



AIA
Kansas City

Equity in Architecture 2017 Survey Report

Credits

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AIA Kansas City Equity in Architecture 2017 Survey Report data contribution & participation by AIA Kansas City membership.

AIA Kansas City Equity in Architecture 2017 Survey Report prepared by AIA Kansas City Equity in Architecture Committee.

AIA Kansas City Equity in Architecture Committee Co-Chairs:

Samantha McCloud, AIA
Shahad Sadeq, Associate AIA

Special thanks to the following individuals for exceptional contribution to the AIA Kansas City Equity in Architecture 2017 Survey Report:

Daniel Siroky, Associate AIA
Benjamin Chapman, AIA
Mike Fahey, AIA
Jessica Symons, Associate AIA
Naihao Fan, Associate AIA
Jean Stoverink, AIA

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President's Letter

If you're like me, equity in architecture is something we all want to support. But what does it really mean and what impact does it have on our business? This report gives us the insight into the workforce dynamics that impact talent retention and attraction, and how we can help advance the profession, influence our community and make us more reflective of society. After you review this study, I encourage you to reflect on your own practice, its culture and how you create a more equitable workplace.

This conversation was started with AIA National in 2015 at the AIA National Convention. After 14 months of research, they published their results in January of 2017. It is with great pride that the AIA Kansas City Equity in Architecture committee has taken on this massive endeavor to help educate us on the issues.

AIA Kansas City is on the forefront.

I want to thank Co-Chairs Shahad Sadeq, Associate AIA and Samantha McCloud, AIA and the members of the AIA Kansas City Equity in Architecture Committee for their commitment to this project. The professional approach taken to develop the survey and analyze information gathered, as well as the published findings themselves, is indeed impressive.

As requested in the report, "let this report inspire conversations in our chapter, in our community and in our profession."; I look forward to future AIA Kansas City Equity in Architecture conversations.



Sincerely,

Marsha Hoffman
2017 AIA Kansas City
Board of Directors President
SFS Architecture Principal

In 2015, AIA National created the Equity in Architecture Commission, a panel of leading architects, educators, and diversity experts, to investigate diversity and inclusion in the profession. AIA Kansas City is engaging in this call to action through its own AIA Kansas City Equity in Architecture committee.

The AIA Kansas City Equity in Architecture mission is to provide resources for members and the community to improve awareness and success on issues around diversity, inclusion, and equitable practice. Topics of interest include the recruitment/retention of talent, advancement in the profession, and furthering the value of design in society through diversity-inclusive actions. AIA Kansas City Equity in Architecture has outlined its "A.C.E." goals to Advocate, Connect, and Educate.

The AIA Kansas City Equity in Architecture 2017 Survey Report is an effort to understand our membership's perception and goals with regards to diversity, inclusion, and what enables workplace success for all. Through the participation of our members, we are taking this first step to analyze the numbers and gain insight on a baseline for future strategy and goal setting.

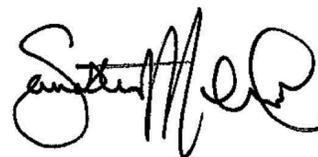
Along with the American Institute of Architects, there are numerous organizations that have published national reports on the subjects of diversity, inclusion, and equity. Many of these studies indicate growing diversity in the workforce pipeline as well as a need to foster workplace cultures and policies that are inclusive and measurably equitable. Hot topics of conversation include gaps in salary compensation, unconscious

bias, lack of flexibility for family obligations, entreaty for improved empathy, lack of representation, and more.

Through these findings, there is a visible opportunity to improve how we connect with one another. It is important for our community to assist one another in destigmatizing unconscious bias to encourage progress and self-education. As designers, there is a strong business case that diverse representation assists with business development and fostering connection to the diverse communities we serve, in addition to improving our capabilities to design and develop thoughtful, inclusive-minded projects.

Our goal in this endeavor is to amplify the successful measures our community is taking toward a more diverse, inclusive and equitable profession as well as to highlight growth opportunities for continued progress toward that outcome. We hope this report inspires conversation in our chapter, in our community, and in our profession.

Sincerely,



Samantha McCloud, AIA
Shahad Sadeq, Associate AIA
AIA Kansas City Equity in Architecture
Committee Co-Chairs



Forward



Shahad Sadeq, Associate AIA
TreanorHL, Architectural Designer



Samantha McCloud, AIA
GastingerWalker&, Architect

Why

To advance our connections. How we connect to one another, our clients, our leaders, our colleagues, and our community contributes much to our personal development, professional career trajectory and how we approach design. Through self-awareness, our chapter can establish a baseline for measurable progress toward a more inclusive, more diverse, and more equitable profession.

Goals

To spark more questions. The AIA Kansas City Equity in Architecture 2017 Survey Report findings are the first step in the conversation. We hope this report inspires its audience to dig deeper into the discussion, advocate for continued progress, and share the information to help educate others.

Definitions

- *Diversity* is the presence of individuals representing more than one gender, ethnicity, national origin, age, socioeconomic stratum, sexual orientation, physical ability, as well as other inherited factors contributing to a distinct personal perspective or experience.
- *Inclusion* is the active engagement of diversity in discussion groups and decision-making roles.
- *Equity* is the unbiased, impartial, equal and fair treatment of individuals.

Methods

The 2017 Survey Report was an unbiased, inclusive effort driven by a diverse group of practitioners. The AIA Kansas City Equity in Architecture Committee generated the survey questionnaire within a format of four key sections (Workplace Culture, Recruitment/Retention, Perception, and Demographics). Online access to the survey was distributed to chapter membership, inviting participation over a period of three weeks from June 5, 2017 through June 26, 2017. AIA Kansas City staff provided the participants' data in an anonymous format to the committee for analysis and summary.

Prior to the AIA Kansas City Equity in Architecture 2017 Survey, several steps were completed by the committee to prepare the final questionnaire, including five two-hour inclusive discussions with focus groups of AIA Kansas City members to collect key topics for the survey, six months of in-depth research on survey methodology, and fifteen thirty-minute interviews with individual AIA Kansas City members to better understand current challenges and successes regarding diversity, inclusion, and equity within our local community.

Through investigations over the course of three months, the AIA Kansas City Equity in Architecture committee identified key findings revealed through the survey responses. The process of investigation involved several phases, including cleansing the raw responses into usable data, performing spreadsheet comparisons, data modeling analysis, and finalizing the graphic representation of the findings.

Background



Key Findings

The AIA Kansas City Equity in Architecture Survey revealed strong findings* in the following areas:

What Workplace Provisions Lead to Success?

The majority of AIA Kansas City member responses reported a positive level of satisfaction at current companies as well as reported fair opportunity to be successful. This executive summary highlights correlations in the data to share which workplace provisions may contribute to professional achievement and job satisfaction. This section also explores common reasons why participants left previous positions of employment and what factors contributed most in their choice of a new position.

What Workplace Provisions Support Work-Life Balance?

The majority of AIA Kansas City responses reported a positive level of managing work-life balance at current companies. This executive summary explores patterns in the data to share which workplace provisions may support individuals in our industry managing harmony among personal and professional demands.

How Does AIA Kansas City Engage Diversity?

The majority of AIA Kansas City responses reported an active or supportive level of engagement in diversity. This executive summary highlights the various ways participants advocate for diversity and inclusion: on a personal level, through company support, and/or through AIA Kansas City efforts. This section also highlights areas which participants have identified

as most in need of improvement to promote diversity, inclusion, and equity in the profession.

What Equity Issues Remain Unclear?

The AIA Kansas City Equity in Architecture 2017 Survey responses exposed mixed feelings on several subjects within the questionnaire. This executive summary shares what issues may be worth further investigation and discussion within our membership and community.

AIA Kansas City Diversity & Inclusion By the Numbers

By the numbers, this executive summary highlights top achievements of the Kansas City chapter and top growth areas for consideration based off of survey responses.

Conclusion

Thank you to all of the AIA Kansas City members that participated, advocated, and engaged in the efforts of the AIA Kansas City Equity in Architecture committee! The findings of this exercise would not be possible without membership involvement. It is the intent of this executive summary to provide insight into the current state of diversity, inclusion and equity in the AIA Kansas City chapter and to inspire invested conversation and dialogue within our community and with one another.

*This disclaimer informs readers that this report is a summary of statements that belong solely to the survey participants and is not verified fact-based data.

Background





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Representation

Key Findings

What Workplace Provisions Lead to Success?

What Workplace Provisions Support Work/Life Balance?

How Does AIA Kansas City Membership Engage Diversity?

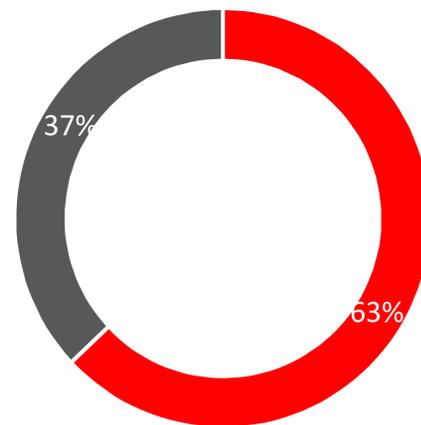
What Equity Issues Remain Unclear?

