



Report of Results:

2019 Survey on Career Advancement



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BACKGROUND

The League of Women in Government, collaborated with the International City/County Management Association (ICMA) and National Research Center, Inc. (NRC)/Polco to implement an online survey of local government professionals regarding issues related to career advancement and the status of women in local government. The 2019 Career Advancement Survey is an update on research completed by this group in 2013 (ICMA Task Force on Women Survey) and represents an important comparison that helps highlight both progress and remaining challenges.

Survey Methods

A total of 20,673 ICMA members and other local government officials in ICMA's database were emailed an invitation to complete the 2019 survey; 1,870 completed the survey, yielding a response rate of 9%.

Margin of Error

It is customary to describe the precision of estimates made from surveys by a "level of confidence" and accompanying "confidence interval" (or margin of error). The 95 percent confidence interval for this survey is generally no greater than plus or minus 3 percentage points around any given percent reported for all ICMA members in 2013 (1,162) or 2019 (1,870). (For comparisons among subgroups, the margin of error increases due to the smaller number of respondents in each subgroup.)

Making comparisons

Of the 1,870 respondents to the 2019 survey, 1,393 were ICMA members, 455 were not members, and 22 had unknown status. In 2013 all respondents were ICMA members. In this report we highlight the differences between ICMA member responses between the 2019 and 2013 surveys.

About the Report

The survey results are shown in tables and charts in the body of the report and appendices. Most of the time, "don't know" responses are displayed only in *Appendix A: 2019 Complete Set of Survey Responses* and excluded elsewhere. If more than 20% of respondents did not provide a response to a question, the proportion of missing responses either is noted or is included in the total.

When a figure for a question that only permitted a single response does not total to exactly 100%, it is due to the common practice of percentages being rounded to the nearest whole number.

Select survey questions were compared by demographic characteristics of survey respondents. These comparisons can be found in *Appendix B: Responses by Year and Subgroup*.

Open-Ended Questions

Respondents were asked to write in responses for certain survey questions. Some of the responses were grouped by theme, and the aggregate data are presented in the body of the report.

KEY FINDINGS

More women participated in ICMA in 2019

- In 2013, women made up 26% of the list of professionals provided by ICMA. In 2019, women made up 46% of the list.
⇒ This is a 77% increase!

Gender diversity is a priority, but not a high priority

- Gender diversity was thought to be a high priority in 3 in 10 of respondents' communities and was a medium priority in 4 in 10.
⇒ This represents a modest increase from 2013 (2 in 10=high and 4 in 10=medium).

More communities offered domestic partner benefits

- Larger gains were seen in smaller population jurisdictions – they had the most room to grow and they did.
- This varied by region, but the proportion of communities with these benefits increased from 2013 to 2019 across the country.
 - 75% ⇒ 85% West Coast region
 - 29% ⇒ 67% Mountain Plains region
 - 49% ⇒ 64% Northeast region
 - 31% ⇒ 56% Midwest region
 - 22% ⇒ 51% Southeast region

Gender diversity efforts increased

- But women were more likely than men to feel the absence of gender diversity efforts.
 - In 2013 61% of women said there were gender diversity efforts; 69% in 2019.
 - In 2013 81% of men said there were gender diversity efforts; 84% in 2019.

More communities had female CAOs

- The proportion of respondent who lived in communities that had ever had a female chief administrative officer/chief appointed official increased from 39% to 54%.
⇒ This is a 38% increase!

- These proportions were about 60% in the northeast and west coast, and about 50% in other regions.

Women report more experiences of bias

- In 2019 the proportions experiencing the following were

Sexual harassment ⇒	Female 24% vs. Male 3%
Exclusion from organizations/events ⇒	Female 27% vs. Male 6%
Bias in job promotion ⇒	Female 18% vs. Male 7%

Observation of bias increased

- Women were 2-3 times more likely than men to observe bias.
- But compared to 2013, in 2019 men were twice as likely to say they had witnessed bias.

⇒ Increased awareness leads to increased reporting which is an essential step in addressing the issue!

Men still have more opportunity

- Men advanced more quickly in their careers.
 - Not yet in a management/leadership position
⇒ Female 19% vs. Male 9%
 - Proportion who took fewer than 3 years to get to management
⇒ Female 29% vs. Male 36%
- Men were twice as likely to have turned down a Senior Management position.
- Fewer women than men were in leadership positions, but there were improvements from 2013 to 2019.

26% vs. 36% ⇒ Percent of elected officials who were female

34% vs. 38% ⇒ Percent of senior managers who were female

Most agree that women have more barriers

- 85% of women and 58% of men agreed that there were more barriers to career advancement in local government for women compared with men.
- Younger professionals were more likely to agree with this than were older professionals.

SURVEY RESULTS

Figure 1: State Association Status

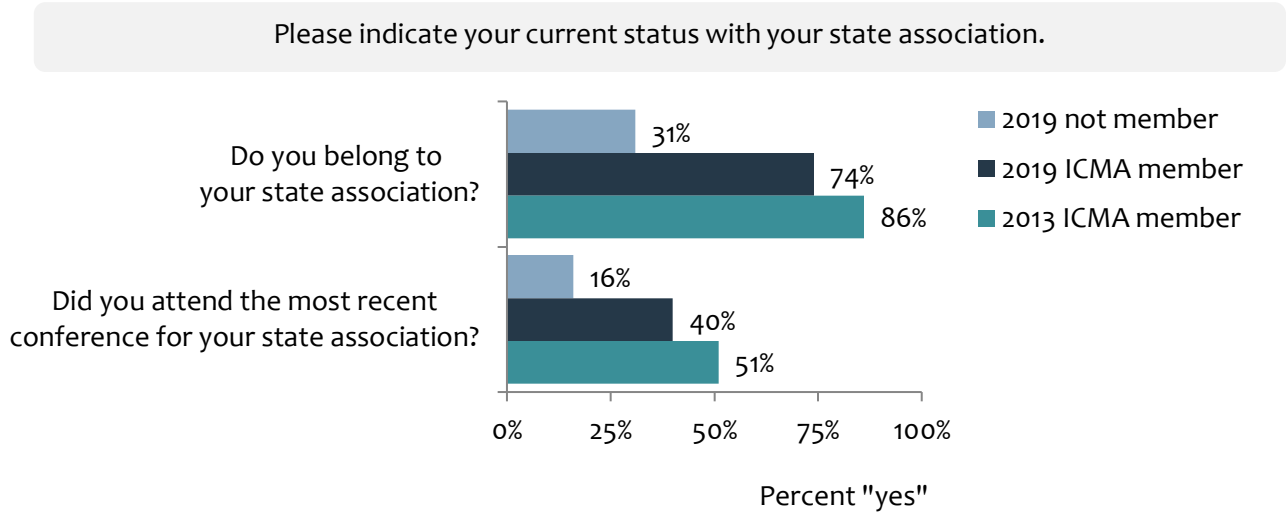


Figure 2: Hiring via Professional Recruitment

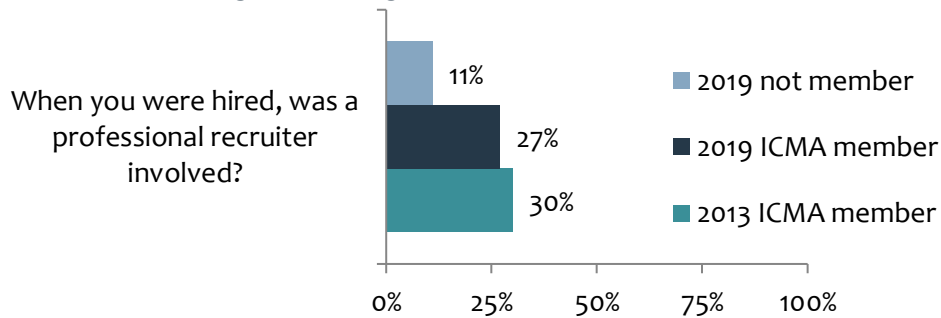


Figure 3: Hiring via Professional Recruitment by Gender (2019)

