

Women, Perceptions, and Montana's 56 Counties



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Executive Summary

The Women's Foundation of Montana was interested in evaluating the role of gender and workplace policies in county-level positions across Montana. Gina Tracy, a graduate student in the Master of Public Administration Program at the University of Montana conducted an independent study Fall 2017 to examine the role of gender across Montana's 56 counties. We organized a ten-minute Internet survey with questions about policies and perspectives regarding the respondents' work environment. The survey was sent to 554 Montana officials November 2017. The survey received 160 responses or a 29% response rate.¹

Key Findings

1. A pay gap exists between men and women in county-level positions in Montana.
2. Variance exists between male and female experiences with workplace discrimination (women = 17%; men = 3%).
3. Flexibility in the workplace (e.g. work from home, time off for adoption, maternity/paternity policy) varies across Montana.

Methodology

To understand workplace policies in Montana more broadly, we used a quantitative approach. We developed a 10-minute online survey via the University of Montana's Qualtrics tool to send county-level officials across Montana's 56 counties an electronic link for completion. We used the 2017 Directory of Montana County Officials handbook to generate an email list. The directory included all 56 counties in Montana.

An email was sent to 573 countywide officials November 2017. The email notification asked officials to participate in graduate level research (survey) in conjunction with the Women's Foundation of Montana.² The following reports the results from this survey.

¹ The response rate of 29% is lower than we expected; however, this November was an election year for some positions, and some respondents indicated this concern as they were leaving their current position or occupying a new position. In addition, several respondents were out of the office during the two email cycles, and we received automated replies explaining their leave of absence. Response rates also reflects barriers from incorrect email address and the shift in positions from the current election. Also, response rates had a higher percentage of female participants (65 percent) versus male (35 percent).

Demographic Data

We begin with an overview of demographic data. Table 1 demonstrates that 65% of the participants in this study were female and 35% male. The table also illustrates that most of the respondents are 55+ years of age (55%), predominantly white or non-Hispanic (94%), and have worked in their current position for more than 5 years (74%).

Table 1: Respondent Demographic Information

Survey Question	Answer	Number of Responses	Percentage of Responses
Gender	Female	104	65%
	Male	56	35%
Age	25 to 34	10	6%
	35 to 44	19	12%
	45 to 54	41	26%
	55 or older	88	55%
	Prefer not to answer	2	1%
Level of Education	Bachelor's degree/4 year college degree	45	28%
	Doctorate degree	5	3%
	High School Diploma	22	14%
	Master's degree	11	7%
	Prefer not to answer	1	1%
	Professional degree (e.g. law degree)	17	11%
	Some college	59	37%
Race	American Indian or Alaska Native	5	3%
	Latino/Hispanic	1	1%
	Prefer not to answer	4	3%
	White, non-Hispanic	150	94%
Years employed with the county	1-3 years	20	13%
	3-5 years	12	8%
	Less than 1 year	5	3%
	More than 5 years	118	74%
	N/A	5	3%
Years employed in current position	1-3 years	30	19%
	3-5 years	23	14%
	Less than 1 year	11	7%
	More than 5 years	94	59%
	N/A	2	1%

Analysis of Key Findings

County level positions in Montana are far-reaching and range from elected positions to civil servants. Moreover, the salaries range across positions. To demonstrate this variance, Table 2 compares salaries for dominant positions for men and women across Montana. In our research, female dominated positions are clerk and recorder and treasurer. By way of comparison, men dominate county attorney and commissioner positions.

Table 2: Montana Official Salaries per Position

Montana County Position	Dominant Gender	Salary
Clerk and Recorder	Female	\$51,000
Treasurer	Female	\$35,700
Superintendent	Female	\$106,500
County Attorney	Male	\$110,000
Commissioner	Male	\$54,500

To delve deeper, Figure 1 illustrates the total amount of personnel per position type. This information was generated from the 2017 Directory of Montana County Officials.

Figure 1: Gender per Position

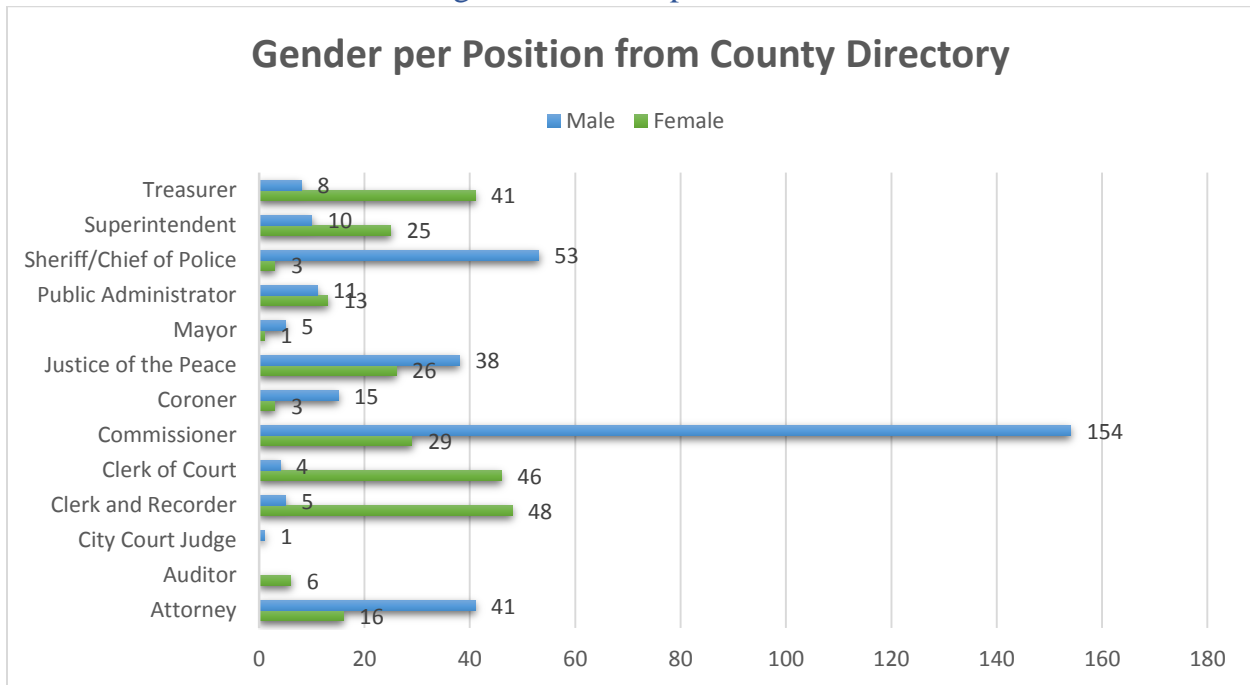
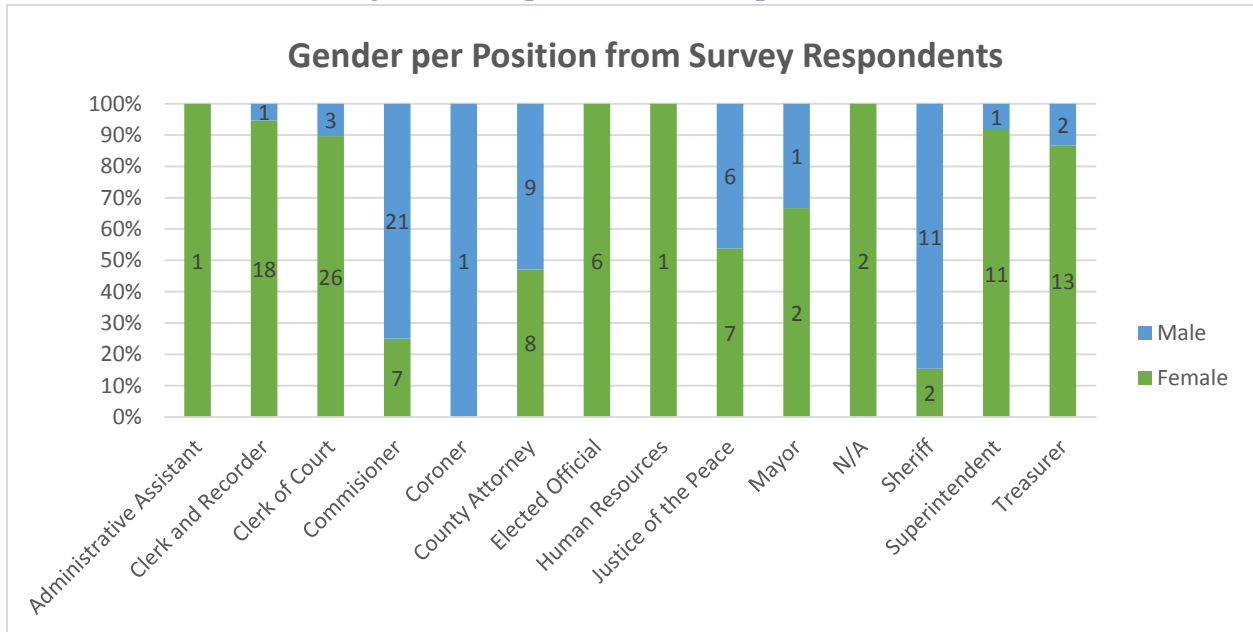