AIA Kansas City By the Numbers



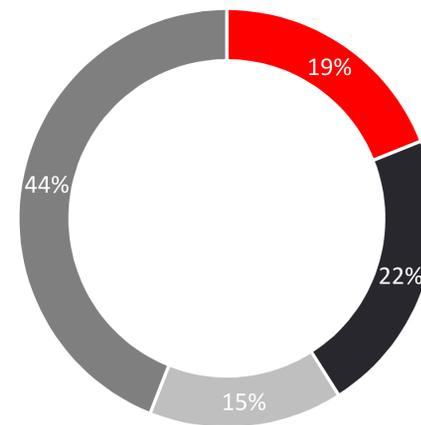
Gender

Male Female



Firm Size

1 - 20
21 - 50
51 - 100
100+



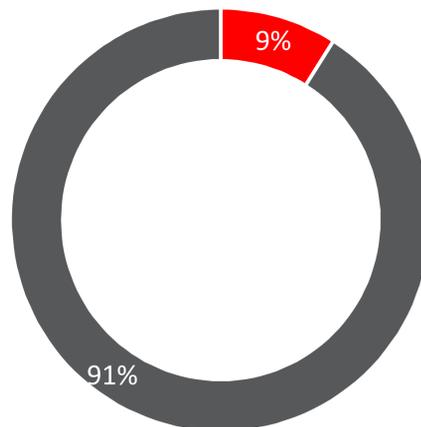
Representation

A total of 200+ individual AIA Kansas City members participated in the survey, completing 170+ questionnaires in full. Participation in the survey by segment (among those who specified a response) was as follows:

Men	108
Women	63
White	154
People of Color	17
Age Under 30	35
Age 31-40	44
Age 41-50	36
Age 51-60	30
Age Above 60	26
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Compensation \$45 - 60K	30
Compensation \$60 - 80K	35
Compensation \$80K - 100K	34
Compensation \$100K - 150K	34
Compensation Over \$150K	21

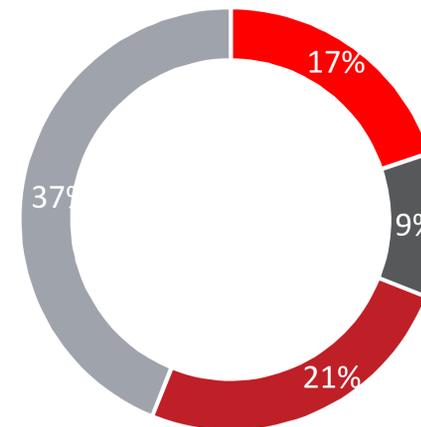
Ethnicity

People of Color
White



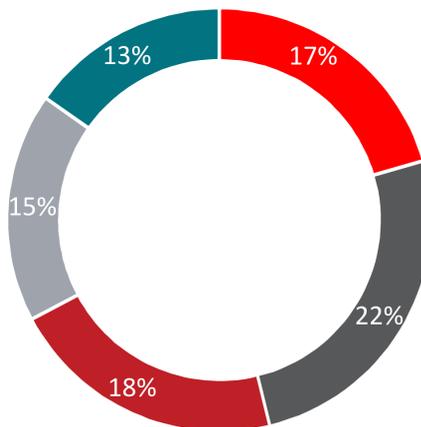
Experience

0-5 YRS
6-10 YRS
11-20 YRS
20+ YRS



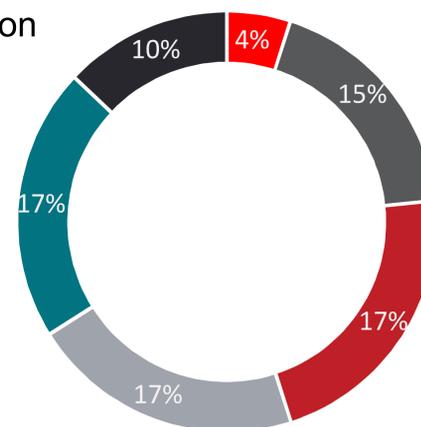
Age

Under 30
31 - 40
41 - 50
51 - 60
Above 60



Compensation

\$0 - 45K
\$45 - 60K
\$60 - 80K
\$80 - 100K
\$100 - 150K
\$150K +





What Workplace Provisions Lead to Success?

The majority of AIA Kansas City member responses reported a positive level of satisfaction at current companies as well as reported fair opportunity to be successful. This executive summary highlights correlations in the data to share which workplace provisions may contribute to professional achievement and job satisfaction. This section also explores common reasons why participants left previous positions of employment and what factors contributed most in their choice of a new position.

Fair Opportunity for Success

Relationships Lead to Success

Firm Provided Mentorship By Demographic

Company Provisions & Firm Size

Performance Reviews & Firm Size

Overtime & Compensation

Recognition By Leadership

Company Satisfaction & Work-Life Balance

Company Satisfaction & Talent Retention

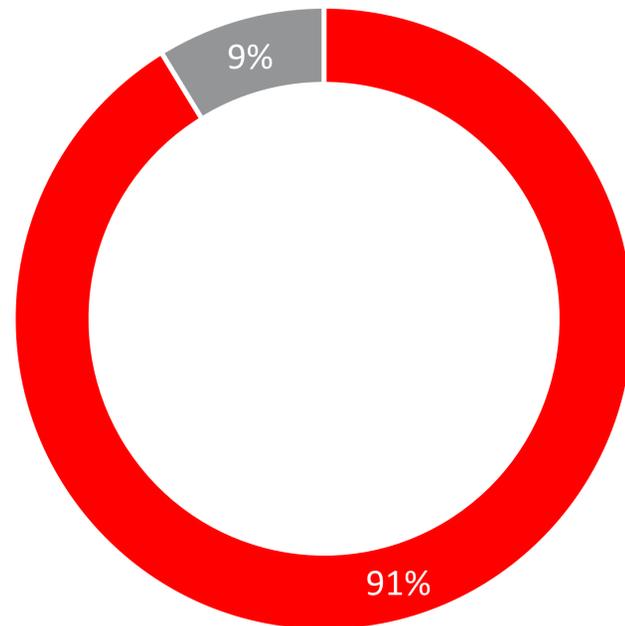
Why They Left...

Where They Went...

Access to Fair Opportunities for Success

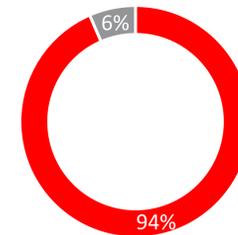
■ Yes
■ No

Total Survey Response

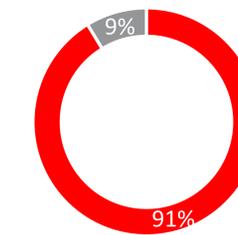


Age

Under 40

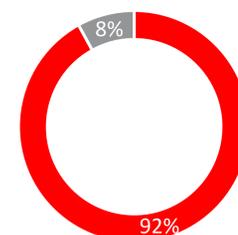


Over 40

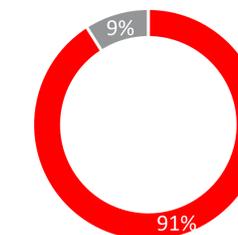


Compensation

Under \$80,000

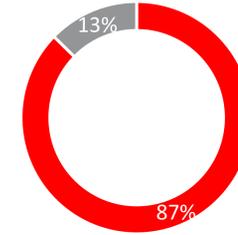


Over \$80,000

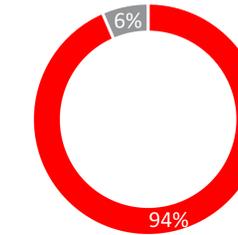


Gender

Female

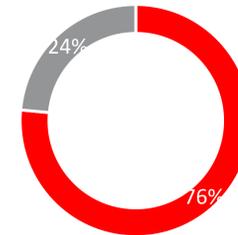


Male

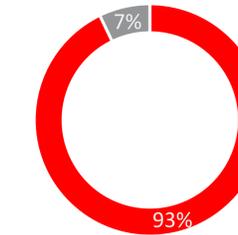


Ethnicity

People of Color



White



What Workplace Provisions Lead to Success?

Fair Opportunity for Success

The majority of survey participants reported positively on access to fair opportunities for success.

Survey response ratios isolated into separate profile studies by age, compensation, gender, and ethnicity revealed:

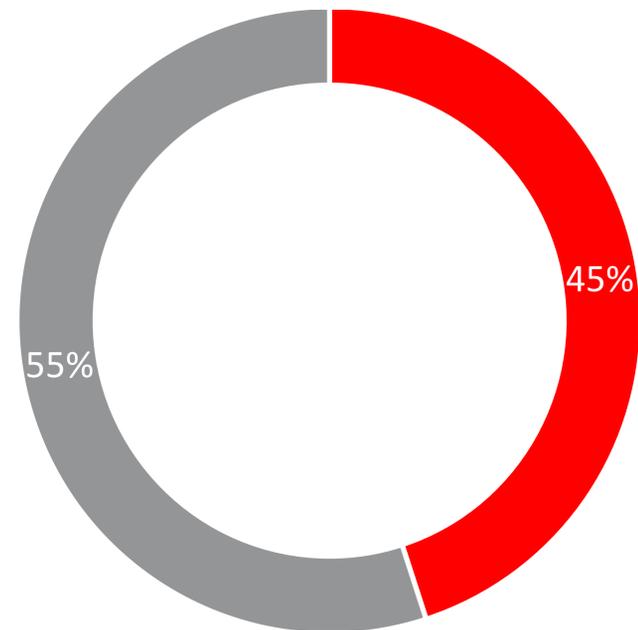
- Sentiments of access to fair opportunities are similar among participants both younger and older than 40 years.
- Sentiments of less access to fair opportunities are similar among participants making over and under \$80,000.
- Sentiments of less access to fair opportunities are greater among female participants.
- Sentiments of less access to fair opportunities are greater among people of color* participants.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

Firm Provides Assigned Mentor/Advocate

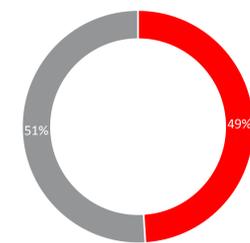
■ Yes
■ No

Total Survey Response

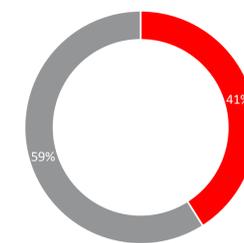


Compensation Correlation to Mentor Support

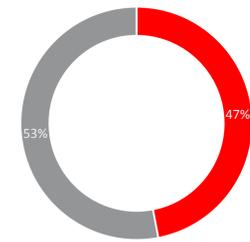
\$60,000 - \$80,000



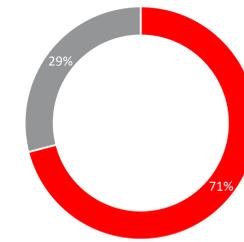
\$80,000 - \$100,000



\$100,000 - \$150,000



\$150,000+



What Workplace Provisions Lead to Success?

Relationships Lead to Success

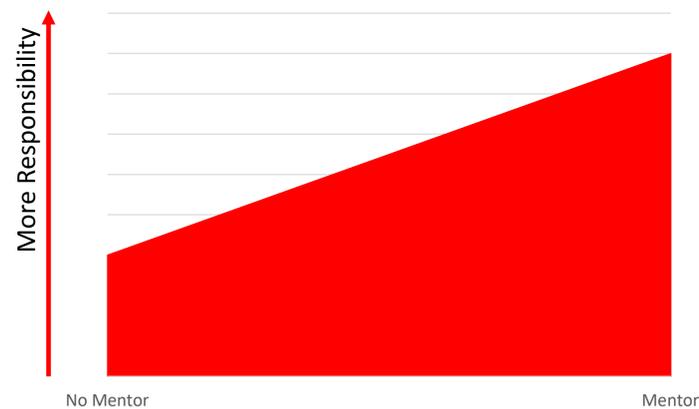
The majority of survey responses reported that meaningful relationships at work contributed to their path to success while also reporting that their current company does not provide an assigned mentor/advocate.