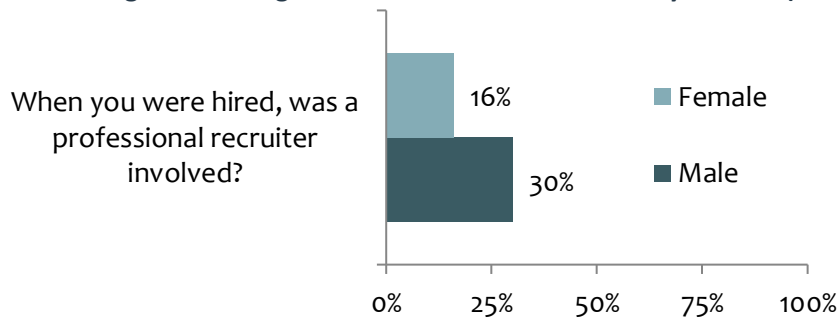


Figure 4: Organization Benefits

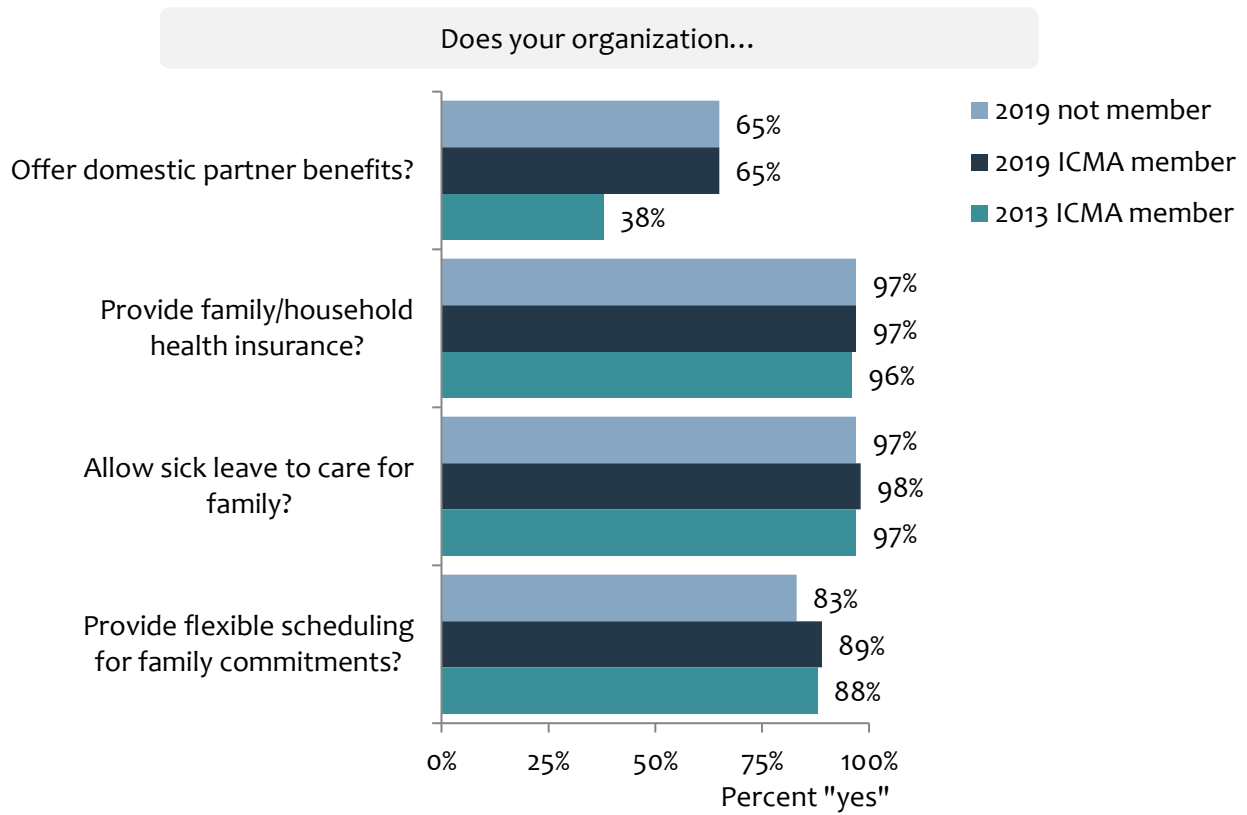


Figure 5: Female CAO

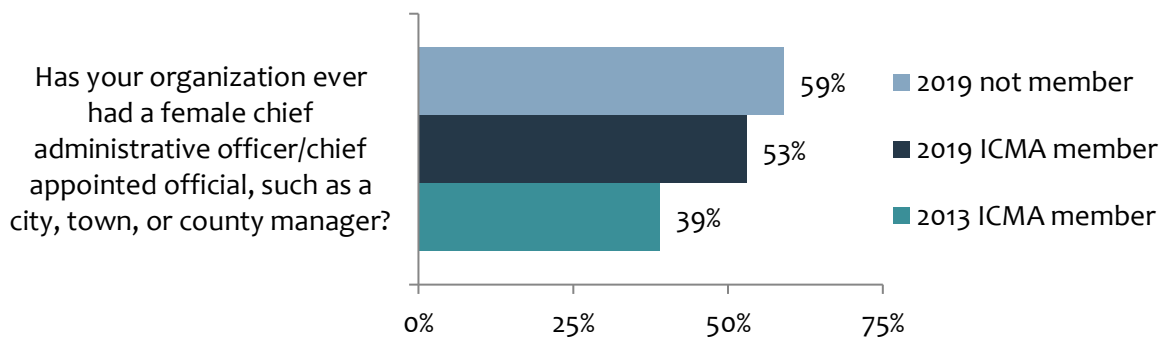


Figure 6: Gender Breakdown of Elected Officials and Senior Management

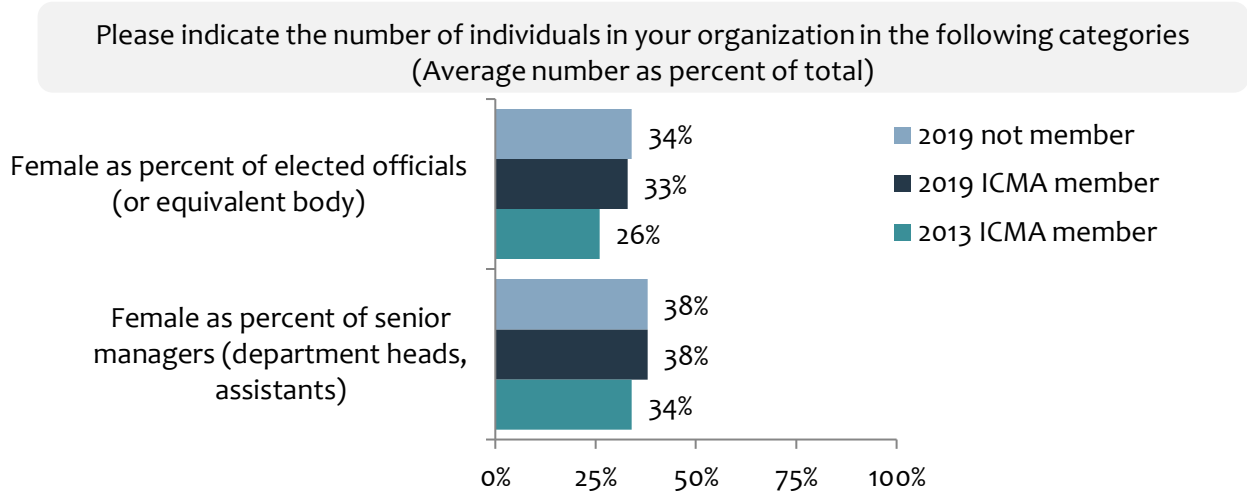


Figure 7: Organization Priorities

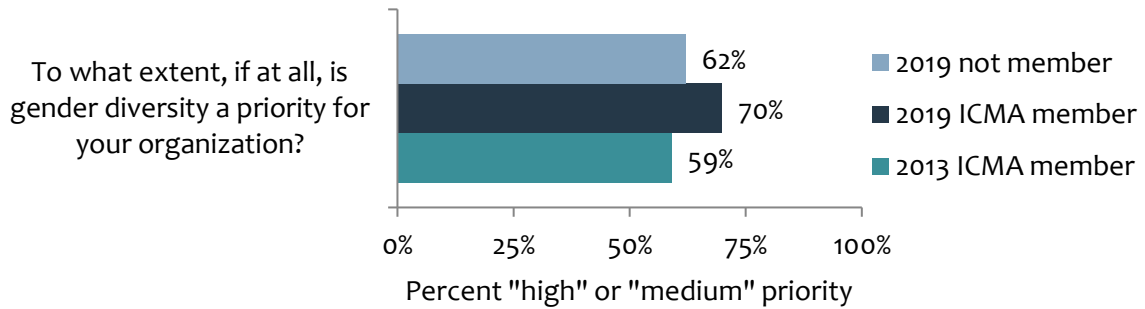


Figure 8: Organization Priorities by Gender (2019)

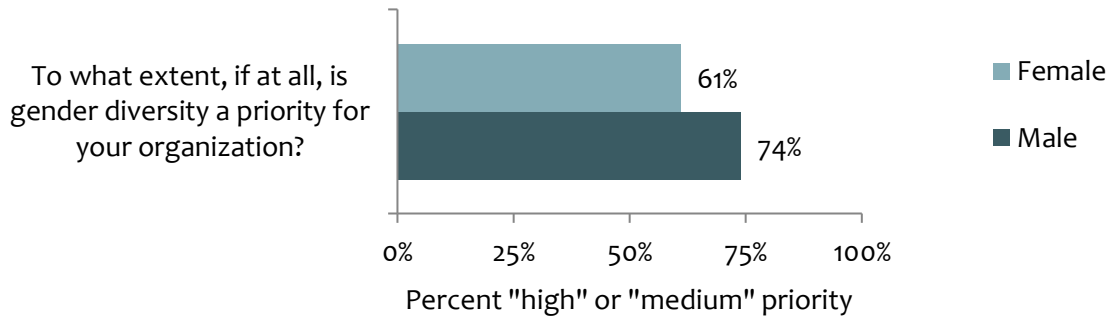
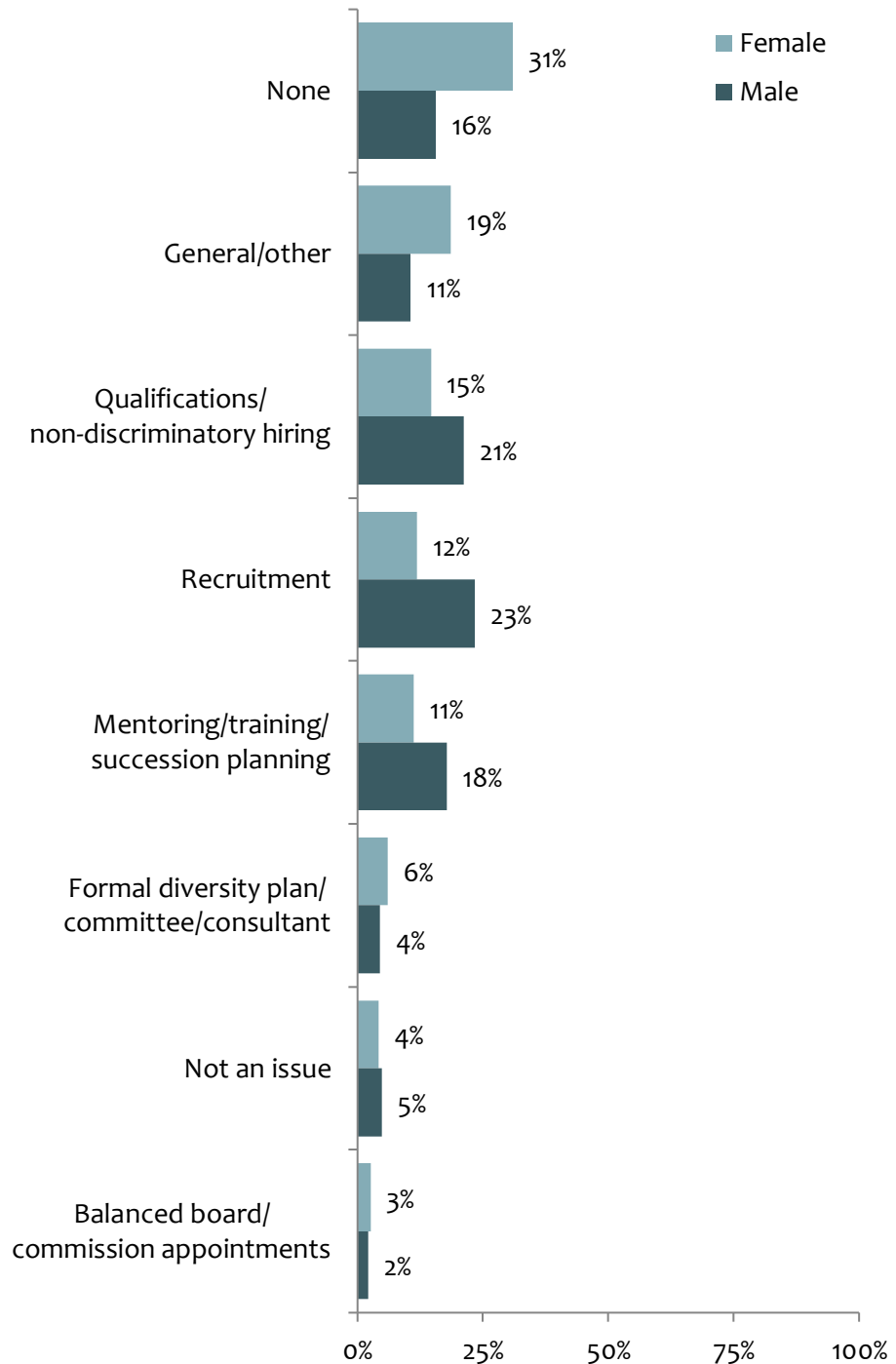


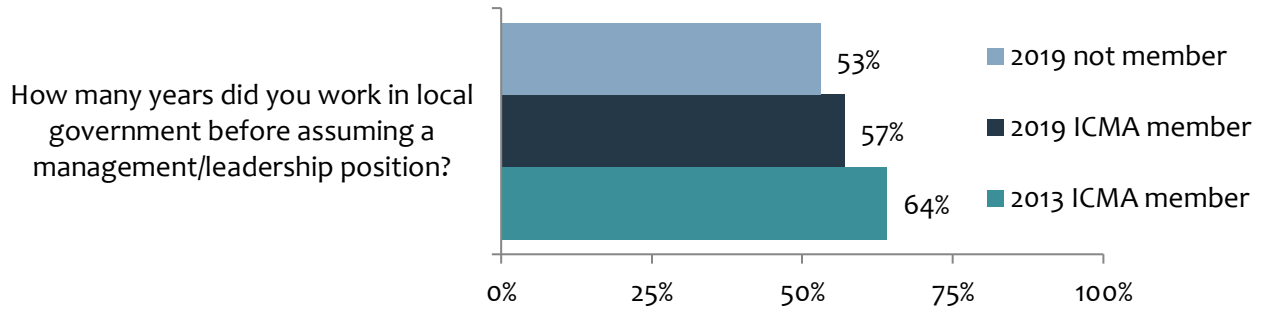
Figure 9: Gender Diversity Efforts

Please describe any gender diversity efforts your organization is using.



Note. The categories above were derived by grouping respondents' write-in responses by theme.

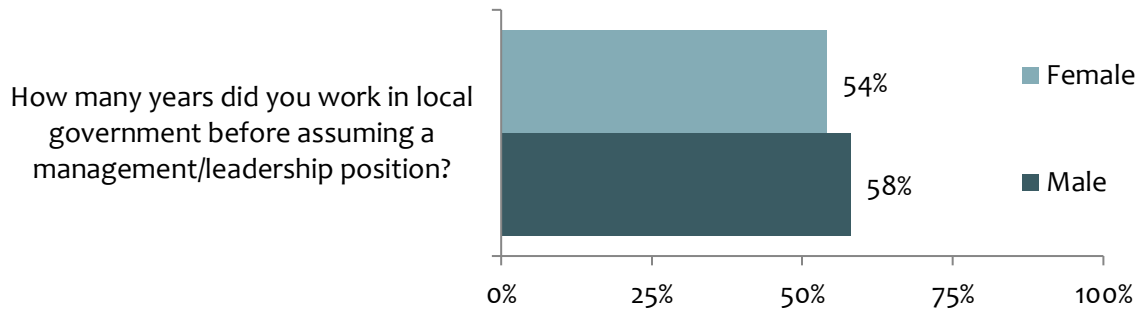
Figure 10: Years in Local Government Prior to Management Position



Percent "6 or more years" -excluding not applicable or not in leadership role

How many years did you work in local government before assuming a management/leadership position?	2019 not member	2019 ICMA member	2013 ICMA member
Percent "not applicable or not in leadership role"	20%	12%	5%

Figure 11: Years in Local Government Prior to Management Position by Gender (2019)



Percent "6 or more years" -excluding not applicable or not in leadership role

How many years did you work in local government before assuming a management/leadership position?	Female	Male
Percent "not applicable or not in leadership role"	19%	9%

Figure 12: Refusing Senior Management Positions

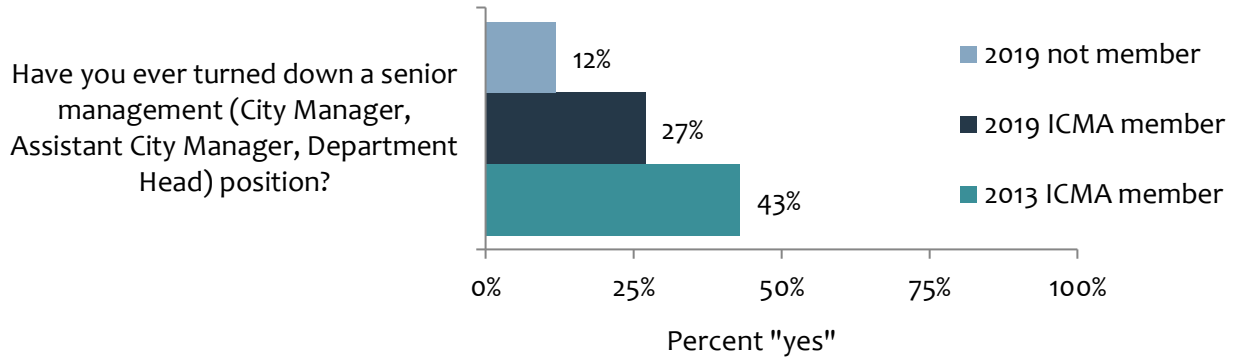


Figure 13: Reasons for Refusing Position

Which of the following describe your reasons for turning down a senior management position in the past? (Please check all that apply.)	2019 not member	2019 ICMA member	2013 ICMA member
Concerned about organizational culture/characteristics	49%	49%	61%
Not interested in location/moving	42%	36%	47%
Compensation/benefits package	33%	42%	37%
Family considerations	33%	44%	10%
Didn't feel ready	5%	10%	9%
Insufficient organizational diversity	4%	3%	2%

Total may exceed 100% as respondents could select multiple categories.

Figure 14: Refusing Senior Management Positions by Gender (2019)

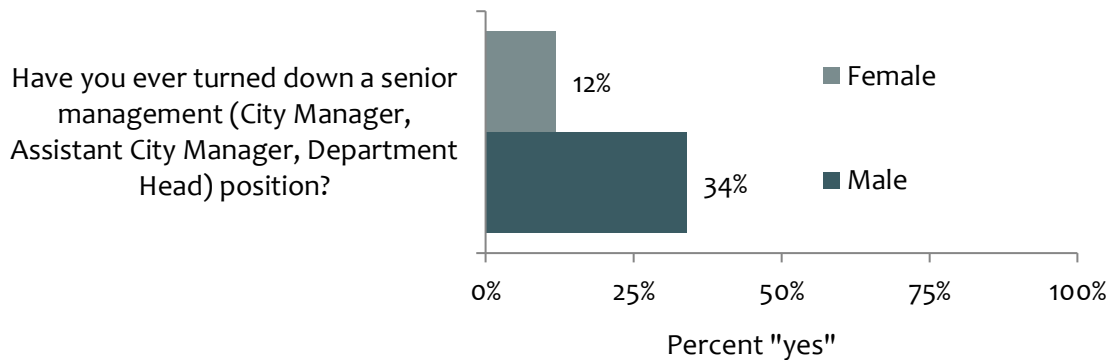


Figure 15: Reasons for Refusing Position by Gender (2019)

Which of the following describe your reasons for turning down a senior management position in the past? (Please check all that apply.) Percent "yes"	Female	Male
Concerned about organizational culture/characteristics	53%	48%
Not interested in location/moving	37%	36%
Family considerations	33%	45%
Compensation/benefits package	28%	44%
Didn't feel ready	18%	7%
Insufficient organizational diversity	6%	3%

Total may exceed 100% as respondents could select multiple categories.

