours | 6 | 13.6 |
| Fewer than 40 hours | 3 | 6.8 |

| | | |
|---|---|---|
| More than 60 hours | 2 | 4.5 |
| Total | 44 | 100.0 |

**If you have asked for a raise or promotion from your current employer, were you successful? (N=25)**

| | | |
|---|---|---|
| Mean | 0.64 | |
| | Frequency | Valid Percent |
| Yes 0 | 9 | 36.0 |
| No 1 | 16 | 64.0 |
| Total | 25 | 100.0 |

## Policies and Organizational Support

How strongly do you agree or disagree with the following statement about your workplace? **My work contributions are valued and rewarded (N=60)**

| | | |
|---|---|---|
| Mean | 1.43 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 20 | 33.3 |
| Agree 1 | 17 | 28.3 |
| Neutral 2 | 7 | 11.7 |
| Disagree 3 | 9 | 15.0 |
| Strongly Disagree 4 | 7 | 11.7 |
| Total | 60 | 100.0 |

How strongly do you agree or disagree with the following statement about your workplace? **My employer would take a complaint seriously from me if I issued one (N=60)**

| | | |
|---|---|---|
| Mean | 1.3 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 21 | 35.0 |
| Agree 1 | 17 | 28.3 |
| Neutral 2 | 10 | 16.7 |
| Disagree 3 | 7 | 11.7 |

| | | |
|---|---|---|
| Strongly Disagree 4 | 5 | 8.3 |
| Total | 60 | 100.0 |
| | | |

How strongly do you agree or disagree with the following statement about your workplace? **My employer notices any extra effort that I put forth (N=60)**

| | | |
|---|---|---|
| Mean | 1.62 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 17 | 28.3 |
| Agree 1 | 13 | 21.7 |
| Neutral 2 | 14 | 23.3 |
| Disagree 3 | 8 | 13.3 |
| Strongly Disagree 4 | 8 | 13.3 |
| Total | 60 | 100.0 |
| | | |

Does your employer have policies and/or practices in the following areas? **Flexible work schedules (adjustable hours, working remotely, etc.) (N=57)**

| | | |
|---|---|---|
| Mean | 0.37 | |
| | Frequency | Valid Percent |
| Yes 1 | 36 | 63.2 |
| No 0 | 21 | 36.8 |
| Total | 57 | 100.0 |
| | | |

Does your employer have policies and/or practices in the following areas? **Sexual harassment prevention (N=57)**

| | | |
|---|---|---|
| Mean | 0.12 | |
| | Frequency | Valid Percent |
| Yes 1 | 50 | 87.7 |
| No 0 | 7 | 12.3 |
| Total | 57 | 100.0 |
| | | |

Does your employer have policies and/or practices in the following areas? **Mentoring or networking programs (N=56)**

| Mean | 0.64 | |
|---|---|---|
| | Frequency | Valid Percent |
| Yes 1 | 20 | 35.7 |
| No 0 | 36 | 64.3 |
| Total | 56 | 100.0 |

Does your employer have policies and/or practices in the following areas? **Sponsorship programs (N=56)**

| Mean | 0.79 | |
|---|---|---|
| | Frequency | Valid Percent |
| Yes 1 | 12 | 21.4 |
| No 0 | 44 | 78.6 |
| Total | 56 | 100.0 |

Does your employer have policies and/or practices in the following areas? **Child care benefits (dependent care accounts, child care referral, on-site child care, etc.) (N=56)**

| Mean | 0.64 | |
|---|---|---|
| | Frequency | Valid Percent |
| Yes 1 | 20 | 35.7 |
| No 0 | 36 | 64.3 |
| Total | 56 | 100.0 |

Does your employer have policies and/or practices in the following areas? **Family leave beyond State requirements (N=56)**

| Mean | 0.73 | |
|---|---|---|
| | Frequency | Valid Percent |
| Yes 1 | 15 | 26.8 |
| No 0 | 41 | 73.2 |

| | | |
|---|---|---|
| Total | 56 | 100.0 |
| | | |
| Does your employer have policies and/or practices in the following areas? **Management training (N=56)** | | |
| Mean | 0.71 | |
| | Frequency | Valid Percent |
| Yes 1 | 16 | 28.6 |
| No 0 | 40 | 71.4 |
| Total | 56 | 100.0 |
| | | |
| Does your employer have policies and/or practices in the following areas? **Hiring from within (N=56)** | | |
| Mean | 0.5 | |
| | Frequency | Valid Percent |
| Yes 1 | 28 | 50.0 |
| No 0 | 28 | 50.0 |
| Total | 56 | 100.0 |
| | | |
| Does your employer have policies and/or practices in the following areas? **Internal job postings (N=56)** | | |
| Mean | 0.45 | |
| | Frequency | Valid Percent |
| Yes 1 | 31 | 55.4 |
| No 0 | 25 | 44.6 |
| Total | 56 | 100.0 |

## Supervisor Relationships

| | | |
|---|---|---|
| How strongly do you agree or disagree with the following statements about your supervisor at work? **Promotes my contributions to others (N=59)** | | |
| Mean | 1.42 | |
| | Frequency | Valid Percent |

| | | |
|---|---|---|
| Strongly Agree 0 | 20 | 33.9 |
| Agree 1 | 17 | 28.8 |
| Neutral 2 | 7 | 11.9 |
| Disagree 3 | 7 | 11.9 |
| Strongly Disagree 4 | 8 | 13.6 |
| Total | 59 | 100.0 |
| | | |

How strongly do you agree or disagree with the following statements about your supervisor at work? **Helps me or respects my efforts to balance work and personal demands (N=59)**

| | | |
|---|---|---|
| Mean | 1.19 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 22 | 37.3 |
| Agree 1 | 17 | 28.8 |
| Neutral 2 | 9 | 15.3 |
| Disagree 3 | 9 | 15.3 |
| Strongly Disagree 4 | 2 | 3.4 |
| Total | 59 | 100.0 |
| | | |