Figure 2 illustrates the position types by gender for the participants in this project. Recall, 160 individuals responded to our survey. The largest segment of female participants included clerk and recorders and clerk of courts. County commissioners and county attorneys responded at the highest rate for men in our sample.

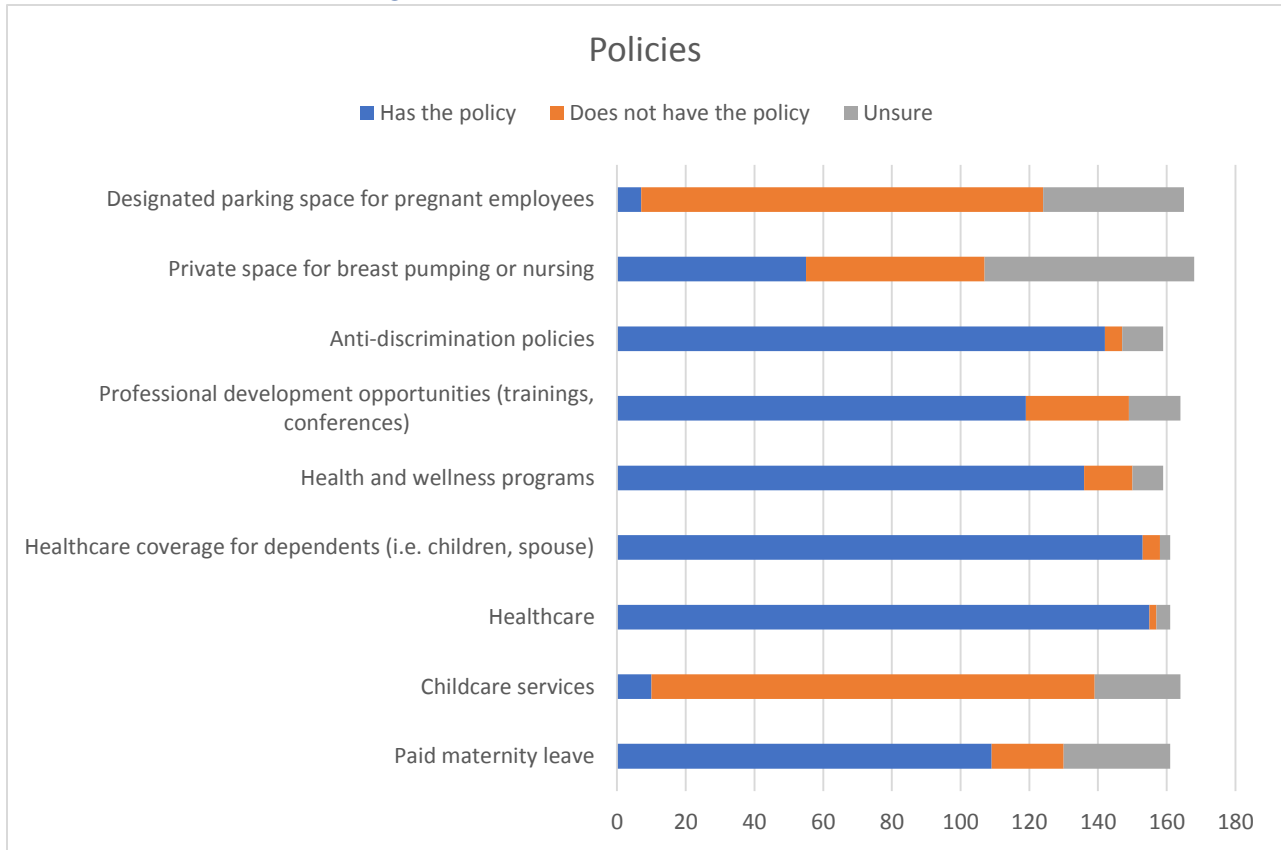
Figure 2: Respondent Gender per Position



Policies

Policies and procedures can create a barrier for women in the workplace. Overall, many policies that protect and benefit employees exist for Montana county-level employees. However, the findings show a lack of policies that pertain to women’s health and wellness, such as; parking for pregnant employees, childcare services, and private space for breast pumping or nursing. As Figure 3 demonstrates, 81% of respondents reported their county does not have a policy for childcare services, and 73% indicated they do not have designated parking spaces for pregnant employees.