Figure 16: Experiences with Gender Bias

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")

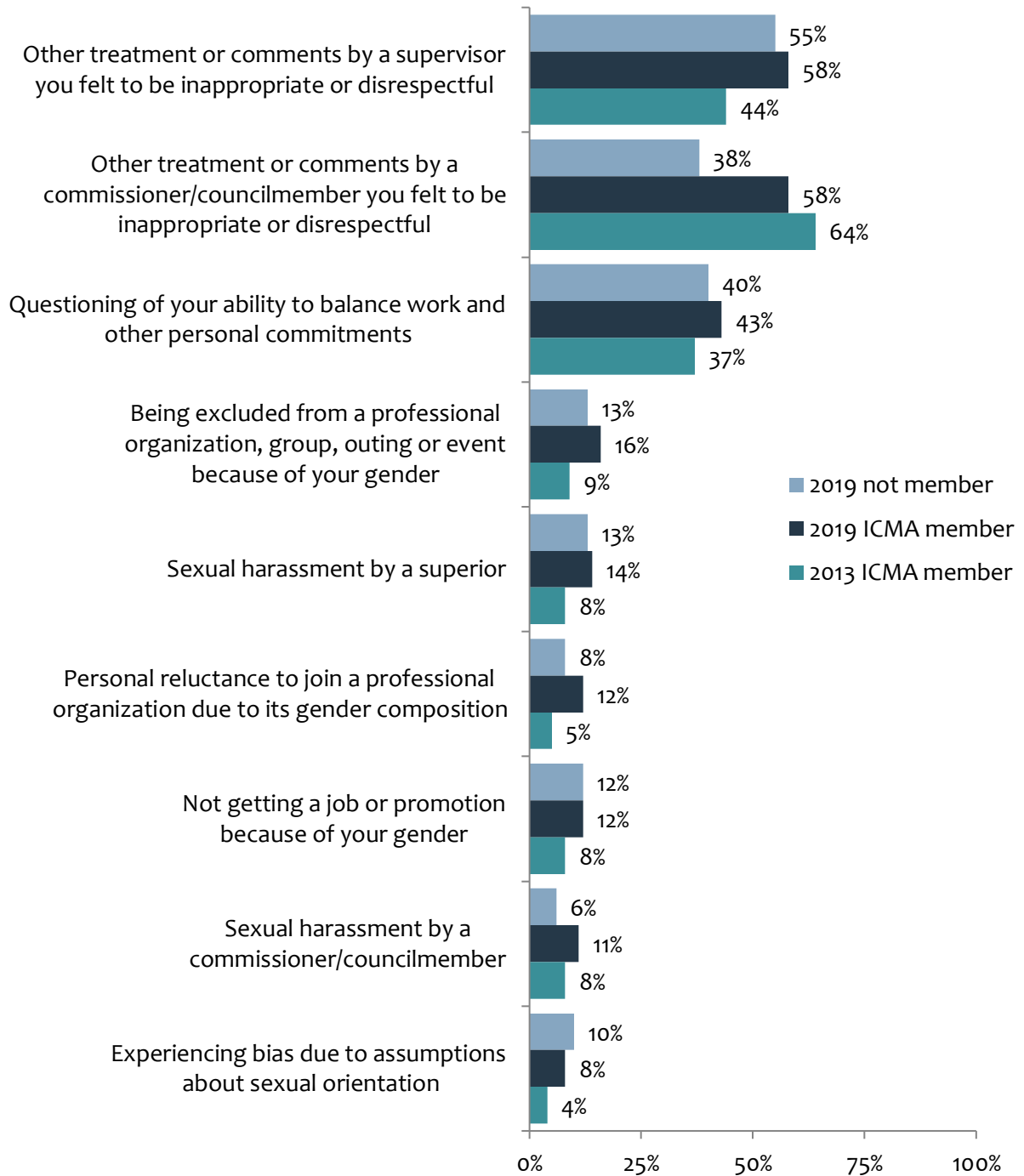


Figure 17: Experiences with Gender Bias by Gender (2019)

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")

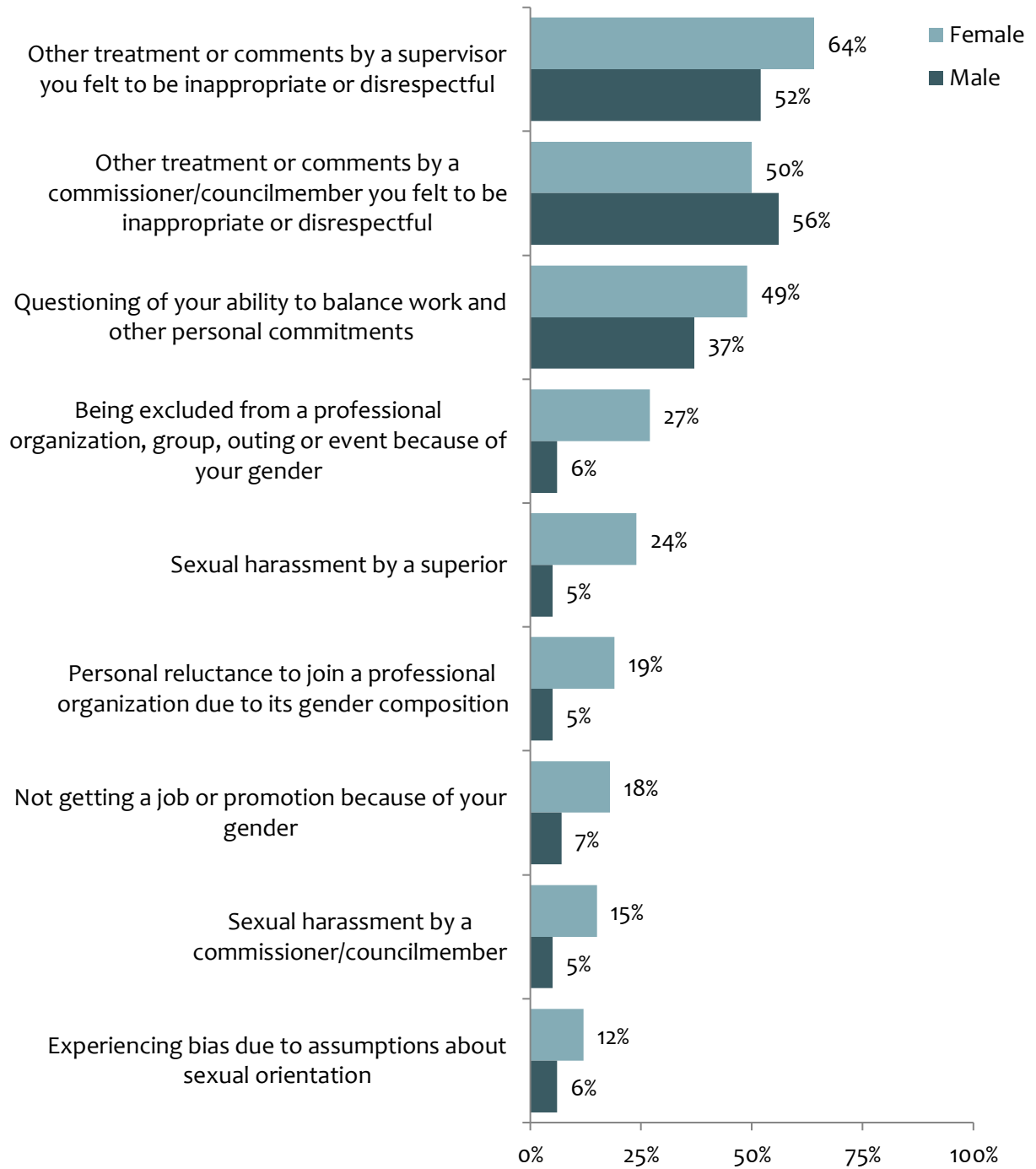
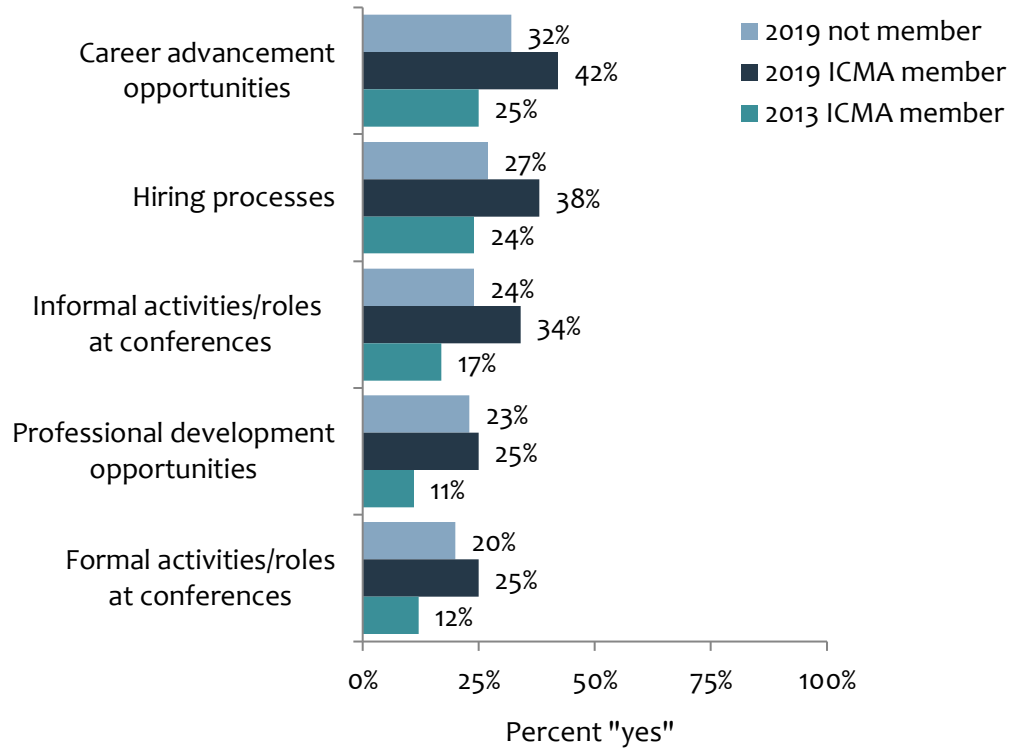


Figure 18: Gender Biases in Local Government

Have you **observed** gender bias for local government professionals in any of the following areas?



Note. For this question, "don't know" responses were included in the analysis and were grouped with "no" responses.

Figure 19: Gender Biases in Local Government by Gender (2019)

Have you **observed** gender bias for local government professionals in any of the following areas?



Note. For this question, "don't know" responses were included in the analysis and were grouped with "no" responses.

Figure 20: Career Goals

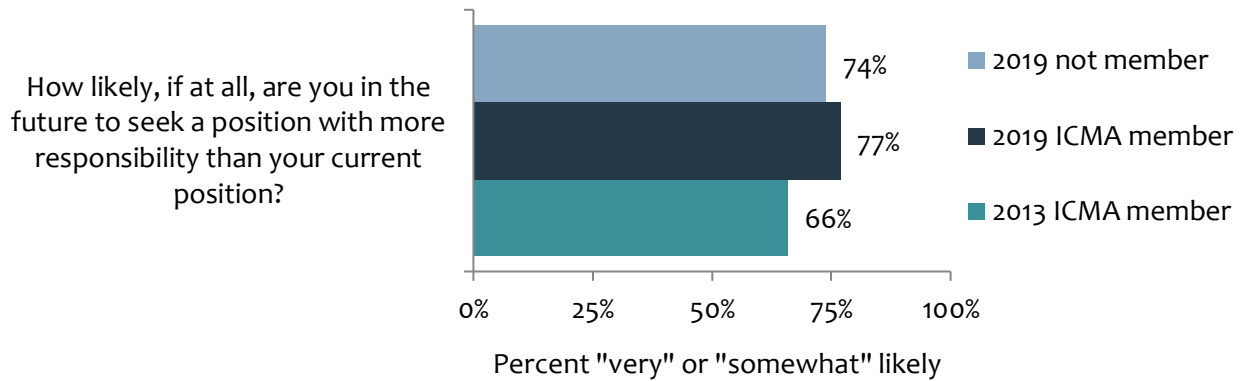


Figure 21: Career Goals by Gender (2019)

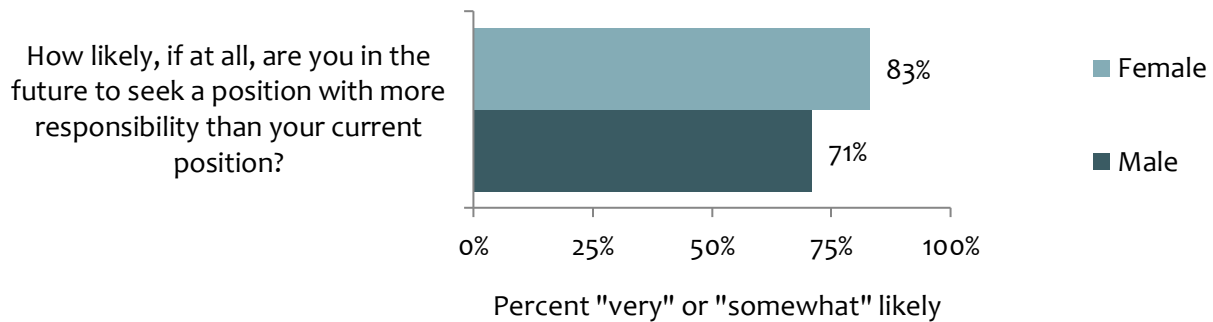


Figure 22: Potential Influences on Career Goals

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position make you more or less likely to pursue the opportunity? (Percent "more likely")	Female	Male
Financial impact (wages/benefits, housing, retirement system)	86%	81%
Job stability	69%	69%
Geography/location	60%	70%
Job satisfaction in present position	53%	56%
Political climate	47%	58%
Experience in supervising operations	43%	41%
Your age	21%	20%
Belief that you will not be given fair consideration	18%	23%
Partner's career	16%	23%
Fear of non-support from current supervisor	16%	18%
Public exposure	11%	12%