How strongly do you agree or disagree with the following statements about your supervisor at work? **Provides the resources I need if I have a grievance in the workplace (N=59)**

| | | |
|---|---|---|
| Mean | 1.31 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 21 | 35.6 |
| Agree 1 | 14 | 23.7 |
| Neutral 2 | 14 | 23.7 |
| Disagree 3 | 5 | 8.5 |
| Strongly Disagree 4 | 5 | 8.5 |
| Total | 59 | 100.0 |
| | | |

How strongly do you agree or disagree with the following statements about your supervisor at work? **Supports my professional development and growth (N=59)**

| Mean | 1.32 | |
|---|---|---|
| | Frequency | Valid Percent |
| Strongly Agree 0 | 23 | 39.0 |
| Agree 1 | 13 | 22.0 |
| Neutral 2 | 9 | 15.3 |
| Disagree 3 | 9 | 15.3 |
| Strongly Disagree 4 | 5 | 8.5 |
| Total | 59 | 100.0 |

## Experiences Due to COVID-19 Pandemic

How have the following affected your productivity at work?
(Positively, No Impact, Negatively, Not applicable)
**Virtual meetings (N=56)**

| Mean | 0.82 | |
|---|---|---|
| | Frequency | Valid Percent |
| Positively 0 | 22 | 39.3 |
| No Impact 1 | 22 | 39.3 |
| Negatively 2 | 12 | 21.4 |
| Total | 56 | 100.0 |

How have the following affected your productivity at work?
(Positively, No Impact, Negatively, Not applicable)
**Working from home (N=51)**

| Mean | 0.63 | |
|---|---|---|
| | Frequency | Valid Percent |
| Positively 0 | 28 | 54.9 |
| No Impact 1 | 14 | 27.5 |
| Negatively 2 | 9 | 17.6 |
| Total | 51 | 100.0 |

How have the following affected your productivity at work?
(Positively, No Impact, Negatively, Not applicable)
**Lack of childcare or other caregiver support (N=28)**

| | | |
|---|---|---|
| Mean | 1.36 | |
| | Frequency | Valid Percent |
| Positively 0 | 1 | 3.6 |
| No Impact 1 | 16 | 57.1 |
| Negatively 2 | 11 | 39.3 |
| Total | 28 | 100.0 |

How have the following affected your productivity at work? (Positively, No Impact, Negatively, Not applicable) **Homeschooling (N=31)**

| | | |
|---|---|---|
| Mean | 1.48 | |
| | Frequency | Valid Percent |
| Positively 0 | 1 | 3.2 |
| No Impact 1 | 14 | 45.2 |
| Negatively 2 | 16 | 51.6 |
| Total | 31 | 100.0 |

How strongly do you agree or disagree with the following statements? **My employer accommodates my increased home responsibilities (N=57)**

| | | |
|---|---|---|
| Mean | 1.84 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 7 | 12.3 |
| Agree 1 | 13 | 22.8 |
| Neutral 2 | 24 | 42.1 |
| Disagree 3 | 8 | 14.0 |
| Strongly Disagree 4 | 5 | 8.8 |
| Total | 57 | 100.0 |

How strongly do you agree or disagree with the following statements? **My voice is heard *more* due to the work-style adjustments my employer has made (N=60)**

| | | |
|---|---|---|
| Mean | 1.88 | |
| | Frequency | Valid Percent |

| | | |
|---|---|---|
| Strongly Agree 0 | 7 | 11.7 |
| Agree 1 | 13 | 21.7 |
| Neutral 2 | 27 | 45.0 |
| Disagree 3 | 6 | 10.0 |
| Strongly Disagree 4 | 7 | 11.7 |
| Total | 60 | 100.0 |
| | | |

How strongly do you agree or disagree with the following statements? **My voice is heard *less* due to the work-style adjustments my employer has made (N=59)**

| | | |
|---|---|---|
| Mean | 1.93 | |
| | Frequency | Valid Percent |
| Strongly Agree 0 | 8 | 13.6 |
| Agree 1 | 12 | 20.3 |
| Neutral 2 | 22 | 37.3 |
| Disagree 3 | 10 | 16.9 |
| Strongly Disagree 4 | 7 | 11.9 |
| Total | 59 | 100.0 |
| | | |

**Have the consequences of the pandemic affected your individual income? (N=59)**

| | | |
|---|---|---|
| Mean | 1.14 | |
| | Frequency | Valid Percent |
| My income increased 0 | 11 | 18.6 |
| I experienced no change in my income 1 | 31 | 52.5 |
| My income decreased 2 | 15 | 25.4 |
| My income was eliminated or I had to leave my job because of insufficient childcare 3 | 2 | 3.4 |
| Total | 59 | 100.0 |

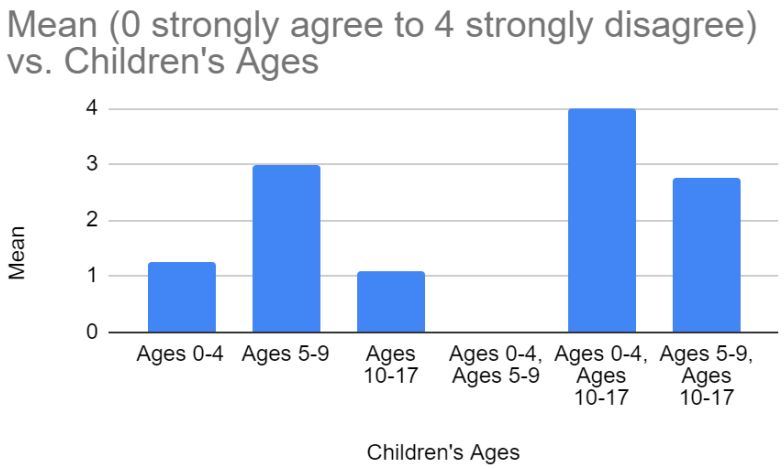
# APPENDIX C: Charts Depicting Statistically Significant One-Way ANOVA Tests

## Workplace Environment Metric Area (WEMA)

*How strongly do you agree or disagree with the following statement about your workplace?* All employees are treated fairly and with the respect they deserve, regardless of gender or race/ethnicity.

