

W

The Statistical Picture



Have efforts of Omaha companies to recruit, develop and promote women improved in the last decade?

W

Women's Assessment of the Workplace

The objective of this portion of our research was to explore women's assessment of their own career status and their perceptions of women's status in the workplace in general. Women were asked to report their perceptions of obstacles to their own and other women's advancement.



Methodology

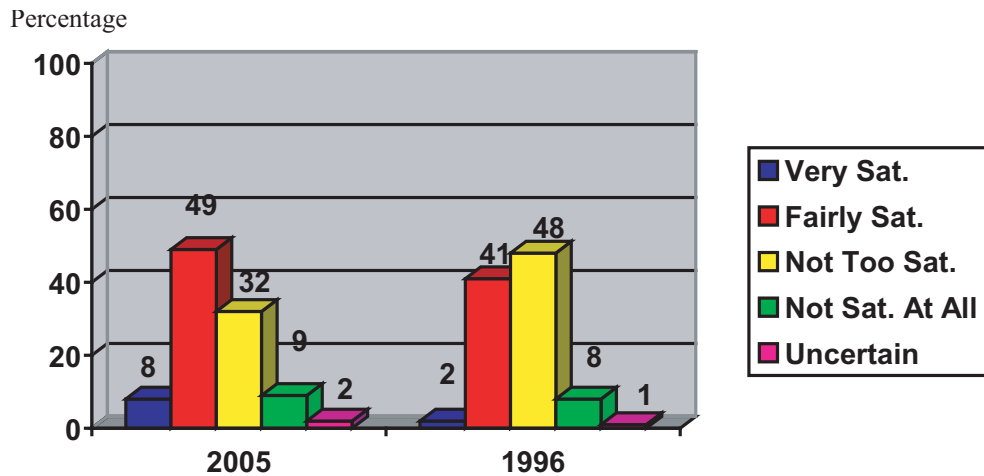
The "Women at Work" survey, originally developed by Deloitte and Touché, was mailed to Omaha women in 1996. One hundred and ninety-five women completed that year's survey. In October of 2005, the same survey was distributed to approximately 750 women attending a Women's Fund luncheon and 406 completed surveys were collected.

Respondents Profile

| Demographics | 2005 (n=406) | 1996 (n=195) |
|--|-----------------|-----------------|
| Average Age | 43 | 42 |
| Average Personal Income | \$78,631 | \$50,000 |
| Average Percentage of Household Income Contributed | 67% | 60% |
| Marital Status | | |
| Married | 68% | 71% |
| Single | 13% | 8% |
| Divorced | 18% | 20% |
| Widowed | 2% | 1% |
| Dependents in Household Under Age 18 | 46% | 48% |
| Job Status: | | |
| Top Management | 28% | 25% |
| Middle Management | 50% | 75% |
| Average Number of Hours Each Week Spent Related to Work | 55 | 53 |

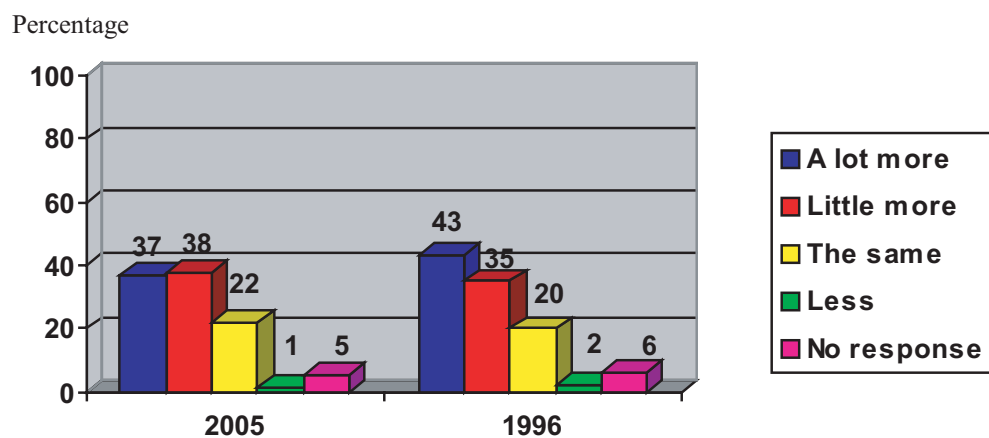
Women's Satisfaction with their Status in the Work Force

While more women in 2005 were either very or fairly satisfied with their overall status in the workplace (combined 57% vs. 43%), there remained a large percentage not satisfied (combined 41%).



