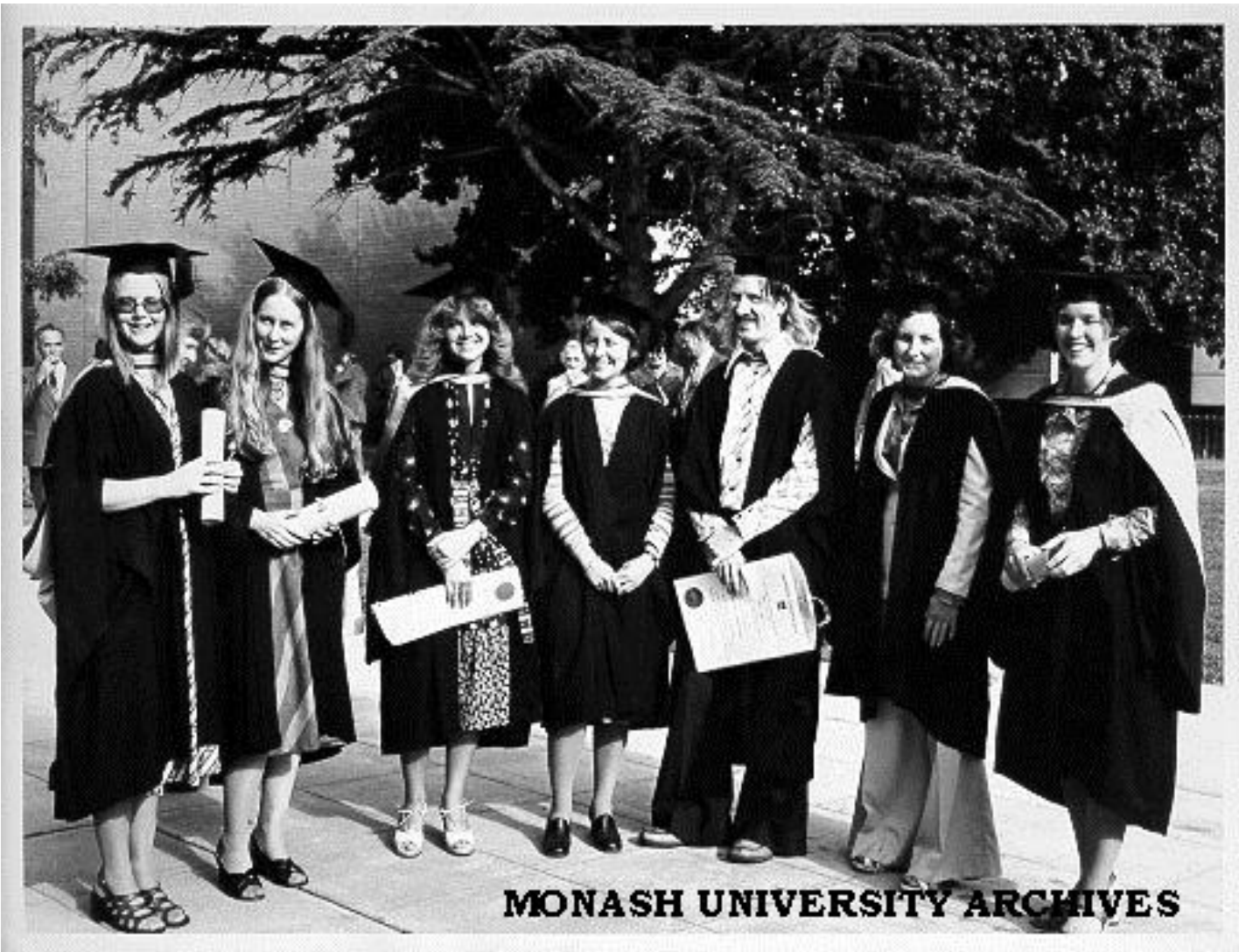


# KEEPING FEMALE CONSULTANTS IN THE WORKFORCE

An Investigation into  
Benefits, Policies and Corporate Culture

by

Shelley Frost, P.E., P.G.  
ASFE FOPP Class No. 21



1970: <1%



**1993-2011: ~20%**



**11% of practicing  
engineers**

# STEMMING THE TIDE:

WHY WOMEN LEAVE ENGINEERING





# STEMMING THE TIDE:

WHY WOMEN LEAVE ENGINEERING



# ASCE LinkedIn Discussion: How many hours do **YOU** work per week?

557 comments, 7 months and still active



## MALE

(~522 comments)

32.5  
30-35  
40-56  
48  
40-45  
45-50  
40-55  
50  
55-60  
10-80  
65-70 (construction,  
Indian and Arabic)

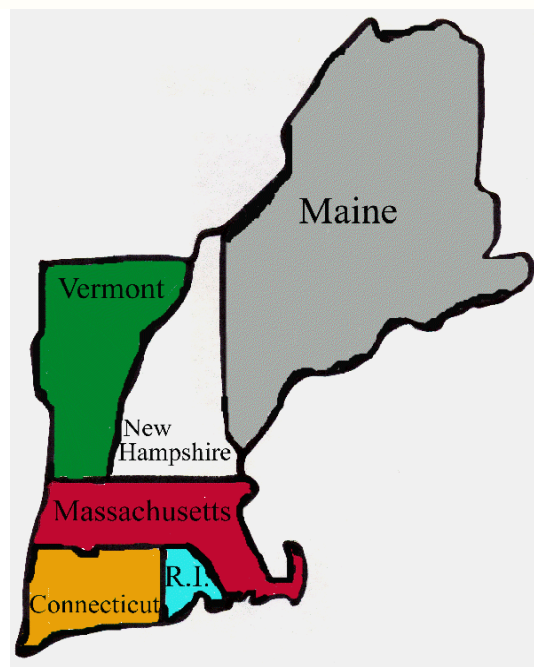


## FEMALE

(~25 comments)

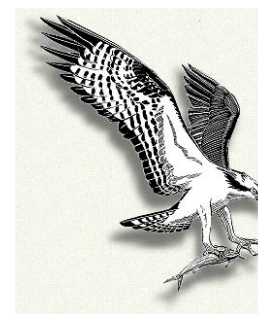
32 (4-day week)  
32+16 grad school  
40  
40  
44 + 25 hrs self-education  
48-60  
48  
55  
60  
55-60  
55-60 then 45-50  
60  
40 + 20 Eng. w/o Borders  
120 (Indian)

Workers with higher levels of education tend to overestimate the length of their workweek by a larger amount



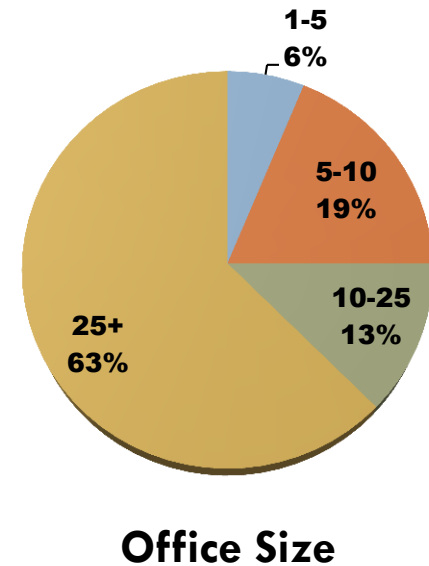
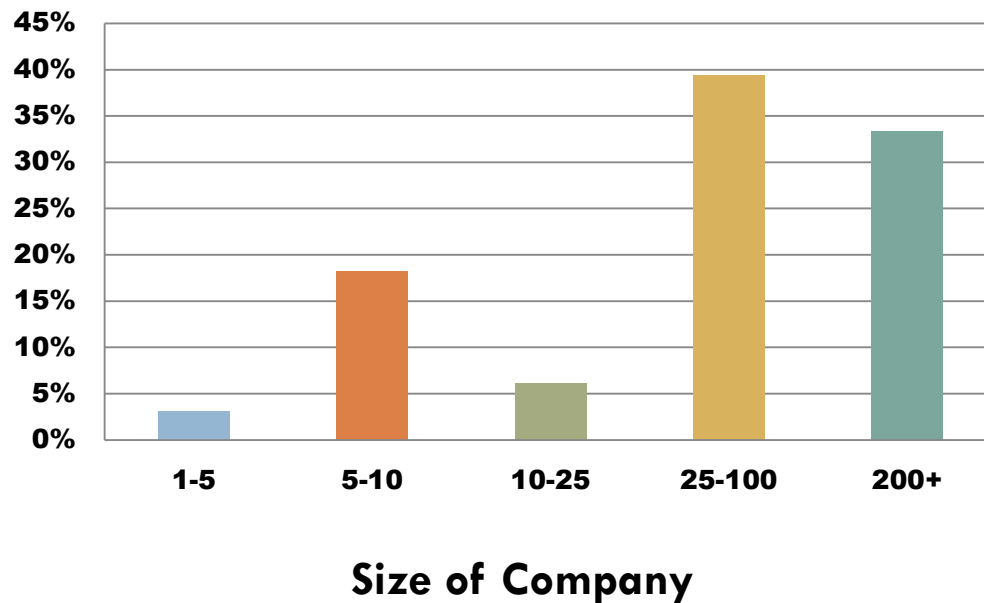
GeoInsight