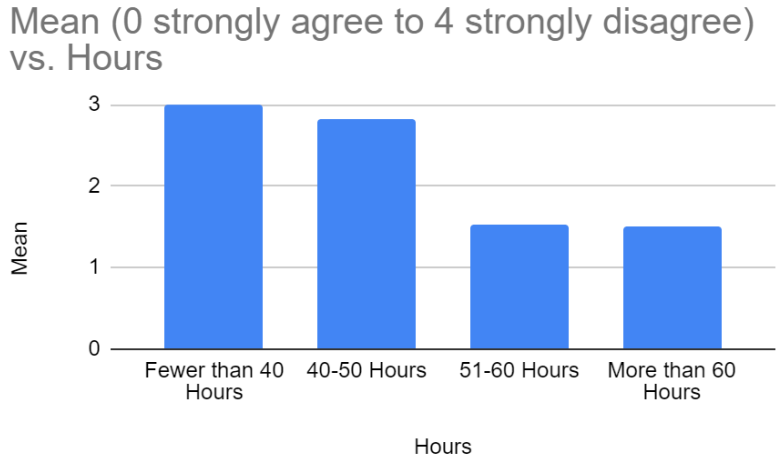
**Chart 1. Parent-participants' level of agreement/disagreement that all employees are treated fairly, as correlated to the age group(s) of parent-participants' children**

Note: Each bar represents parent-participants grouped by their children's ages, with two age ranges listed for parents with children in two age ranges




*How strongly do you agree or disagree with the following statement about your workplace?* Employees who care for an adult (elderly parent, adult child, spouse, etc.) are supported.

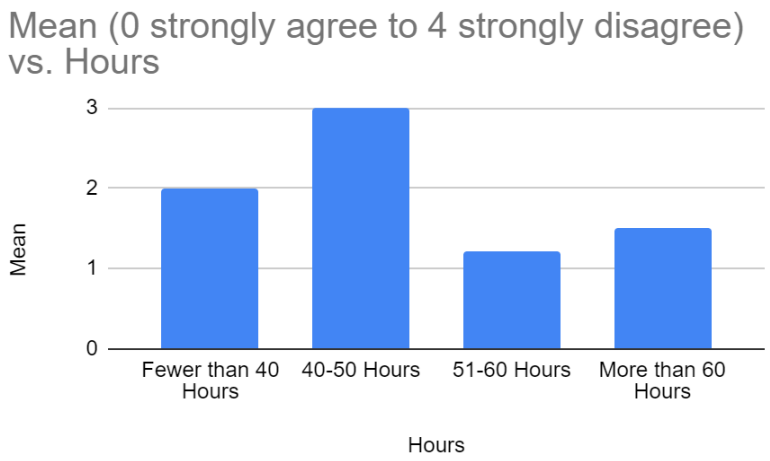
**Chart 2. Correlation between participant hours worked and level of agreement/disagreement that employees with adult dependents are supported**



## Advancement and Compensation Metric Area (ACMA)

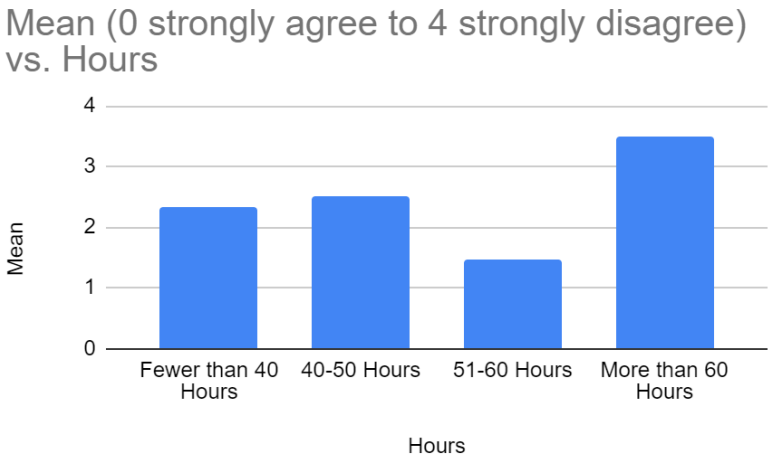
*How strongly do you agree or disagree with the following statement about your workplace?* I have fair access to meaningful training and professional development opportunities.

**Chart 3. Correlation between participant hours worked and level of agreement/disagreement that they have access to meaningful training and professional development**




*How strongly do you agree or disagree with the following statement about your workplace?* I am paid fairly for the job I hold relative to others at my workplace.