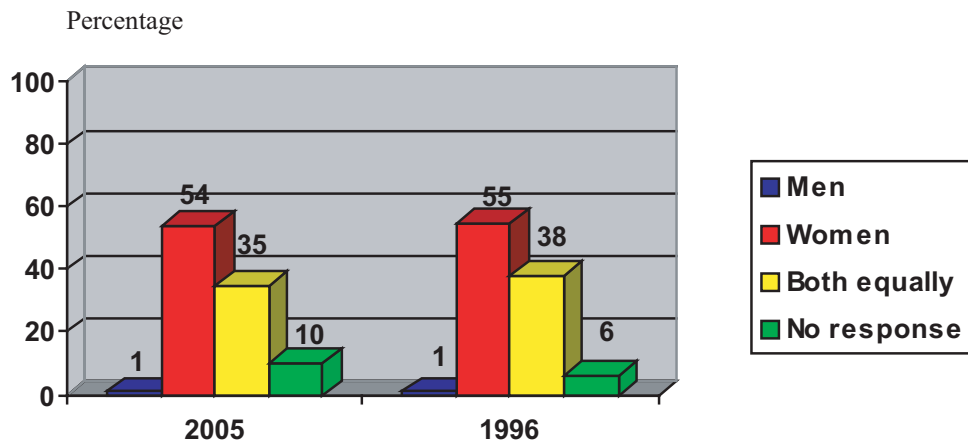
Qualifications Required of Women and Men Applying for the Same Job

In 1996, 78% of women respondents believed women needed to be a little or a lot more qualified than men when applying for the same position. A small improvement was noted ten years later with 75% of women believing this statement to be true.



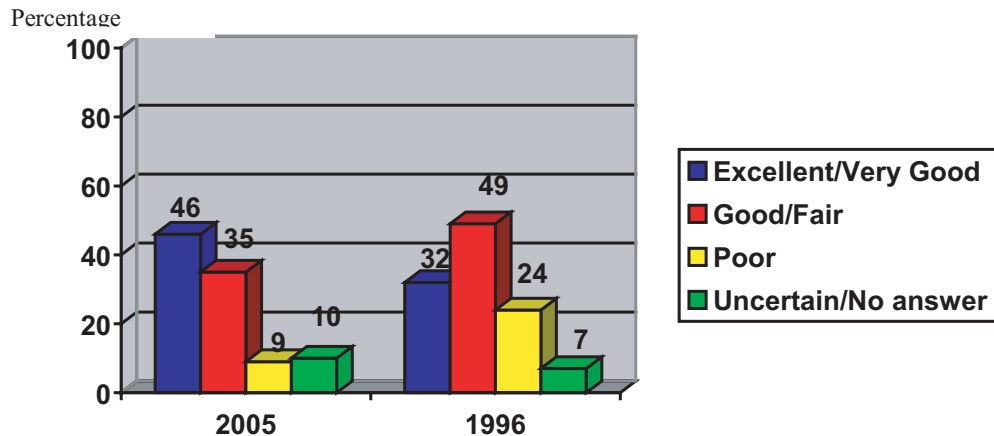
Do Men or Women Work Harder?

In both 1996 and 2005, only one percent of women respondents believed men worked harder than women. Slightly more than half of all females surveyed in those same years believed women worked harder than men, while slightly fewer women in 2005 (35%) compared with 1996 (38%) felt both men and women worked equally hard.



Rating Current Company Efforts to Recruit, Develop, and Promote Women into Senior Management

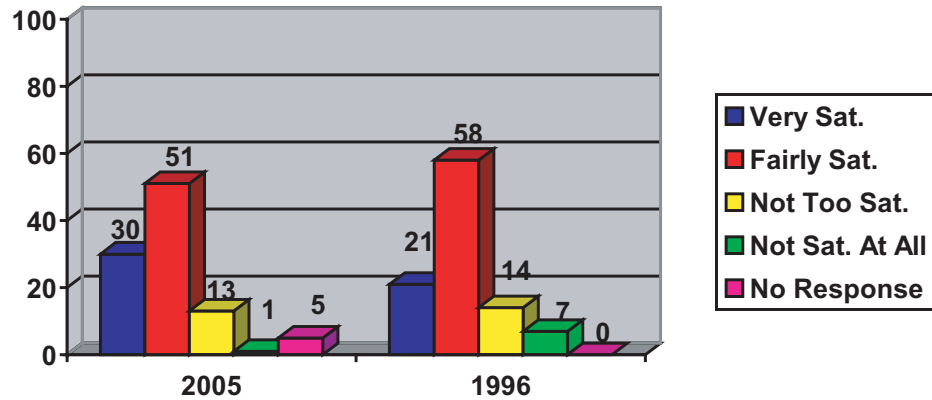
Improvements were noted over 1996 in women's assessment of their companies' efforts to move women into senior management. Forty-six percent of respondents in 2005 vs. 32% in 1996 rated their companies as excellent or very good.