Analysis of survey responses revealed correlations* between having the support of a mentor/advocate and higher compensation, job satisfaction, and job responsibility.

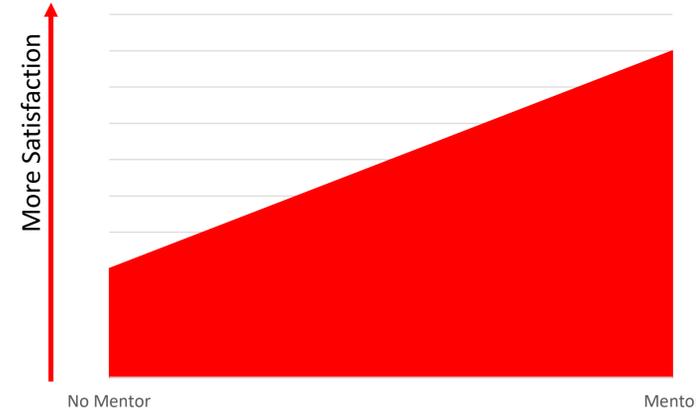
The majority of survey participants earning more than \$150,000 reported having mentor/advocate support.

*Correlations do not certify causation.

Job Responsibility Correlation to Mentor Support



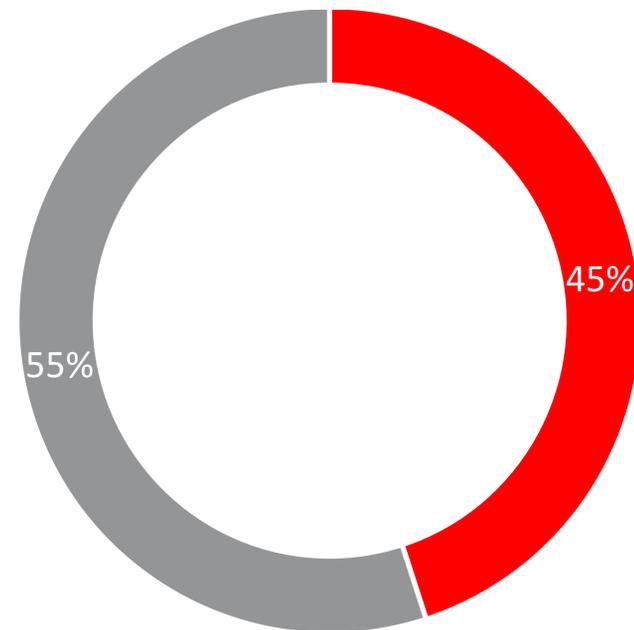
Job Satisfaction Correlation to Mentor Support



Firm Provided Assigned Mentor/Advocate

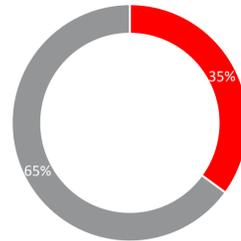
■ Yes
■ No

Total Survey Response

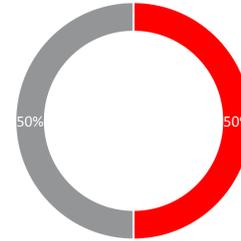


Gender

Female

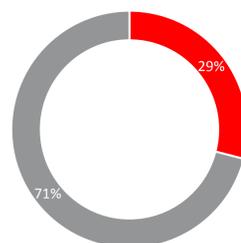


Male

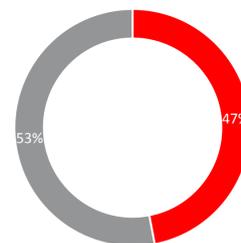


Ethnicity

People of Color

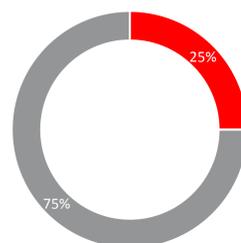


White

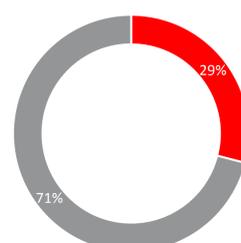


Firm Size

1 - 20

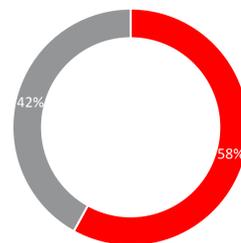


21 - 50

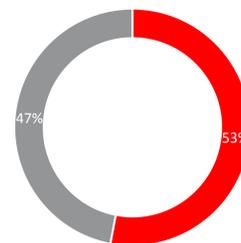


Firm Size

51 - 100



100+



What Workplace Provisions Lead to Success?

Firm Provided Mentorship By Demographic

The majority of survey responses reported that meaningful relationships at work contributed to their path to success while also reporting that their current company does not provide an assigned mentor/advocate.

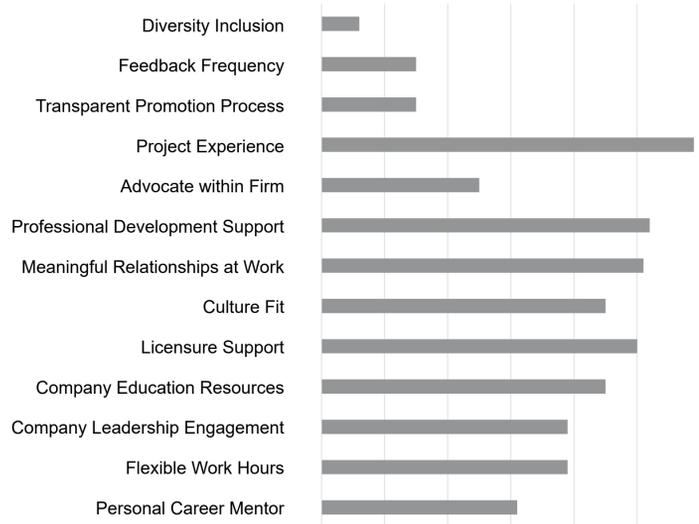
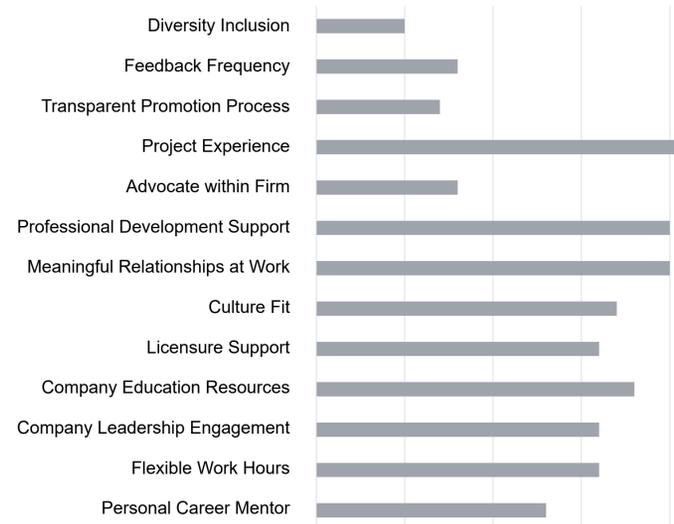
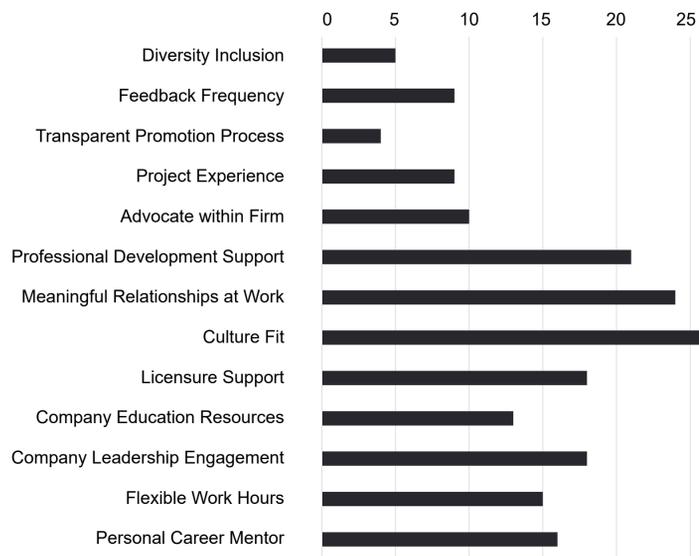
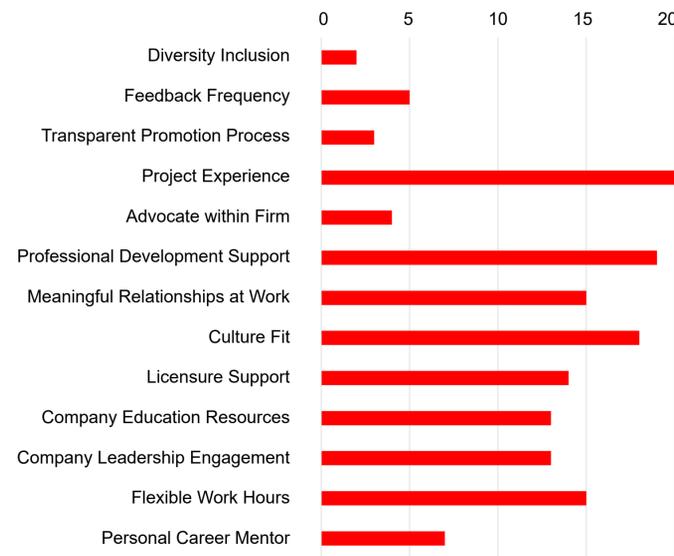
Survey response ratios isolated into separate profile studies by gender, ethnicity, and firm size revealed varying reports on having firm provided mentor/advocate support:

- Greater percentage of male participants reported their current firm provided mentor/advocate support than percentage of female participants.
- Greater percentage of white participants reported their current firm provided mentor/advocate support than percentage of people of color* participants.
- Greater percentage of participants from larger firms reported their current firm provided mentor/advocate support than percentage of smaller firm participants.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