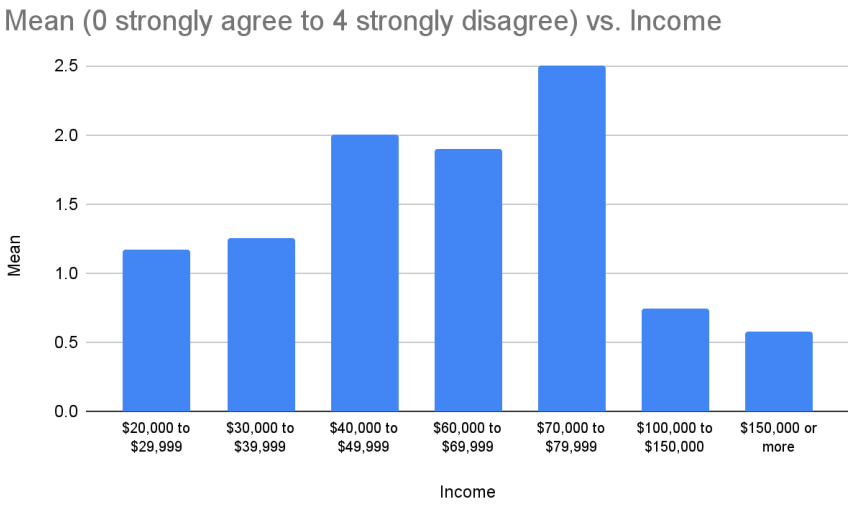
**Chart 4. Correlation between participant hours worked and level of agreement/disagreement that they are paid fairly**



## Policies and Organizational Support Metric Area (POMA)

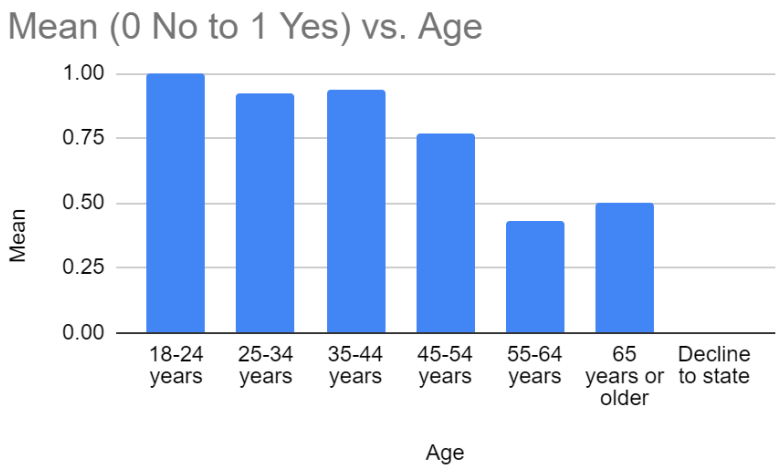
*How strongly do you agree or disagree with the following statement about your workplace?* My employer would take a complaint seriously from me if I issued one.

**Chart 5. Correlation between participants age and their tendency to report that sponsorship programs are available at their organization**




*Does your employer have policies and/or practices in the following areas?* Sponsorship programs

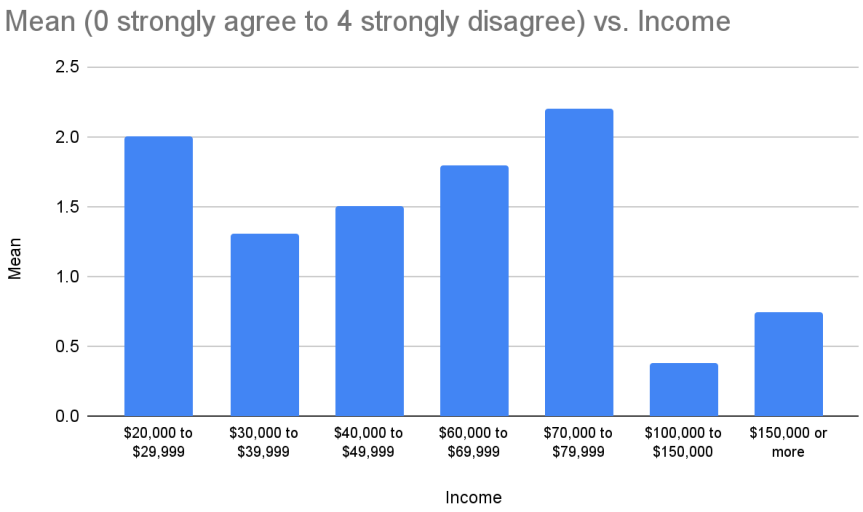
**Chart 6. Correlation between participant salary and level of agreement/disagreement that their employer would take a complaint from them seriously**



## Supervisor Relationship Metric Area (SRMA)

*How strongly do you agree or disagree with the following statement about your supervisor at work?* Provides the resources I need if I have a grievance in the workplace.

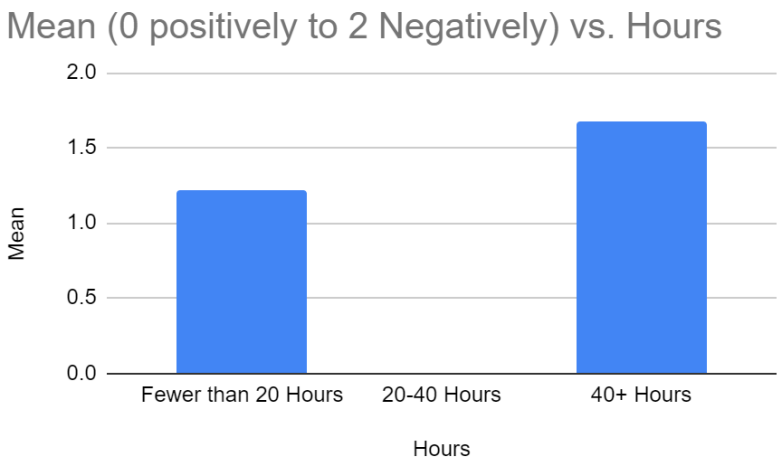
**Chart 7. Correlation between participant salary and level of agreement/disagreement that their supervisors would provide the resources they need if they have a grievance in the workplace**




## COVID-19 Pandemic Impacts

*How has the following impacted your productivity at work?* Lack of childcare or other caregiver support

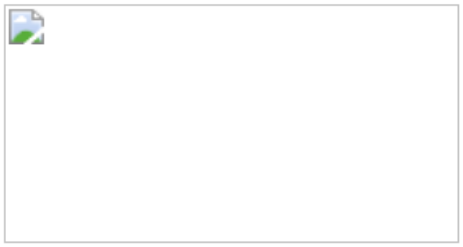
**Chart 8. Correlation between participant hours worked and the impact of no caregiving support on their work productivity**



## APPENDIX D: Messaging and Incentives

### MANA & Kim Center Survey on Community Needs and Workplace Equity!

MANA is excited to partner with the Kim Center for Social Balance to help create San Diego's first-ever workplace equity baselines! Please help us collect critical information about your experiences at work so we can drive change on a regional level.