Figure 23: Barriers to Career Advancement for Men Versus Women

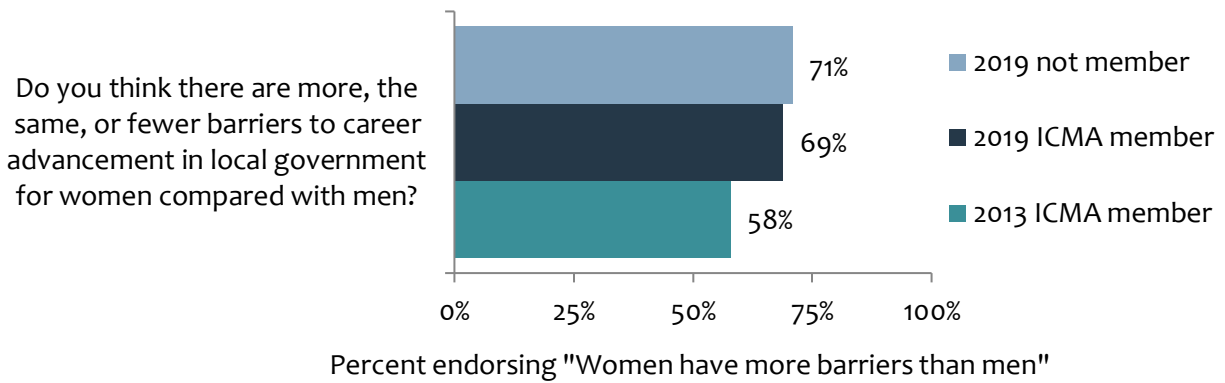
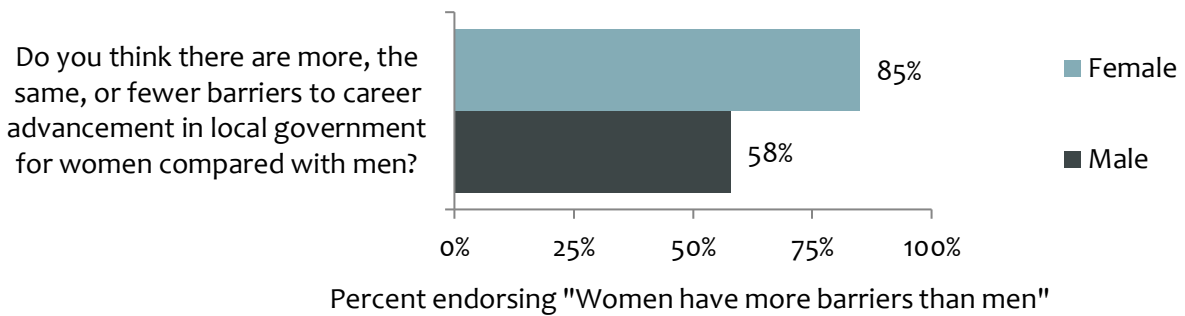


Figure 24: Barriers to Career Advancement for Men Versus Women by Gender (2019)



APPENDIX A: 2019 COMPLETE SET OF SURVEY RESPONSES

The full set of responses to each survey question is displayed in the tables in this appendix.

Table 1: Question 1

Please indicate your current status with your state association.	Yes		No		Total	
	Do you belong to your state association?	64%	N=1186	36%	N=660	100%
Did you attend the most recent conference for your state association?	35%	N=638	65%	N=1208	100%	N=1846

Table 2: Question 2

When you were hired, was a professional recruiter involved?	Percent	Number
Yes	24%	N=435
No	76%	N=1398
Don't know/can't remember	1%	N=13
Total	100%	N=1846

Table 3: Question 3

Does your organization...	Yes		No		Don't know	
Offer domestic partner benefits?	52%	N=960	28%	N=518	20%	N=379
Provide family/household health insurance?	97%	N=1805	3%	N=51	0%	N=7
Allow sick leave to care for family?	96%	N=1782	3%	N=47	2%	N=30
Provide flexible scheduling for family commitments?	84%	N=1559	12%	N=219	4%	N=80

Table 4: Question 3

Does your organization...	Total	
Offer domestic partner benefits?	100%	N=1857
Provide family/household health insurance?	100%	N=1862
Allow sick leave to care for family?	100%	N=1859
Provide flexible scheduling for family commitments?	100%	N=1858

Table 5: Question 4

Has your organization ever had a female chief administrative officer/chief appointed official, such as a city, town, or county manager?	Percent	Number
Yes	51%	N=944
No	43%	N=803
Don't know	6%	N=120
Total	100%	N=1866

Table 6: Question 5

Please indicate the number of individuals in your organization in the following categories	Average number
Female elected officials (or equivalent body)	21.7
Male elected officials (or equivalent body)	18.9
Total elected officials (or equivalent body)	40.6
Female senior managers (department heads, assistants)	5.6
Male senior managers (department heads, assistants)	8.6
Total senior managers (department heads, assistants)	14.2

Table 7: Question 6

To what extent, if at all, is gender diversity a priority for your organization?	Percent	Number
High priority	23%	N=427
Medium priority	35%	N=648
Low priority	13%	N=238
Not a priority	14%	N=257
Don't know	15%	N=284
Total	100%	N=1854

Table 8: Question 7

Please describe any gender diversity efforts your organization is using.	Percent	Number
Qualifications/non-discriminatory hiring	18%	N=128
Recruitment	18%	N=127
Mentoring/training/succession planning	15%	N=103
Balanced board/commission appointments	2%	N=16
Formal diversity plan/committee/consultant	5%	N=37
General/other	14%	N=101
Not an issue	5%	N=33
None	23%	N=159
Total	100%	N=704

Table 9: Question 8

How many years did you work in local government before assuming a management/leadership position?	Percent	Number
Not applicable; not yet in a management/leadership position	14%	N=255
Under 3 years	28%	N=531
3-5 years	20%	N=379
6-10 years	19%	N=357
11-15 years	10%	N=182
16-20 years	5%	N=95
More than 20 years	4%	N=66
Total	100%	N=1866

Table 10: Question 9

Have you ever turned down a senior management (City Manager, Assistant City Manager, Department Head) position?	Percent	Number
Yes	24%	N=449
No	76%	N=1415
Don't know	0%	N=0
Total	100%	N=1864

Table 11: Question 10

Which of the following reasons describe your reasons for turning down a senior management position in the past? (Please check all that apply.)	Percent	Number
Didn't feel ready	9%	N=38
Not interested in location/moving	32%	N=145
Compensation/benefits package	36%	N=163
Insufficient organizational diversity	3%	N=14
Concerned about organizational culture/characteristics	44%	N=196
Family considerations	38%	N=172
Fit with governing body/elected	35%	N=159
Other	10%	N=46
Total	100%	N=447

Total may exceed 100% as respondents could select more than one answer.

Table 12: Question 11

What, if anything, has been the biggest obstacle to your career advancement so far?	Percent	Number
Discrimination (age/gender/race/religion)	14%	N=163
Competition/lack of opportunities/low turnover	24%	N=287
Economy/budget/termination	2%	N=28
Lack of education/experience/mentor/succession planning	20%	N=244
Family	7%	N=86
Location/relocation issues	7%	N=80
Management/elected official turnover	2%	N=23
Politics	4%	N=54
Organization characteristics (size/structure)	3%	N=38
Biases/perceptions of leadership	8%	N=93
Personal/other	5%	N=65
None	14%	N=161
Total	100%	N=1191

Table 13: Question 12

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government.	More than once		One time		Never	
	%	N	%	N	%	N
Sexual harassment by a superior	8%	N=144	6%	N=114	86%	N=1602
Other treatment or comments by a supervisor you felt to be inappropriate or disrespectful	45%	N=845	12%	N=226	42%	N=787
Sexual harassment by a commissioner/councilmember	6%	N=106	4%	N=74	90%	N=1668
Other treatment or comments by a commissioner/councilmember you felt to be inappropriate or disrespectful	42%	N=772	12%	N=223	46%	N=862
Questioning of your ability to balance work and other personal commitments	32%	N=596	10%	N=192	58%	N=1075
Experiencing bias due to assumptions about sexual orientation	6%	N=119	2%	N=43	91%	N=1695
Being excluded from a professional organization, group, outing or event because of your gender	12%	N=228	3%	N=57	85%	N=1575
Personal reluctance to join a professional organization due to its gender composition	8%	N=140	4%	N=73	89%	N=1642
Not getting a job or promotion because of your gender	6%	N=108	6%	N=116	88%	N=1619

Table 14: Question 12

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government.	Total	
	%	N
Sexual harassment by a superior	100%	N=1860
Other treatment or comments by a supervisor you felt to be inappropriate or disrespectful	100%	N=1858
Sexual harassment by a commissioner/councilmember	100%	N=1849
Other treatment or comments by a commissioner/councilmember you felt to be inappropriate or disrespectful	100%	N=1857
Questioning of your ability to balance work and other personal commitments	100%	N=1863
Experiencing bias due to assumptions about sexual orientation	100%	N=1857
Being excluded from a professional organization, group, outing or event because of your gender	100%	N=1860
Personal reluctance to join a professional organization due to its gender composition	100%	N=1855
Not getting a job or promotion because of your gender	100%	N=1844

Table 15: Question 13

Have you observed gender bias for local government professionals in any of the following areas?.	Yes		No		Don't know	
	%	N	%	N	%	N
Formal activities/roles at conferences	21%	N=384	65%	N=1206	15%	N=272
Informal activities/roles at conferences	28%	N=518	59%	N=1100	13%	N=242
Professional development opportunities	22%	N=407	68%	N=1264	10%	N=188
Hiring processes	32%	N=587	57%	N=1050	12%	N=221
Career advancement opportunities	36%	N=663	53%	N=988	11%	N=207

Table 16: Question 13

Have you observed gender bias for local government professionals in any of the following areas?.	Total	
Formal activities/roles at conferences	100%	N=1862
Informal activities/roles at conferences	100%	N=1860
Professional development opportunities	100%	N=1859
Hiring processes	100%	N=1858
Career advancement opportunities	100%	N=1858

Table 17: Question 14

How likely, if at all, are you in the future to seek a position with more responsibility than your current position?	Percent	Number
Very likely	52%	N=969
Somewhat likely	22%	N=405
Not likely	23%	N=419
Don't know	3%	N=62
Total	100%	N=1855

Table 18: Question 15

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position would make you more likely, neither more nor less likely or less likely to pursue the opportunity?	More likely		Neither more or less likely		Less likely	
	Percent	Number	Percent	Number	Percent	Number
Partner's career	18%	N=329	52%	N=953	21%	N=381
Geography/location	63%	N=1166	17%	N=319	16%	N=294
Public exposure	11%	N=207	58%	N=1077	28%	N=508
Job stability	68%	N=1256	22%	N=411	8%	N=145
Financial impact (wages/benefits, housing, retirement system)	82%	N=1508	14%	N=253	3%	N=55
Political climate	51%	N=933	24%	N=438	22%	N=399
Job satisfaction in present position	53%	N=981	22%	N=405	23%	N=418
Belief that you will not be given fair consideration	19%	N=357	35%	N=643	40%	N=733
Experience in supervising operations	40%	N=739	44%	N=812	13%	N=231
Fear of non-support from current supervisor	16%	N=301	51%	N=934	28%	N=524

Table 19: Question 15

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position would make you more likely, neither more nor less likely or less likely to pursue the opportunity?	Don't know		Total	
	Partner's career	10%	N=178	100%
Geography/location	4%	N=70	100%	N=1848
Public exposure	3%	N=52	100%	N=1843
Job stability	2%	N=28	100%	N=1840
Financial impact (wages/benefits, housing, retirement system)	2%	N=32	100%	N=1848
Political climate	4%	N=74	100%	N=1844
Job satisfaction in present position	2%	N=40	100%	N=1844
Belief that you will not be given fair consideration	6%	N=108	100%	N=1841
Experience in supervising operations	3%	N=58	100%	N=1840
Fear of non-support from current supervisor	5%	N=83	100%	N=1843

Table 20: Question 16

What barriers, if any, do you see to your future career advancement?	Percent	Number
Discrimination (age/gender/race/religion)	31%	N=383
Competition/lack of opportunities/low turnover	16%	N=199
Economy/budget/termination	4%	N=50
Lack of education/experience/mentor/succession planning	16%	N=201
Family	7%	N=89
Retirement	4%	N=45
Location/relocation issues	9%	N=112
Management/elected official turnover	3%	N=32
Politics	8%	N=95
Organization characteristics (size/structure)	2%	N=19
Biases/perceptions of leadership	10%	N=123
Personal/other	5%	N=62
None	15%	N=180
Total	100%	N=1225

Table 21: Question 17

Do you think there are more, the same, or fewer barriers to career advancement in local government for women compared with men?	Percent	Number
Women have more barriers than men	70%	N=1293
Women and men have the same number of barriers	27%	N=506
Women have fewer barriers than men	3%	N=56
Total	100%	N=1855

Table 22: Question 18

What kinds of training and/or support, if any, do you need from ICMA?	Percent	Number
Diversity (dealing with gender/age/discrimination issues)	13%	N=116
Career development (negotiating wages/benefits, resume writing, interviewing skills, networking, mentoring, certification)	51%	N=446
Practical skills (budgeting, transitioning to new city, engaging stakeholders, small town topics, legal issues, best practices)	13%	N=117
Other	6%	N=52
None	15%	N=133
Total	100%	N=867

Table 23: Respondent Gender

Which best describes your gender identity?	Percent	Number
Female	45%	N=841
Male	54%	N=1006
No response given	1%	N=16
Total	100%	N=1870

Table 24: Respondent Age

Please indicate your age group.	Percent	Number
18-24	1%	N=21
25-34	17%	N=320
35-54	58%	N=1075
55+	24%	N=440
No response given	1%	N=13
Total	100%	N=1870