Satisfaction with Current Status of Career

While more women surveyed in 2005 were very satisfied with their current careers than in 1996 (30% and 21% respectively), there was still a disproportionate number of women that are at best "fairly satisfied" (70% in 2005 vs. 79% in 1996).

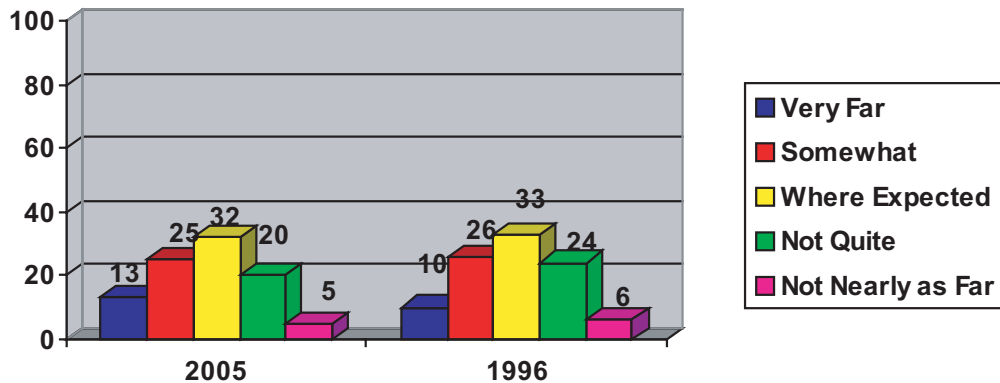
Percentage



Current Professional Status versus Expectations

Only slight advancements have been made in the last decade with regard to women's expectations about their professional status. In 2005, 13% of respondents vs. 10% in 1996 felt they were very far ahead of their expectations.

Percentage



The Impact on Business of Having Women in the Work Force

We asked women to identify the ways in which the presence of women in the work force has had a positive impact on business and the workplace. Comparable to 1996, current results indicate more than three quarters of women believe there is a greater importance placed on family as well as a greater awareness and acceptance of different viewpoints as a result of participation by women.

Table I

| Women's Impact | 2005 | 1996 |
|--|------|------|
| Greater importance on families | 79% | 76% |
| Greater awareness and acceptance of different viewpoints | 78% | 80% |
| Better communication with colleagues | 63% | 61% |
| More team work | 65% | 48% |
| More consensus building | 54% | 43% |
| Greater emphasis on customer service | 55% | 57% |
| Less emphasis on hierarchy | 53% | 26% |

Potential Barriers to Women's Professional Status

What are the things that are potential barriers to the success of women in the workplace? Respondents were given a list of 18 items and asked to identify the top ten in order. There was an increase in one barrier: balancing work and family. More women in 2005 felt this was an issue (73%) than in 1996 (61%).

While the largest barrier to women in both 1996 and 2005 was "a male dominated corporate culture," some strides have been made in these and other areas as shown in Table II.

Table II

| Potential Barriers | 2005 | 1996 |
|--|------|------|
| Male dominated corporate culture | 84% | 96% |
| Balancing work and family | 73% | 61% |
| Exclusion of women from informal networks of communication | 67% | 82% |
| Glass ceiling | 65% | 88% |
| Belief of management that women are less career oriented | 61% | 67% |
| Few female mentors for women | 61% | 72% |
| Equal compensation | 56% | 72% |

Discussion

Have efforts of Omaha companies to recruit, develop and promote women improved in the last decade? In 2005, 14% more women believed those efforts were very good or excellent compared with ten years earlier. However, still less than half (46%) of Omaha's working women believe their companies have a strong commitment to helping them succeed.

Women are reporting an increased sense of satisfaction with the status of women in the workforce (57% in 2005 versus 43% in 1996 were very or fairly satisfied). However, more than 40% of women remain not satisfied with women's status in the work force in 2005. Women continue to report being satisfied with the current state of their career at about the same level as 1996 (79% in 1996 and 81% in 2005).

Eighty-four percent of women remained concerned about Omaha's dominant male corporate culture in 2005. It continues to be perceived as the top potential barrier for women. This is consistent with women's perceptions about qualifications for jobs. When asked about qualifications of men and women for the same job, three fourths of women believe that women need to be more qualified, yet only one percent of women believe men work any harder. In another section of this report, it appears that women are not moving into the highest positions in any greater numbers than ten years ago.