Top Company Provisions By Firm Size

- 1 - 20
- 21 - 50
- 51 - 100
- 100+



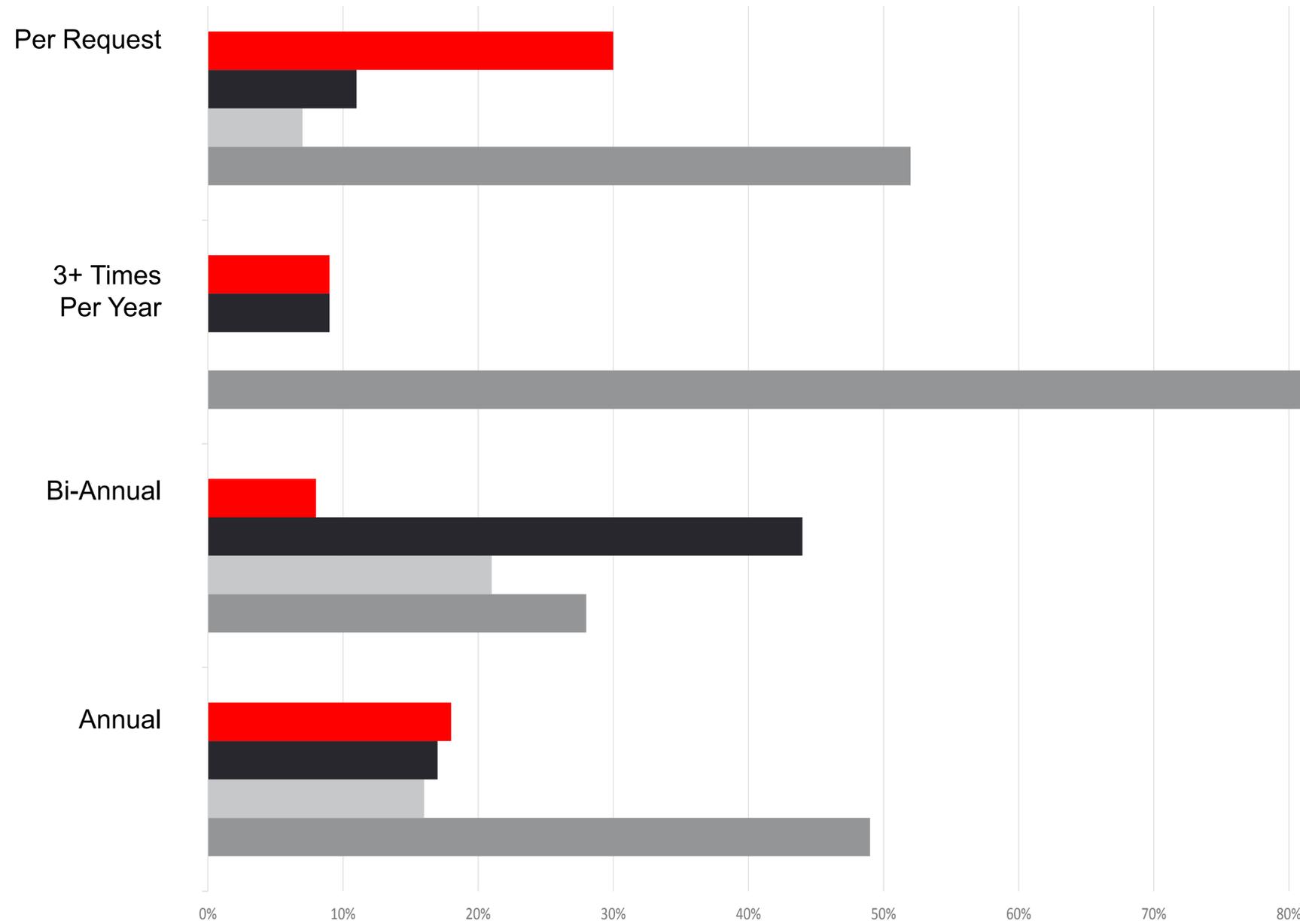
What Workplace Provisions Lead to Success?

Company Provisions & Firm Size

The majority of survey participants reported meaningful relationships at work, project experience/opportunity, professional development support, and culture fit as key workplace provisions leading to success across multiple firm size comparisons.



Frequency of Performance Reviews By Firm Size



What Workplace Provisions Lead to Success?

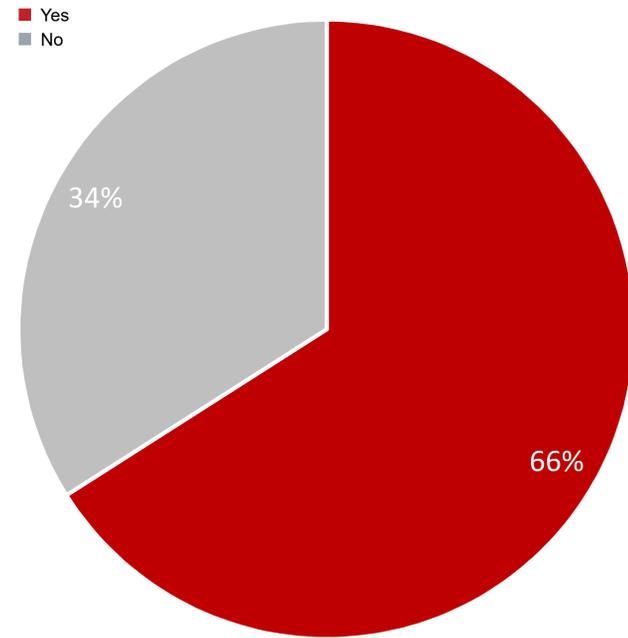
Performance Reviews & Firm Size

Nearly a quarter (22%) of survey participants reported frequent performance reviews contributed to their professional success.

Per survey responses, annual reviews are most prevalent across all firm sizes.

Compensation By Overtime Hours

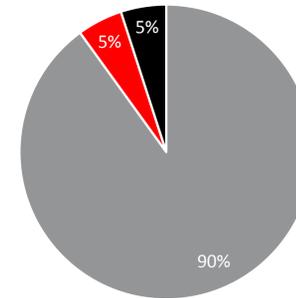
Total Survey Response



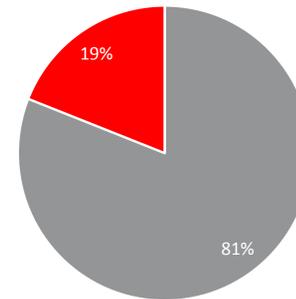
Typical Work Week More Than Forty Hours

- Typical Work Week Over 40 Hours
- Typical Work Week Over 50 Hours
- Typical Work Week Over 60 Hours

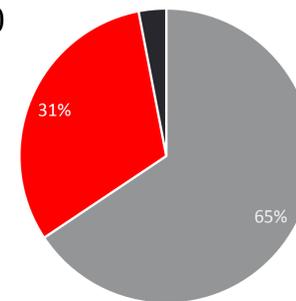
Compensation \$60,000 - \$80,000



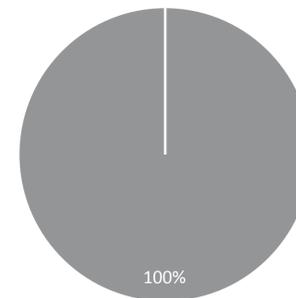
Compensation \$80,000 - \$100,000



Compensation \$100,000 - \$150,000



Compensation Above \$150,000 +



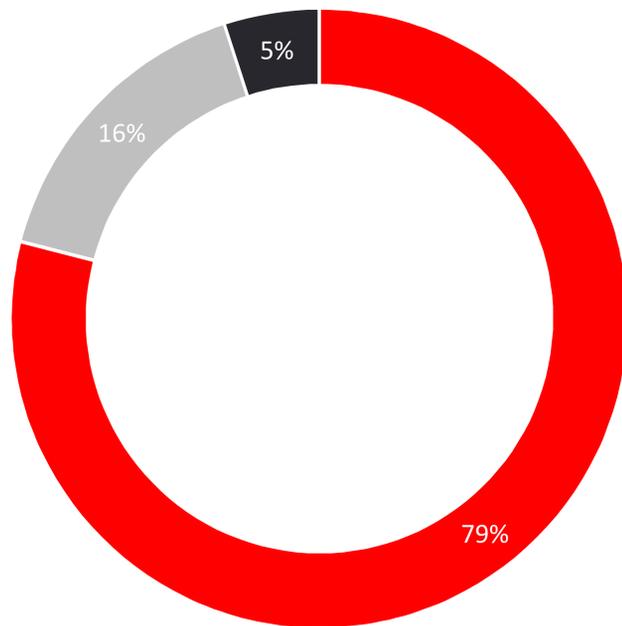
What Workplace Provisions Lead to Success?

Overtime & Compensation

Survey responses revealed there may not be a strong correlation with compensation and overtime hours worked. Majority of survey participants across all earning profile studies did not report working more than 50 hours in a typical week.

Leadership Openly Recognizes Individual Achievement

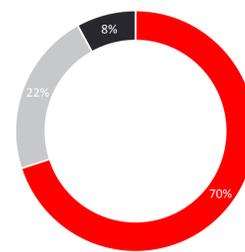
Total Survey Response



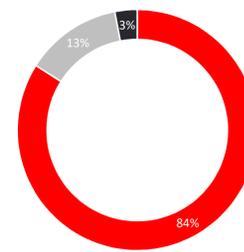
■ Yes
■ Sometimes
■ No

Gender

Female

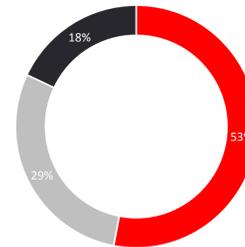


Male

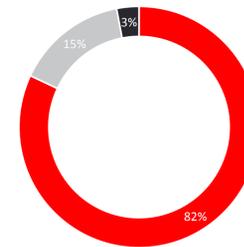


Ethnicity

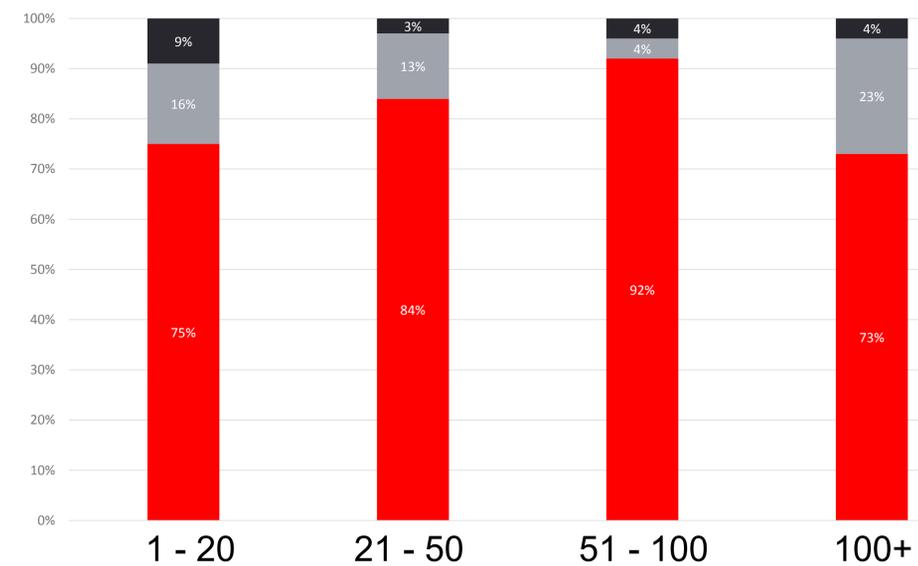
People of Color



White



Firm Size



What Workplace Provisions Lead to Success?