Figure 3: Policies in Montana Counties



Flexibility

Flexibility in any organization can also affect a workplace more broadly. According to the Bureau of Labor Statistics, women spend one hour more on household duties per day than men, and twice the amount of time caring for other people in the household. (BLS, 2015) Figures 4 and 5 presented below show a comparison between female and male responses.³ For example, Figure 4 reveals that most women believe there is no flexibility to work from home or a remote location, while most men claim to have some flexibility, which is presented in Figure 5. Respondents were asked if they had flexibility across a variety of factors – time off for personal matters, work hours, adoption, having a child, retirement, to ability to work remotely.

³ The female flexibility answer presents data for the 100 women that responded to these specific questions in our survey. The male response included 50. The goal is to show the comparison of perspectives across gender and county.

Figure 4: Work Flexibility in Montana Counties (Women)

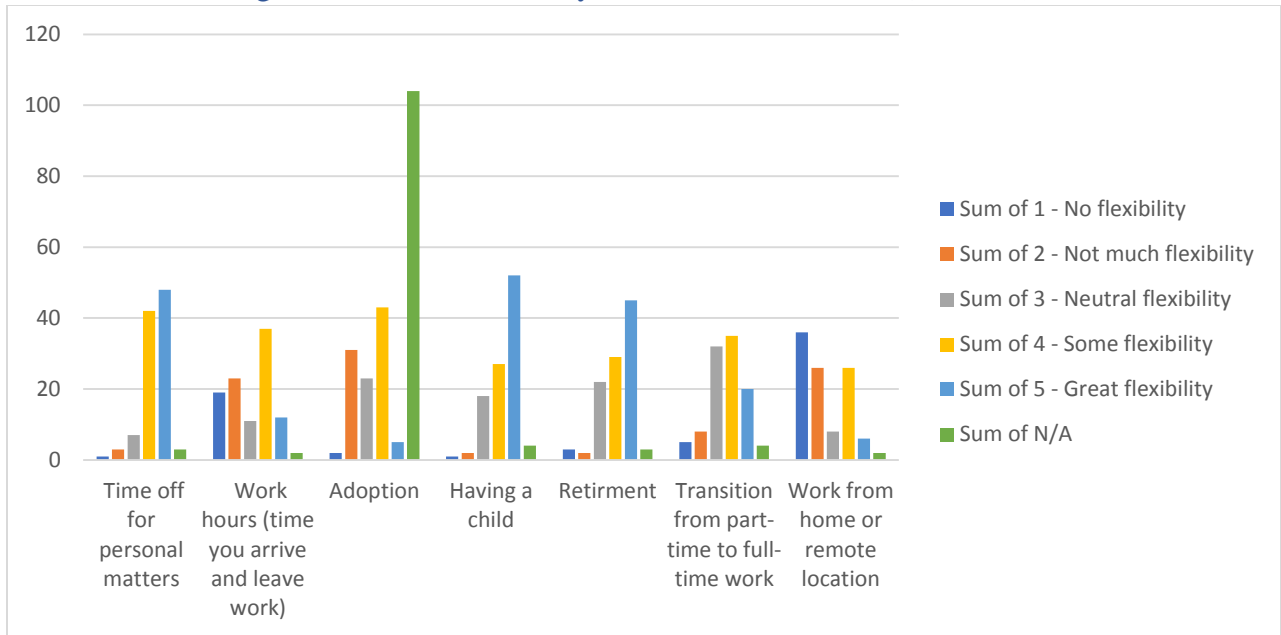
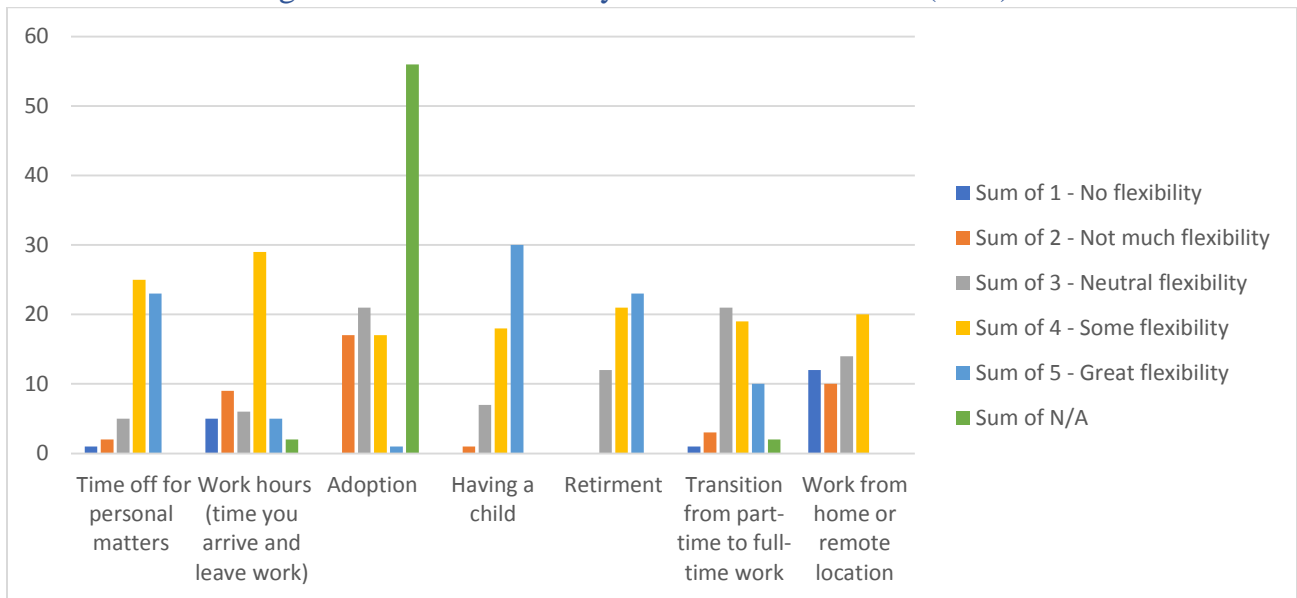