Tighe&Bond





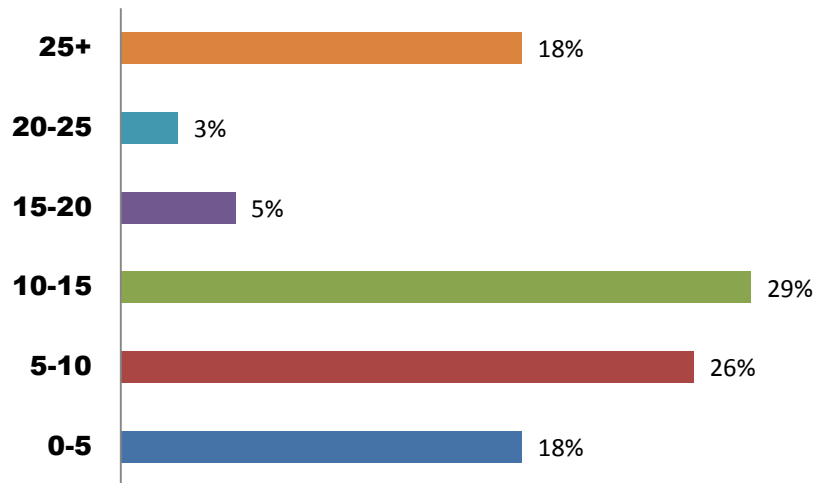
# Respondent Profile



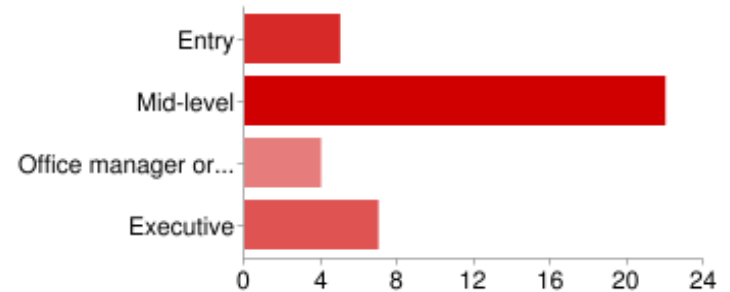
# Respondent Profile



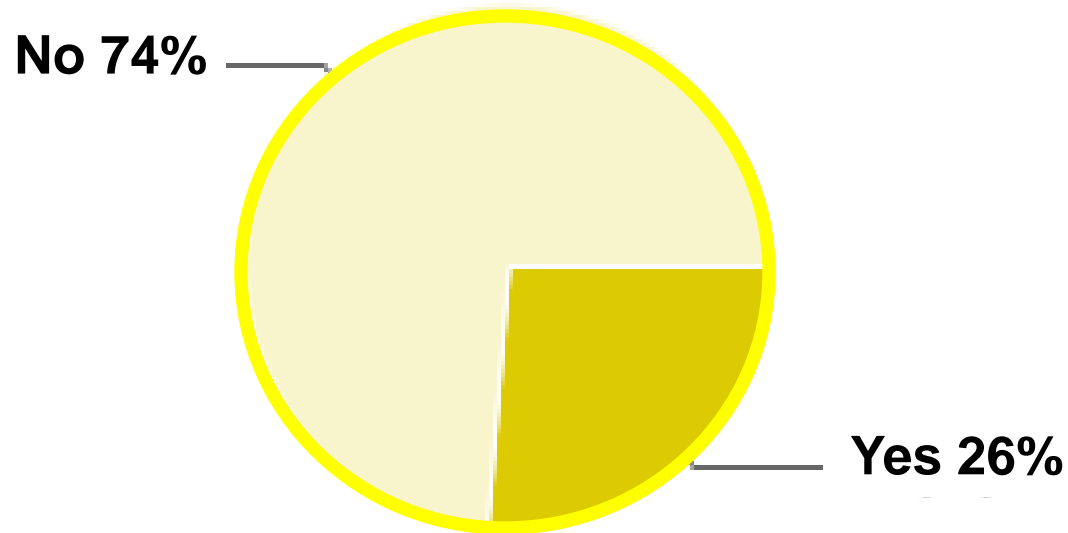
**Years in Consulting**



**Career Stage**



# Respondent Profile

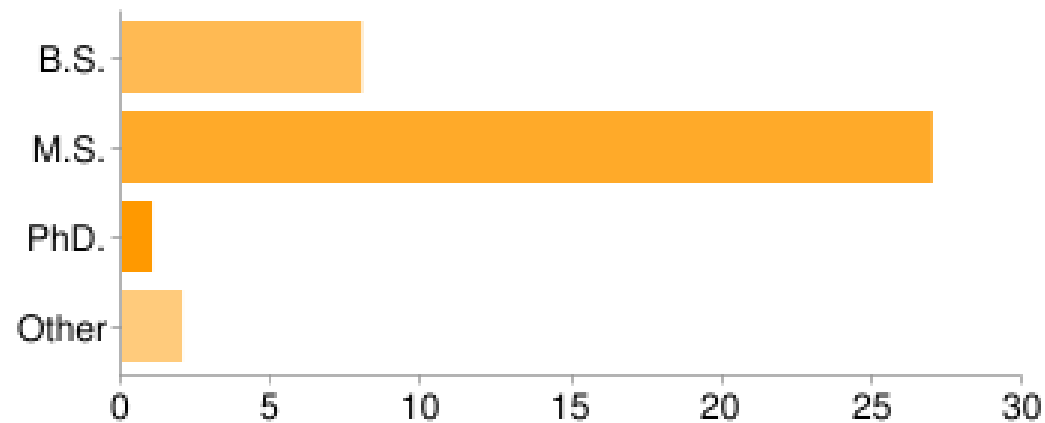


**Delayed or given up children  
or a relationship for a career?**

# Respondent Profile



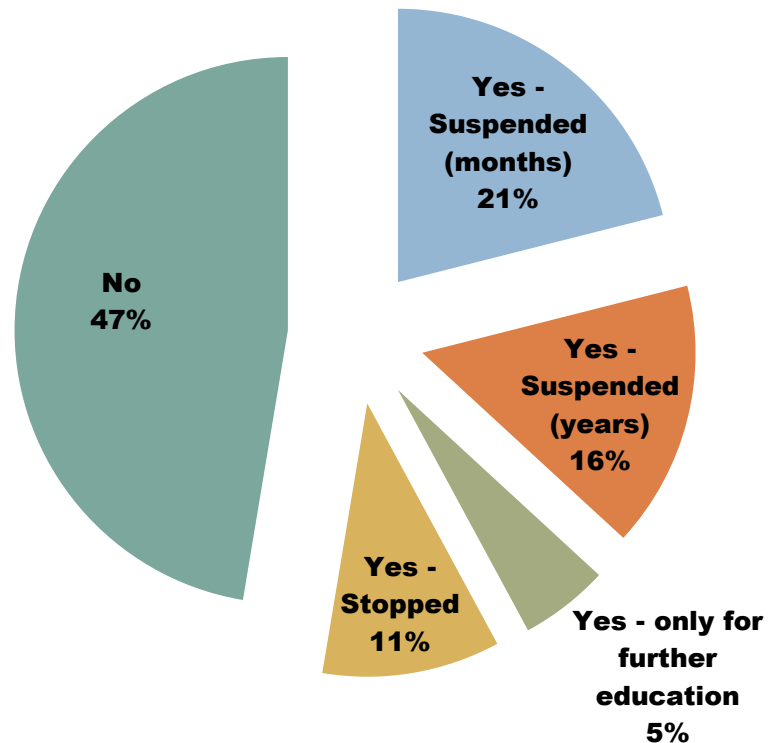
## Academic Degree



# Respondent Profile



## Stopped or Suspended Consulting?





# Respondent Profile



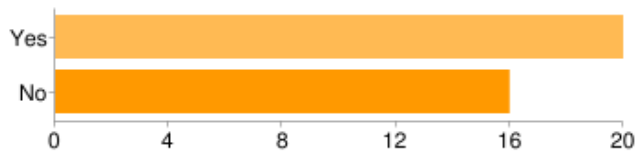
## Reasons for Suspending Career



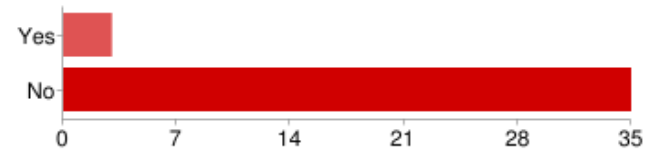
# Respondent Profile



**Currently have child care duties or expect to within five (5) years?**



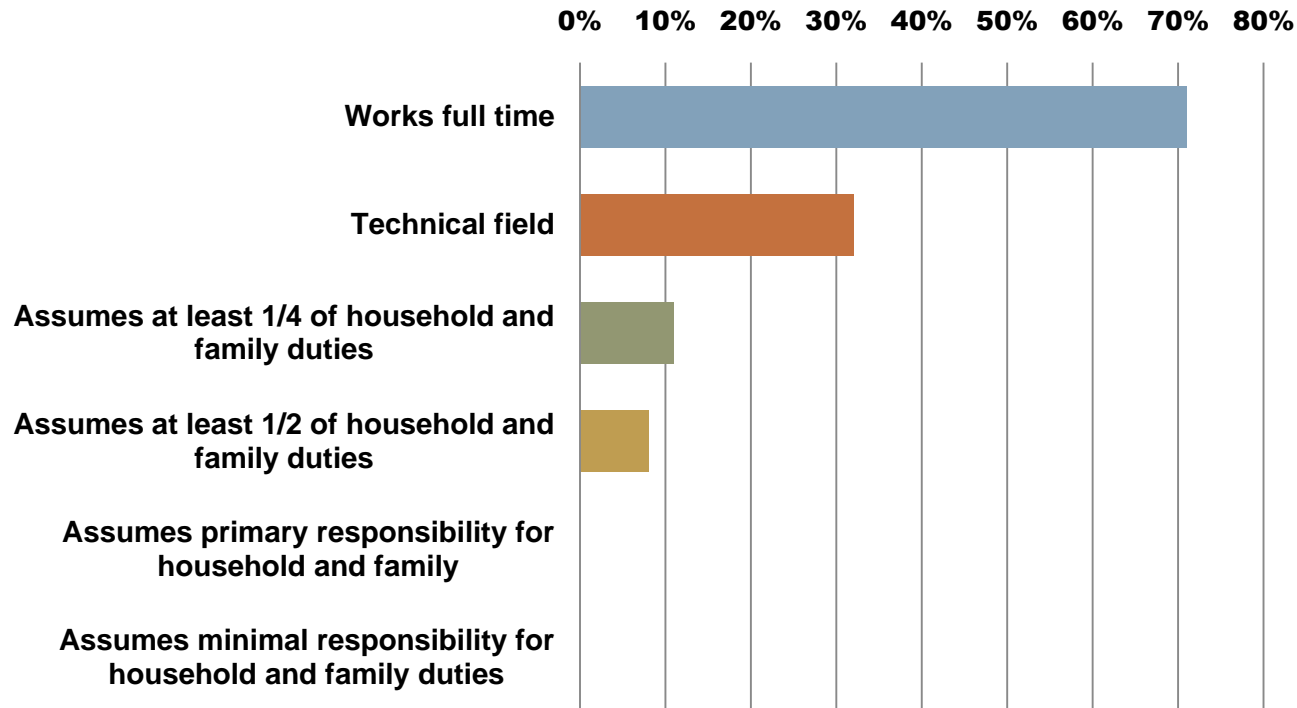
**Currently have adult care duties or expect to within five (5) years?**