We would also like to understand your past participation with MANA and future needs so we can better serve you.

Your responses are completely anonymous, and you can skip any question you want. Please do not include any personally identifying information (name, email, etc.) in your responses.

You will need 10-15 minutes to complete the entire survey, and it must be finished in one sitting. We encourage you to use the open-ended questions to share anything you think employers and policy makers should understand about the state of gender and racial/ethnic equity in San Diego's workplaces.

The survey will close at 11:59pm on Friday, March 26. MANA will randomly select 3 lucky winners to receive electronic gift cards, so please send a screenshot of your "survey submitted" page to manasd@manasd.org by the 26th of March for your chance to win!

Fill out the

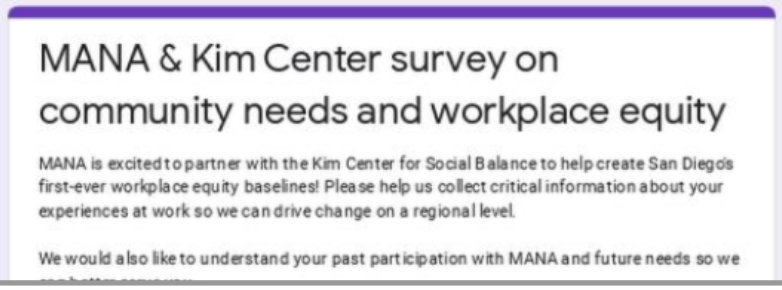
**MANA de San Diego**
1,058 followers
1w •

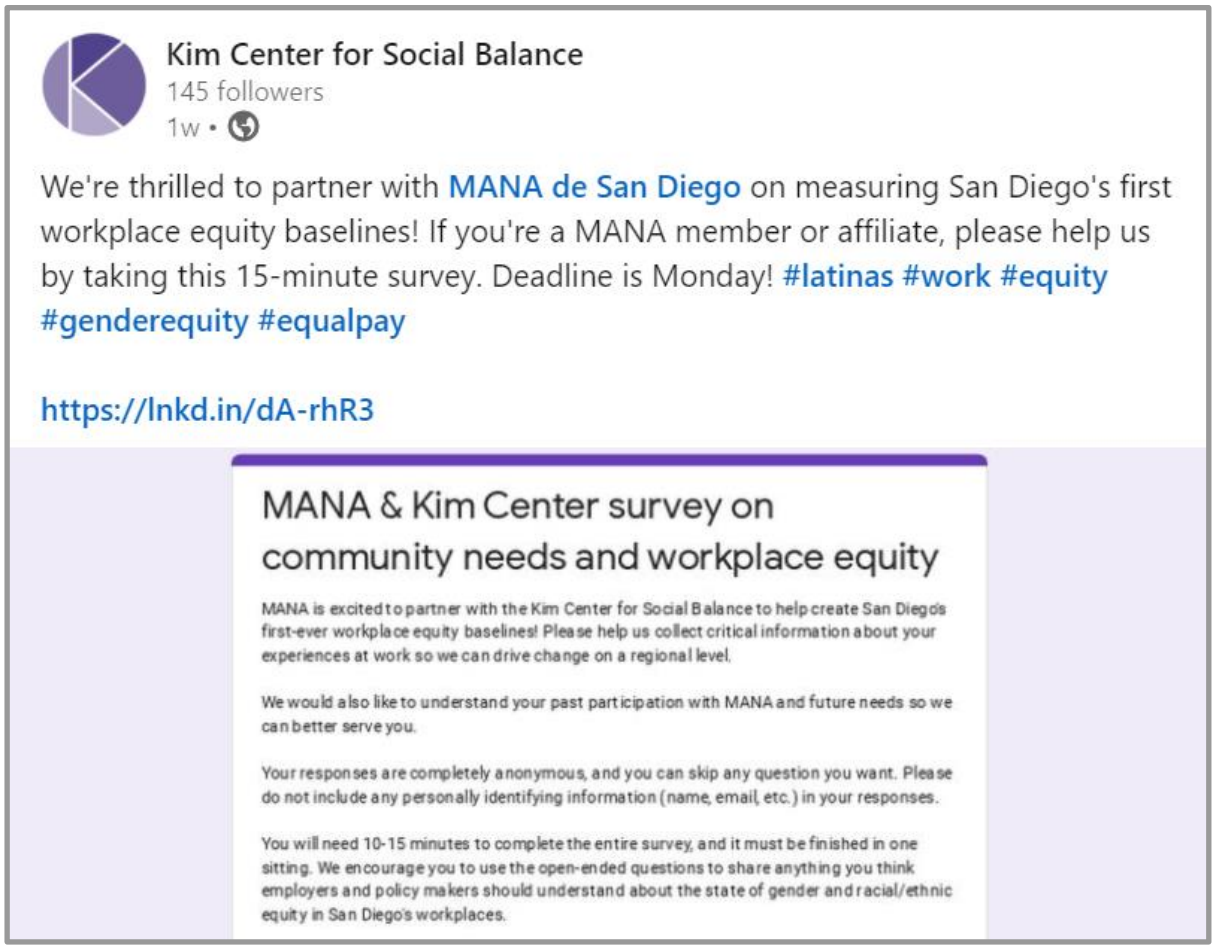
When we talk about the future of work, we tend to think about readying our workers through new skills but it is also important to ready our workplace through the transformation of the work environment itself. We need workplaces that allow workers to have the best opportunity to succeed by providing a place free of barriers and biases that limit women's advancement. This is why we have teamed up with the **Kim Center for Social Balance** to establish workplace equity baselines in San Diego! If you haven't already, please fill out our survey as we have extended the deadline to Friday, April 2nd.