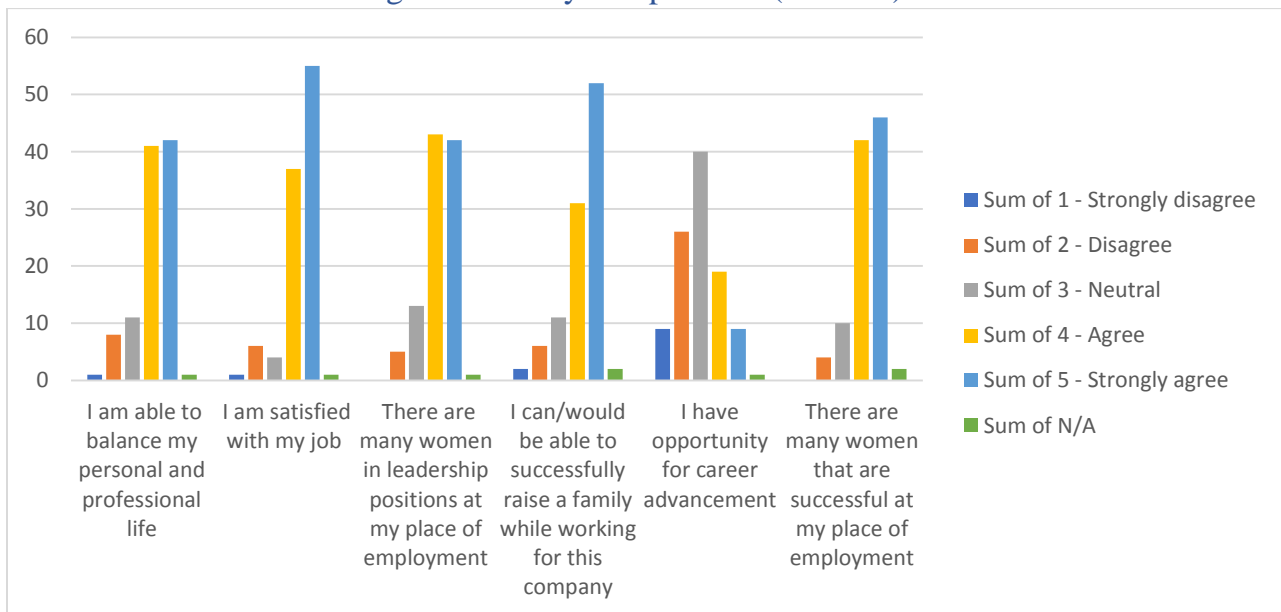
Figure 5: Work Flexibility in Montana Counties (Men)



Job Satisfaction

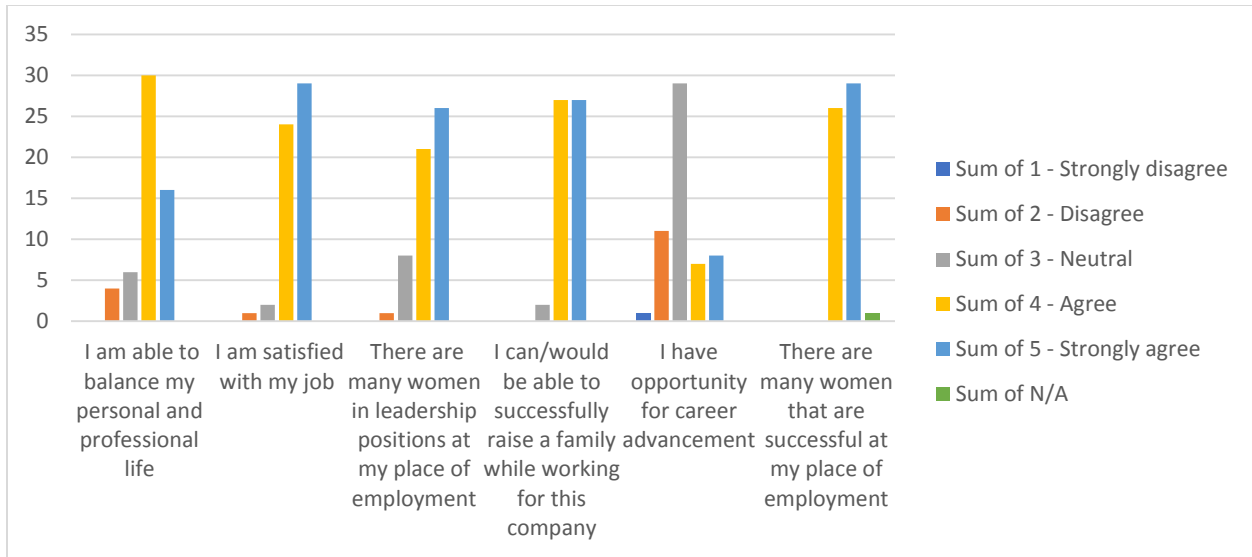
Respondents were also asked a series of statements and their level of agreement (strongly disagree, disagree, neutral, agree, and strongly agree). Figure 6 presents the results for female respondents. For example, a vast majority of women reported agreement with the following statements: “I am able to balance my personal and professional life,” and “I can/would be able to successfully raise a family while working for this company/organization.” However, the results are mixed regarding the opportunity for career advancement. Montana Association of Counties, MACo, creates salary reports annually for each county, and most county positions acquire a raise annually, which creates an incentive for an employee to stay committed to their position. (MACo, 2017) Also, many of the positions, if not all, must be elected by the community, which can explain the lack of career opportunity.

Figure 6: Policy Perspectives (Women)



By way of comparison, Figure 7 suggests that male respondents in this study mostly agree with their opportunities for work-life balance. However, their perceptions that women are successful in their place of employment is slightly higher than the female respondents in the research conducted here.

Figure 7: Policy Perspectives (Men)



Human Capital

Figures 8 and 9 use the same agreement scale as above to further investigate broader policies. We refer to these policies as human capital, an accepted term in human resource management, which reflects an organization’s commitment to provide opportunities for personnel. Overall, most women in this sample strongly disagreed that their county has mentorship programs for women, while only a small portion of men (18%) reported disagreement. In addition, most women responded neutral to the statement regarding whether their organization had policies to assist women in gaining skills for career advancement. Figure 9 demonstrates men believed women have opportunities for advancement. In short, Figures 8 and 9 presents contrasting views of policies set to help women advance in their career.