Recognition By Leadership

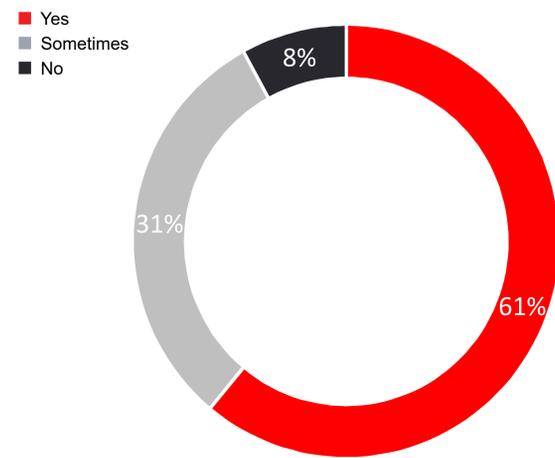
The majority of survey participants reported leaders openly recognize individual achievement at their current companies.

Survey response ratios isolated into separate profile studies by gender, ethnicity, and firm size revealed:

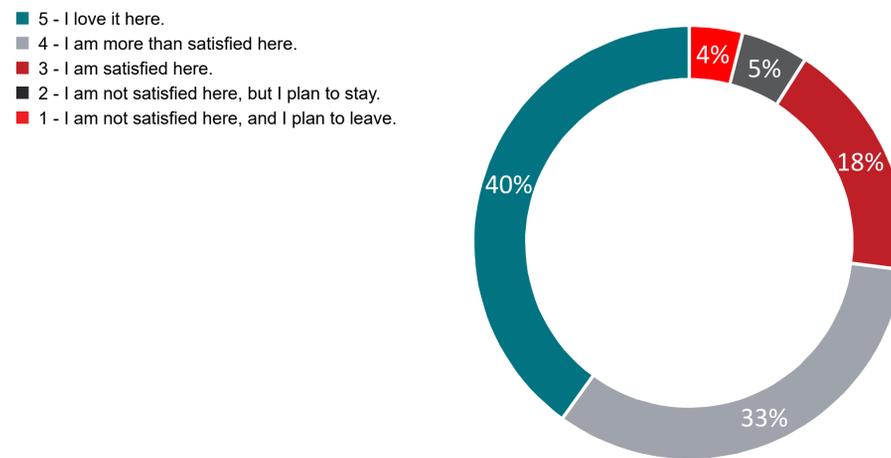
- Greater percentage of male participants reported positively to leadership recognition than female participants.
- Greater percentage of white participants reported positively to leadership recognition than people of color* participants.
- Across all firm sizes, participants reported positively to leaders openly recognizing individual achievement.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

Total Survey Response Managing Work-Life Balance



Total Survey Response Company Satisfaction Rating



What Workplace Provisions Lead to Success?

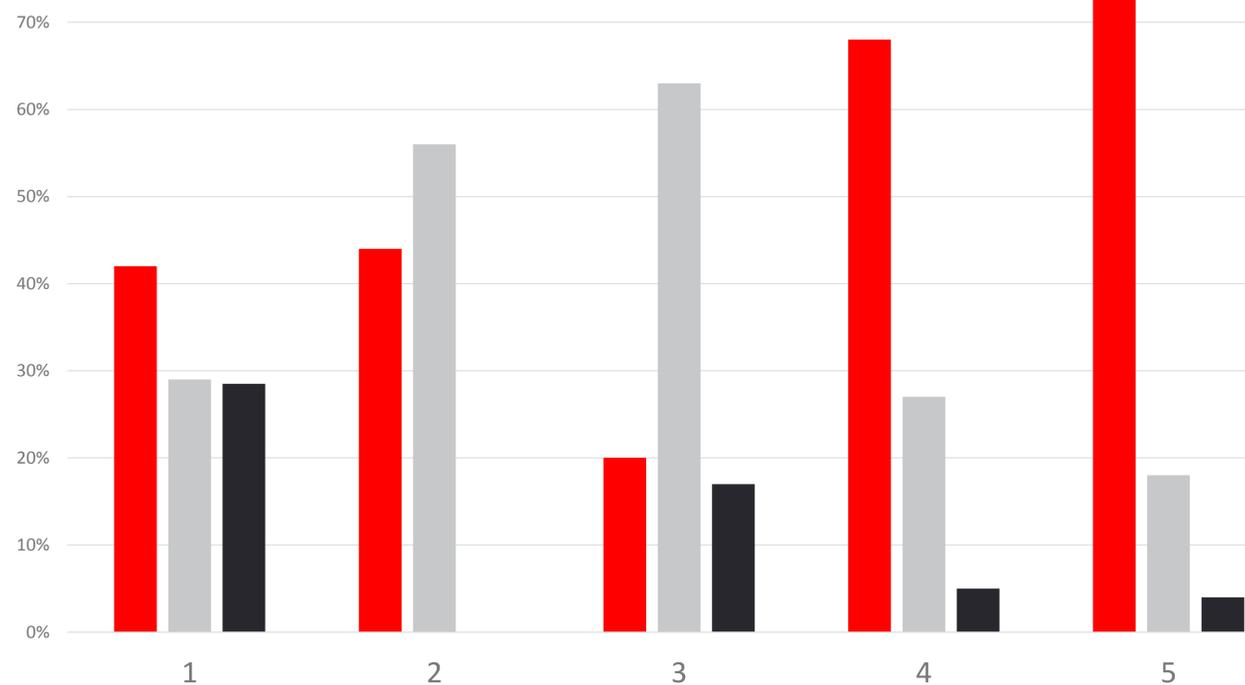
Company Satisfaction & Work-Life Balance

The majority of survey participants reported managing a work-life balance at their current companies. Responses revealed a correlation* with managing work-life balance and achieving company satisfaction.

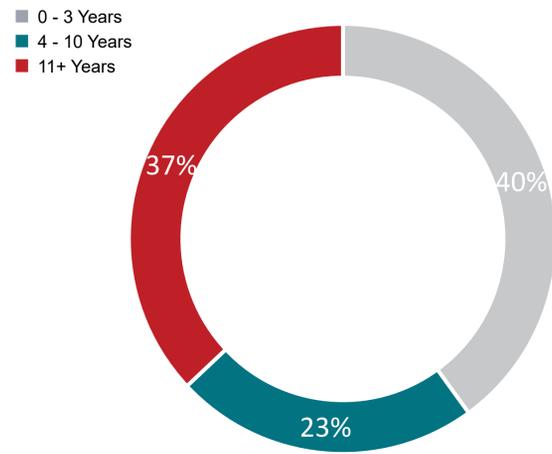
*Correlation does not certify causation.

Correlations Between Work-Life Balance and Company Satisfaction

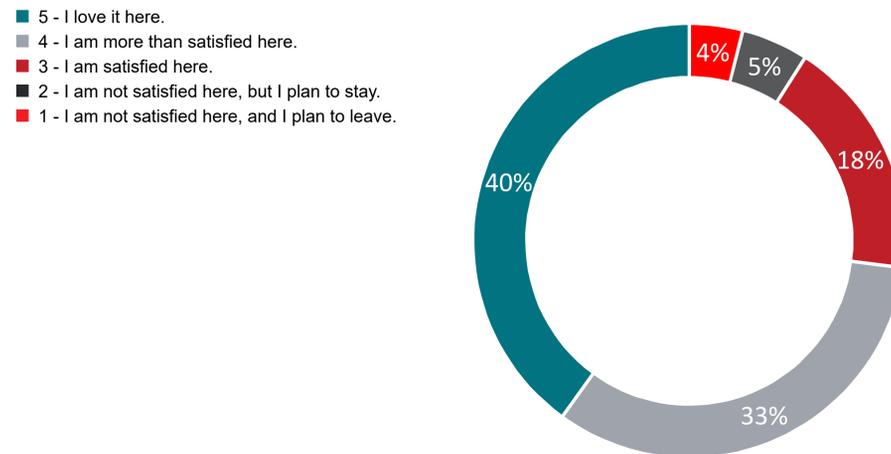
- Yes
- Sometimes
- No
- 5 - I love it here.
- 4 - I am more than satisfied here.
- 3 - I am satisfied here.
- 2 - I am not satisfied here, but I plan to stay.
- 1 - I am not satisfied here, and I plan to leave.



Total Survey Response Years at Current Company



Total Survey Response Company Satisfaction Rating



What Workplace Provisions Lead to Success?