English: **https://lnkd.in/edUFAEH**

Spanish: **https://lnkd.in/epzXq6Y**

**Hei-ock (pronounced Hay-oh) Kim - she/her**, **Cristina Sanchez-Kerr**, **Sophie Bierly**, **Inez González Perezchica, Ed.D.**





Kim Center for Social Balance
145 followers
1w •

We're thrilled to partner with MANA de San Diego on measuring San Diego's first workplace equity baselines! If you're a MANA member or affiliate, please help us by taking this 15-minute survey. Deadline is Monday! #latinas #work #equity #genderequity #equalpay

https://lnkd.in/dA-rhR3

MANA & Kim Center survey on community needs and workplace equity

MANA is excited to partner with the Kim Center for Social Balance to help create San Diego's first-ever workplace equity baselines! Please help us collect critical information about your experiences at work so we can drive change on a regional level.

We would also like to understand your past participation with MANA and future needs so we can better serve you.

Your responses are completely anonymous, and you can skip any question you want. Please do not include any personally identifying information (name, email, etc.) in your responses.

You will need 10-15 minutes to complete the entire survey, and it must be finished in one sitting. We encourage you to use the open-ended questions to share anything you think employers and policy makers should understand about the state of gender and racial/ethnic equity in San Diego's workplaces.

# APPENDIX E: Responses to Questions About MANASD Services and Community Needs

| **Overview** | | |
|---|---|---|
| | Frequency | Valid Percent |
| English Responses | 59 | 92.2 |
| Spanish Responses | 5 | 7.8 |
| Total Participants | 64 | 100.0 |

**Question 1: Are you a current MANASD member? (N=64)**

| | Frequency | Valid Percent |
|---|---|---|
| Yes | 43 | 67.2 |
| No | 21 | 32.8 |
| Total | 64 | 100.0 |

**Question 2: Have you participated in any events or activities (online or in-person) in the past 12 months? (N=63)**

| | Frequency | Valid Percent |
|---|---|---|
| Yes | 40 | 63.5 |
| No | 23 | 36.5 |
| Total | 63 | 100.0 |

**Question 3: If yes, what drew you to the events? What about them did you enjoy? (N=41)** [write in option]

| |
|---|
| Speakers in virtual LSC |
| Speakers in virtual LSC |
| Connecting with other women and members, learning new information and what we have doing (accomplishments, events, programs, etc.) as an organization. |
| They were tailored to Latinx demographic and I love the work that MANASD de San Diego is doing to support Latinas in the community. |
| I love being able to collaborate and find conversations that may help guide further inclusive conversations at my workplace. |

| |
|---|
| My commitment to the organization. Opportunity to connect w/like-minded Latinas in my community during a difficult time. |
| Expanding my knowledge on issues within the Latinx community and getting to build community with other MANASD members. |
| I learned the possibility to speak to other Latina professionals. I enjoyed listing to<br>other people's stories |
| I am very active with MANASD - I enjoy the speakers, the topics and the community<br>of women that come together. |
| Hearing success stories from latina leaders and staying in touch with community |
| the availability, the fact that I feel supported as a latin |
| Email alert and relevance to Latina equity and development. |
| The network overall draws me to view the newsletters etc. |
| Giving back to the community by mentoring young girls. |
| Want my daughter to be involved, but... No outreach |
| Networking and getting involved with my community |
| Fun titles. They were fun and meaningful events. |
| I attended each of the events. They were great! |
| Sense of community between my fellow LSLP cohort |
| The program kept things moving and interesting. |
| Latina Leadership - professional development |
| Event engagement and networking opportunity |
| Building community with MANASD and Hermanita |
| I want to support latinas in our community |
| access to latina leaders & professionals |
| Charlas - something new and interesting |
| What drew my attention are the topics. |
| the subject/theme of the presentation |
| Opportunities to learn and to network |
| When they had networking opportunity |
| topics of interest |
| WANTING TO GET INVOLVED AND HELP |

| |
|---|
| trying to keep up to date. |
| More like Tia meetings |
| Social responsibility |
| Their passion |
| Seeing people |
| mentoring |
| solamente en una ocasión he podido asistir virtualmente |
| La información que nos proporciona |
| La información que nos proporciona |

**Question 4: If not, what prevented you from connecting to our events? (check all that apply) (N=64)** [write in option]

| | Frequency | Valid Percent |
|---|---|---|
| Timing did not work | 17 | 26.2 |
| Too busy | 9 | 13.8 |
| Did not hear about them | 9 | 13.8 |
| Tired of online events | 8 | 12.3 |
| Not interested in the topic(s) | 3 | 4.6 |
| Website is lacking, unless you just want to see women dressed up and partying | 1 | 1.5 |
| Issue with how a board member handled a situation when I volunteer for an event | 1 | 1.5 |
| Newly hired in my present role | 1 | 1.5 |
| Didn't want to seat in front of a computer to watch another event with chat log as the only option to interact with other | 1 | 1.5 |
| New member | 1 | 1.5 |
| Coincide con otras juntas de la escuela de mis hijos | 1 | 1.5 |