# Respondent Profile

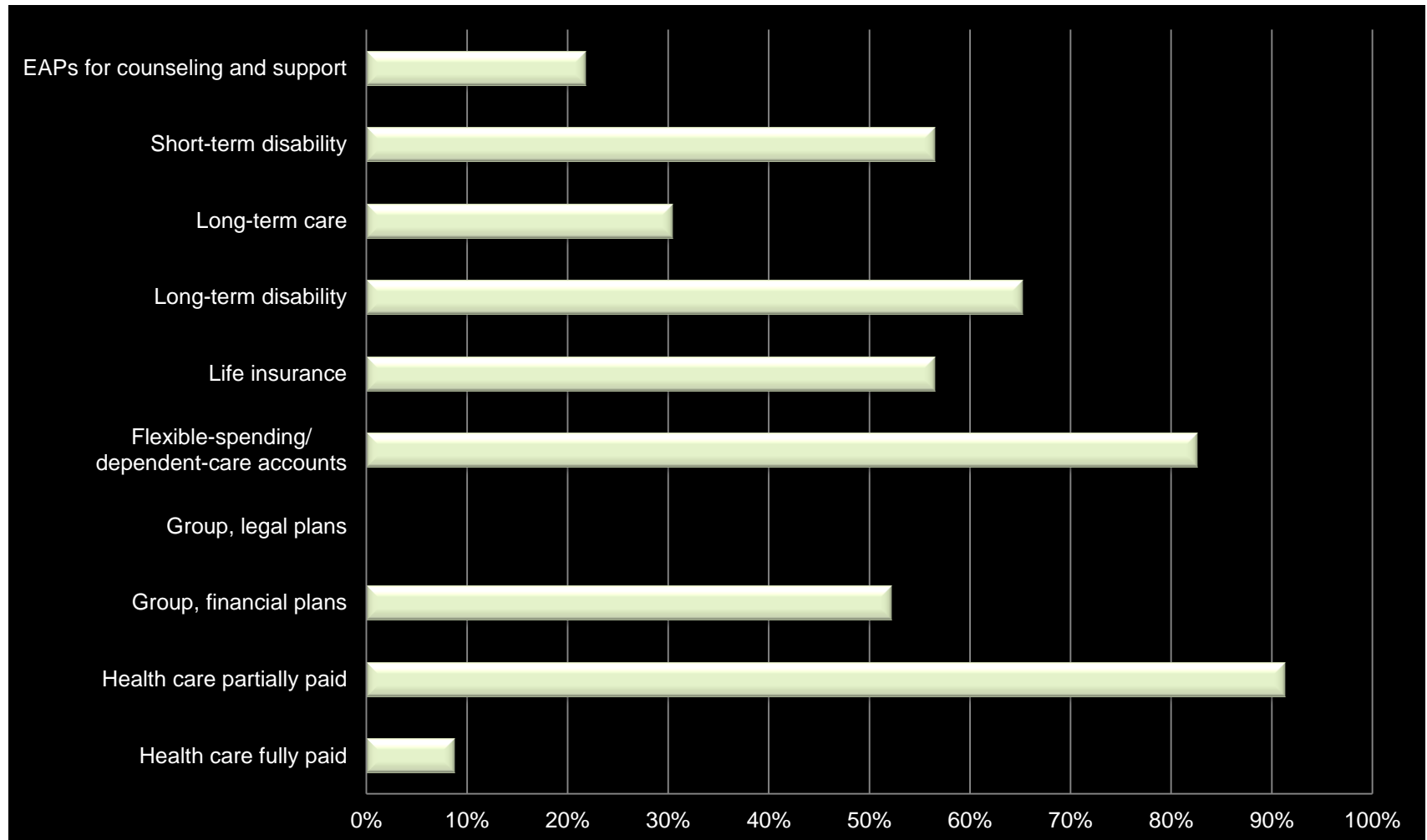


## Has a partner who:



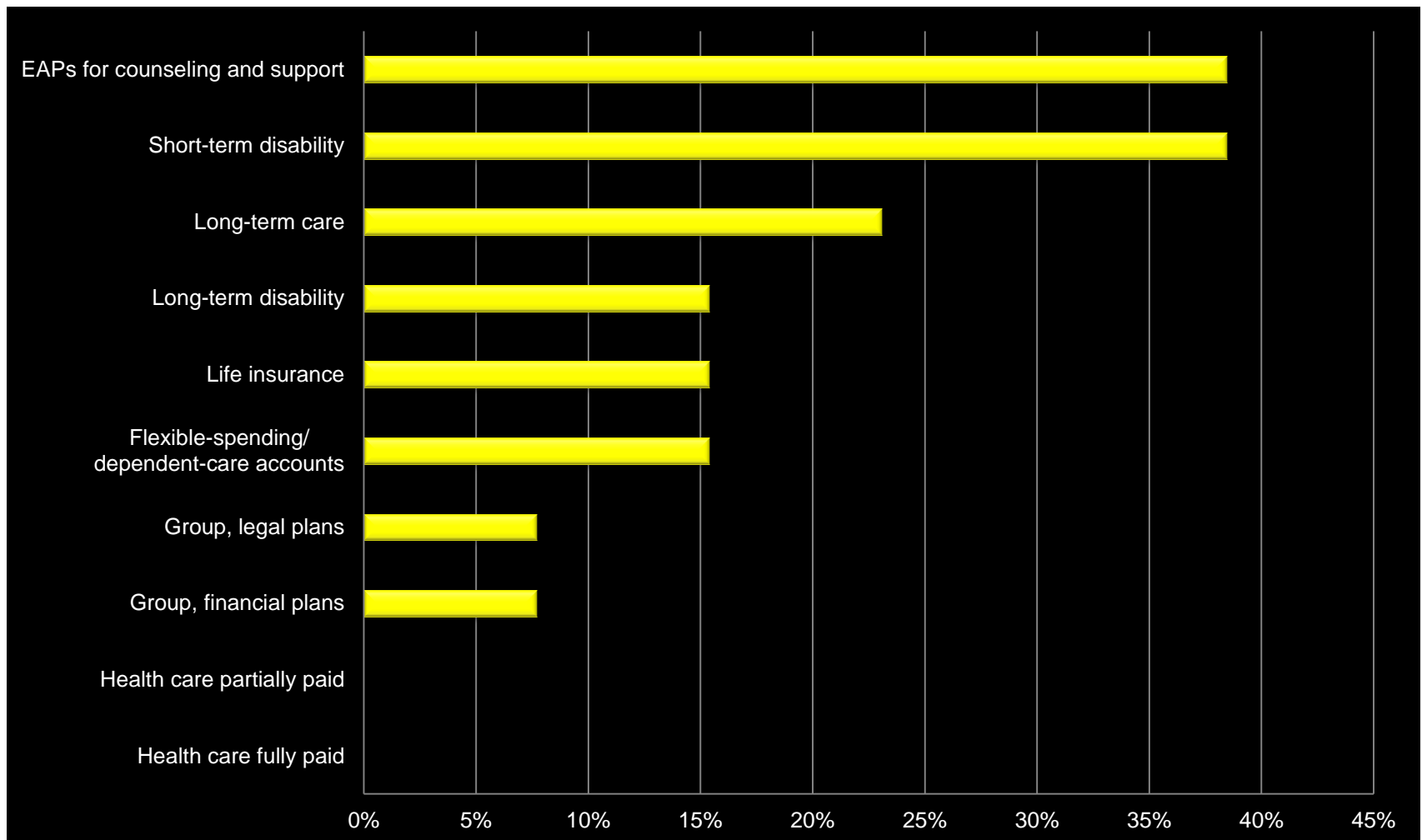
# Offered Benefits

(respondents currently in consulting, 0-15 years experience, 100% response rate)



# Desired Benefits

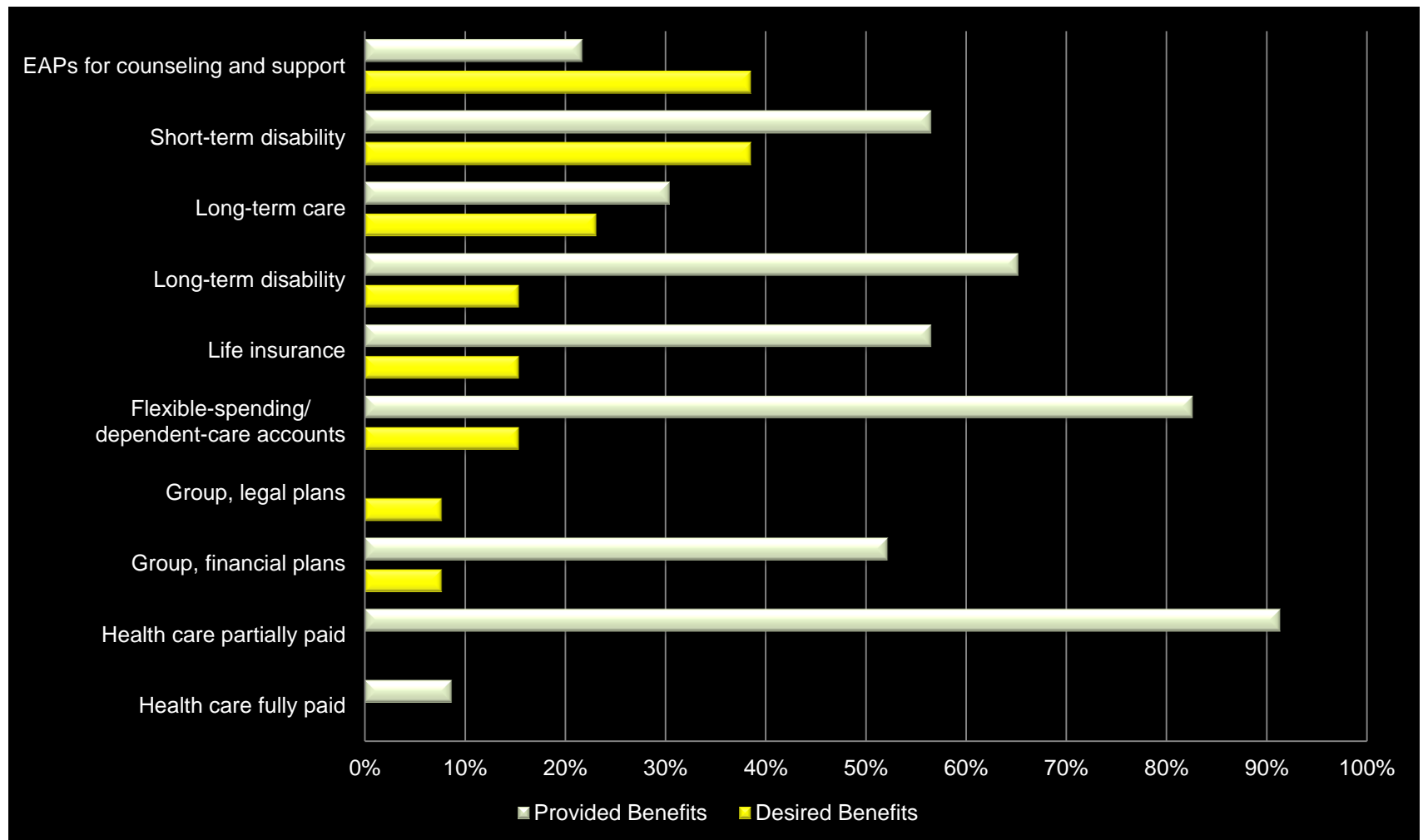
(respondents currently in consulting, 0-15 years experience, 70% response rate)