Balancing the demands of work with the needs of family has become an increasingly challenging barrier for women in the last decade (noted by 61% in 1996 and 73% in 2006). It now ranks second as the greatest obstacle to success, and is the only measure that has not improved for women in the past ten years. Our study suggests that while most barriers, including attitudinal, to women's success appear to be trending in a positive direction, personal responsibilities are becoming more of an issue for nearly three fourths of Omaha's working women. If Omaha businesses are to continue to benefit from women's participation in the work force, it appears new ways of dealing with the realities of women's lives must be developed.

Women continue to see their positive impact in the workplace. The top two stated contributions of women (greater importance of family and the increased awareness and acceptance of different viewpoints) remained the same in the two reports. Based on the findings, a case could be made that with an increase of women in leadership positions, organizations tend to move from the traditional pyramid structure to a "flatter" model with more emphasis on project teams and flexibility. This theory matches perceptions articulated in interviews with Omaha leaders about women in general being better listeners and consensus builders than men.

In her 2006 book, "How She Does It: How Women Entrepreneurs Are Changing the Rules of Business Success," author Margaret Heffernan researched the impact of female-run companies. She documents the idea that women are good for business. She studied the companies owned or controlled by women and found:

- Forty-eight percent of all privately held companies are owned or controlled by women.
- Profits in these firms are growing faster than all firms.
- Women-owned or controlled companies are more likely to stay in business and are creating jobs at twice the rate of all other companies.

With increasing concerns about finding qualified workers in the future, it appears to be in the best interest of the Omaha business community to seek ways to capitalize on the talents of women and to find innovative solutions to the traditional barriers to their success.



W

Women & Leadership in the Workplace



The Women's Fund conducted its first study of women and leadership in the workplace in 1996, shortly after The Glass Ceiling Commission released a national report indicating women held 45.7% of the jobs in the country, yet only 5% of the managers at that time were women.

Our study was undertaken to see if progress in women's work force leadership in Omaha has been made in the decade between 1996 and 2006. The United States Department of Labor reports that women's share of the labor force accounted for 62% of net job growth from 1990-2005 with women comprising 47% of the labor force in 2005. Women are increasing in the work force but are they also increasing in executive ranks? Data suggests much room for improvement. The most recent report by The Institute for Women's Policy Research ranks Nebraska third in the country for women in the work force but 49th out of 51 states and the District of Columbia in women occupying management and professional positions.

Methodology

This section of the study was done to determine the number of women occupying work force leadership roles in Omaha in 2006. A questionnaire used in the 1996 study was mailed to 690 employers with more than 50 employees as identified by the Greater Omaha Chamber of Commerce. This resulted in a return of 150 (22%). The 1996 study looked at 177 companies with 250 or more employees and had a return of 71 (40%).

The 150 organizations responding to our questionnaire have been in business from four to more than 50 years. They represent industry categories in similar percentages to the 1996 study:

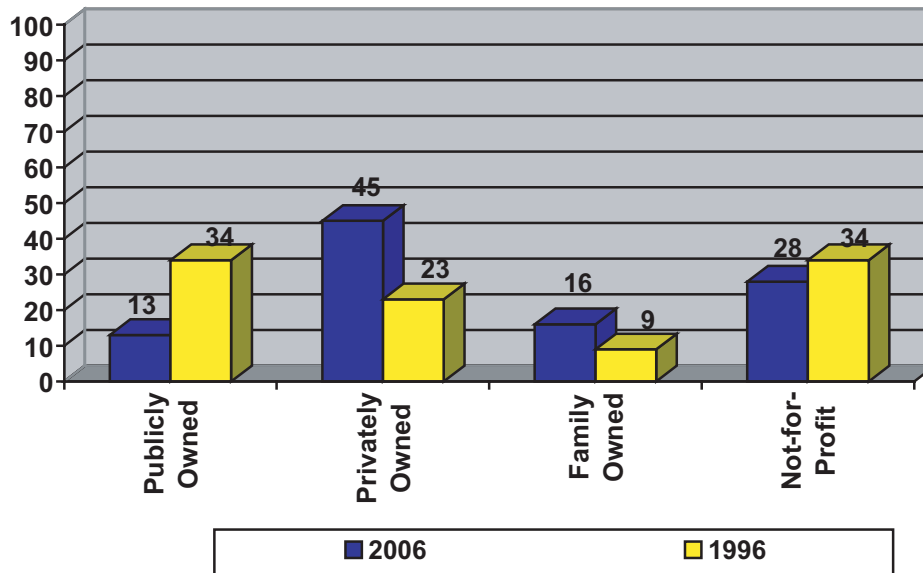
Table I

| Company's Primary Business | 2006 | 1996 |
|---|------|------|
| Health & Human Services | 20% | 16% |
| Finance / Insurance / Investments | 13% | 13% |
| Wholesale / Retail Trade | 11% | 7% |
| Manufacturing | 10% | 10% |
| Education | 5% | 16% |
| Service Industries | 6% | 9% |
| Computers / Data Processing | 2% | 0% |
| Construction / Engineering / Architecture | 10% | 0% |
| Government | 0% | 7% |
| Other | 23% | 22% |

Organizations responding to the questionnaire in 1996 reported 59% of their work force was female compared to 60% in 2006. This is consistent with Nebraska's ranking as a state with the third highest level of women in the labor force.