Figure 8: Human Capital (Female)

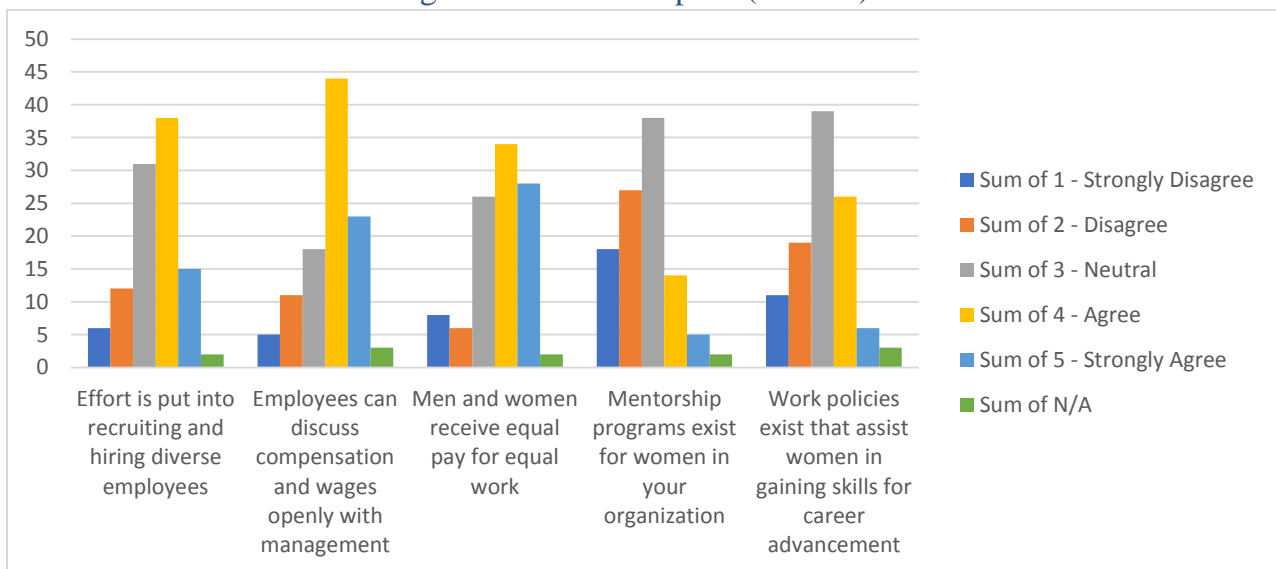
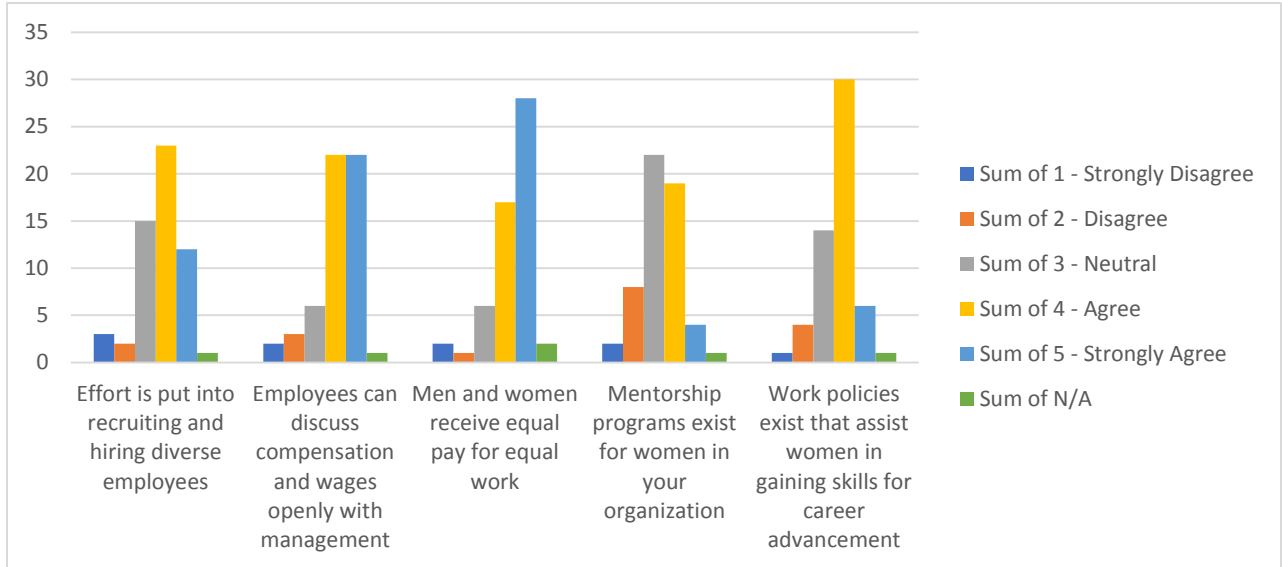


Figure 9: Human Capital (Men)



Discrimination

Figure 10 illustrates that respondents reported a total of 21 incidents of discrimination in their workplace. Although the responses do not show a significant amount of discrimination in the workplace, it continues to exist. A list of the anecdotal descriptions of discrimination is in the Appendix section of this report.

Figure 10: Witness or Victim of Workplace Discrimination

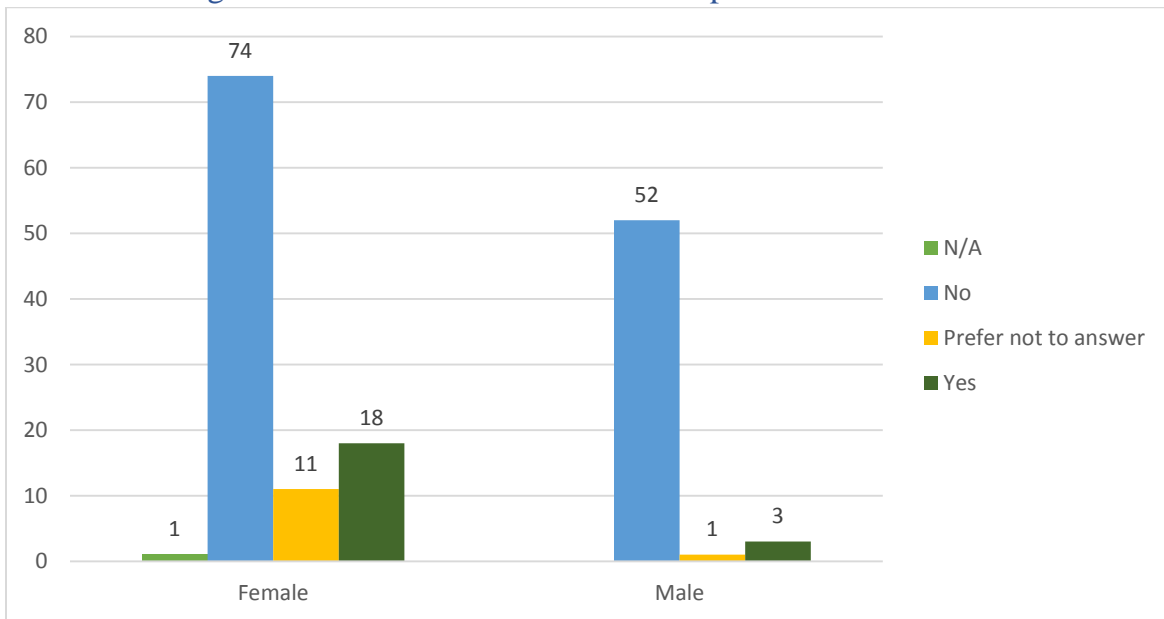


Table 3 explains that 3 out of 5 people who are Alaskan or Native American ethnicity reported discrimination, and 2 of those 3 are female. Also, 16 out of the 18 White, non-Hispanic participants reported discrimination are female (See Figure 10).