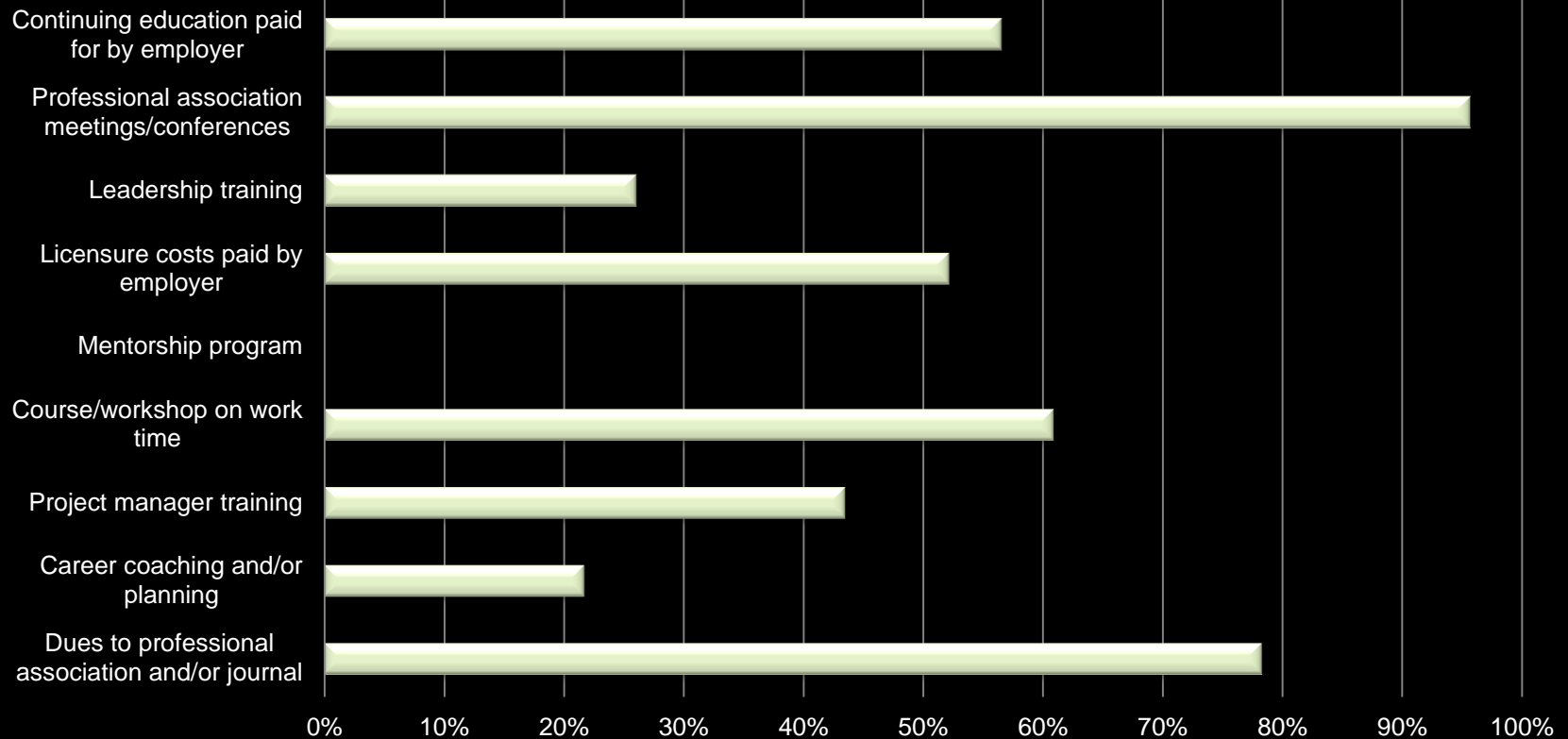
# Offered & Desired Benefits

(respondents currently in consulting, 0-15 years experience, 100%/70% response rate)



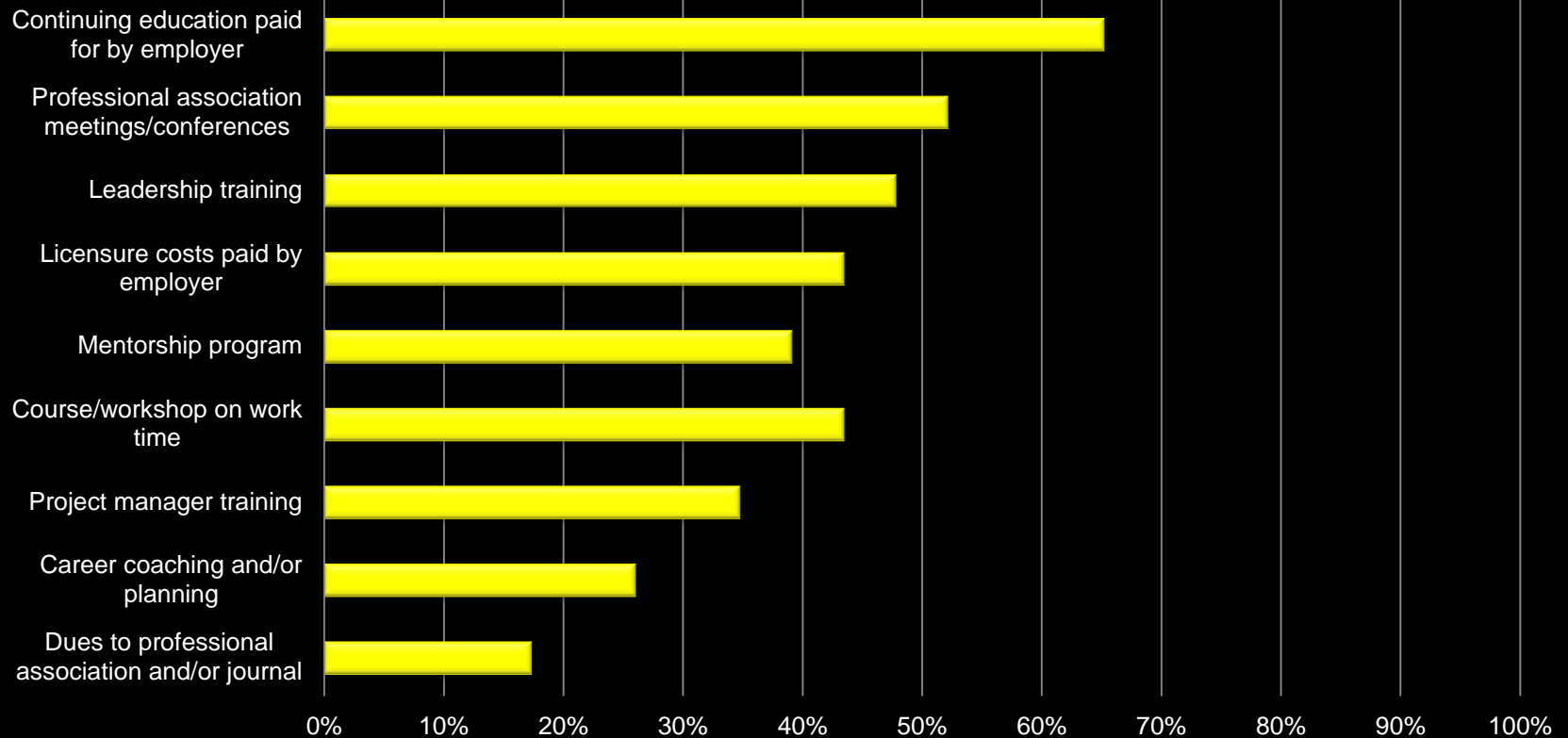
# Offered Career Development Benefits

(respondents currently in consulting, 0-15 years experience, 100% response)



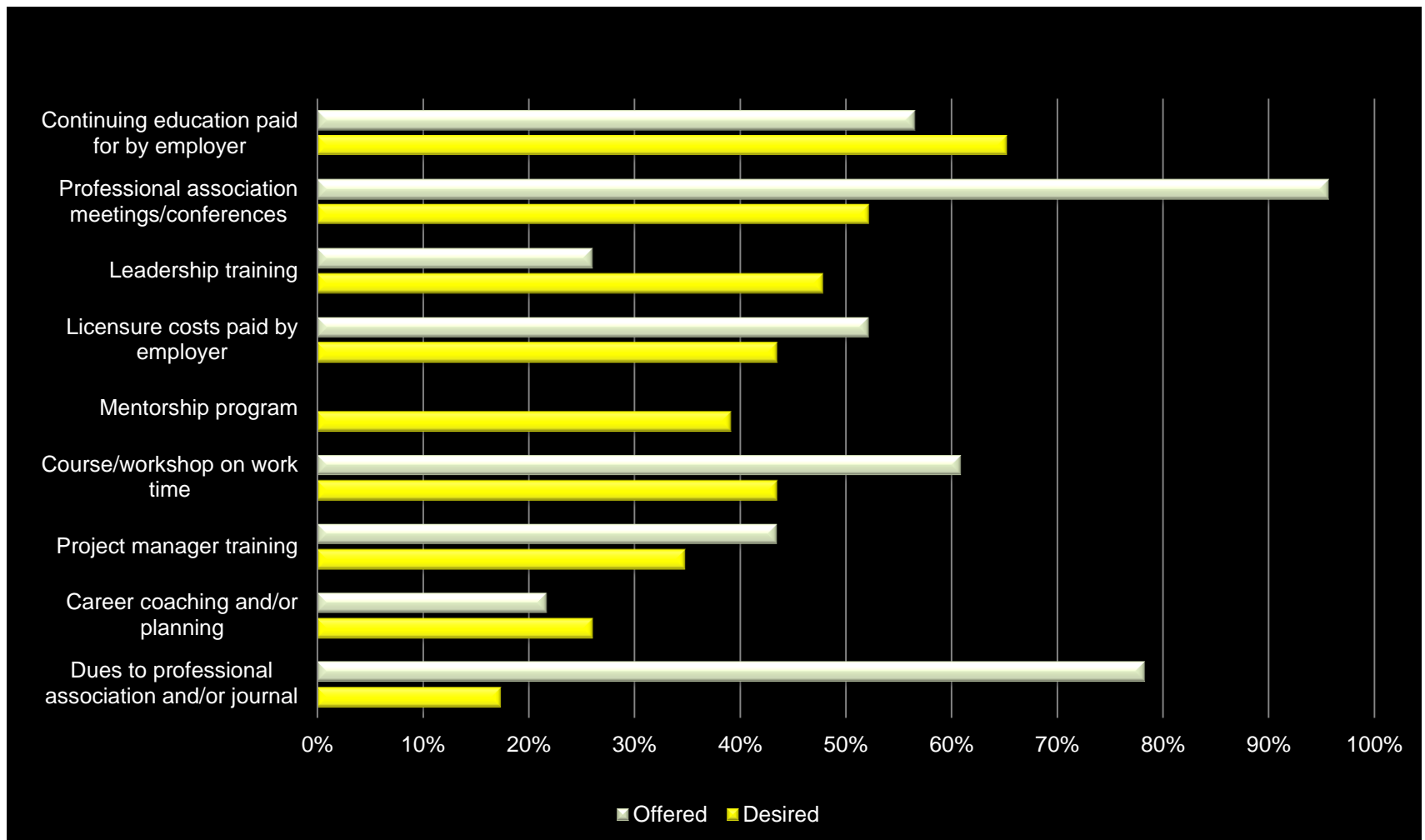
# Desired Career Development Benefits

(respondents currently in consulting, 0-15 years experience, 100% response)