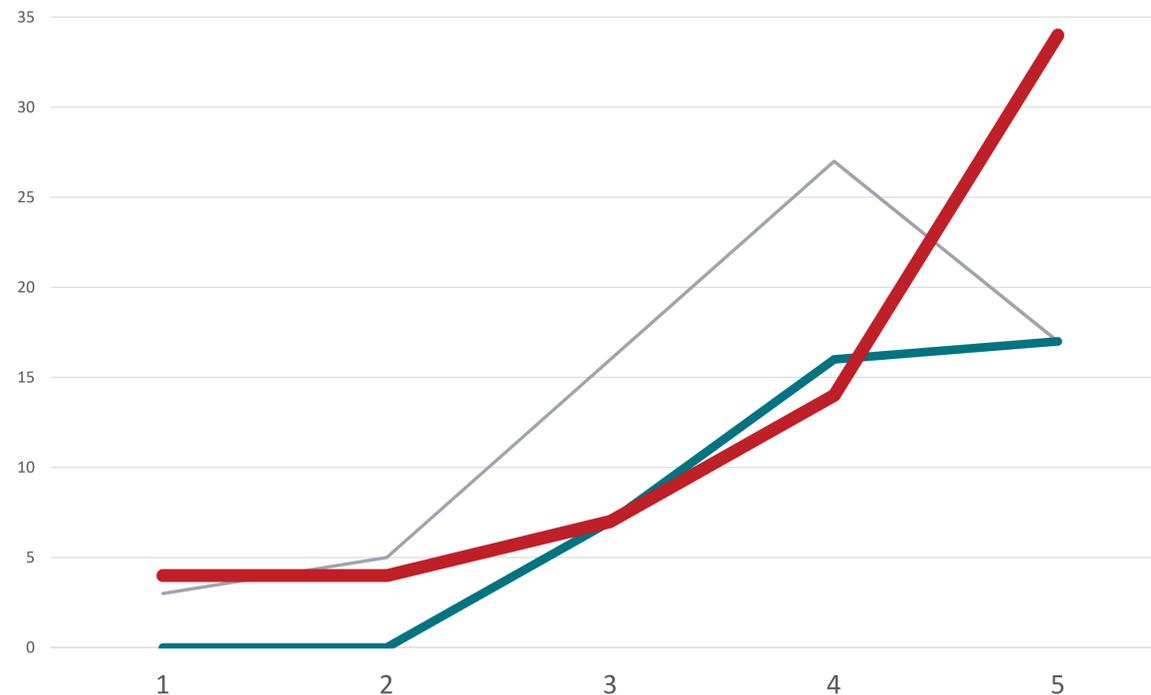
Company Satisfaction & Talent Retention

The majority of survey responses reported positive feelings of satisfaction at current companies. Responses revealed a correlation* with talent retention and workplace satisfaction. The majority of survey participants with high levels of satisfaction at their current workplace also reported having longer histories with that company.

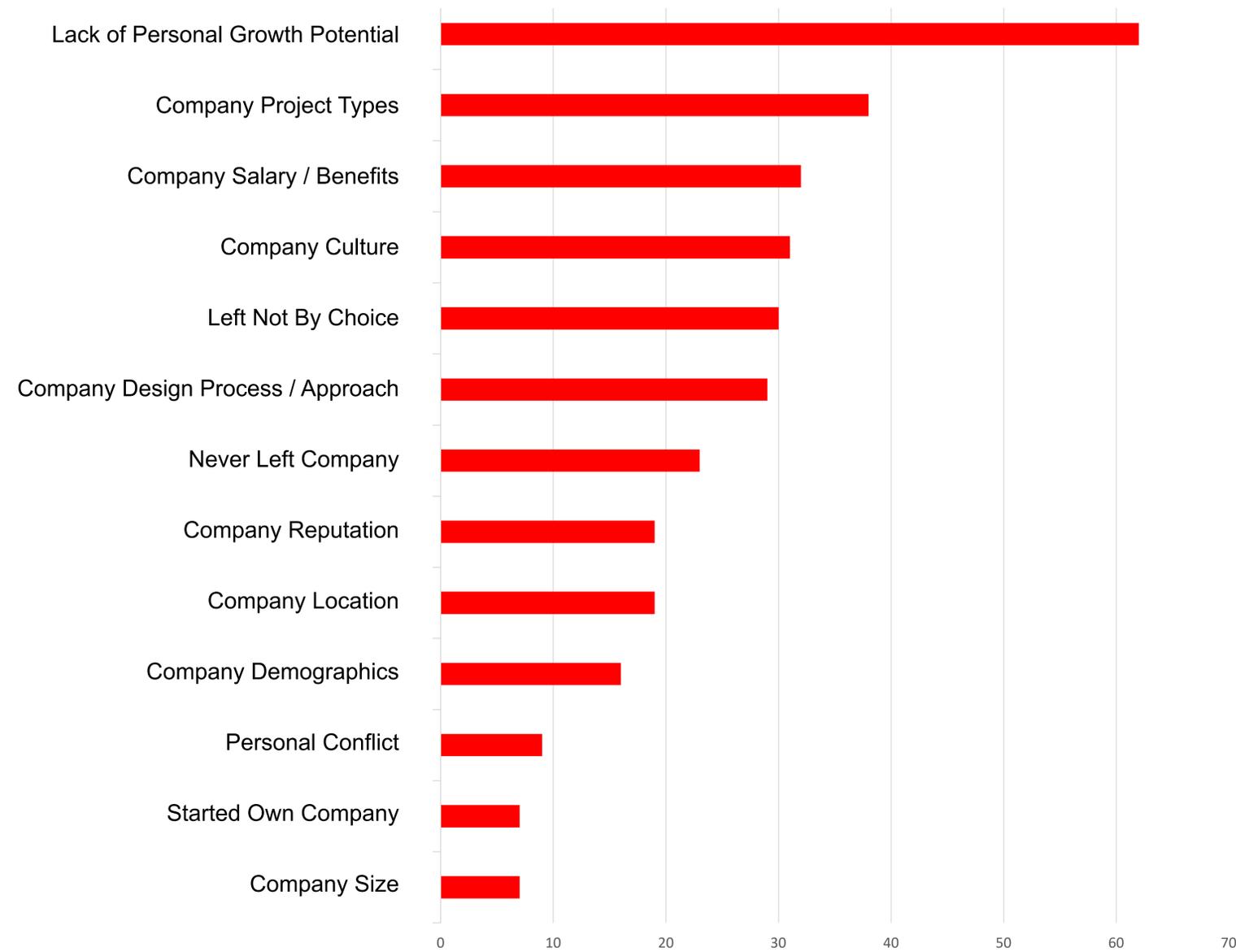
*Correlation does not certify causation.

Correlations Between Talent Retention and Company Satisfaction

- 0 - 3 Years
- 4 - 10 Years
- 11+ Years
- 5 - I love it here.
- 4 - I am more than satisfied here.
- 3 - I am satisfied here.
- 2 - I am not satisfied here, but I plan to stay.
- 1 - I am not satisfied here, and I plan to leave.



Total Survey Response Top Reasons for Leaving Previous Position



What Workplace Provisions Lead to Success?

Why They Left...

Survey responses revealed that lack of satisfaction with personal growth potential, project type experience, and compensation as the top reasons for leaving their previous positions of employment.



Total Survey Response Top Reasons for Choosing Current Position



What Workplace Provisions Lead to Success?

Where They Went...

Survey responses revealed that project type opportunity, potential for personal growth, and firm culture as the top reasons for joining their current company.



What Workplace Provisions Support Work-Life Balance?

The majority of AIA Kansas City responses reported a positive level of managing work-life balance at current companies. This executive summary explores patterns in the data to share which workplace provisions may support individuals in our industry managing harmony among personal and professional demands.

Company Provisions & Work-Life Balance

Demographics & Work-Life Balance

Typical Hour Commitment & Work-Life Balance

Flexibility & Work-Life Balance

Paid Time Off & Work-Life Balance

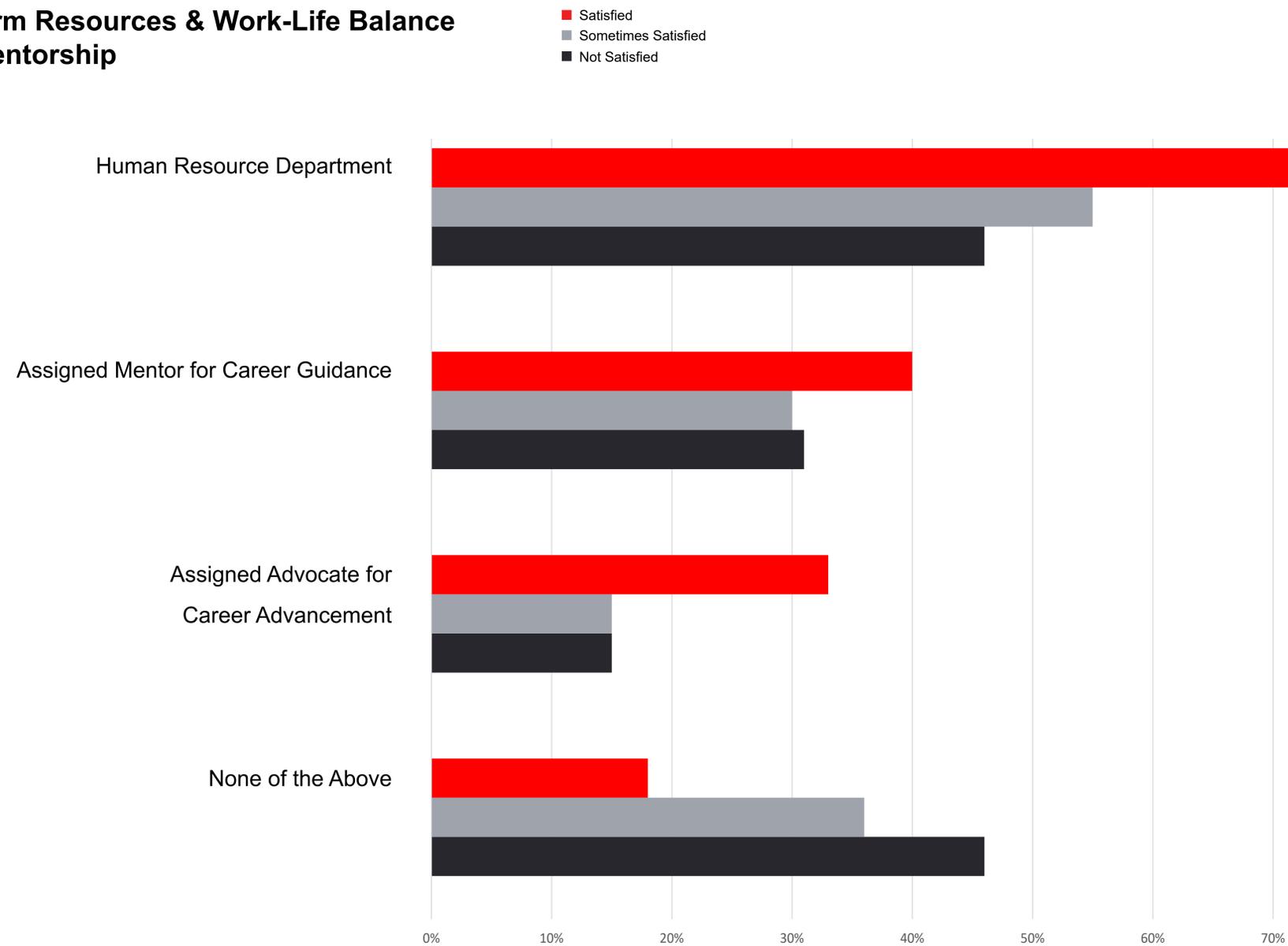
Years at Company & Work-Life Balance

Responsibility Level & Work-Life Balance

Firm Size & Work-Life Balance



Firm Resources & Work-Life Balance Mentorship



What Workplace Provisions Support Work-Life Balance?