Table 3: Report of Discrimination per Race and Gender

Race		Witness or Victim of Discrimination	Count: Female Gender
American Indian or Alaska Native	5	3	2
Latino/Hispanic	1		
Prefer not to answer	4		
White, non-Hispanic	150	18	16

Conclusion

This report provides data that describes gender disparities across Montana county-level positions. The total amount of county officials published in the 2017 Directory of Montana County Officials handbook is 602 positions. Women occupy 257 positions, or 43%, while men occupy 345 positions, or 57%. The positions that women occupy tend to have lower salaries, and are not upper management careers. Although 91% of respondents here reported, they are satisfied with their job, female responses for workplace policies should consider further investigation. Stivers (2009) explains women, historically have occupied the supportive role of their husband, in an unpaid caretaking position; therefore, women are conditioned to accept lower credibility for their role. Women also occupy lower paying positions that have less authority, which can also explain lower opportunity and wages for women in county positions.

The policy and workplace sections of this report describes the differences across answers from male and female respondents. For example, men in this study agreed that their county had policies directed for female career advancement; however, women either disagreed or remained neutral in their responses. Collectively, men and women reported that their county did not have childcare services, and parking spaces designated for pregnant employees. Also, more women experienced higher levels of discrimination. The written descriptions of discrimination in the Appendix section of this report describes this topic in more detail.

In conclusion, significantly more women responded to the survey than men. As noted in this research, gender disparity exists in Montana. This report describes gender inequities from a local government perspective. Although women continue to grow within the workplace, improvements need to be made through policies so women can occupy higher-level positions, and eliminate discrimination in the workplace. In order for this to occur, both men and women need to work together to advance the careers and policies for each other.

Appendix I: Survey Questions and Results

1. What Montana County do you work for? (this question is optional)
(See Table after survey)
2. To your knowledge, how many women work at your organization?
4614__ [insert answer]
_____ [not sure/do not know]
3. Within your organization, how would you classify your position: [check one that applies]
 - a. Mayor – 2%
 - b. Treasurer – 9%
 - c. Administrative Assistant – 1%
 - d. Commissioner – 18%
 - e. Justice of the Peace – 8%
 - f. Coroner – 1%
 - g. County Attorney – 11%
 - h. Sheriff/Chief of Police – 8%
 - i. Clerk and Recorder – 12%
 - j. Clerk of Court – 18%
 - k. Elected Official – 4%
 - l. Human Resources – 1%
 - m. Superintendent – 8%
 - n. Other - N/A 1% _____
4. On a scale of 1 to 5 (1 = strongly disagree and 5 = strongly agree) please indicate how much you agree with the following statements about your workplace:
 - a. Mentorship programs exist for women in your organization
1 strong dis-13% 2 disagree-22% 3 neutral-38% 4 agree-21% 5 stg agree-6% N/A-2%
 - b. Work policies exist that assist women in gaining skills for career advancement
1 strong dis-8% 2 disagree-14% 3 neutral-33% 4 agree-35% 5 stg agree-8% N/A-3%
 - c. Effort is put into recruiting and hiring diverse employees
1 strong dis-6% 2 disagree-9% 3 neutral-29% 4 agree-38% 5 stg agree-17% N/A-2%
 - d. Employees can discuss compensation and wages openly with management
1 strong dis-4% 2 disagree-9% 3 neutral-15% 4 agree-41% 5 stg agree-28% N/A-3%
 - e. Men and women receive equal pay for equal work
1 strong dis-6% 2 disagree-4% 3 neutral-20% 4 agree-32% 5 stg agree-35% N/A-3%
5. Next, are a list of policies and practices. Please use the following scale to determine if your business/organization: has this policy, does not have this policy, or you do not know/unsure
 - a. Paid maternity leave –
Has - 68% Does not Have – 13% Unsure – 19%
 - b. Childcare services –
Has - 6% Does not Have – 81% Unsure – 16%
 - c. Healthcare –
Has - 97% Does not Have – 1% Unsure – 2%
 - d. Health care coverage for dependents [e.g. children, spouse] –
Has - 96% Does not Have – 3% Unsure - 2%
 - e. Health and wellness programs –
Has - 85% Does not Have – 9% Unsure – 6%

- f. Professional development opportunities [training, conferences] –
Has - 74% Does not Have – 19% Unsure – 9%
 - g. Anti-discrimination policies –
Has -89% Does not Have – 3% Unsure – 8%
 - h. Private space for breast pumping or nursing –
Has - 34% Does not Have – 33% Unsure – 38%
 - i. Designated parking space for pregnant employees –
Has - 4% Does not have – 73% Unsure – 26%
 - j. Other _____[write in if applicable]
6. On a scale of 1 to 5 (1 = no flexibility and 5 = complete flexibility) please rate the level of flexibility of your company/organization:
- a. Work from home or remote location
1 none – 30% 2 not much – 23% 3 neutral – 14% 4 some – 29% 5 great – 4% N/A – 1%
 - b. Work hours [time you arrive and leave work]
1 none – 15% 2 not much – 20% 3 neutral – 11% 4 some – 41% 5 great – 11% N/A – 3%
 - c. Time off for personal matters
1 none – 1% 2 not much – 3% 3 neutral – 8% 4 some – 42% 5 great – 44% N/A – 2%
 - d. Having a child
1 none – 1% 2 not much – 2% 3 neutral – 16% 4 some – 28% 5 great – 51% N/A – 3%
 - e. Adoption
1 none – 0% 2 not much – 1% 3 neutral – 30% 4 some – 28% 5 great – 38% N/A – 4%
 - f. Retirement
1 none – 2% 2 not much – 1% 3 neutral – 21% 4 some – 31% 5 great – 43% N/A – 2%
 - g. Transition from part-time to full-time employment
1 none – 4% 2 not much – 7% 3 neutral – 33% 4 some – 34% 5 great – 19% N/A – 4%
 - h. Other _____
7. On a scale of 1 to 5 (1 = strongly disagree and 5 = strongly agree), please indicate how much you agree with the following statements about your career:
- a. I am satisfied with my job
1 strong dis-1% 2 disagree-4% 3 neutral-4% 4 agree-38% 5 stg agree-53% N/A-1%
 - b. I have opportunity for career advancement
1 strong dis-6% 2 disagree-23% 3 neutral-43% 4 agree-16% 5 stg agree-11% N/A-1%
 - c. I am able to balance my personal and professional life
1 strong dis-1% 2 disagree-8% 3 neutral-11% 4 agree-44% 5 stg agree-36% N/A-1%
 - d. I can/would be able to successfully raise a family while working for this company/organization
1 strong dis-1% 2 disagree-4% 3 neutral-8% 4 agree-36% 5 stg agree-49% N/A-1%
 - e. I have experienced discrimination in the work place
Yes – 13% No – 79% Prefer not to Answer – 8% N/A – 1%
 - f. There are many women that are successful at my place of employment
1 strong dis-0% 2 disagree-3% 3 neutral-6% 4 agree-43% 5 stg agree-47% N/A-2%
 - g. There are many women in leadership positions at my place of employment
1 strong dis-0% 2 disagree-4% 3 neutral-13% 4 agree-40% 5 stg agree-43% N/A-1%
8. Have you ever been a victim of or seen discrimination of any kind in your place of work?