**Question 5: As we plan our future events, what topics would you like us to cover? (N=47)** [open ended]

| |
|---|
| Latinas in literature, fine arts, education |
| Latinas in literature, fine arts, education |
| Topics are less important than events that offer an opportunity to socialize and professionally network within the central and south San Diego Latinx community.<br>Lecture style events with Q&A are less relevant as I imagine members, especially<br>the working professionals, try to retain or regain a connection to the San Diego Latinx community post pandemic. With that said, if a lecture style event were offered, topics that are San Diego specific would be most helpful. For example, an update from the San Diego Rapid Response Network (JFS & SD ACLU) to hear about their work with migrants and asylum seekers. Also, tapping our finance/retirement/budgeting member/partner experts would likely be relevant/useful information that other similar organizations have offered to their members. |
| I enjoy the email updates provided by MANASD. Would like to continue with the<br>breakfasts events with a speaker or similar events. Which are not too long. Need<br>before and after networking time To touch base with other members or meet new ones. I really enjoyed them the March women history email updates. It would be nice if we had a March luncheon to honor our organization and women. Increase the number of women/others in the leadership circle. |
| 1. Less fancy, more community based, community serving, our youth and families are suffering. 2. Recent exposure to global human trafficking enterprise (San Diego 13th busiest portal in he world) 3. supporting Latinas in the work place |
| Actionable policy work or community initiatives for the San Diego community. Maybe getting to know a district representative and the committees they are working on. |
| Networking, Border Issues, focusing on the uniqueness of our region, Opportunities to connect people and organizations on both sides of the border. |
| Leadership - nuts and bolts (time management, executive presence, people management, equity minded leadership, difficult conversations) |
| Diversity and Inclusion in the work force - speaking to partners, prospects, and colleagues about impact we have on the community. |
| More mentoring for the young women...issues to cover..Preventing Underage use of Alcohol and Drugs, Suicide, ACES, Mental health |
| financial - planning, investing and real estate, professional - leadership, networking, skill development |
| Workshops on trauma and the latina experience/workshops on advocating for yourself and hirer pay |
| I miss the breakfast style events, so something similar to that nature online works for me |

| |
|---|
| Finding your passion, self-care, career options, basic budgeting (financial education). |
| Financial Literacy, Career Guidance (linkedIn, how to network, resume building etc) |
| networking, prof development, how we can support young latina members in San Diego |
| Advoacting for Latinas in key civic, business, nonprofit leadership positions. |
| Professional Development, social justice issues affecting Latinx communities |
| Financial Literacy, building a book of business, building a personal brand. |
| Career advancement tips; areas of need with MANASD and how orgs can support |
| Women in Politics, Education, Finance, Economic Welfare indicators, etc |
| salary negotiation, support for current undergrad/grad/doc students |
| Equity and inclusion. And fun events where we connect with folks. |
| Imposter syndrome, Preserving your culture in corporate America, |
| city services in low income communities like San Ysidro, |
| MANASD AND COVID19, EDUCATION, FINANCIAL LITERACY. |
| Pay equity, professional growth, creating wealth |
| Women working together to achieve a common goa |
| Impacts of Remote Relationships and Networking |
| Immigration reform, women's rights, DEI work |
| Executive job opportunities for Latina’s |
| Leadership workshop for the young women |
| Anything that may be beneficial to us |
| Intergenerational workplace dynamics |
| Other Latina authors; Mental health |
| Balancing family and work |
| Gender equality and inclusion |
| Networking opportunities |
| Mid-Career advice |
| Career building |
| Healthy choices |
| Leadership |

| |
|---|
| racism, how we can change our work place, mental health |
| Home buying, financial, investments |
| Cómo atraer alas niñas para qué tengan motivación y seguridad en ellas |
| Cómo atraer alas niñas para qué tengan motivación y seguridad en ellas |
| Educacion |

| | | |
|---|---|---|
| | | |

| **Question 6: What is the best timing (time, day, etc.) for you? (N=54)** [open ended] |
|---|
| Evenings |
| Evenings |
| Evenings |
| Evenings |
| Weekdays after 5 or weekends in the morning after 9 am |
| Weekdays after 5 or weekends in the morning after 9 am |
| Towards the end of the week. Probably evenings but really depends and hard to be specific as school and work settings are in such a state of flux with the COVID ups and downs. |
| No preference, I make the time. I just don't like downtown San Diego events where parking is so difficult and expensive. |
| i have a lot of events at night so the morning ones are easier to attend. |
| Before 8:30am or after 5:30pm weekdays - Weekend afternoons usually work |
| between 5pm & 7pm or during lunch time, prefer tue/wed/thu |
| Weekday Evenings (6-8pm) or Saturday mornings (8-10am) |
| I can adjust my schedule or work with the schedule, |
| preferably during the weekend or weekday after 6pm |
| Wednesday - Saturday. Evening time (After 5 PM) |
| Weekends in the morning or Wednesdays evening |
| after 6pm on weekdays, weekend mornings |
| It varies due to my work schedule. |
| Weekdays or evenings not weekends |
| afternoons M-Th (3pm-7pm) |
| after 5pm and/or weekends |
| Evening and weekends. |

| |
|---|
| evenings and weekend |
| Morning or after 5 pm |
| late afternoons thurs |
| Morning or after 5 pm |
| M-Thurs between 5-6pm |
| evenings and weekends |
| Weekend mid-mornings |
| Friday and Saturday |
| End of Business Day |
| Nights and weekends |
| Wednesday evenings |
| retired any time. |
| M-W-Th after 4pm |
| AFTERNOON 3-6PM |
| 4pm-5/5:30pm |
| noon or 5p |
| after 5 pm |
| Afternoon |
| mornings |
| weekends |
| evenings |
| Any time |
| Evening |
| flexible |
| varies |
| 6:00 PM |
| 2:00 PM |
| 7:00 PM |
| morning 8am |
| Los días que sean me puedo adaptar grupos pequeños |
| Lunes, Martes o Jueves 6pm |