The ownership of the 2006 responding organizations was different from those in 1996 (Graph I) with more businesses privately owned (45% vs. 23% in 1996) and family owned (16% vs. 9% in 1996).

Graph I



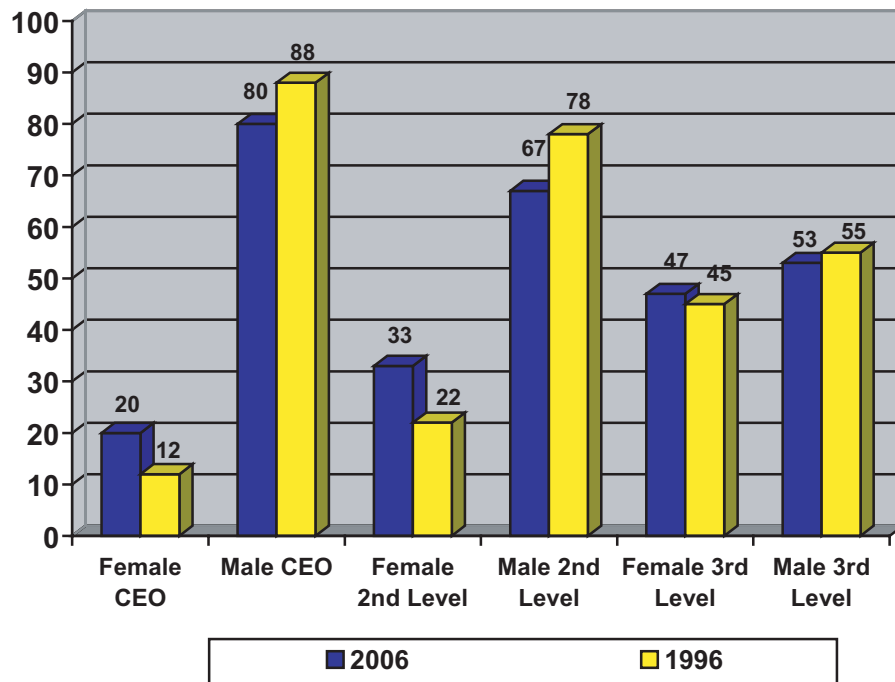
Work Force Leadership

The difficulty of measuring the number of women in management/leadership positions in organizations comes in defining the criteria for this category. For the two studies, the research focused on two indicators: the reporting structure of the organization and compensation. In order to avoid the confusion of varying titles, we used reporting levels in the organization for our criteria of leadership. The top level was defined as CEOs, the second level as executives reporting to the CEO, and the third level as those reporting to someone who reports directly to the CEO. For compensation criteria, we asked organizations to report on their ten highest compensated employees. For each criteria, organizations were asked to report on Omaha-based employees only.

Women's Leadership in the Work Force Based on Management Level

Respondents were asked to report the gender of employees at the CEO, second and third levels of management in their organization

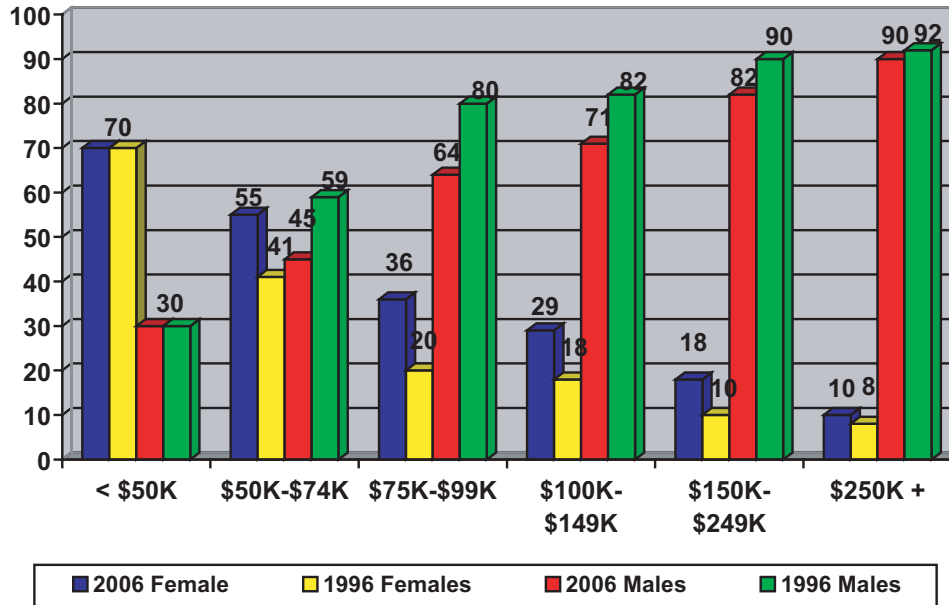
Graph II



Women's Leadership in the Work Force Based on Compensation

Respondents were asked to report the annual income (includes salary and cash bonus) of the executives at each of the three management levels:

Graph III



Organizations also reported on whether their top ten highest paid employees in the Omaha work force were male or female (Table II).

Table II

| Ten Highest Compensated | 2006 | 1996 |
|-------------------------|------|------|
| Female | 30% | 20% |
| Male | 70% | 80% |

Board membership also represents an important level of leadership in companies. In 2006, we asked about the gender composition of board members for the companies being surveyed. The 150 companies responding reported 82% of their boards were male and 18% were female.

Discussion

Women are moving higher in management levels. The 1996 report viewed women as "in the pipeline" but the flow has been fairly slow to the CEO level. Women's presence there has increased in single digits (8%) but with 80% of all CEOs being male, females remain underrepresented. The news is brightest in the second level of management where there has been an increase from 22% to 33%. Women currently hold 47% of positions at the third or lowest level of management.

While the picture brightens slowly for women seeking management positions, their compensation is not reflecting the same improvement. The number of female executives reported as having compensation over \$250,000 increased by 2.4% from 8% to 10.4%. Women are appearing in higher percentages in the top four salary categories in this study. This would appear to reflect the increased number of women moving into middle management positions. However, there are still more than twice as many women as men (70% vs. 30% respectively) at the lowest salary level reported and this has remained the same since the 1996 study.

In the 1996 study, 15 times as many men as women were in the highest salary category and while there has been some change, there are still 9 times more men in this category ten years later.



W

Elected & Appointed Officials & Community Boards

Elected and appointed offices are critical leadership positions in a community. The 1996 study looked at total percentages of women holding these positions in Douglas and Sarpy Counties. For this study, an independent researcher was hired in 2006 to use public records to identify women in a variety of key elected and appointed positions in Omaha and Douglas County, a jurisdiction in which 50.8% of the population is female. Of the 150 elected positions reviewed in Douglas County (see table), we found women holding 43 (29%) compared to 34% reported in 1996. In 2006, women serve in 10 (22.7%) of the 44 city and county council level positions.

Women hold 22 (45%) of the 48 seats on Boards of Education reviewed for this report. While women are occupying a high percentage of positions on the boards of education, it is a different story for elected boards in public higher education. At Metropolitan Community College, women hold two (22%) of the nine board positions. There are no women on the eight member Board of Regents that governs both the University of Nebraska at Omaha and the University of Nebraska Medical Center.



Elected Offices: Douglas County

| Office | Number of Positions | Number of Women | Percentage of Women |
|--|---------------------|-----------------|---------------------|
| City Council: | | | |
| Omaha | 7 | 0 | 0% |
| Elkhorn | 6 | 0 | 0% |
| Ralston | 6 | 1 | 17% |
| Valley | 4 | 3 | 75% |
| Bennington | 4 | 1 | 25% |
| Board of Trustees: | | | |
| Waterloo | 5 | 1 | 20% |
| Boys and Girls Town | 5 | 2 | 40% |
| Boards of Education: | | | |
| NE State Board from Douglas County | 3 | 2 | 66% |
| University of Nebraska Regents | 3 | 0 | 0% |
| Metropolitan Community College | 9 | 2 | 22% |
| Douglas County West | 6 | 2 | 33% |
| Elkhorn | 6 | 3 | 50% |
| Millard | 6 | 2 | 33% |
| Omaha | 12 | 10 | 83% |
| Ralston | 6 | 3 | 50% |
| Westside | 6 | 2 | 33% |
| Bennington | 6 | 0 | 0% |
| Nebraska Offices from Douglas County: | | | |
| Public Service Commission | 2 | 1 | 50% |
| State Legislators | 15 | 1 | 6% |
| Papio Missouri Natural Resource District | 9 | 1 | 11% |
| Other: | | | |
| Ralston Library Board | 4 | 2 | 50% |
| Metropolitan Utilities District | 7 | 1 | 14% |
| Omaha Public Power District | 6 | 1 | 17% |
| Douglas County Board of Commissioners | 7 | 2 | 29% |

Of seven incorporated municipalities in Douglas County, only one, Valley, elected a woman as mayor.