- a. Yes – 13%
 - i. If yes, are you willing to expand on what happened?
- b. No – 79%
- c. Prefer not the answer – 8%
- d. N/A – 1%

Demographic Information Questions:

9. I have worked for this county for approximately _____ years.

- Less than 1 year – 3%
- 1 – 3 years – 13%
- 3 – 5 years – 8%
- More than 5 years – 74%
- N/A – 3%

10. I have been in my current position for approximately _____ years.

- Less than 1 year – 7%
- 1 – 3 years – 19%
- 3 – 5 years – 14%
- More than 5 years – 59%
- N/A – 1%

11. My highest level of education is (check one from the list below):

- High School Diploma – 14%
- Some college – 37%
- Bachelor's degree/4 year college degree – 28%
- Master's degree – 7%
- Professional degree (e.g. law degree) – 11%
- Doctorate degree – 3%
- Prefer not to answer – 1%

12. My age range is (check one from the list below):

- Prefer not to Answer – 1%
- 25 to 34 – 6%
- 35 to 44 – 12%
- 45 to 54 – 26%
- 55 or older – 55%

13. What is your race or ethnic background? (check all that apply)

- White, non-Hispanic – 94%
- African American
- Latino/Hispanic – 1%
- American Indian or Alaska Native – 3%
- Asian or Pacific Islander
- Other
- Prefer not to answer – 3%

14. My gender is (check one from the list below):

- Female – 65%
- Male – 35%
- Prefer not to answer

What Montana County or City do you work for?	Total
Beaverhead	4
Big Horn	3
Blaine	4
Blaine County	1
Broadwater	3
Carbon	1
Carter	1
Chouteau	3
Custer	3
Daniels	2
Dawson	5
Deer Lodge	3
Fallon	2
Fergus	5
Flathead	7
Gallatin	2
Garfield	2
Glacier	3
Golden Valley	1
Granite	3
Hardin	1
Hill	5
Jefferson	6
Judith Basin	3
Lake	3
Lewis and Clark	2
Liberty	1
Lincoln	2
Madison	2
Madison	2
McCone	2
Meagher	1
Mineral	3
Missoula	6
N/A	2
Petroleum	1
Phillips	5
Pondera	3
Powder River	4
Powell	1
Prairie	2
Ravalli	1
Richland	4
Roosevelt	2
Rosebud	3
Sanders	6
Sheridan	2
Sheridan	2
Silver Bow	3
Stillwater	3
Sweet Grass	5
Teton	3
Toole	2
Treasure	3
Valley	2
Wheatland	2
Wibaux	2
Grand Total	160

Appendix II: Anecdotal Descriptions from Surveyors

Below are exact responses to the comment section if the person answered yes to having witnessed or been a victim of discrimination in the workplace.

- “Before becoming a department head, I was harassed and bullied by my supervisors”
- “County Commissioners pay longevity only to departments with 100% male employees. Longevity is not paid to any office that employs a woman.”
- “Dispute between two employees, one was Caucasian the other American Indian. Was regarding racism.”
- “Harassment and bullying by fellow County Commissioner. As an elected official I learned I have no rights regarding my treatment in the work place until I am physically hurt.”
- “I have heard derogatory comments/jokes made about women (by men), about men (by women), and other races, religions, and sexual orientations.”
- “I have seen elected officials -- many of whom have no real management experience or training -- treat follow employees unfairly.”
- “I would prefer to speak with MACo before I provide my answer.”
- “It was over my losing my election to the previous deputy and being discriminated because running for office against her.”
- “Men just not respecting the position the women hold and their ability to do a good job.”
- “My husband was found to have been discriminated against and terminated based on his marital status & disability by Sanders County after a Human Rights Bureau investigation.”
- “Our building has no elevator and we work on the second floor. I have seen people in wheel chairs carried upstairs where there are no handicapped accessible bathrooms. Also, an employee broke her ankle and was not able to come back to work as soon as possible because she could not navigate the stairs with her cast and crutches.”
- “pay rate and raises”
- “Sexual harassment from a male employer to a female employee, blatant occasions-at least 3 to 2 different women. Gender discrimination to at least 5 different women. At least one resigned because of it. Very disparaging comments, sexual comments and innuendos. Intimidation tactics (cornered one woman in a small women's bathroom with only one door while cleaning it to "apologize" for other disparaging comments and acts made. Physical harassment by male employer to female employees (grabbing their feet after one had surgery and the other had a broken foot). Threatening behavior by formal reprimand because one employee didn't refer to them as "Mr." Personally threatened to reduce wages because they "could do whatever they wanted."”
- “Some in people in place of power try to exert too much power and bully people into ation.”
- “the payroll clerk has been "caught" holding pay checks, mis-calculating pensions, mis-calculating insurance deductions, failing to pay certain individuals on time.”
- “There is a "hate" group in this community that constantly discriminates.”

- “Top management plays favorites to a great extent. People that don't play the game don't get treated fairly.”
- “Under a previous elected official I say bullying of one or more of the staff.”
- “We have a all Native American Commission and there is a small group of people that do not like this at all. Leading to all kinds of racial and discriminate comments, threats, etc.”
- “When asked for permission to close the office for one hour when extenuating circumstances occur the commissioners would not allow this for my office, yet other offices in the courthouse close for a complete day or days. They also close for the lunch hour on a daily basis.”

References

Alkadry, M. & Tower, L. (2006) Unequal Pay: The Role of Gender. *Public Administration Review*. pp 88-98

Relevance: This article focusses on agency segregation, which terms as careers more formatted for women, and these careers paying much less than male dominated careers. This text describes men even being paid more in female dominated industries, like social work. The authors explain who coined the term “glass ceiling”, Miller, Kerr, and Reid (1999), and describes this issue as segregation that demands policies to increase the worth of female dominated agencies. The text explains the investment in human capital differs from men to women, which displays a shortage of women’s investment in education, work experience, gaining tenure, etc.