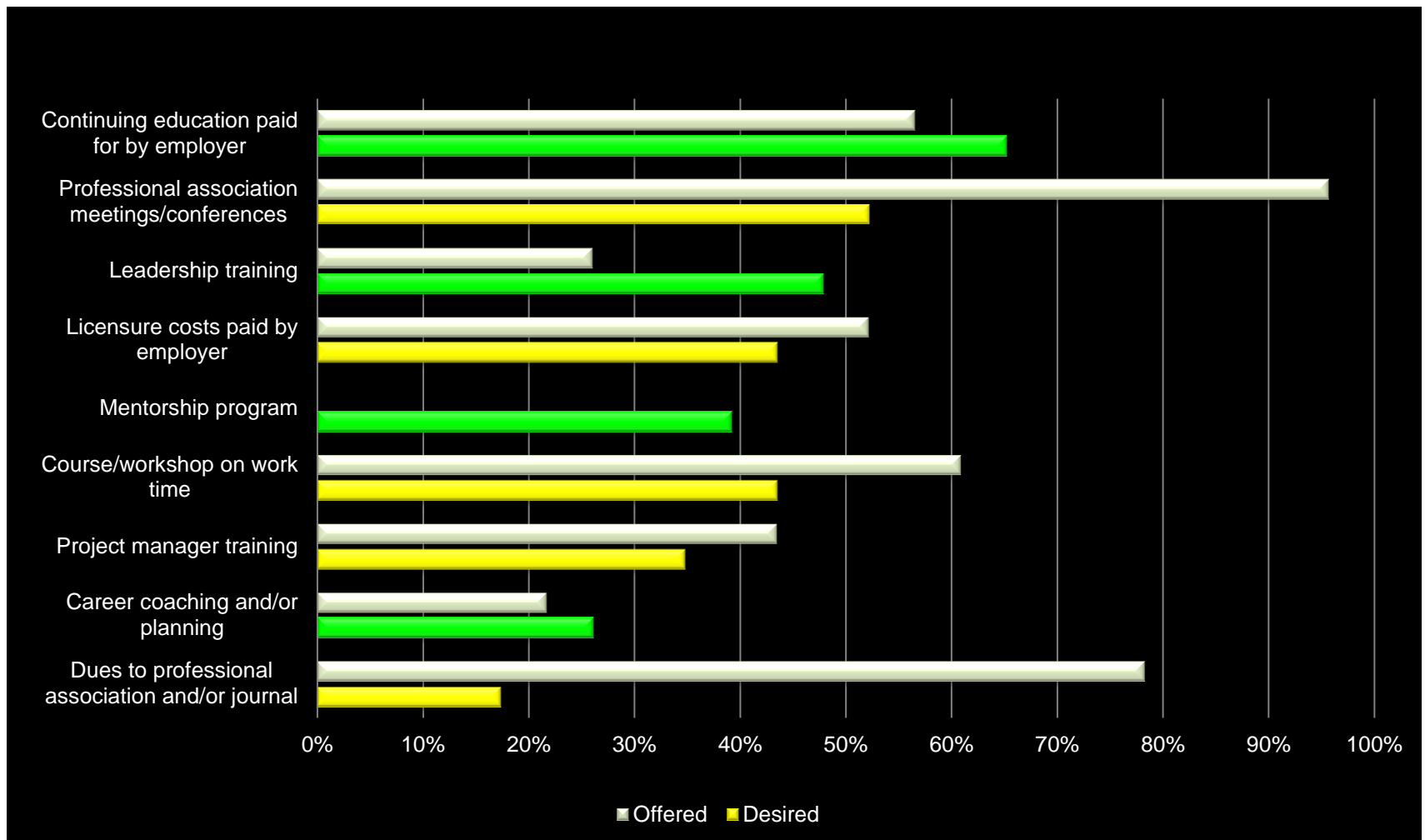
# Offered & Desired Career Development Benefits

(respondents currently in consulting, 0-15 years experience, 100%/100% response)



# Offered & Desired Career Development Benefits

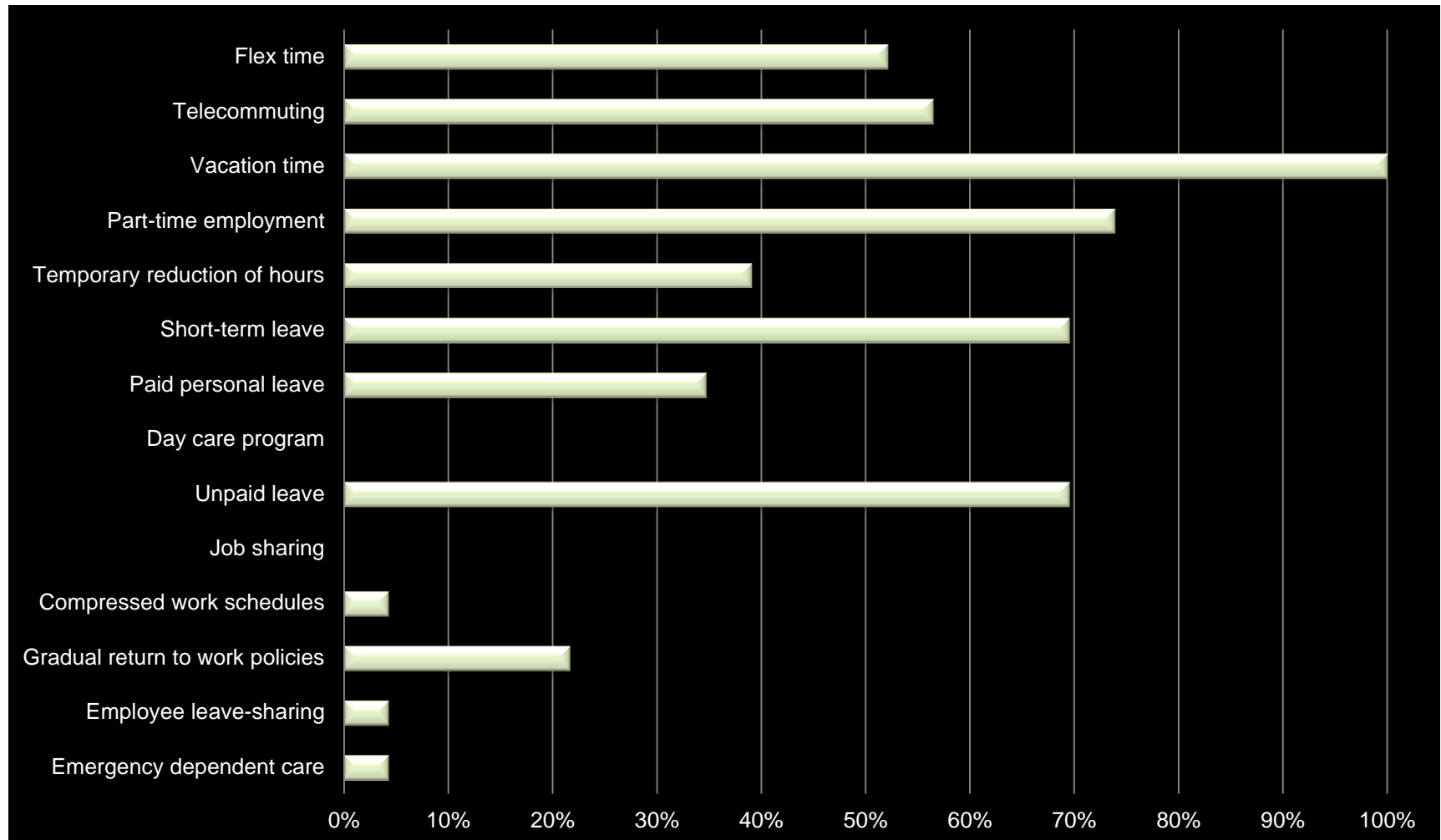
(respondents currently in consulting, 0-15 years experience, 100%/100% response)





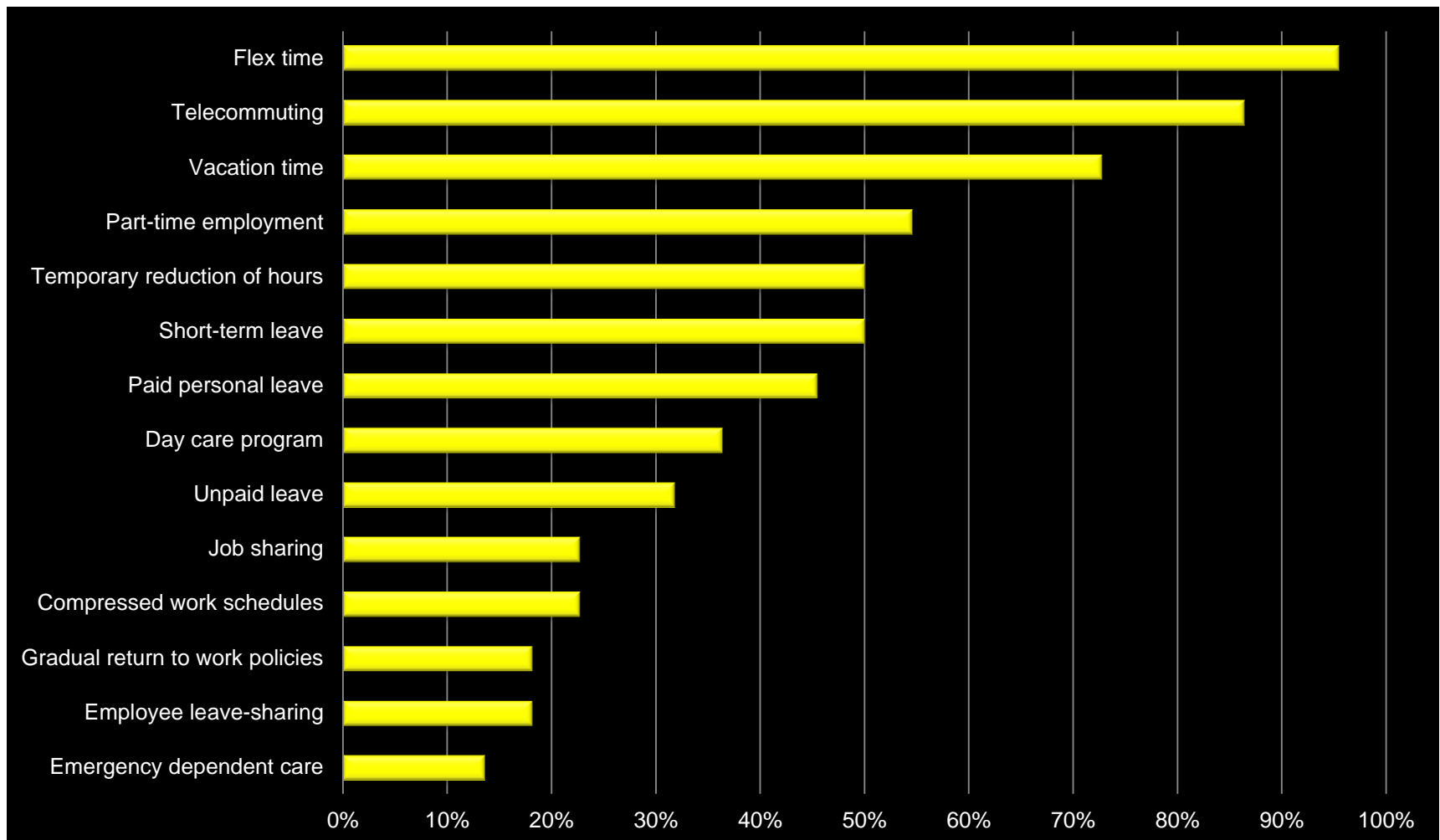
# Offered Policies

(respondents currently in consulting, 0-15 years experience, 100% response rates)