Table 25: Respondent Race/Ethnicity

:Which best describes your race/ethnicity? (Choose all that apply)	Percent	Number
Hispanic	8%	N=142
White	82%	N=1523
Black or African American	8%	N=149
Asian	3%	N=52
Native Hawaiian or other Pacific Islander	1%	N=11
American Indian or Alaska Native	1%	N=19
Some other race	1%	N=17
Prefer not to answer	2%	N=42
Total	100%	N=1860

Table 26: Respondent Relationship/Marital Status

Which of the following best describes your current relationship/marital status?	Percent	Number
Single	13%	N=238
Divorced	6%	N=121
Married	77%	N=1444
Civil union/domestic partnership	3%	N=49
No response given	1%	N=17
Total	100%	N=1870

Table 27: Multiple Household Incomes

Are there two incomes in your household?	Percent	Number
Yes	67%	N=1253
No	32%	N=602
No response given	1%	N=15
Total	100%	N=1870

Table 28: Children in Household

Do any children under age 18 live in your home?	Percent	Number
Yes	44%	N=824
No	55%	N=1033
No response given	1%	N=13
Total	100%	N=1870

Table 29: Primary Household Earner

Are you the primary income earner in your household?	Percent	Number
Yes	77%	N=1441
No	21%	N=396
No response given	2%	N=33
Total	100%	N=1870

Table 30: Respondent Salary

Which of the following categories includes your current annual base salary?	Percent	Number
Less than \$35,000	1%	N=17
\$35,000-\$49,999	5%	N=95
\$50,000-\$74,999	14%	N=254
\$75,000-\$99,999	17%	N=310
\$100,000-\$149,999	35%	N=656
\$150,000-\$199,999	19%	N=352
\$200,000+	8%	N=157
No response given	2%	N=30
Total	100%	N=1870

Table 31: Respondent Job Tenure

Please indicate the number of years of your professional experience.	Average
Number of years in current position	7.7
Number of years in local government	21.3

Table 32: Jurisdiction Type

Jurisdiction type	Percent	Number
City/Town	82%	N=1458
County	17%	N=307
Other	1%	N=18
Total	100%	N=1783

Table 33: Jurisdiction Population

Population	Percent	Number
Over 1,000,000	4%	N=76
500,000 - 1,000,000	6%	N=108
250,000 - 499,999	9%	N=161
100,000 - 249,999	16%	N=281
50,000 - 99,999	14%	N=250
25,000 - 49,999	15%	N=264
10,000 - 24,999	16%	N=281
5,000 - 9,999	12%	N=209
2,500 - 4,999	5%	N=92
Under 2,500	4%	N=69
Total	100%	N=1789

Table 34: ICMA Region Membership

ICMA region	Percent	Number
Northeast region	9%	N=168
Southeast region	25%	N=457
Midwest region	21%	N=379
Mountain Plains region	23%	N=419
West Coast region	23%	N=416
Total	100%	N=1838

Table 35: Area Type

Area type	Percent	Number
Urban	73%	N=1360
Rural	27%	N=508
No response given	0%	N=0
Total	100%	N=1868

APPENDIX B: RESPONSES BY YEAR AND SUBGROUP

The following pages contain breakdowns of results to selected survey questions by subgroups of survey respondents.

Table 36: State Association Compared by Group

Percent "yes"		Do you belong to your state association?		Did you attend the most recent conference for your state association?	
		2013	2019	2013	2019
All		86%	64%	51%	35%
Gender	Female	79%	56%	43%	27%
	Male	90%	71%	56%	40%
Age	18-34	81%	56%	52%	35%
	35-54	86%	66%	52%	34%
	55+	91%	68%	53%	37%
Race	White	89%	67%	54%	37%
	Non-white	72%	54%	38%	25%
Marital status	Married/civil union	88%	66%	54%	34%
	Unmarried	82%	58%	47%	35%
Children under 18	Children	85%	64%	54%	34%
	No children	88%	64%	51%	35%
Household income earner	Primary earner	88%	67%	55%	38%
	Not primary earner	78%	52%	40%	22%
Annual base salary	Less than \$100,000	81%	51%	50%	25%
	\$100,000-\$149,999	90%	68%	53%	38%
	\$150,000+	91%	76%	57%	44%
Years in local government	Less than 10 years	76%	55%	50%	32%
	10-19 years	87%	61%	51%	31%
	20-29 years	89%	73%	54%	36%
	30+ years	92%	76%	55%	47%
ICMA region	Northeast region	90%	70%	58%	42%
	Southeast region	80%	58%	46%	33%
	Midwest region	96%	74%	58%	37%

Percent "yes"		Do you belong to your state association?		Did you attend the most recent conference for your state association?	
		2013	2019	2013	2019
	Mountain Plains region	87%	68%	56%	43%
	West Coast region	77%	56%	39%	24%
Jurisdiction type	City/Town	88%	66%	53%	36%
	County	74%	57%	42%	27%
	Other	88%	46%	75%	34%
Population	Over 1,000,000	50%	56%	17%	28%
	500,000 - 1,000,000	33%	73%	19%	47%
	250,000 - 499,999	72%	74%	26%	47%
	100,000 - 249,999	75%	72%	41%	40%
	50,000 - 99,999	87%	72%	57%	44%
	25,000 - 49,999	86%	64%	49%	33%
	10,000 - 24,999	93%	59%	60%	31%
	5,000 - 9,999	97%	49%	60%	21%
	2,500 - 4,999	95%	55%	60%	14%
	Under 2,500	96%	59%	49%	29%

Table 37: Professional Recruiter Used by Group

Percent "yes"		When you were hired, was a professional recruiter involved?	
		2013	2019
All		30%	24%
Gender	Female	22%	16%
	Male	33%	30%
Age	18-34	9%	12%
	35-54	32%	25%
	55+	35%	31%
Race	White	31%	24%
	Non-white	27%	22%
Marital status	Married/civil union	33%	25%
	Unmarried	18%	17%
Children under 18	Children	35%	23%
	No children	27%	25%
Household income earner	Primary earner	32%	27%
	Not primary earner	20%	13%
Annual base salary	Less than \$100,000	14%	8%
	\$100,000-\$149,999	31%	21%
	\$150,000+	52%	48%
Years in local government	Less than 10 years	10%	15%
	10-19 years	26%	18%
	20-29 years	35%	34%
	30+ years	42%	37%
ICMA region	Northeast region	23%	21%
	Southeast region	23%	15%
	Midwest region	37%	31%
	Mountain Plains region	25%	21%
	West Coast region	42%	29%
Jurisdiction type	City/Town	30%	24%
	County	27%	18%
	Other	13%	25%

Percent "yes"		When you were hired, was a professional recruiter involved?	
		2013	2019
Population	Over 1,000,000	25%	18%
	500,000 - 1,000,000	12%	30%
	250,000 - 499,999	28%	22%
	100,000 - 249,999	27%	28%
	50,000 - 99,999	28%	26%
	25,000 - 49,999	30%	20%
	10,000 - 24,999	36%	21%
	5,000 - 9,999	33%	24%
	2,500 - 4,999	27%	17%
	Under 2,500	20%	7%

Table 38: Gender Diversity Compared by Group

Does your organization... (Percent "yes")		Offer domestic partner benefits?		Provide family/household health insurance?		Allow sick leave to care for family?		Provide flexible scheduling for family commitments?	
		2013	2019	2013	2019	2013	2019	2013	2019
All		38%	65%	96%	97%	97%	97%	88%	88%
Gender	Female	38%	66%	97%	98%	97%	98%	88%	88%
	Male	37%	64%	96%	97%	97%	97%	88%	88%
Age	18-34	34%	69%	98%	97%	97%	96%	83%	84%
	35-54	39%	67%	96%	98%	98%	98%	90%	89%
	55+	34%	58%	94%	96%	95%	97%	87%	88%
Race	White	35%	63%	96%	97%	97%	97%	88%	88%
	Non-white	52%	75%	96%	98%	97%	99%	92%	88%
Marital status	Married/civil union	38%	65%	96%	98%	96%	98%	88%	88%
	Unmarried	30%	64%	97%	96%	98%	96%	87%	85%
Children under 18	Children	39%	68%	96%	98%	97%	99%	92%	88%
	No children	36%	62%	96%	97%	97%	97%	86%	88%
	Primary earner	37%	64%	96%	97%	97%	97%	88%	88%

Does your organization... (Percent "yes")		Offer domestic partner benefits?		Provide family/household health insurance?		Allow sick leave to care for family?		Provide flexible scheduling for family commitments?	
		2013	2019	2013	2019	2013	2019	2013	2019
Household income earner	Not primary earner	40%	67%	97%	98%	95%	98%	91%	86%
Annual base salary	Less than \$100,000	31%	62%	95%	97%	96%	97%	86%	82%
	\$100,000-\$149,999	32%	64%	96%	98%	97%	98%	89%	90%
	\$150,000+	53%	69%	97%	97%	98%	98%	90%	93%
Years in local government	Less than 10 years	38%	68%	96%	97%	98%	97%	88%	83%
	10-19 years	37%	64%	95%	98%	98%	98%	90%	87%
	20-29 years	37%	67%	97%	98%	98%	98%	90%	92%
	30+ years	36%	59%	95%	94%	95%	97%	86%	89%
ICMA region	Northeast region	49%	64%	99%	98%	91%	94%	79%	83%
	Southeast region	22%	51%	91%	95%	97%	98%	89%	88%
	Midwest region	31%	56%	99%	99%	98%	97%	87%	84%
	Mountain Plains region	29%	67%	94%	97%	98%	98%	90%	91%
	West Coast region	75%	85%	99%	100%	99%	99%	93%	89%
Jurisdiction type	City/Town	38%	66%	96%	97%	97%	98%	88%	87%
	County	34%	59%	97%	99%	99%	98%	91%	89%
	Other	25%	62%	100%	100%	100%	83%	100%	79%
Population	Over 1,000,000	91%	54%	100%	95%	92%	98%	92%	88%
	500,000 - 1,000,000	63%	55%	100%	93%	100%	95%	96%	86%
	250,000 - 499,999	49%	62%	100%	97%	100%	98%	94%	89%
	100,000 - 249,999	39%	60%	98%	98%	98%	97%	94%	86%
	50,000 - 99,999	44%	64%	98%	99%	96%	97%	86%	93%
	25,000 - 49,999	38%	64%	97%	99%	98%	98%	89%	83%
	10,000 - 24,999	34%	73%	95%	98%	95%	98%	86%	88%
	5,000 - 9,999	31%	67%	95%	99%	96%	97%	85%	86%
	2,500 - 4,999	22%	70%	92%	97%	96%	98%	88%	91%

Does your organization... (Percent "yes")	Offer domestic partner benefits?		Provide family/household health insurance?		Allow sick leave to care for family?		Provide flexible scheduling for family commitments?	
	2013	2019	2013	2019	2013	2019	2013	2019
Under 2,500	30%	73%	83%	97%	98%	100%	87%	93%

Table 39: Female CAO by Group

Percent "yes"		Has your organization ever had a female chief administrative officer/chief appointed official, such as a city, town, or county manager?	
		2013	2019
All		39%	54%
Gender	Female	56%	63%
	Male	33%	46%
Age	18-34	33%	58%
	35-54	42%	53%
	55+	34%	53%
Race	White	36%	53%
	Non-white	55%	57%
Marital status	Married/civil union	37%	53%
	Unmarried	44%	61%
Children under 18	Children	39%	53%
	No children	38%	55%
Household income earner	Primary earner	37%	52%
	Not primary earner	47%	63%
Annual base salary	Less than \$100,000	39%	60%
	\$100,000-\$149,999	37%	55%
	\$150,000+	37%	46%
Years in local government	Less than 10 years	40%	57%
	10-19 years	40%	56%
	20-29 years	43%	52%
	30+ years	29%	48%
ICMA region	Northeast region	42%	57%

Percent "yes"		Has your organization ever had a female chief administrative officer/chief appointed official, such as a city, town, or county manager?	
		2013	2019
Region	Southeast region	35%	50%
	Midwest region	39%	50%
	Mountain Plains region	31%	51%
	West Coast region	51%	62%
Jurisdiction type	City/Town	38%	53%
	County	42%	57%
	Other	29%	56%
Population	Over 1,000,000	67%	71%
	500,000 - 1,000,000	65%	65%
	250,000 - 499,999	59%	50%
	100,000 - 249,999	44%	51%
	50,000 - 99,999	28%	47%
	25,000 - 49,999	33%	44%
	10,000 - 24,999	36%	56%
	5,000 - 9,999	40%	52%
	2,500 - 4,999	42%	65%
	Under 2,500	53%	73%

Table 40: Gender Diversity Compared by Group

Please indicate the number of individuals in your organization in the following categories (Average number as percent of total)		Female as percent of elected officials (or equivalent body)		Female as percent of senior managers (department heads, assistants)	
		2013	2019	2013	2019
All		26%	34%	34%	38%
Gender	Female	27%	35%	37%	41%
	Male	26%	32%	33%	36%
Age	18-34	26%	33%	32%	38%
	35-54	27%	33%	34%	39%
	55+	25%	35%	35%	38%

Please indicate the number of individuals in your organization in the following categories (Average number as percent of total)		Female as percent of elected officials (or equivalent body)		Female as percent of senior managers (department heads, assistants)	
		2013	2019	2013	2019
Race	White	26%	32%	34%	38%
	Non-white	30%	38%	37%	40%
Marital status	Married/civil union	26%	33%	34%	38%
	Unmarried	27%	35%	36%	40%
Children under 18	Children	27%	33%	34%	38%
	No children	26%	34%	35%	39%
Household income earner	Primary earner	26%	33%	34%	38%
	Not primary earner	30%	34%	37%	39%
Annual base salary	Less than \$100,000	25%	33%	33%	38%
	\$100,000-\$149,999	26%	32%	35%	38%
	\$150,000+	29%	35%	35%	40%
Years in local government	Less than 10 years	28%	34%	34%	38%
	10-19 years	26%	32%	35%	38%
	20-29 years	26%	33%	34%	39%
	30+ years	25%	34%	34%	37%
ICMA region	Northeast region	26%	33%	35%	38%
	Southeast region	27%	30%	34%	39%
	Midwest region	25%	33%	31%	35%
	Mountain Plains region	24%	34%	34%	40%
	West Coast region	31%	38%	38%	40%
Jurisdiction type	City/Town	26%	34%	34%	37%
	County	25%	33%	37%	43%
	Other	29%	31%	53%	40%
Population	Over 1,000,000	37%	39%	41%	39%
	500,000 - 1,000,000	32%	33%	34%	39%
	250,000 - 499,999	30%	30%	36%	35%
	100,000 - 249,999	27%	30%	34%	38%
	50,000 - 99,999	26%	36%	32%	38%
	25,000 - 49,999	28%	34%	33%	35%