DeHart-Davis, L., Marlowe, J., Pandkey, S. (2006) Gender Dimensions of Public Service Motivation

Relevance: The research describes women scoring higher in attraction to policy making and compassion. It also shows women as being reluctant to committing to public service because men have always dominated the public arena more than women. Women played their role in the home, caring for the family, which history can prove. Women have adapted to not committing to public service due to their consistent unpaid caretaker role in the home.

Schachter, H. (2017) Women in Public Administration: Giving Gender a Place in Education for Leadership. *Administration & Society*, 49(1), pp. 143-158

Relevance: MPA literature lacks cutting edge literature and research on a gendered workplace. There is a need for instructors to create a syllabus regarding gender disparity to allow this topic to become a foundation for future practices of MPA students and administrators.

Lombardo, E., Meier, P., & Verloo, M. (2017) Policymaking from a Gender Equality Perspective, *Journal of Women, Politics & Policy*, 38(1), 1-19,

Relevance: I respect the authors expression for setting benchmarks and targets to determine if gender policy makes an impact for women in official positions, and women involvement in the labor market. I intend to research more into the MAGEEQ and QUING research and The Research Network on Gender Politics and the State for further interpretations on women and policy making.

Alkadry, M. Tower, L. (2011) Covert Pay Discrimination: How Authority Predicts Pay Differences between Women and Men.

Relevance: This research contains important information for understanding why gender disparity may continue to exist. The authors research sex based discrimination from another angle. Women may be climbing up into senior management positions, but they do not have the same amount of authority allocated for their positions. Why? This research makes me wonder if this allocation of authority is intentional. Even if the discrimination remains unintentional, it implicates one may naturally believe women lack the leadership skills to share the same authority as men in the workplace.

Gender in State and Local Governments

Hamidullah, M., Riccucci, N. Pandkey, S. (2015) Women in City Hall: Gender Dimensions of Managerial Values. *American Review of Public Administration*. 45(3) 247 –262

Relevance: The research aligns directly with what I intend to study – women in public administration. This data identifies how feminine leadership traits may be more beneficial for the public interest, which I hold to the highest respect as a public servant.

Fox, R., & and Schuhmann, R. Gender and Local Government: A Comparison of Women and Men City Managers. *Public Administration Review*, 59(3). pp. 231-242

Relevance: I like the author's explanation that women want to be in the middle of the web, while men want to be at the top hierarchy of the web. (pp. 240) The author also shows the importance of meeting the public interest through local government agents, and women tend to acquire more democratic traits of including community input while making decisions. Again the results gain respect for women as leaders for the public interest, which remains the most important variable for leading as a public servant for the US government.

Smith, D. (1987) *The Everyday World as Problematic: A Feminist Sociology*. Toronto, Canada: The University of Toronto Press.

Relevance: Joan Acker originally quotes Dorothy Smith. I skimmed Smith's book referenced above, and I intend to read it more thoroughly as I enjoyed her interpretation of a stagnant feminist movement towards gender equality, especially in the workplace. Joan Acker's theory portrays relevance to gender disparity in public administration because she describes organizational theory in a depth investigation of actions taken within the organization that instills gender division and subordination in the work place; and often times, these decisions made within the organization may not be intentional.

Morgan, G. Charles (1997) *Creating Social Reality, Organizations as Cultures. Images of Organization*. pp. 119-152

Relevance: I see culture developing naturally through processes, procedures, and relationships within an organization. Morgan's theory brings a gendered workplace alive by incorporating feminine traits into the culture of an organization. He recognizes these feminine traits being a shift towards a more nurturing culture.

Helgesen, S. (1995) *The Female Advantage*. New York, NY: DoubleDay

Relevance: This view point contrasts Acker's explanation of the universal abstract worker, who's duties do not include human behavior, only productive dominant traits excluded completely from one's home life. I like Helgesen's book for the positivity of her theories, and she spent a lot of time studying gender behavior, and female leaders. Her work seems different from comparative literature on gender studies.

Stivers, Camilla. (2002) *Gender Images in Public Administration*. Chapter 2, On Tap but Not on Top. pp 14-38

Relevance: While reading literature on gender in public administration, I found that Stivers not only contributed profound research and theories for gender studies, other authors took pride in Stivers' opinion of their theories – as noticed in many introductions of articles. Stivers' examined the history of gender differences, and gave the reader some motives for continued gendered disparity in the work place.

Stivers, C. (2002) *Bureau Men Settlement Women. Constructing Public Administration in the Progressive Era*.

Relevance: I think it is important to recognize and compare the leadership qualities that naturally occur in women and men. Women should not have to retrain for male dominated industries to gain leadership roles, but society should recognize female dominated industries as the same pay grade and same importance as male dominated industries.

The history of gender disparity displays decisions made from greed and power from a few, but society norm is to blame, not men, and we should understand that the feminist fight is not against them, but against what society has become.

Greene, J. (2005) *Public Administration in the New Century*. Wadsworth. Belmont, CA.

Relevance: Greene's summary of court cases involving the Equal Pay Act and work place discrimination provides great insight into how federal laws have protected and not protected some gender discrimination, as well as, how laws have improved to help the gender gap.

Akers (2007) *Gendering Organizational Cultures. Classics of Organizational Theory*, pp. 450-460

Relevance: I like that Ackers implies sexuality as being a resource for organizations; therefore, demanding the need for control over sexuality to assure organizational goals are met. Acker's gender substructure suggests that women cannot perform duties like a man can because of their reproductive and family responsibilities. This has created the stereotype that men can be more productive because they do not have the reproductive burden that women have, which has also defined a management role as needing more masculine traits.

Chordiya, R. (2017) *Review of Public Personnel Administration*. [Review of the book, *Women in Public Administration: Theory and Practice*. By D'Agostino, M. J., & Levine, H] 37(3) The University of Texas at Dallas, USA DOI:10.1177/0734371X17723402

Relevance: This review contained many theorists in public administration studying gender disparity. I skimmed the actual book after reviewing this document; however, I gained a lot of insight into the many angles of gender workplace issues. The scholars analyze if the problems surrounding gender in public administration are taught and taken seriously. I agree that gender disparity begins with cultural and religious values. In my opinion, history of the three main religions portray women as subordinate to men in many facets of home life and at the workplace.

Riccucci, N. (2002) Managing Across Boundaries: A Case Study of Dr. Helene Gayle and the AIDS Epidemic. pp. 8-26

Relevance: Obviously there are many notable women in public administration, and I could name several and find several more, but I felt this article truly highlighted the natural feminine traits of a woman leader. This text is important because Gayle's leadership skills and natural good will personality helped shape the future of women as leaders, minorities as leaders, and her ability to create dialogue across many cultures and groups. Furthermore, her leadership skills aligned with female characteristics; empathetic, caring, light hearted, intuitive, etc., which provides a foundation of proof that leadership skills can vary between female traits and the male dominant, decisive and competitive traits.

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