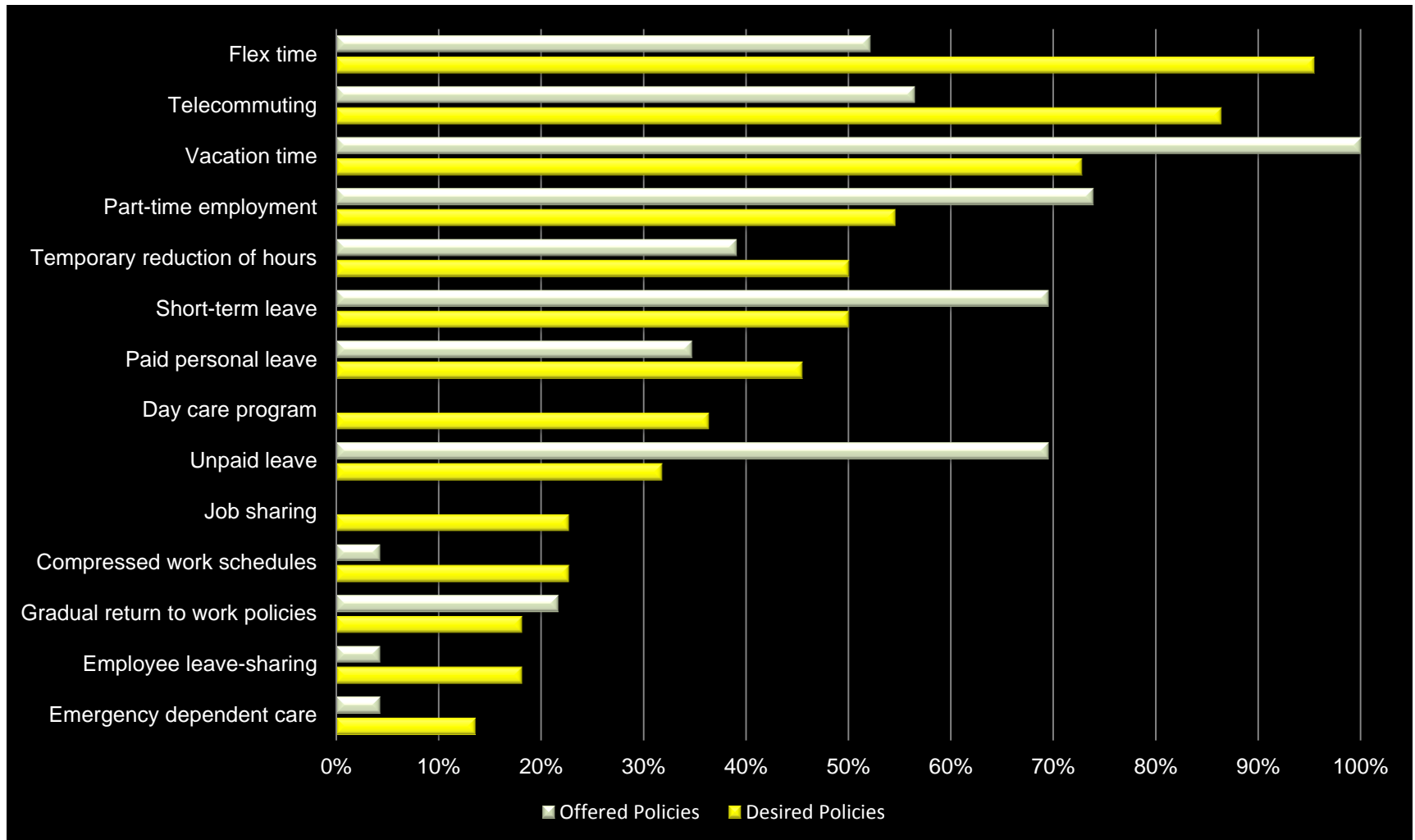
# Desired Policies

(respondents currently in consulting, 0-15 years experience, 96% response rates)



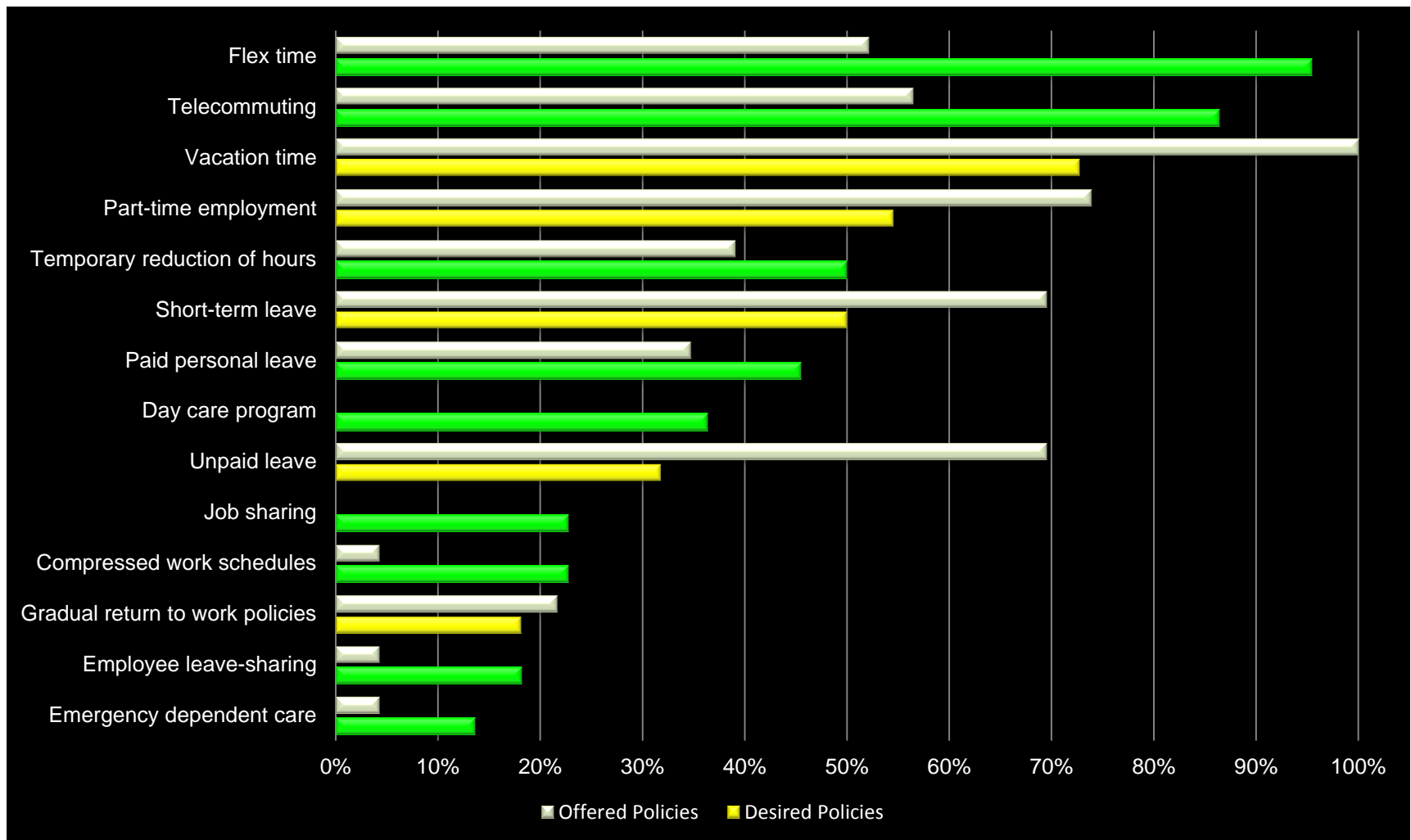
# Offered and Desired Policies

(respondents currently in consulting, 0-15 years experience, 100%/96% response rates)