Please indicate the number of individuals in your organization in the following categories (Average number as percent of total)		Female as percent of elected officials (or equivalent body)		Female as percent of senior managers (department heads, assistants)	
		2013	2019	2013	2019
	10,000 - 24,999	25%	33%	36%	38%
	5,000 - 9,999	24%	33%	35%	42%
	2,500 - 4,999	24%	39%	31%	46%
	Under 2,500	25%	38%	40%	45%

Table 41: Gender Diversity Prioritization Compared by Group

(Percent "high" or "medium" priority)		To what extent, if at all, is gender diversity a priority for your organization?	
		2013	2019
All		59%	68%
Gender	Female	49%	61%
	Male	62%	74%
Age	18-34	51%	65%
	35-54	58%	69%
	55+	64%	69%
Race	White	58%	68%
	Non-white	68%	72%
Marital status	Married/civil union	61%	69%
	Unmarried	51%	65%
Children under 18	Children	60%	69%
	No children	59%	68%
Household income earner	Primary earner	59%	70%
	Not primary earner	57%	61%
Annual base salary	Less than \$100,000	45%	61%
	\$100,000-\$149,999	58%	66%
	\$150,000+	78%	80%
Years in local government	Less than 10 years	50%	68%
	10-19 years	56%	65%
	20-29 years	63%	70%

(Percent "high" or "medium" priority)		To what extent, if at all, is gender diversity a priority for your organization?	
		2013	2019
	30+ years	63%	75%
ICMA region	Northeast region	54%	63%
	Southeast region	63%	71%
	Midwest region	57%	63%
	Mountain Plains region	56%	69%
	West Coast region	68%	71%
	City/Town	58%	68%
Jurisdiction type	County	67%	71%
	Other	63%	51%
	Over 1,000,000	100%	49%
Population	500,000 - 1,000,000	83%	67%
	250,000 - 499,999	89%	59%
	100,000 - 249,999	77%	71%
	50,000 - 99,999	66%	63%
	25,000 - 49,999	54%	68%
	10,000 - 24,999	55%	77%
	5,000 - 9,999	55%	75%
	2,500 - 4,999	44%	74%
	Under 2,500	36%	64%

Table 42: Gender Diversity Prioritization Compared by Group

(Percent "6 or more years" -excluding not applicable or not in leadership role)		How many years did you work in local government before assuming a management/leadership position?	
		2013	2019
All		64%	57%
Gender	Female	59%	54%
	Male	65%	58%
Age	18-34	87%	85%
	35-54	60%	52%

(Percent "6 or more years" -excluding not applicable or not in leadership role)		How many years did you work in local government before assuming a management/leadership position?	
		2013	2019
	55+	64%	54%
Race	White	65%	58%
	Non-white	56%	51%
Marital status	Married/civil union	63%	56%
	Unmarried	72%	57%
Children under 18	Children	62%	58%
	No children	65%	55%
Household income earner	Primary earner	64%	56%
	Not primary earner	60%	59%
Annual base salary	Less than \$100,000	72%	64%
	\$100,000-\$149,999	62%	56%
	\$150,000+	57%	51%
Years in local government	Less than 10 years	92%	91%
	10-19 years	62%	54%
	20-29 years	55%	39%
	30+ years	62%	45%
ICMA region	Northeast region	70%	63%
	Southeast region	66%	60%
	Midwest region	68%	61%
	Mountain Plains region	65%	58%
	West Coast region	50%	44%
Jurisdiction type	City/Town	65%	55%
	County	63%	63%
	Other	75%	28%
Population	Over 1,000,000	40%	56%
	500,000 - 1,000,000	82%	67%
	250,000 - 499,999	64%	60%
	100,000 - 249,999	56%	60%
	50,000 - 99,999	59%	56%

(Percent "6 or more years" -excluding not applicable or not in leadership role)		How many years did you work in local government before assuming a management/leadership position?	
		2013	2019
	25,000 - 49,999	66%	53%
	10,000 - 24,999	61%	50%
	5,000 - 9,999	72%	51%
	2,500 - 4,999	72%	52%
	Under 2,500	73%	73%

Table 43: Gender Diversity Prioritization Compared by Group

(Percent "not applicable or not in leadership role")		How many years did you work in local government before assuming a management/leadership position?	
		2013	2019
All		5%	14%
Gender	Female	11%	19%
	Male	3%	9%
Age	18-34	22%	42%
	35-54	4%	8%
	55+	1%	6%
Race	White	5%	12%
	Non-white	8%	19%
Marital status	Married/civil union	4%	11%
	Unmarried	14%	25%
Children under 18	Children	3%	9%
	No children	7%	17%
Household income earner	Primary earner	4%	11%
	Not primary earner	11%	25%
Annual base salary	Less than \$100,000	14%	33%
	\$100,000-\$149,999	0%	3%
	\$150,000+	0%	1%
Years in local government	Less than 10 years	23%	32%
	10-19 years	4%	10%
	20-29 years	1%	3%
	30+ years	0%	2%
ICMA region	Northeast region	2%	12%
	Southeast region	6%	14%
	Midwest region	6%	13%
	Mountain Plains region	6%	14%
	West Coast region	5%	15%
Jurisdiction type	City/Town	5%	13%
	County	5%	18%
	Other	0%	17%

(Percent "not applicable or not in leadership role")		How many years did you work in local government before assuming a management/leadership position?	
		2013	2019
Population	Over 1,000,000	0%	14%
	500,000 - 1,000,000	19%	11%
	250,000 - 499,999	5%	12%
	100,000 - 249,999	9%	11%
	50,000 - 99,999	9%	12%
	25,000 - 49,999	7%	11%
	10,000 - 24,999	3%	15%
	5,000 - 9,999	1%	21%
	2,500 - 4,999	1%	24%
	Under 2,500	2%	15%

Table 44: Turned Down Senior Management Position Compared by Group

Percent "yes"		Have you ever turned down a senior management (City Manager, Assistant City Manager, Department Head) position?	
		2013	2019
All		43%	24%
Gender	Female	25%	12%
	Male	49%	34%
Age	18-34	18%	11%
	35-54	43%	25%
	55+	51%	32%
Race	White	44%	26%
	Non-white	34%	15%
Marital status	Married/civil union	44%	26%
	Unmarried	36%	18%
Children under 18	Children	41%	26%
	No children	44%	23%
Household income earner	Primary earner	45%	27%
	Not primary earner	28%	13%

Percent "yes"		Have you ever turned down a senior management (City Manager, Assistant City Manager, Department Head) position?	
		2013	2019
Annual base salary	Less than \$100,000	31%	11%
	\$100,000-\$149,999	46%	28%
	\$150,000+	57%	37%
Years in local government	Less than 10 years	19%	10%
	10-19 years	38%	20%
	20-29 years	50%	38%
	30+ years	56%	37%
ICMA region	Northeast region	44%	35%
	Southeast region	45%	23%
	Midwest region	45%	26%
	Mountain Plains region	39%	25%
	West Coast region	41%	17%
Jurisdiction type	City/Town	43%	24%
	County	40%	23%
	Other	38%	15%
Population	Over 1,000,000	30%	16%
	500,000 - 1,000,000	33%	35%
	250,000 - 499,999	39%	28%
	100,000 - 249,999	36%	30%
	50,000 - 99,999	48%	26%
	25,000 - 49,999	36%	22%
	10,000 - 24,999	45%	21%
	5,000 - 9,999	50%	19%
	2,500 - 4,999	45%	16%
Under 2,500	41%	8%	

Table 45: Reasons Turned Down Position Compared by Gender

Which of the following describe your reasons for turning down a senior management position in the past? (Please check all that apply.) Percent "yes"		Didn't feel ready		Not interested in location/moving		Compensation/benefits package		Insufficient organizational diversity		Concerned about organizational culture/characteristics		Family considerations	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
		All	9%	10%	47%	36%	37%	41%	2%	3%	61%	49%	10%
Gender	Female	16%	18%	55%	37%	20%	28%	2%	6%	59%	53%	12%	33%
	Male	8%	7%	46%	36%	39%	44%	2%	3%	62%	48%	9%	45%
Age	18-34	26%	20%	68%	45%	37%	43%	0%	8%	68%	48%	5%	31%
	35-54	9%	10%	47%	36%	38%	41%	2%	4%	63%	48%	11%	42%
	55+	7%	5%	45%	34%	36%	39%	2%	1%	58%	51%	9%	48%
Race	White	9%	10%	48%	36%	37%	41%	1%	2%	61%	49%	10%	44%
	Non-white	12%	8%	31%	39%	27%	38%	12%	7%	65%	48%	8%	36%
Marital status	Married/civil union	9%	10%	48%	35%	37%	42%	2%	3%	61%	49%	10%	43%
	Unmarried	12%	6%	45%	43%	33%	34%	2%	6%	63%	50%	10%	40%
Children under 18	Children	11%	10%	45%	34%	42%	43%	4%	3%	62%	50%	10%	52%
	No children	7%	9%	49%	39%	33%	38%	0%	4%	61%	48%	10%	34%
Household income earner	Primary earner	9%	10%	48%	35%	37%	40%	2%	4%	61%	48%	9%	44%
	Not primary earner	10%	6%	34%	50%	34%	45%	7%	0%	69%	53%	17%	27%
Annual base salary	Less than \$100,000	15%	14%	57%	37%	38%	39%	2%	4%	60%	34%	13%	37%
	\$100,000-\$149,999	7%	11%	44%	38%	37%	44%	3%	4%	59%	46%	11%	46%
	\$150,000+	8%	5%	42%	34%	34%	37%	1%	2%	68%	56%	6%	42%
Years in local government	Less than 10 years	19%	18%	65%	56%	39%	41%	0%	6%	71%	34%	6%	43%
	10-19 years	11%	10%	40%	27%	39%	45%	4%	6%	64%	58%	9%	37%
	20-29 years	9%	9%	46%	39%	36%	39%	1%	2%	64%	50%	12%	46%
	30+ years	5%	6%	50%	32%	36%	38%	2%	1%	55%	44%	9%	44%
ICMA region	Northeast region	2%	9%	54%	41%	48%	39%	2%	0%	48%	44%	6%	39%
	Southeast region	11%	13%	55%	35%	38%	41%	6%	2%	58%	44%	7%	44%

Which of the following describe your reasons for turning down a senior management position in the past? (Please check all that apply.) Percent "yes"		Didn't feel ready		Not interested in location/moving		Compensation/benefits package		Insufficient organizational diversity		Concerned about organizational culture/characteristics		Family considerations	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
Region	Midwest region	8%	5%	42%	36%	35%	41%	1%	3%	69%	47%	8%	46%
	Mountain Plains region	15%	11%	43%	35%	41%	48%	0%	8%	60%	54%	9%	49%
	West Coast region	7%	8%	47%	32%	22%	32%	0%	2%	64%	58%	19%	33%
Jurisdiction type	City/Town	9%	10%	49%	35%	37%	39%	2%	4%	61%	49%	9%	41%
	County	14%	5%	39%	44%	32%	48%	5%	0%	61%	48%	11%	52%
	Other	0%	0%	67%	0%	67%	37%	0%	18%	67%	82%	0%	0%
Population	Over 1,000,000	0%	6%	33%	38%	33%	36%	0%	0%	100%	25%	0%	51%
	500,000 - 1,000,000	17%	13%	17%	30%	0%	44%	0%	3%	83%	40%	17%	34%
	250,000 - 499,999	17%	5%	42%	40%	42%	56%	8%	5%	58%	48%	17%	36%
	100,000 - 249,999	21%	16%	49%	34%	36%	38%	8%	3%	54%	57%	3%	44%
	50,000 - 99,999	9%	8%	45%	39%	26%	41%	5%	3%	64%	39%	6%	48%
	25,000 - 49,999	12%	12%	41%	37%	38%	33%	0%	2%	65%	51%	8%	43%
	10,000 - 24,999	10%	7%	54%	33%	45%	42%	1%	6%	55%	43%	11%	41%
	5,000 - 9,999	6%	3%	48%	51%	42%	43%	0%	0%	60%	70%	11%	40%
	2,500 - 4,999	0%	0%	55%	17%	30%	35%	0%	20%	58%	65%	18%	43%
Under 2,500	0%	0%	47%	42%	32%	0%	0%	0%	74%	0%	11%	100%	

Table 46: Experiences of Gender Bias Compared by Group

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")	Sexual harassment by a superior		Other treatment or comments by a supervisor you felt to be inappropriate or disrespectful		Sexual harassment by a commissioner/councilmember		Other treatment or comments by a commissioner/councilmember you felt to be inappropriate or disrespectful	
	2013	2019	2013	2019	2013	2019	2013	2019
All	8%	14%	44%	58%	8%	10%	64%	54%