Company Provisions & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

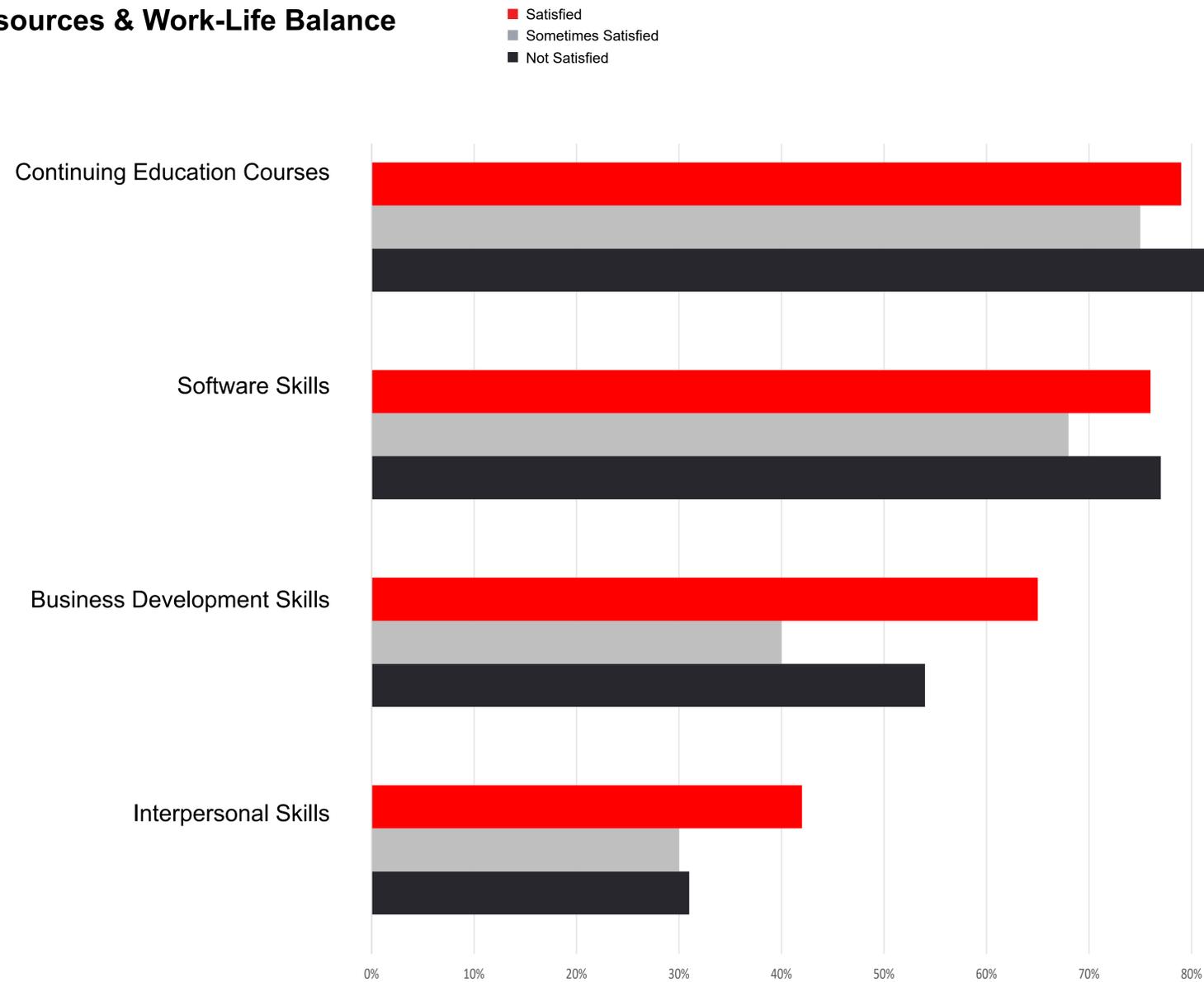
Survey response ratios isolated into separate profile studies per company provisions revealed several correlations*:

- Greater positive response to managing a work-life balance when company provides a Human Resource Department.
- Greater positive response to managing a work-life balance when company provides an assigned mentor.
- Greater positive response to managing a work-life balance when company provides an assigned advocate.
- Greater negative response to managing a work-life balance when company provides none of the above.

*Correlation does not certify causation.



Firm Resources & Work-Life Balance Training



What Workplace Provisions Support Work-Life Balance?

Company Provisions & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

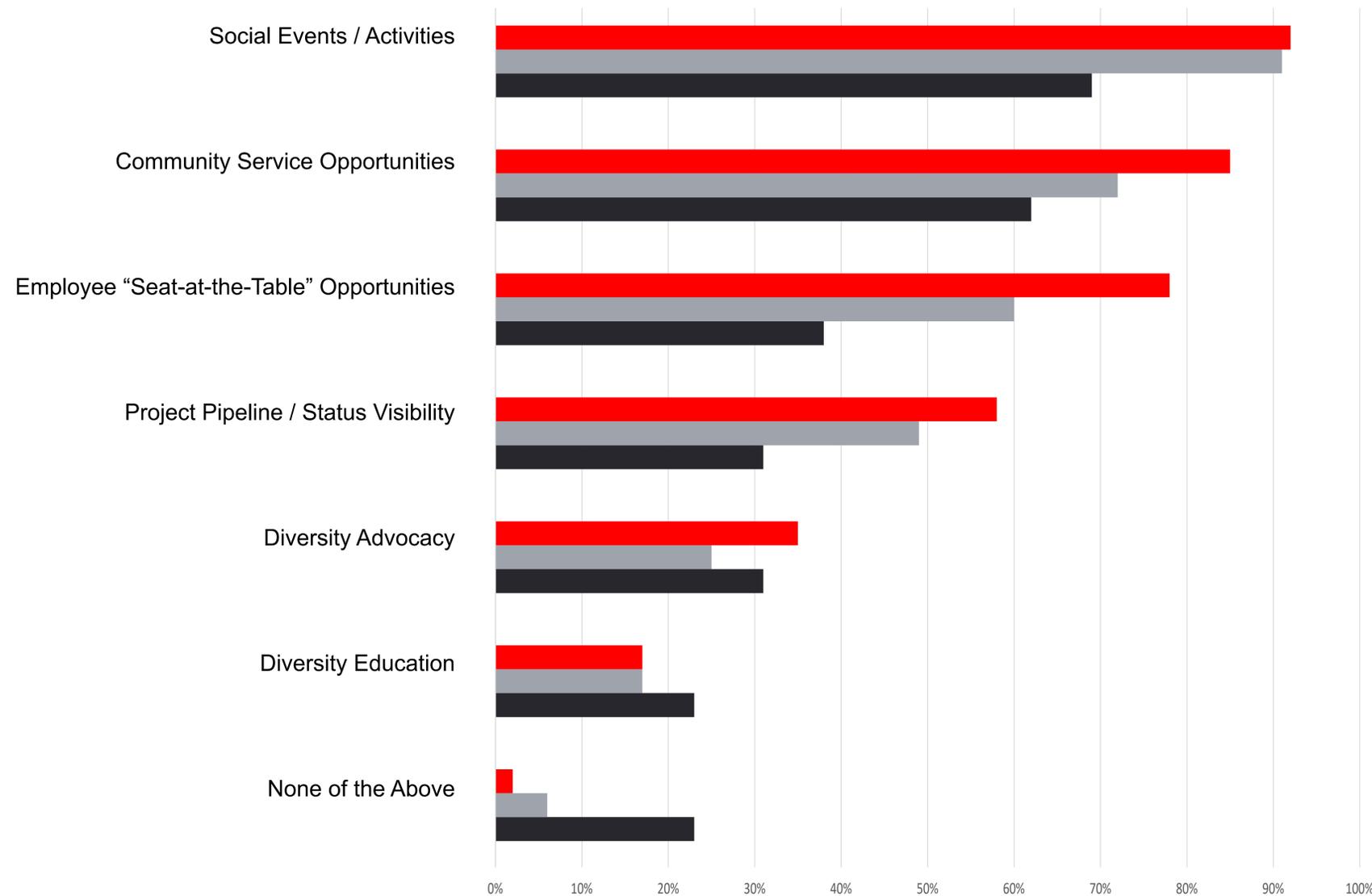
Survey response ratios isolated into separate profile studies per company provisions revealed several correlations*:

- Greater positive response to managing a work-life balance when company provides business development training.
- Greater positive response to managing a work-life balance when company provides interpersonal skills training.

*Correlation does not certify causation.

Firm Resources & Work-Life Balance Inclusion

■ Satisfied
■ Sometimes Satisfied
■ Not Satisfied



What Workplace Provisions Support Work-Life Balance?