Appointed Boards and Commissions

In judicial positions, women hold seven (17.5%) of the 40 positions in Douglas County courts compared to 13% in 1996. One of the two Nebraska Supreme Court justices from Douglas County is a woman.

Women hold 51 (25.5%) of the 241 appointed positions on the boards and commissions for the city of Omaha. In 1996 the study found women in 16% of major appointed boards and 27% on other boards and commissions.

In spite of being 51% of the population, women have a majority voice on only one of the 39 boards reviewed. Even more disturbing is the fact that women are not present at all on 13 (33%) of these boards and commissions. They have only one member on an additional 14 (35%) of these bodies.

Not-for-Profit Boards

Leadership in the community is also provided and developed by citizens serving on a variety of not-for-profit boards. In 1996, the study broke these down into these categories: human services; hospitals/health services; major civic; public charitable; major arts; and colleges and universities. Boards of human services agencies had the highest percentage (35%) of women serving. Major civic organizations had the lowest percentage (7%).

In 2006, women held 37% (388) of the 1047 positions on all the boards reviewed (see table below). In health organizations, women represent 43% of the board positions, in human services they represent 40% and in art organizations they hold 35% of the board positions. However, major civic organizations have only 21%. When we look closely at key boards of influence in the city, women are only 14% of the Performing Arts Society and the Omaha Symphony Boards; 16% of the Omaha Community Foundation Board; and 10% of the Greater Omaha Chamber of Commerce Board of Directors.

Appointed Offices

| Office | Number of Positions | Number of Women | Percentage of Women |
|--|---------------------|-----------------|---------------------|
| Judicial Positions from Douglas County: | | | |
| Judges | 12 | 3 | 25% |
| District Court Judges | 16 | 2 | 13% |
| Juvenile Court Judges | 5 | 1 | 20% |
| Workers' Compensation Court | 7 | 1 | 14% |
| Nebraska Supreme Court Justices | 2 | 1 | 50% |
| Board & Commission Positions: | | | |
| Administrative Appeals | 5 | 1 | 20% |
| Air Conditioning / Air Distribution | 5 | 0 | 0% |
| Airport Authority | 5 | 1 | 20% |
| Appraisers Committee | 3 | 0 | 0% |
| Benson Business Improvement | 5 | 1 | 20% |
| Building Board Review | 7 | 0 | 0% |
| Cable Television Advisory | 9 | 0 | 0% |
| Civil Rights Hearing | 11 | 4 | 36% |
| DOT Commission | 7 | 1 | 14% |
| Downtown Business Improvement | 12 | 4 | 33% |
| Dundee Business Improvement | 11 | 3 | 27% |
| Electrical Examining Board | 6 | 0 | 0% |
| Enterprise Zone | 7 | 3 | 43% |
| Convention and Visitors | 7 | 1 | 14% |
| Hoisting & Portable Engineers | 3 | 0 | 0% |
| Human Rights and Relations | 9 | 4 | 44% |
| Landmarks Heritage Preservation | 9 | 1 | 11% |
| Land Reutilization | 3 | 1 | 33% |
| Library | 9 | 4 | 44% |
| Metropolitan Entertainment | 5 | 0 | 0% |
| Metropolitan Area Transit | 5 | 1 | 20% |
| Omaha Housing Authority | 5 | 3 | 60% |
| Oil Burner Examining Board | 3 | 1 | 33% |
| Public Building Commission | 5 | 1 | 20% |
| Small Business Network | 3 | 0 | 0% |
| Parks & Recreation | 7 | 3 | 43% |
| Park East Business Improvement | 5 | 1 | 20% |
| Pension Board (Civilian) | 7 | 2 | 29% |
| Pension Board (Police & Fire) | 7 | 1 | 14% |
| Personnel Board | 7 | 3 | 43% |
| Planning | 7 | 2 | 29% |
| Plumbing | 8 | 0 | 0% |
| Public Art | 9 | 3 | 33% |
| Sign Examining Board | 4 | 0 | 0% |
| South Omaha Business Improvement | 5 | 1 | 20% |
| Stationary Engineers | 3 | 0 | 0% |
| Steamfitters Examiners | 4 | 0 | 0% |
| Street Vacation Damage | 3 | 0 | 0% |
| Zoning Board of Appeals | 7 | 1 | 14% |