| |
|---|
| Tarde |
| |
| **Question 7: What format do you prefer (live webinar, pre-recorded, small group, etc.)? (N=55)** [write in option] |
| Live webinar |
| Live webinar |
| Live webinar |
| Live webinar so I can ask questions and small groups work ok too |
| Live webinar so I can ask questions and small groups work ok too |
| live webinar |
| live webinar |
| pre-recorded |
| pre-recorded |
| live webinar where we can see everyone in attendance for the main presenter and be in small groups to mingle for 5 minutes with pre-written topics/questions |
| live is fun, pre recorded is convenient, I love small group if there is a benefit to engaging in small facilitated group discussions. |
| more interaction with other MANASD members. Opportunities for mentorship since I am barely getting started in my professional journey |
| Small group. I like that there was a live chat via youtube but would prefer to see everyones camera/video in a zoom room. |
| I like the small group, webinar/zoom and of course some of the big splashy events. |
| Prefer live with the option to get recording. Option to break into small groups. |
| live hopin presentations with pre mingle at "tables" to help build community. |
| Live webinar large or small group and absolutely not pre-recorded. |
| live webinar so I can interact in case I have a question |
| Would like in person small group if possible |
| all of the listed all could have benefit |
| Live webinar with small group breakouts |
| Live webinar with breakout groups |
| Small group and/or zoom meetings |
| Live webinar for the time being. |
| Live webinar, small groups etc |

| |
|---|
| live webinar and pre-recorded |
| Live webinar and small group |
| Live session and small group |
| live webinar or small group |
| all of the above are great! |
| Live webinar / Small group |
| Live Webinar, Small Groups etc |
| live webinar or in person |
| Live Webinar, Small Groups etc |
| live-webinar/pre-recorded |
| live and/small group |
| small group, webinar |
| live, small group |
| Live if it's safe, Zoom |
| Small group, live |
| all are fine |
| all work for me |
| LIVE-WEBINAR |
| Small group |
| small group |
| Webinar |
| zoom |
| open to any |
| open to all |
| small group |
| Any but online is usually what everyone is doing these days. |
| todos me parecen interesantes sólo he participado en zoom en vivo. |
| Grupos pequeños |
| Grupos pequeños |
| grabados previamente |
| | | |

**Question 8: In addition to events, what other services would you like to see MANASD offer or connect you to? (check all that apply) (N=64)** [write in option]

| | Frequency | Valid Percent |
|---|---|---|
| Workshops (hosted by Community Partners or Members). Topics could include financial literacy, leadership, professional development, educational opportunities, etc. | 56 | 86.2 |
| College student resources. Resources could include networking opportunities, career fairs, internship listing, etc. | 31 | 4.7 |
| Caregiver resources. Resources could include referrals (childcare, extracurricular programs, support groups, legal services, etc.), medical resources, and/or creation of a support network. | 14 | 21.5 |
| Mental illness awareness, therapy resources | 1 | 1.5 |
| Suggestion for workshops: cybersecurity | 1 | 1.5 |
| Networking event geared to younger adults . It has been hard to meet other like-minded latina's in their 20's at MANASD events. It has mainly been though LSLP. | 1 | 1.5 |
| career change opportunities | 1 | 1.5 |
| Teach young women how to network and present themselves | 1 | 1.5 |
| Social events to make new friends. | 1 | 1.5 |
| Activities and topics for older members, I also enjoyed when we had the yoga session at one of the training events. But it was too short. | 1 | 1.5 |
| How do girls get helped? | 1 | 1.5 |
| Trainings on topics and legislations that are directly impacting our community | 1 | 1.5 |
| Networking | 1 | 1.5 |
| mental health | 1 | 1.5 |

## Report Contributors

**Dr. Hei-ock (pronounced Hay-oh) Kim** is the founder and Executive Director of the Kim Center for Social Balance. She has devoted over a decade to nonprofit administration in social justice, environmental conservation, and the arts. Hei-ock serves on the board of Workforce Ventures, increasing workforce participation through income share agreements. She is also a member of MANA de San Diego, Women in Public Finance, and Lawyers Club of San Diego.

**Dr. Inez González Perezchica** is the Executive Director at MANA de San Diego, empowering Latinas in all stages of their lives. She was the founding director of the Latino Communications Institute at Cal State Fullerton, a workforce-preparedness program which helped college students secure competitive internships and career-relevant jobs. Inez gained her media expertise during her nine-year tenure at the National Hispanic Media Coalition (NHMC), a Latino media advocacy organization.

**Cristina Sanchez Kerr** is a partner at Arboreta Group, and research advisor to the Kim Center for Social Balance. She has a demonstrated history of success in the nonprofit organization management industry, and is skilled in program development, evaluation, and training. Cristina is also currently working toward her PhD at the School of Education and Leadership Studies/University of San Diego.

**Sophia Bierly** is a research and administrative assistant at the Kim Center for Social Balance, with a specialty in data analytics. Currently an undergraduate student at the University of San Diego, she completed a graduate level research paper this year on benevolent sexism within heterosexual dating. In the fall, she will receive her bachelor's degree in mathematics.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**Andaye Hill-Espinoza and Jessica Crawford** | Review

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"We must be impatient for change. Let us remember that our voice is a precious gift and we must use it." - *Claudia Flores, senior campaign manager for Immigration, Center for American Progress*

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MANA DE SAN DIEGO
A National Latina Organization

KIM CENTER FOR SOCIAL BALANCE