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")		Sexual harassment by a superior		Other treatment or comments by a supervisor you felt to be inappropriate or disrespectful		Sexual harassment by a commissioner/councilmember		Other treatment or comments by a commissioner/councilmember you felt to be inappropriate or disrespectful	
		2013	2019	2013	2019	2013	2019	2013	2019
Gender	Female	25%	24%	62%	64%	20%	15%	64%	50%
	Male	3%	5%	39%	52%	4%	5%	65%	56%
Age	18-34	6%	7%	38%	47%	6%	6%	41%	41%
	35-54	10%	17%	46%	61%	8%	12%	67%	55%
	55+	6%	11%	44%	58%	8%	8%	68%	61%
Race	White	8%	14%	42%	57%	8%	10%	65%	56%
	Non-white	11%	15%	61%	59%	7%	10%	63%	42%
Marital status	Married/civil union	7%	13%	43%	58%	7%	9%	65%	55%
	Unmarried	15%	18%	51%	58%	16%	11%	62%	47%
Children under 18	Children	7%	14%	44%	57%	5%	11%	64%	53%
	No children	9%	14%	45%	58%	11%	9%	65%	54%
Household income earner	Primary earner	8%	14%	43%	58%	8%	10%	66%	57%
	Not primary earner	11%	13%	52%	58%	7%	11%	56%	42%
Annual base salary	Less than \$100,000	9%	12%	44%	53%	6%	7%	53%	41%
	\$100,000-\$149,999	8%	16%	42%	60%	8%	9%	66%	54%
	\$150,000+	8%	14%	48%	60%	10%	14%	78%	70%
Years in local government	Less than 10 years	6%	9%	42%	46%	7%	5%	45%	38%
	10-19 years	10%	16%	46%	60%	10%	11%	62%	52%
	20-29 years	9%	18%	45%	65%	8%	15%	72%	67%
	30+ years	7%	12%	44%	61%	8%	10%	71%	64%
ICMA region	Northeast region	8%	10%	38%	57%	3%	6%	69%	59%
	Southeast region	6%	11%	42%	53%	6%	8%	62%	48%
	Midwest region	7%	14%	36%	55%	8%	11%	66%	56%
	Mountain Plains region	8%	14%	46%	62%	8%	11%	59%	60%
	West Coast region	13%	18%	63%	61%	13%	11%	68%	49%
Jurisdiction type	City/Town	8%	14%	44%	58%	8%	10%	64%	53%

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")		Sexual harassment by a superior		Other treatment or comments by a supervisor you felt to be inappropriate or disrespectful		Sexual harassment by a commissioner/councilmember		Other treatment or comments by a commissioner/councilmember you felt to be inappropriate or disrespectful	
		2013	2019	2013	2019	2013	2019	2013	2019
		County	13%	12%	47%	55%	9%	9%	63%
Other	0%	29%	38%	74%	25%	4%	75%	39%	
Population	Over 1,000,000	22%	16%	44%	58%	0%	9%	44%	48%
	500,000 - 1,000,000	19%	8%	57%	45%	5%	9%	55%	51%
	250,000 - 499,999	15%	11%	51%	55%	12%	11%	56%	53%
	100,000 - 249,999	11%	12%	47%	55%	8%	10%	57%	55%
	50,000 - 99,999	8%	15%	49%	56%	11%	11%	63%	58%
	25,000 - 49,999	9%	13%	50%	59%	6%	9%	66%	52%
	10,000 - 24,999	8%	16%	41%	60%	9%	11%	67%	50%
	5,000 - 9,999	4%	12%	36%	61%	6%	5%	64%	52%
	2,500 - 4,999	6%	15%	37%	62%	7%	13%	70%	55%
	Under 2,500	0%	20%	30%	65%	4%	13%	61%	58%

Table 47: Experiences of Gender Bias Compared by Group (continued)

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")		Questioning of your ability to balance work and other personal commitments		Experiencing bias due to assumptions about sexual orientation		Being excluded from a professional organization, group, outing or event because of your gender		Personal reluctance to join a professional organization due to its gender composition		Not getting a job or promotion because of your gender	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
		All	37%	42%	4%	9%	9%	15%	5%	11%	8%
Gender	Female	43%	49%	9%	12%	31%	27%	12%	19%	19%	18%
	Male	36%	37%	2%	6%	3%	6%	3%	5%	5%	7%
Age	18-34	32%	42%	5%	10%	14%	10%	6%	13%	7%	6%
	35-54	40%	46%	5%	9%	10%	18%	6%	13%	9%	14%
	55+	34%	34%	2%	7%	5%	12%	3%	8%	7%	12%
Race	White	36%	43%	3%	8%	9%	16%	5%	11%	7%	13%

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")		Questioning of your ability to balance work and other personal commitments		Experiencing bias due to assumptions about sexual orientation		Being excluded from a professional organization, group, outing or event because of your gender		Personal reluctance to join a professional organization due to its gender composition		Not getting a job or promotion because of your gender	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
	Non-white	48%	38%	7%	9%	8%	13%	5%	14%	14%	10%
Marital status	Married/civil union	37%	42%	3%	8%	8%	15%	4%	11%	8%	12%
	Unmarried	39%	44%	8%	11%	18%	17%	8%	12%	10%	13%
	Children	39%	49%	3%	7%	8%	16%	5%	11%	9%	13%
Children under 18	No children	35%	37%	4%	10%	10%	15%	4%	12%	7%	11%
	Primary earner	37%	44%	3%	8%	8%	15%	5%	11%	8%	12%
Household income earner	Not primary earner	40%	39%	7%	10%	19%	16%	7%	11%	8%	11%
	Less than \$100,000	33%	39%	5%	10%	11%	12%	5%	11%	9%	12%
Annual base salary	\$100,000-\$149,999	37%	45%	2%	7%	8%	16%	4%	12%	7%	13%
	\$150,000+	43%	43%	5%	9%	8%	18%	6%	11%	7%	12%
	Less than 10 years	30%	36%	6%	9%	13%	11%	4%	11%	6%	7%
Years in local government	10-19 years	38%	44%	4%	9%	11%	15%	6%	11%	8%	13%
	20-29 years	43%	50%	3%	9%	8%	23%	4%	15%	10%	17%
	30+ years	34%	39%	3%	7%	5%	12%	5%	6%	6%	13%
	Northeast region	31%	45%	2%	10%	6%	14%	2%	8%	4%	15%
ICMA region	Southeast region	34%	34%	2%	8%	8%	13%	4%	10%	9%	11%
	Midwest region	38%	45%	4%	6%	10%	16%	4%	11%	6%	10%
	Mountain Plains region	37%	44%	3%	10%	9%	15%	4%	12%	9%	12%
	West Coast region	43%	46%	9%	11%	11%	19%	9%	15%	11%	15%
	City/Town	38%	43%	4%	9%	9%	15%	5%	11%	8%	12%
Jurisdiction type	County	31%	39%	5%	6%	12%	17%	6%	13%	6%	10%
	Other	38%	54%	0%	18%	0%	19%	0%	18%	13%	18%
	Over 1,000,000	22%	46%	0%	9%	0%	15%	0%	9%	0%	9%
Population	500,000 - 1,000,000	43%	37%	5%	7%	14%	15%	0%	14%	0%	15%
	250,000 - 499,999	30%	47%	5%	8%	15%	14%	5%	7%	10%	12%
	100,000 - 249,999	34%	47%	4%	7%	11%	16%	5%	8%	9%	11%

Please indicate how frequently, if ever, you have experienced each of the following in your career in local government. (Percent "experienced at least once")	Questioning of your ability to balance work and other personal commitments		Experiencing bias due to assumptions about sexual orientation		Being excluded from a professional organization, group, outing or event because of your gender		Personal reluctance to join a professional organization due to its gender composition		Not getting a job or promotion because of your gender	
	2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
	50,000 - 99,999	36%	35%	5%	8%	12%	17%	7%	13%	8%
25,000 - 49,999	43%	44%	3%	9%	9%	17%	7%	13%	7%	9%
10,000 - 24,999	36%	43%	4%	12%	10%	13%	6%	13%	8%	14%
5,000 - 9,999	33%	34%	3%	6%	4%	16%	1%	11%	8%	13%
2,500 - 4,999	34%	43%	4%	14%	6%	18%	4%	15%	8%	8%
Under 2,500	43%	54%	2%	9%	4%	12%	2%	18%	4%	18%

Table 48: Gender Bias in Local Government Compared by Group

Have you observed gender bias for local government professionals in any of the following areas? (Percent "yes")		Formal activities/roles at conferences		Informal activities/roles at conferences		Professional development opportunities		Hiring processes		Career advancement opportunities	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
All		12%	24%	17%	32%	11%	24%	24%	36%	25%	40%
Gender	Female	27%	35%	34%	45%	18%	35%	40%	47%	45%	55%
	Male	7%	16%	12%	22%	9%	16%	20%	28%	20%	29%
Age	18-34	17%	27%	22%	37%	16%	26%	25%	36%	22%	38%
	35-54	12%	26%	17%	32%	11%	27%	26%	37%	26%	43%
	55+	10%	18%	15%	28%	10%	17%	23%	32%	27%	35%
Race	White	11%	23%	16%	32%	10%	22%	23%	35%	24%	39%
	Non-white	19%	32%	24%	33%	23%	37%	34%	42%	42%	47%
Marital status	Married/civil union	10%	23%	15%	30%	10%	23%	23%	35%	24%	38%
	Unmarried	21%	28%	27%	38%	17%	30%	30%	41%	33%	49%
Children under 18	Children	10%	25%	14%	32%	11%	26%	24%	37%	24%	41%
	No children	13%	23%	20%	32%	12%	23%	25%	35%	27%	40%
Household income earner	Primary earner	11%	23%	16%	31%	11%	24%	23%	34%	25%	40%
	Not primary earner	16%	30%	24%	36%	16%	28%	34%	42%	32%	44%

Have you observed gender bias for local government professionals in any of the following areas? (Percent "yes")		Formal activities/roles at conferences		Informal activities/roles at conferences		Professional development opportunities		Hiring processes		Career advancement opportunities	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
Annual base salary	Less than \$100,000	12%	23%	16%	30%	12%	24%	29%	35%	29%	40%
	\$100,000-\$149,999	11%	23%	15%	33%	8%	24%	20%	35%	20%	38%
	\$150,000+	14%	28%	23%	34%	17%	26%	26%	39%	30%	43%
Years in local government	Less than 10 years	11%	22%	17%	30%	10%	25%	23%	32%	22%	36%
	10-19 years	15%	26%	19%	34%	12%	25%	25%	39%	25%	42%
	20-29 years	10%	27%	16%	31%	12%	26%	25%	39%	28%	45%
	30+ years	11%	19%	16%	31%	11%	19%	24%	30%	26%	36%
ICMA region	Northeast region	10%	20%	14%	30%	6%	18%	19%	29%	20%	31%
	Southeast region	9%	19%	13%	30%	11%	22%	24%	33%	25%	36%
	Midwest region	11%	24%	15%	31%	8%	21%	24%	36%	24%	38%
	Mountain Plains region	9%	24%	16%	30%	9%	23%	20%	38%	21%	40%
Jurisdiction type	West Coast region	23%	33%	31%	39%	24%	36%	34%	41%	37%	51%
	City/Town	12%	24%	17%	31%	11%	24%	24%	35%	25%	39%
	County	12%	25%	17%	36%	10%	25%	22%	38%	27%	44%
	Other	0%	39%	14%	33%	14%	26%	57%	48%	43%	49%
Population	Over 1,000,000	33%	16%	29%	25%	29%	16%	25%	29%	38%	31%
	500,000 - 1,000,000	22%	21%	33%	27%	21%	21%	28%	37%	42%	37%
	250,000 - 499,999	14%	20%	24%	29%	18%	19%	29%	32%	36%	38%
	100,000 - 249,999	11%	23%	20%	29%	12%	21%	27%	34%	28%	37%
	50,000 - 99,999	16%	30%	21%	35%	14%	26%	26%	34%	32%	39%
	25,000 - 49,999	14%	21%	18%	29%	11%	22%	26%	35%	26%	39%
	10,000 - 24,999	11%	27%	17%	36%	11%	27%	20%	35%	19%	39%
	5,000 - 9,999	6%	22%	9%	34%	7%	28%	20%	39%	18%	43%
	2,500 - 4,999	10%	29%	12%	42%	6%	30%	22%	44%	23%	55%
Under 2,500	3%	28%	10%	31%	9%	39%	23%	49%	27%	54%	

Table 49: Career Goals Compared by Group

Percent "very" or "somewhat" likely		How likely, if at all, are you in the future to seek a position with more responsibility than your current position?	
		2013	2019
All		66%	77%
Gender	Female	77%	83%
	Male	63%	71%
Age	18-34	97%	99%
	35-54	82%	82%
	55+	31%	45%
Race	White	64%	74%
	Non-white	87%	87%
Marital status	Married/civil union	64%	74%
	Unmarried	78%	89%
Children under 18	Children	81%	85%
	No children	56%	70%
Household income earner	Primary earner	64%	75%
	Not primary earner	80%	82%
Annual base salary	Less than \$100,000	81%	87%
	\$100,000-\$149,999	65%	76%
	\$150,000+	49%	65%
Years in local government	Less than 10 years	95%	93%
	10-19 years	84%	81%
	20-29 years	67%	75%
	30+ years	28%	38%
ICMA region	Northeast region	58%	68%
	Southeast region	68%	75%
	Midwest region	65%	72%
	Mountain Plains region	67%	78%
	West Coast region	71%	84%
Jurisdiction type	City/Town	67%	77%
	County	65%	75%
	Other	38%	77%

Percent "very" or "somewhat" likely		How likely, if at all, are you in the future to seek a position with more responsibility than your current position?	
		2013	2019
Population	Over 1,000,000	89%	82%
	500,000 - 1,000,000	67%	74%
	250,000 - 499,999	78%	75%
	100,000 - 249,999	76%	70%
	50,000 - 99,999	64%	75%
	25,000 - 49,999	68%	78%
	10,000 - 24,999	64%	82%
	5,000 - 9,999	62%	75%
	2,500 - 4,999	59%	81%
	Under 2,500	70%	87%

Table 50: Influence on Taking Senior Position Compared by Group

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position make you more or less likely to pursue the opportunity? (Percent "more likely")		Partner's career		Geography/location		Public exposure		Job stability		Financial impact (wages/benefits, housing, retirement system)	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
		All	21%	20%	70%	66%	9%	12%	68%	69%	81%
Gender	Female	27%	16%	69%	60%	11%	11%	65%	69%	81%	86%
	Male	20%	23%	70%	70%	8%	12%	68%	69%	81%	81%
Age	18-34	26%	24%	76%	64%	14%	14%	68%	70%	83%	90%
	35-54	24%	20%	72%	68%	9%	11%	73%	72%	85%	84%
	55+	15%	15%	65%	61%	7%	11%	59%	61%	73%	75%
Race	White	21%	19%	70%	66%	9%	10%	67%	68%	81%	83%
	Non-white	27%	23%	71%	62%	13%	18%	72%	71%	83%	84%
Marital status	Married/civil union	22%	21%	69%	66%	9%	10%	67%	68%	80%	82%
	Unmarried	17%	13%	75%	62%	11%	17%	73%	75%	86%	87%
Children under 18	Children	23%	23%	72%	69%	10%	11%	70%	74%	85%	85%
	No children	20%	18%	68%	63%	8%	12%	65%	65%	78%	81%
Household income earner	Primary earner	19%	18%	70%	68%	9%	12%	68%	70%	82%	84%