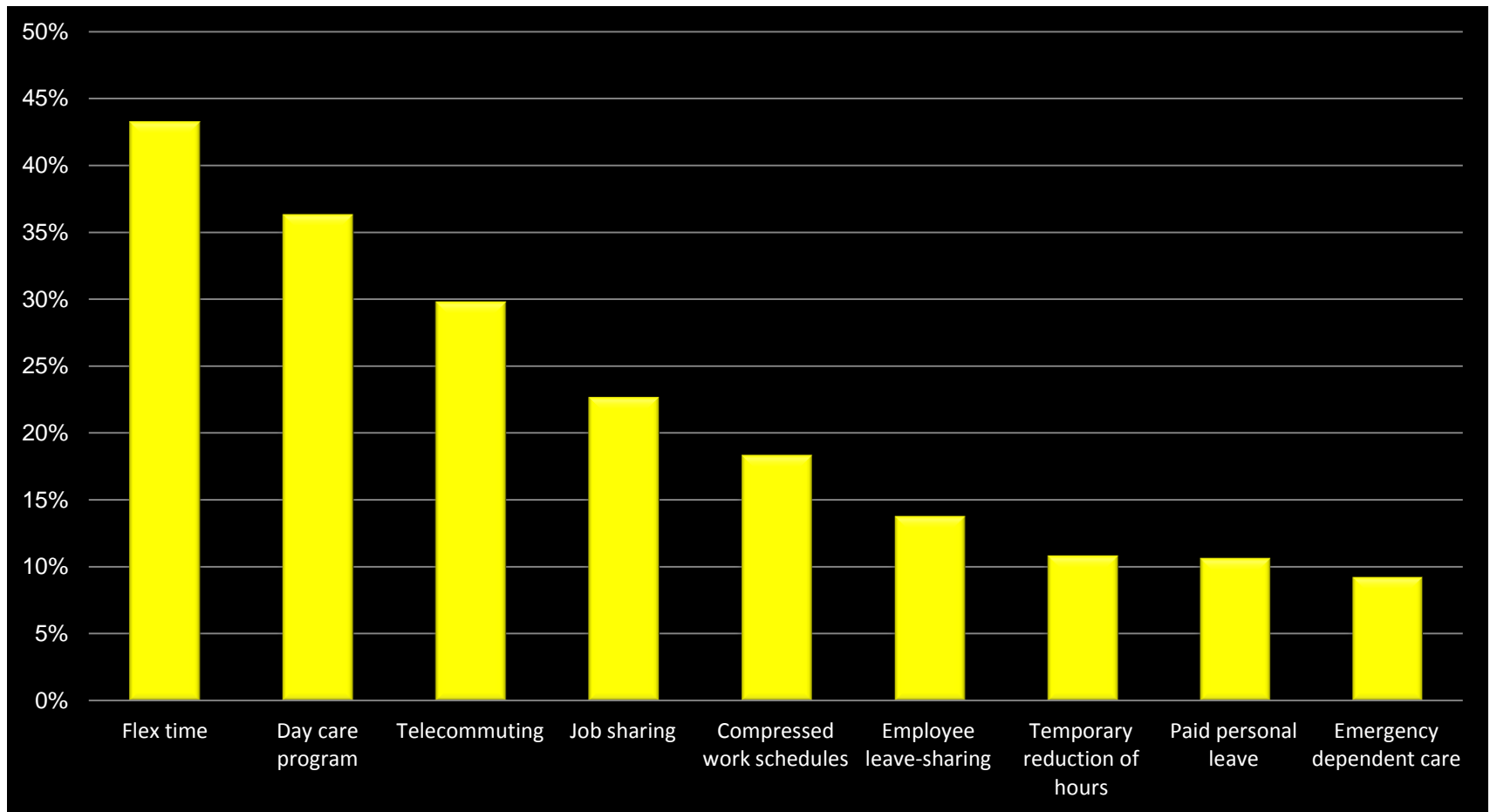
# Offered and Desired Policies

(respondents currently in consulting, 0-15 years experience, 100%/96% response rates)



# Desired Policies > Offered Policies

(respondents currently in consulting, 0-15 years experience, 100%/96% response rates)



# Policy implementation issues



“Company undervalues training...in general talk the talk, but don't walk the walk, meaning, they want you to "make up" time that was spent in training, does not show commitment to training”

“The company could supplement remote PM training with some direction by upper managers.”

Part-time =  
less-challenging work,  
less potential for advancement

“We are offered project management training once every few years, but after a month or two any pressure or support to apply what we learned vaporizes “

# Other Desired Activities and Benefits

(respondents currently in consulting, 0-15 years experience, 57% response rate)



## Other Activities

**Broader social responsibility 74%**



**Investment in local community 43%**



**Promotion of profession 26%**



**Political commentary  
relative to profession  
0%**

## Other Benefits





# Corporate Culture

(respondents currently in consulting)

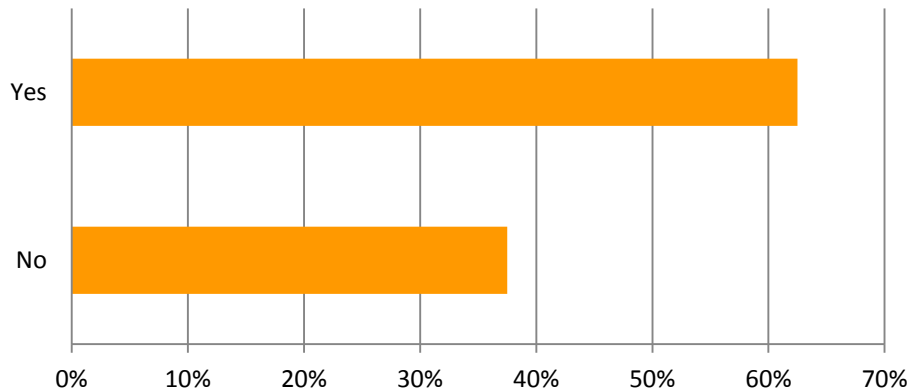


# Corporate Culture

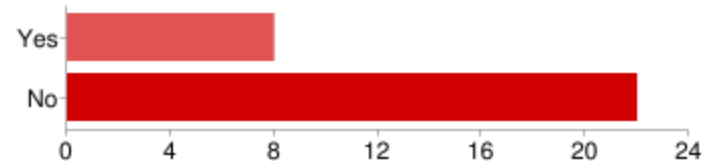
(respondents currently in consulting, >90% response rate)



**Corporate culture: Is cooperation or teamwork a factor of your performance evaluation?**



**Corporate culture: have you encountered a “glass ceiling” in your consulting career?**



# New England EnviroStrategies Benefits



NO.	BENEFITS	PROVIDED BY NE2S
1	Access to EAPs for counseling and support	
2	Long-term disability insurance	Y
3	Flexible-spending accounts/ dependent care accounts	Y
4	Group, financial plans (matching funds)	Y
5	Group, legal plans	Y
6	Life insurance	Y
7	Short-term disability insurance health insurance (fees fully paid by employer)	Y
8	Long-term care insurance (NE2S pays 60% of base salary)	Y
*	Other: 80% paid dental insurance	Y
*	Other: profit sharing	Y

NO.	CAREER DEVELOPMENT BENEFITS	PROVIDED BY NE2S
1	Continuing education paid for by employer	Y
2	Course/workshop on work time	Y
3	Licensure costs paid by employer	Y
4	Professional-association meetings/conferences	Y
5	Dues to professional association and/or journal	Y
6	Leadership training	Y
7	Project-manager training	Y
8	Mentorship program	
9	Career coaching and/or planning	Y
10	Course/workshop on own time	Y

# New England EnviroStrategies Policies



NO.	POLICIES	PROVIDED BY NE2S
1	Flex time	Y
2	Telecommuting	Y
3	Vacation time	Y
4	Part-time employment	Y
5	Temporary reduction of hours	Y
6	Short-term leave policy for bereavement and other needs	
7	Paid personal leave that can be used to care for ill relatives or friends	Y
8	Day-care program	
9	Unpaid leave	
10	Job sharing	
11	Compressed work schedule	
12	Employee leave-sharing where employees donate a portion of their leave time to others	
13	Gradual return-to-work policies	
14	Emergency dependent care	