Not-for-Profit Offices

| | Number of Positions | Number of Women | Percentage of Women |
|------------------------------------|---------------------|-----------------|---------------------|
| Health Organization Boards: | | | |
| Alzheimer's Association | 16 | 8 | 50% |
| Nebraska AIDS Project | 26 | 8 | 31% |
| Multiple Sclerosis Foundation | 24 | 15 | 63% |
| Hope Medical Outreach | 15 | 8 | 53% |
| Tabitha Health Care Services | 13 | 4 | 31% |
| Tabitha Foundation | 11 | 2 | 18% |
| Visiting Nurse Association | 22 | 11 | 50% |
| Wellness Council of the Midlands | 16 | 5 | 31% |
| Human Service Boards: | | | |
| American Red Cross | 32 | 10 | 31% |
| Boys and Girls Club | 29 | 7 | 24% |
| Camp Fire USA | 32 | 15 | 47% |
| Catholic Charities | 33 | 11 | 33% |
| Chicano Awareness Center | 13 | 3 | 23% |
| Domestic Violence Coordinating | 25 | 12 | 48% |
| Family Housing Advisory | 14 | 6 | 43% |
| Girls Scouts Great Plains | 19 | 16 | 64% |
| GOCA | 9 | 2 | 22% |
| Habitat for Humanity | 20 | 5 | 25% |
| Heartland Family Service | 31 | 11 | 35% |
| Holy Name Development | 18 | 7 | 39% |
| Lutheran Family Services | 16 | 2 | 13% |
| Make a Wish | 16 | 7 | 47% |
| McAuley Center | 18 | 5 | 28% |
| NCCJ | 22 | 11 | 50% |
| Project Extra Mile | 22 | 6 | 27% |
| Salvation Army | 49 | 10 | 20% |
| Take Flight Farms | 14 | 9 | 64% |
| Voices for Children | 18 | 13 | 72% |
| Youth Care | 11 | 1 | 9% |
| YWCA | 31 | 31 | 100% |
| Art Organization Boards: | | | |
| Bemis Center | 15 | 4 | 27% |
| Omaha Performing Arts Society | 7 | 1 | 14% |
| Omaha Symphony Association | 14 | 2 | 14% |
| Opera Omaha | 52 | 15 | 29% |
| Omaha Children's Museum | 41 | 19 | 46% |
| Civic Boards: | | | |
| Greater Omaha Chamber of Commerce | 50 | 5 | 10% |
| Destination Midtown | 15 | 2 | 13% |
| Heartland Center for Leadership | 13 | 6 | 46% |
| Neighborhood Center | 23 | 8 | 35% |
| Omaha Small Business | 9 | 3 | 33% |
| Foundation Boards: | | | |
| Millard Public Schools Foundation | 15 | 6 | 40% |
| Omaha Community Foundation | 19 | 3 | 16% |
| Omaha Public Library Foundation | 24 | 13 | 54% |
| Peter Kiewit Foundation | 5 | 1 | 20% |
| Ronald McDonald Charities | 24 | 6 | 25% |
| United Way of the Midlands | 56 | 20 | 36% |
| Women's Fund | 25 | 25 | 100% |

Discussion

In a decade in which we have seen the first woman elected as Speaker of the House of Representatives and other gains nationally, women have lost ground in Douglas County. The percentage of women serving in public office has declined since 1996. The one bright spot is the city of Valley with a female mayor and a majority of female city council members. However, in Omaha a woman has yet to be elected to the mayor's office and currently there are no women on the Omaha City Council.

Women are graduating from law schools in nearly equal numbers with men. However, there has been only the slightest increase in total number of female judges since 1996. Women still only hold 17.5% of the judgeships in Douglas County.

The appointment of women to boards and commissions is another area of concern. The 1996 study reported female members held 16% of the positions on major appointed boards and commissions in Omaha. Ten years later, women hold 25.5%. While this represents an increase, women have no voice on 33% of appointed boards and commissions in Omaha and little voice on another 35% of boards/commissions. Where women are present in higher percentages on some civic boards, they reach majority status on only one - the Omaha Housing Authority. Women are increasing their presence on local public school boards (45%) but have not been elected to public higher education boards in similar numbers. In fact, there are no women on the Nebraska Board of Regents, which governs the University of Nebraska at Omaha and the University of Nebraska Medical Center.

The percentage of women in our sample of not-for-profit boards was 37%, up from 31% in 1996. Women held more board positions for health organizations (43%), human service boards (40%) and arts organization boards (35%). However, major community boards such as the Omaha Chamber of Commerce continue to have the least gender equity.

Clearly, there is much work to be done to increase the number of women in positions of leadership in our community. The number of women running for office must increase in order to increase the number of women being elected. Those in a position to make appointments need to review their process to find ways to ensure women have a voice on more boards and commissions in the city. Organizations with influence in the city need to demonstrate a commitment to women and to role model leadership in gender equity by ensuring a greater presence of women on their boards. Current leaders in the community must make a concerted effort to invite and mentor more women into positions at the table if Omaha hopes to be competitive in attracting and retaining top female talent.