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position make you more or less likely to pursue the opportunity? (Percent "more likely")		Partner's career		Geography/location		Public exposure		Job stability		Financial impact (wages/benefits, housing, retirement system)	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
Annual base salary	Not primary earner	37%	26%	68%	57%	6%	10%	64%	65%	75%	81%
	Less than \$100,000	23%	19%	70%	61%	9%	13%	73%	73%	84%	87%
	\$100,000-\$149,999	19%	21%	73%	68%	9%	10%	65%	69%	79%	83%
	\$150,000+	23%	19%	65%	69%	8%	12%	64%	65%	80%	79%
Years in local government	Less than 10 years	21%	22%	73%	63%	14%	14%	73%	74%	89%	87%
	10-19 years	25%	21%	72%	67%	9%	10%	77%	71%	83%	86%
	20-29 years	19%	19%	71%	66%	10%	11%	62%	69%	80%	81%
	30+ years	20%	15%	65%	67%	6%	10%	60%	59%	73%	73%
ICMA region	Northeast region	26%	25%	63%	58%	7%	16%	71%	72%	81%	83%
	Southeast region	18%	19%	71%	67%	10%	12%	69%	71%	81%	81%
	Midwest region	24%	22%	72%	65%	7%	7%	70%	71%	80%	83%
	Mountain Plains region	15%	15%	71%	63%	11%	11%	72%	67%	82%	85%
	West Coast region	25%	20%	69%	69%	9%	13%	57%	67%	80%	84%
Jurisdiction type	City/Town	21%	20%	70%	66%	9%	11%	68%	69%	81%	83%
	County	23%	17%	70%	67%	9%	10%	69%	71%	79%	87%
	Other	43%	43%	71%	70%	14%	26%	57%	62%	83%	75%
Population	Over 1,000,000	13%	21%	75%	61%	13%	11%	75%	78%	100%	94%
	500,000 - 1,000,000	19%	18%	50%	73%	15%	13%	60%	71%	75%	85%
	250,000 - 499,999	14%	21%	69%	67%	11%	13%	67%	67%	86%	85%
	100,000 - 249,999	19%	23%	70%	68%	11%	7%	70%	75%	80%	81%
	50,000 - 99,999	22%	23%	70%	73%	9%	11%	65%	72%	80%	80%
	25,000 - 49,999	20%	23%	71%	68%	6%	9%	65%	68%	82%	79%
	10,000 - 24,999	23%	17%	69%	61%	8%	11%	66%	70%	77%	78%
	5,000 - 9,999	20%	12%	74%	64%	10%	17%	71%	68%	80%	92%
	2,500 - 4,999	25%	22%	66%	55%	9%	18%	76%	58%	82%	85%
Under 2,500	17%	9%	72%	48%	12%	5%	77%	54%	95%	90%	

Table 51: Influence on Taking Senior Position Compared by Group (continued)

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position make you more or less likely to pursue the opportunity? (Percent "more likely")		Political climate		Job satisfaction in present position		Belief that you will not be given fair consideration		Experience in supervising operations		Fear of non-support from current supervisor		Your age	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
All		60%	53%	50%	54%	15%	21%	37%	41%	13%	17%	.	20%
Gender	Female	52%	47%	52%	53%	14%	18%	42%	43%	11%	16%	.	21%
	Male	63%	58%	50%	56%	16%	23%	35%	41%	14%	18%	.	20%
Age	18-34	52%	50%	50%	53%	19%	19%	48%	52%	14%	17%	.	27%
	35-54	64%	53%	53%	56%	16%	21%	37%	40%	12%	18%	.	16%
	55+	57%	55%	47%	52%	14%	21%	33%	37%	14%	15%	.	27%
Race	White	60%	54%	50%	54%	14%	18%	36%	40%	13%	15%	.	20%
	Non-white	60%	48%	54%	57%	26%	32%	43%	48%	13%	24%	.	26%
Marital status	Married/civil union	60%	53%	49%	54%	15%	20%	36%	41%	13%	17%	.	19%
	Unmarried	61%	53%	59%	54%	16%	22%	43%	44%	11%	19%	.	26%
Children under 18	Children	61%	52%	51%	56%	17%	20%	37%	41%	12%	18%	.	16%
	No children	59%	53%	50%	53%	14%	21%	36%	41%	14%	16%	.	24%
Household income earner	Primary earner	61%	55%	51%	56%	15%	21%	37%	42%	13%	18%	.	21%
	Not primary earner	55%	44%	44%	49%	15%	18%	32%	41%	12%	14%	.	20%
Annual base salary	Less than \$100,000	55%	42%	50%	53%	16%	23%	44%	47%	15%	19%	.	25%
	\$100,000-\$149,999	63%	56%	52%	50%	18%	19%	34%	39%	14%	17%	.	17%
	\$150,000+	63%	64%	49%	61%	11%	18%	31%	37%	10%	15%	.	19%
Years in local government	Less than 10 years	51%	47%	49%	54%	16%	24%	49%	48%	14%	17%	.	22%
	10-19 years	62%	51%	54%	53%	19%	19%	37%	39%	14%	17%	.	17%
	20-29 years	63%	56%	51%	57%	14%	18%	34%	40%	12%	18%	.	17%
	30+ years	60%	61%	48%	53%	12%	22%	31%	36%	13%	17%	.	29%
ICMA region	Northeast region	60%	53%	51%	54%	16%	17%	41%	44%	13%	17%	.	24%
	Southeast region	63%	50%	48%	55%	16%	24%	39%	40%	11%	17%	.	19%
	Midwest region	63%	57%	55%	52%	18%	15%	33%	40%	14%	16%	.	22%
	Mountain Plains region	54%	54%	53%	54%	17%	24%	40%	44%	16%	16%	.	19%
	West Coast region	63%	50%	42%	57%	7%	22%	32%	42%	10%	20%	.	20%
Jurisdiction type	City/Town	61%	54%	51%	55%	15%	20%	37%	42%	13%	17%	.	21%

To what extent would each of the following potential aspects of a senior management (City Manager, ACM, Department Head) position make you more or less likely to pursue the opportunity? (Percent "more likely")		Political climate		Job satisfaction in present position		Belief that you will not be given fair consideration		Experience in supervising operations		Fear of non-support from current supervisor		Your age	
		2013	2019	2013	2019	2013	2019	2013	2019	2013	2019	2013	2019
		County	57%	49%	50%	51%	19%	22%	38%	36%	15%	17%	.
Other	43%	58%	43%	61%	0%	23%	50%	44%	0%	22%	.	22%	
Population	Over 1,000,000	63%	53%	75%	60%	38%	18%	38%	42%	25%	18%	.	19%
	500,000 - 1,000,000	35%	57%	35%	51%	5%	18%	30%	41%	10%	20%	.	21%
	250,000 - 499,999	44%	58%	44%	52%	19%	14%	36%	33%	8%	14%	.	19%
	100,000 - 249,999	52%	53%	45%	55%	8%	23%	40%	41%	7%	21%	.	20%
	50,000 - 99,999	59%	57%	53%	52%	18%	19%	38%	43%	11%	12%	.	24%
	25,000 - 49,999	62%	51%	50%	54%	15%	20%	35%	42%	11%	18%	.	23%
	10,000 - 24,999	64%	53%	55%	61%	17%	21%	40%	45%	17%	21%	.	16%
	5,000 - 9,999	61%	49%	48%	51%	14%	21%	36%	39%	20%	12%	.	10%
	2,500 - 4,999	69%	47%	48%	48%	18%	23%	29%	44%	16%	15%	.	35%
	Under 2,500	70%	40%	55%	57%	20%	30%	33%	39%	5%	23%	.	24%

Table 52: Barriers to Women's Career Advancement Compared by Group

Percent endorsing "Women have more barriers than men"		Do you think there are more, the same, or fewer barriers to career advancement in local government for women compared with men?	
		2013	2019
All		58%	70%
Gender	Female	79%	85%
	Male	52%	58%
Age	18-34	59%	75%
	35-54	61%	70%
	55+	54%	64%
Race	White	57%	70%
	Non-white	69%	71%
Marital status	Married/civil union	57%	68%
	Unmarried	66%	76%

Percent endorsing "Women have more barriers than men"		Do you think there are more, the same, or fewer barriers to career advancement in local government for women compared with men?	
		2013	2019
Children under 18	Children	58%	69%
	No children	58%	70%
Household income earner	Primary earner	58%	68%
	Not primary earner	59%	77%
Annual base salary	Less than \$100,000	59%	72%
	\$100,000-\$149,999	55%	68%
	\$150,000+	63%	69%
Years in local government	Less than 10 years	57%	71%
	10-19 years	59%	71%
	20-29 years	60%	70%
	30+ years	55%	65%
ICMA region	Northeast region	55%	65%
	Southeast region	57%	64%
	Midwest region	56%	74%
	Mountain Plains region	60%	67%
	West Coast region	63%	77%
Jurisdiction type	City/Town	58%	71%
	County	58%	66%
	Other	38%	82%
Population	Over 1,000,000	56%	59%
	500,000 - 1,000,000	67%	69%
	250,000 - 499,999	62%	68%
	100,000 - 249,999	67%	65%
	50,000 - 99,999	59%	73%
	25,000 - 49,999	60%	72%
	10,000 - 24,999	53%	71%
	5,000 - 9,999	56%	74%
	2,500 - 4,999	56%	56%
	Under 2,500	51%	87%

Table 53: Years in Working Compared by Group

Average number of years		Number of years in current position		Number of years in local government	
		2013	2019	2013	2019
All		6.6	7.7	21.3	21.3
Gender	Female	5.0	6.8	17.2	19.7
	Male	7.1	8.5	22.6	22.6
Age	18-34	2.4	2.1	6.3	6.1
	35-54	5.2	5.9	18.4	20.8
	55+	10.3	16.3	31.1	34.0
Race	White	6.7	7.3	21.5	20.1
	Non-white	5.4	9.6	18.3	17.8
Marital status	Married/civil union	6.8	8.5	22.0	21.1
	Unmarried	5.6	4.5	17.6	21.8
Children under 18	Children	5.2	5.7	17.8	17.0
	No children	7.7	9.3	24.0	24.7
Household income earner	Primary earner	6.9	8.1	22.0	23.4
	Not primary earner	4.1	6.0	16.1	13.3
Annual base salary	Less than \$100,000	5.2	6.5	15.0	12.4
	\$100,000-\$149,999	7.2	10.4	23.4	28.0
	\$150,000+	7.4	5.9	26.5	24.3
Years in local government	Less than 10 years	2.8	2.8	5.6	5.0
	10-19 years	4.7	4.8	14.6	14.3
	20-29 years	6.8	7.9	24.1	23.7
	30+ years	10.8	21.6	35.2	64.2
ICMA region	Northeast region	9.2	6.6	24.0	18.9
	Southeast region	6.5	12.9	21.6	31.1
	Midwest region	6.9	5.9	20.6	16.7
	Mountain Plains region	6.0	4.8	19.5	17.6
	West Coast region	5.3	7.1	22.8	19.1
Jurisdiction type	City/Town	6.5	6.1	21.0	19.1

Average number of years		Number of years in current position		Number of years in local government	
		2013	2019	2013	2019
	County	7.2	15.8	22.3	32.2
	Other	12.3	5.4	28.9	18.9
Population	Over 1,000,000	5.7	4.9	16.2	14.7
	500,000 - 1,000,000	4.6	5.1	19.3	16.9
	250,000 - 499,999	4.7	23.3	21.0	56.5
	100,000 - 249,999	6.1	5.6	20.8	17.2
	50,000 - 99,999	7.0	5.5	22.4	16.9
	25,000 - 49,999	5.9	5.5	20.7	18.3
	10,000 - 24,999	6.8	10.8	21.5	21.2
	5,000 - 9,999	7.9	5.1	22.4	15.8
	2,500 - 4,999	8.4	4.6	21.6	21.1
	Under 2,500	3.8	4.4	16.1	15.2

APPENDIX C: METHODOLOGY

Data Collection

ICMA's Survey Research staff identified 20,673 local government professionals from ICMA members and/or registrants with ICMA communication lists. NRC staff programmed the survey online and ICMA staff contacted those selected via email three times in July to August 2019 to invite participation in the online survey. The survey was programmed to block members from responding more than one time.

Of 20,673 members invited, 1,870 completed the survey, yielding a response rate of 9%.

Data cleaning and weighting

Data gathered from the 1,870 respondents to the 2019 survey was weighted by gender, age, race, salary, and jurisdiction type, region and population to best match the respondent profile of the 20,673 local government professionals who were invited to complete the survey. See table on following page.

Comparison over time

NRC staff matched the 2019 data to the data collected in 2013.

ICMA Task Force on Women Weighting Table 2019

	Unweighted	Population (ICMA invited)	Weighted
Gender			
Female	45%	47%	46%
Male	55%	53%	54%
Age			
18-34	14%	19%	19%
35-54	57%	58%	58%
55+	28%	23%	23%
Race			
White	82%	86%	83%
Non-white	18%	14%	17%
Salary			
Less than \$100,000	45%	38%	36%
\$100,000-\$149,999	34%	36%	36%
\$150,000+	21%	27%	27%
Jurisdiction type			
City/Town	86%	82%	82%
County	13%	17%	18%
Other	1%	1%	0%
Jurisdiction region			
Northeast region	11%	10%	9%
Southeast region	24%	25%	25%
Midwest region	19%	21%	21%
Mountain Plains region	20%	22%	23%
West Coast region	25%	22%	22%
Jurisdiction population			
Over 1,000,000	6%	4%	4%
500,000 - 1,000,000	8%	6%	6%
250,000 - 499,999	11%	9%	9%
100,000 - 249,999	19%	16%	16%
50,000 - 99,999	17%	14%	14%
25,000 - 49,999	15%	15%	15%
10,000 - 24,999	12%	16%	16%
5,000 - 9,999	7%	12%	12%
2,500 - 4,999	3%	5%	5%
Under 2,500	2%	4%	4%