

City and County of San Francisco  
**HUMAN RIGHTS COMMISSION**

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Theresa Sparks  
Executive Director

Edwin M. Lee  
Mayor

**Equal Pay Advisory Board**  
Meeting Minutes

Date	May 11, 2015
Time	4:30pm
Location	San Francisco Human Rights Commission 25 Van Ness Avenue, Suite 800 San Francisco, CA 94102

**Advisory Board Members Present:**

Rachael Langston, Marisa Diaz, Dolores Blanding, Dilraj Kahai, Anu Menon, Margi English, Utuma Belfrey.

**Presentation by Bradley Russi of the San Francisco City Attorney's Office on the Brown Act, Sunshine Ordinance, and Open Meeting Requirements**

City Attorney Representative Bradley Russi gave a detailed overview of open government laws and requirements.

**Presentation by Liz Krukowski, Senior Director of Global Talent & Leader Communications at Gap Inc., and Peter Pawlick, Senior Director of Global Compensation at Gap, Inc. [on the Gap Inc. Pay Equity by Gender Project: In-Depth Compensation Analysis Conducted to Validate Women and Men Employees Receive Equal Pay for Equal Work](#)**

Presenters discussed the history of women and opportunity at Gap, Inc. and its methodology used in an organizational equal pay study of pay rates by gender. Identified pay, flexibility, upward mobility as three of the top values for employees. Dialogue about studying equal pay started with US census bureau's methodology of comparing median earnings for full time employees but determined that Gap needed to look at additional factors and agree on definition of equal pay for equal work. Equal pay for equal work: breakdown of the pay equality ratio between female and male employees at various job levels across the global organization. This includes all employees globally in jobs that have both female and male incumbents. Gap used the average pay equality ratios by job level. Pay equality ratios were calculated by comparing the average female to average male pay for each unique job in the company, taking into account geographic differences. Geographic location, and pay rates versus earnings are key considerations to the analysis. Quantitative and qualitative factors include time in position, scope (total team size), P & L responsibility (budget), contributions and experience. On Gap's choice to use average versus median pay: Gap did not find many outliers because people are bound to pay ranges. In census models that take everyone, using median is better. Pay for performance and evaluations on an annual basis are part of Gap's best practices. [Exponential Talent validated Gap's findings and posted a summary of the analysis.](#)

**Discussion of Board Member Activities and Research:**

Racahel Langston has contacted Jeanette Whipper, regional leadership with the US OFCCP. Marisa Diaz has been researching New Mexico and Albuquerque equal pay initiatives.

**Nominations and Selection of Chair of Advisory Board**

Margi English nominated Rachael Langston for Chair, the motion was seconded by Utuma Belfrey. The Board voted unanimously to select Rachael Langston as Chair.

**Nominations and Selection of Chair of Advisory Board**

Utuma Belfrey was unanimously voted as Vice Chair.

**Discussion on Goals, Tasks, and Timelines for Equal Pay Advisory Board:**

Next meeting scheduled for 5/18/15. Board members discussed potentially surveying contractors to better understand the types of businesses covered. Item to be continued to the next meeting.

**Matters of Interest for Possible Inclusion on Future Agenda:**

City contractors' use of Elation Systems. Presentation on Elations. Discussion on the types of businesses contract with the City.

**Adjournment**