# Rising Employment of Women



## Employment of Married Women with School-age Children

1960s

40%

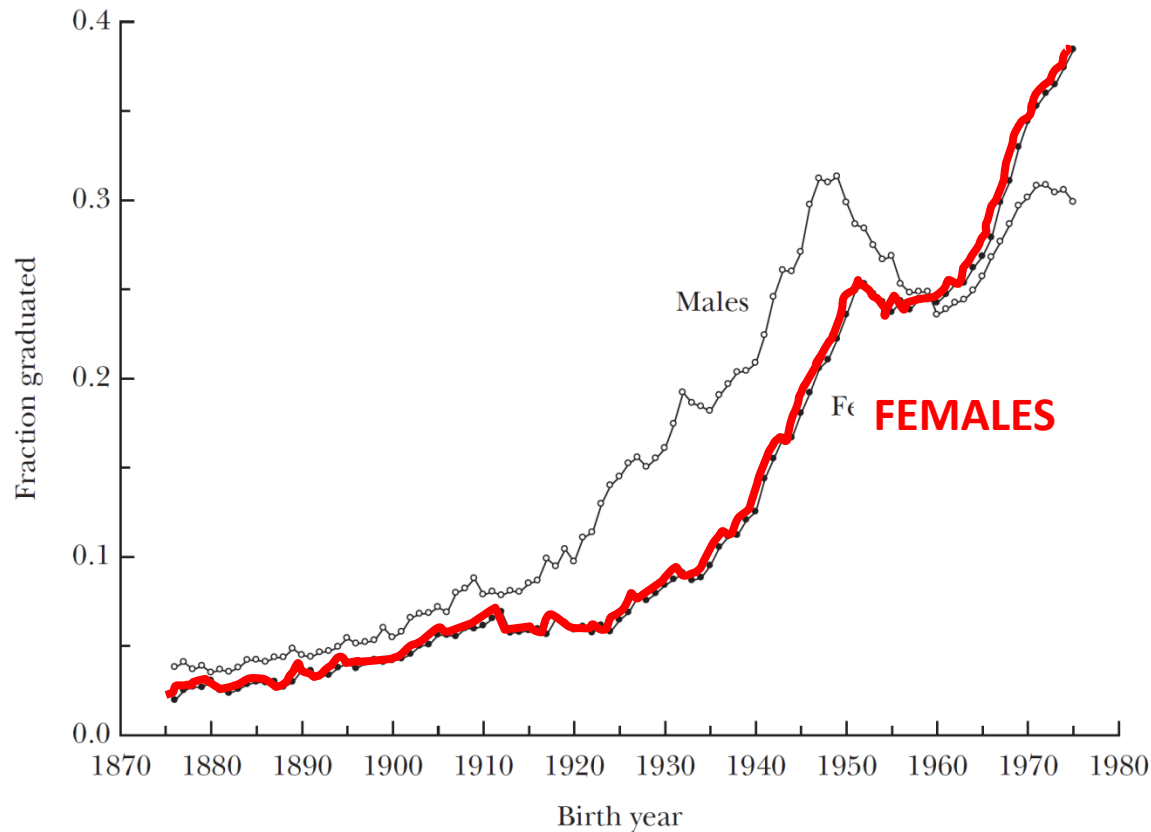
2000s

80%

# More Female than Male Graduates



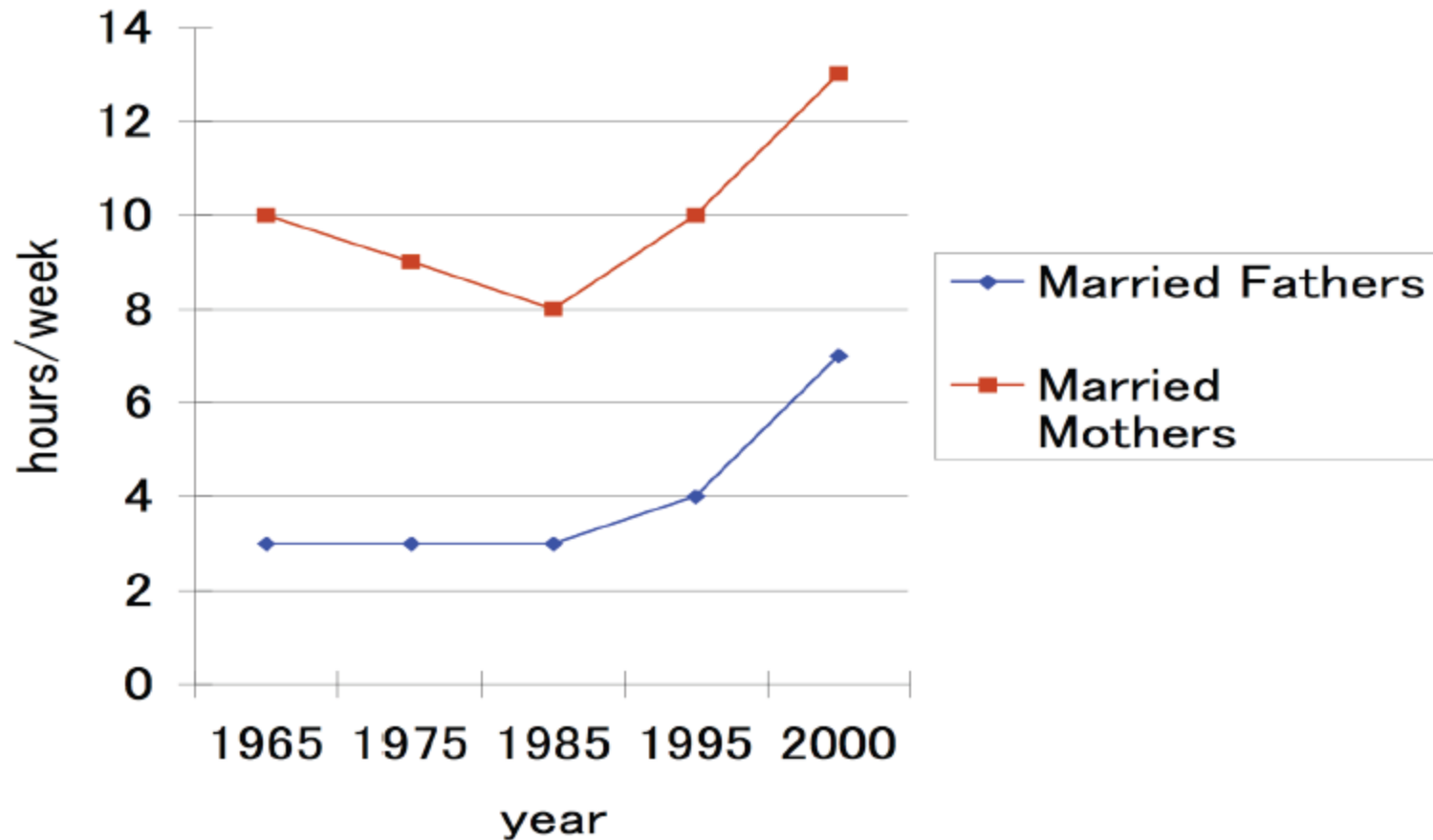
College Graduation Rates (by 35 years) for Men and Women: Cohorts Born from 1876 to 1975



# Future Equality?

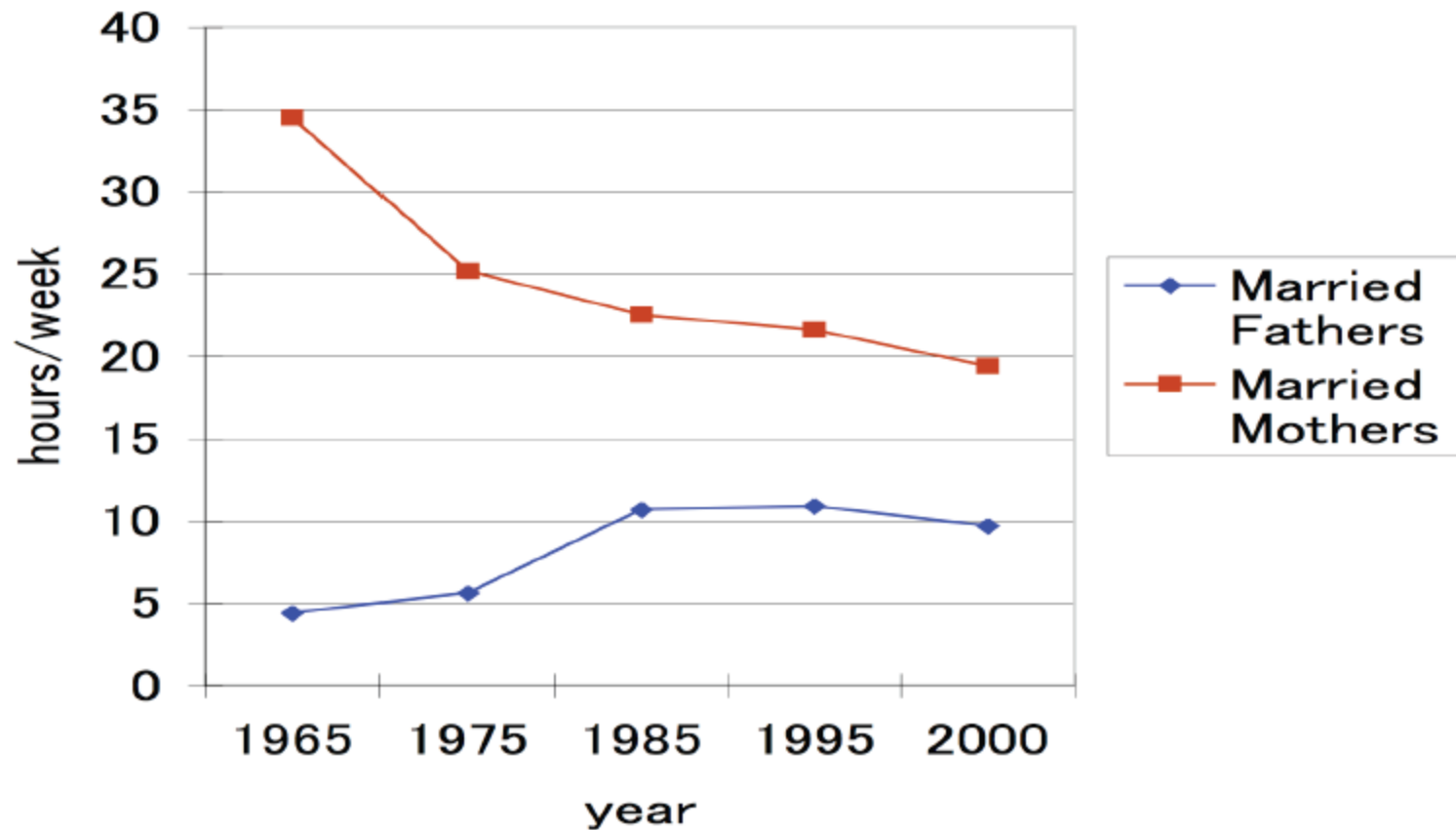


# Increasing Child Care by Fathers in Dual-Career Couples





# Increasing Housework by Fathers in Dual-Career Couples



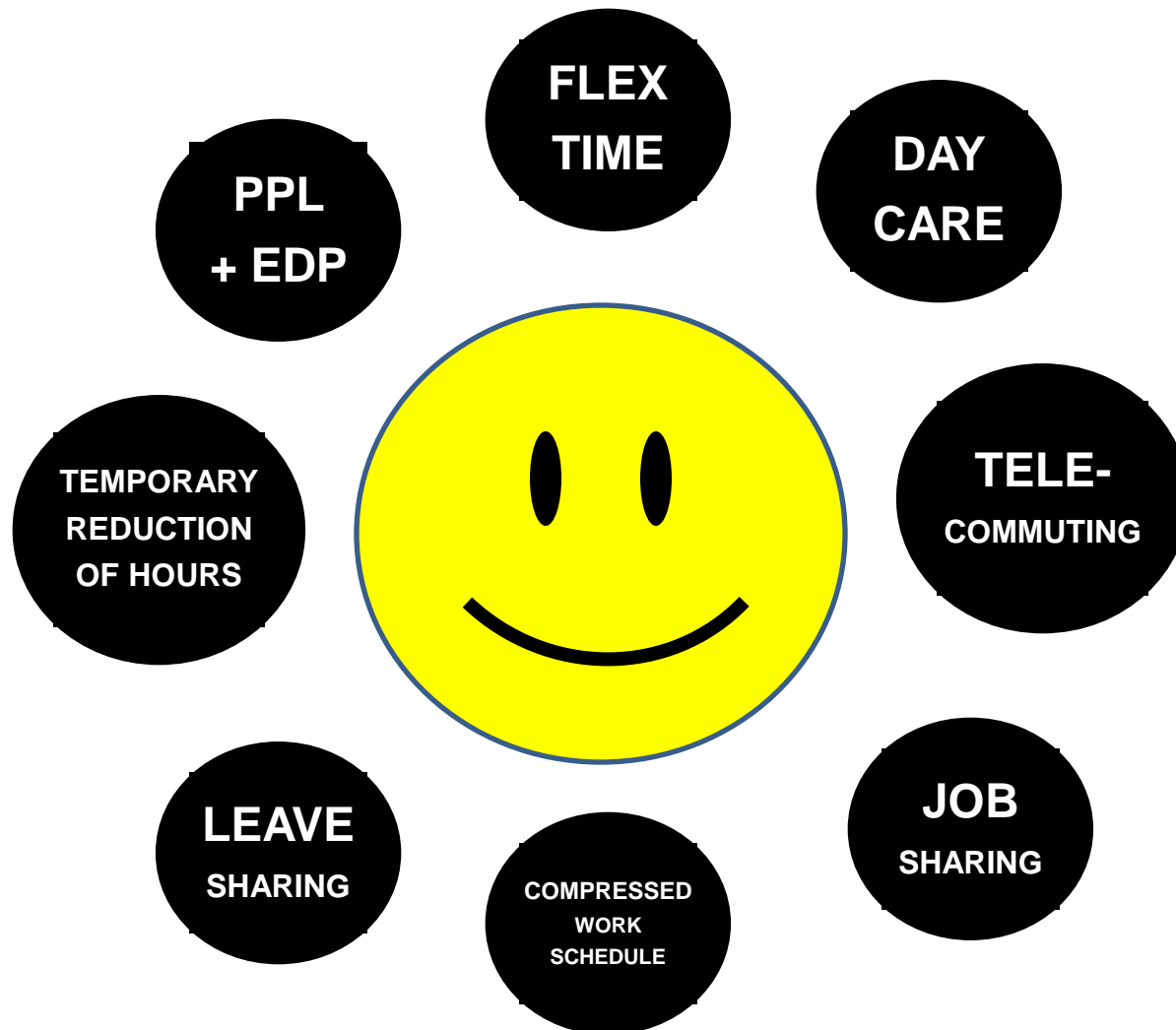
# Dual-Career Couples Cope



# How to Attract the Best Talent



# How to Attract the Best Talent



# Thank You