Company Provisions & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

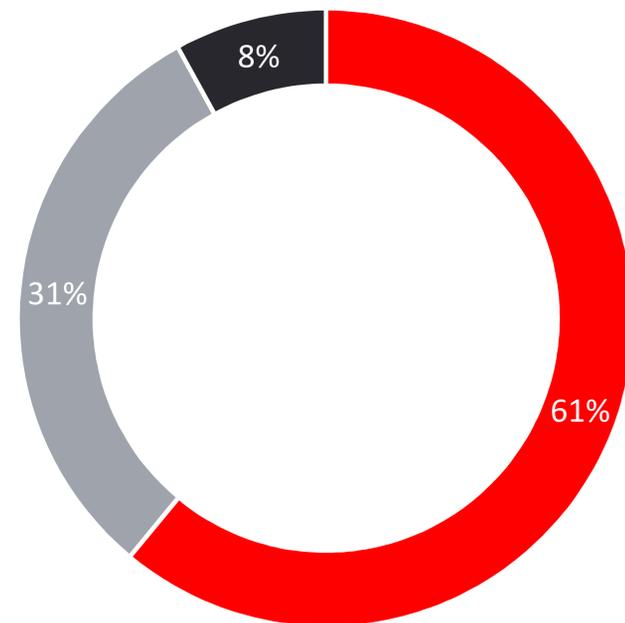
Survey response ratios isolated into separate profile studies per company provisions revealed several correlations*:

- Greater positive response to managing a work-life balance when company provides social events/activities.
- Greater positive response to managing a work-life balance when company provides community service opportunities.
- Greater positive response to managing a work-life balance when company provides "seat-at-the-table" opportunities (ex: participating in project interviews, company culture committees, other office committees).
- Greater positive response to managing a work-life balance when company provides project pipeline/status visibility.
- Greater positive response to managing a work-life balance when company provides diversity advocacy.

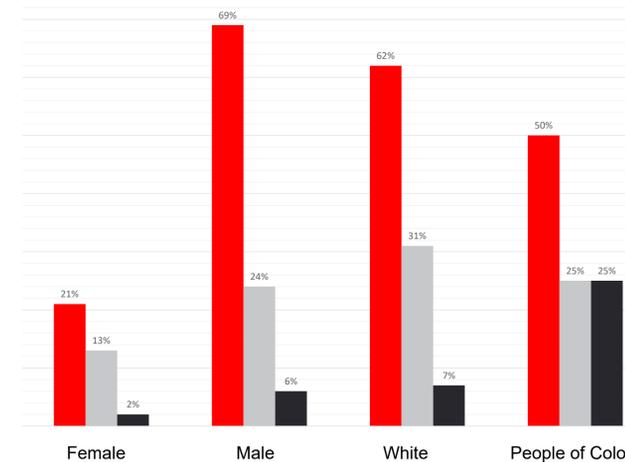
*Correlation does not certify causation.

Satisfactory Work-Life Balance

Total Survey Response

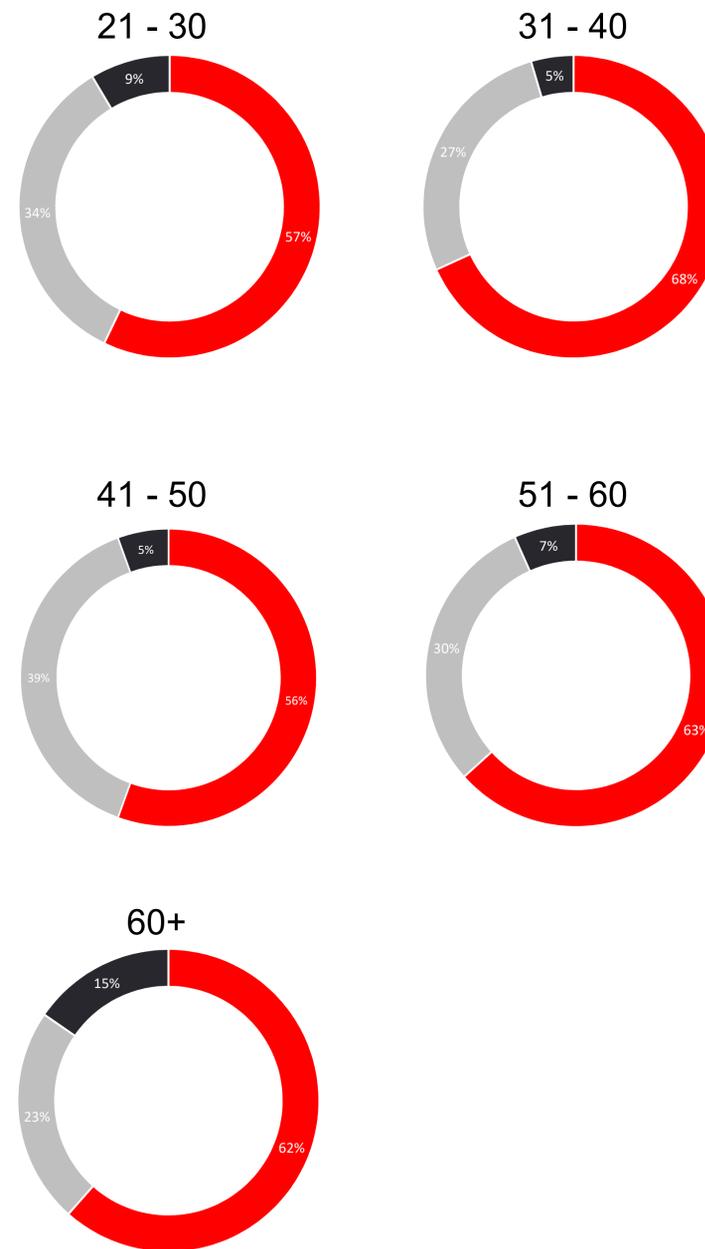


Gender & Ethnicity



■ Satisfied
■ Sometimes Satisfied
■ Not Satisfied

Age



What Workplace Provisions Support Work-Life Balance?

Demographics & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

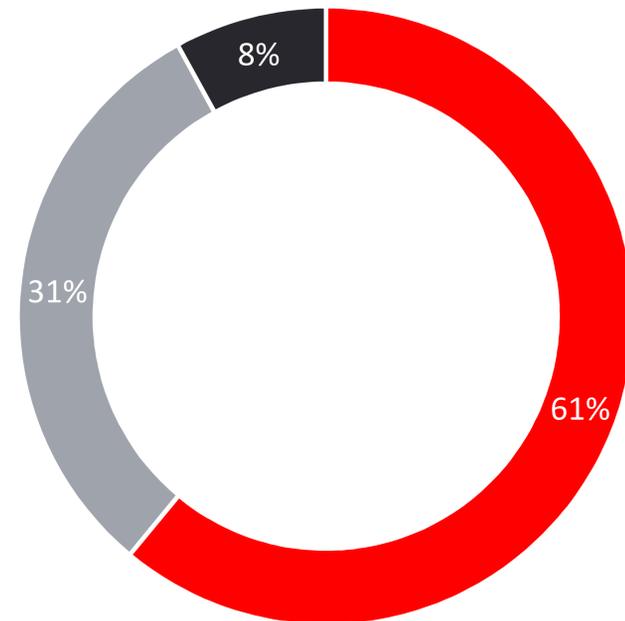
Survey response ratios isolated into separate profile studies by age, gender and ethnicity revealed:

- Similar percentage of positive responses across all ages. Greatest positive response provided by 31 - 40 year-old survey participants.
- Greater percentage of positive responses among male participants than percentage of female participants.
- Greater percentage of positive response among white participants than percentage of people of color* participants.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

Satisfactory Work-Life Balance

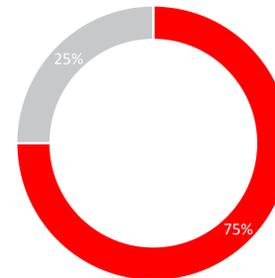
Total Survey Response



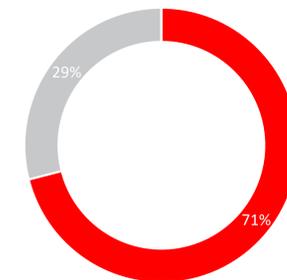
■ Satisfied
■ Sometimes Satisfied
■ Not Satisfied

Typical Work Week

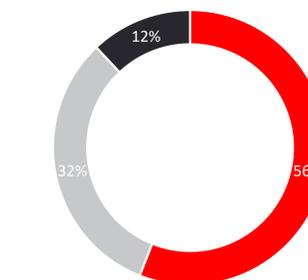
Less Than 40 Hours



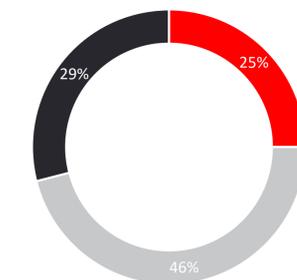
Equal to 40 Hours



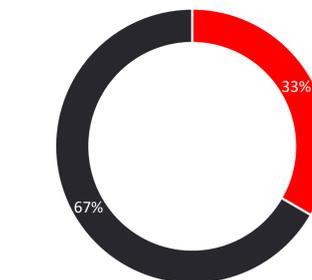
More than 40 Hours



More than 50 Hours



More than 60 Hours



What Workplace Provisions Support Work-Life Balance?

Typical Hour Commitment & Work-Life Balance

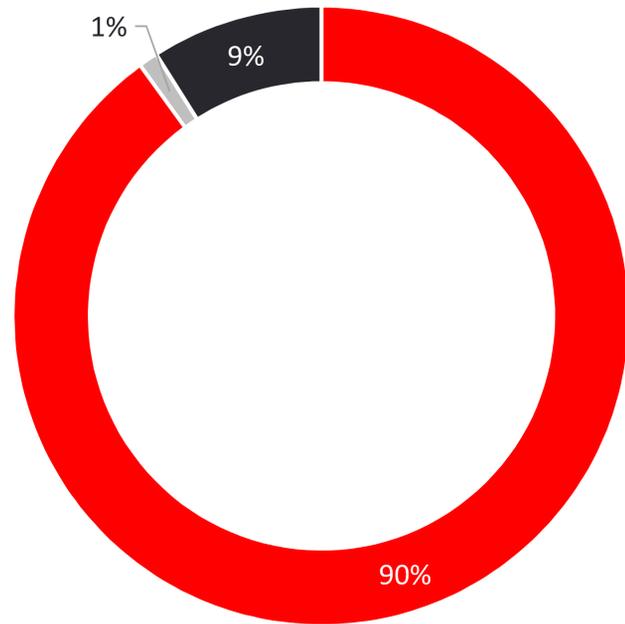
The majority of survey participants reported positively on managing a work-life balance.

Survey response ratios isolated into separate profile studies per typical hours per week work commitment revealed varying positions on achieving work-life balance:

- Majority of participants working up to 40 hours or less report positively to managing a work-life balance.
- Participants working over 40 hours per week less likely to report work-life balance than participants working typical weeks of 40 hours or less.
- Majority of survey participants working typical weeks of more than 50 hours a week did not report positively to managing work-life balance.
- Majority of survey participants working typical weeks of more than 60 hours a week reported negatively to managing work-life balance.

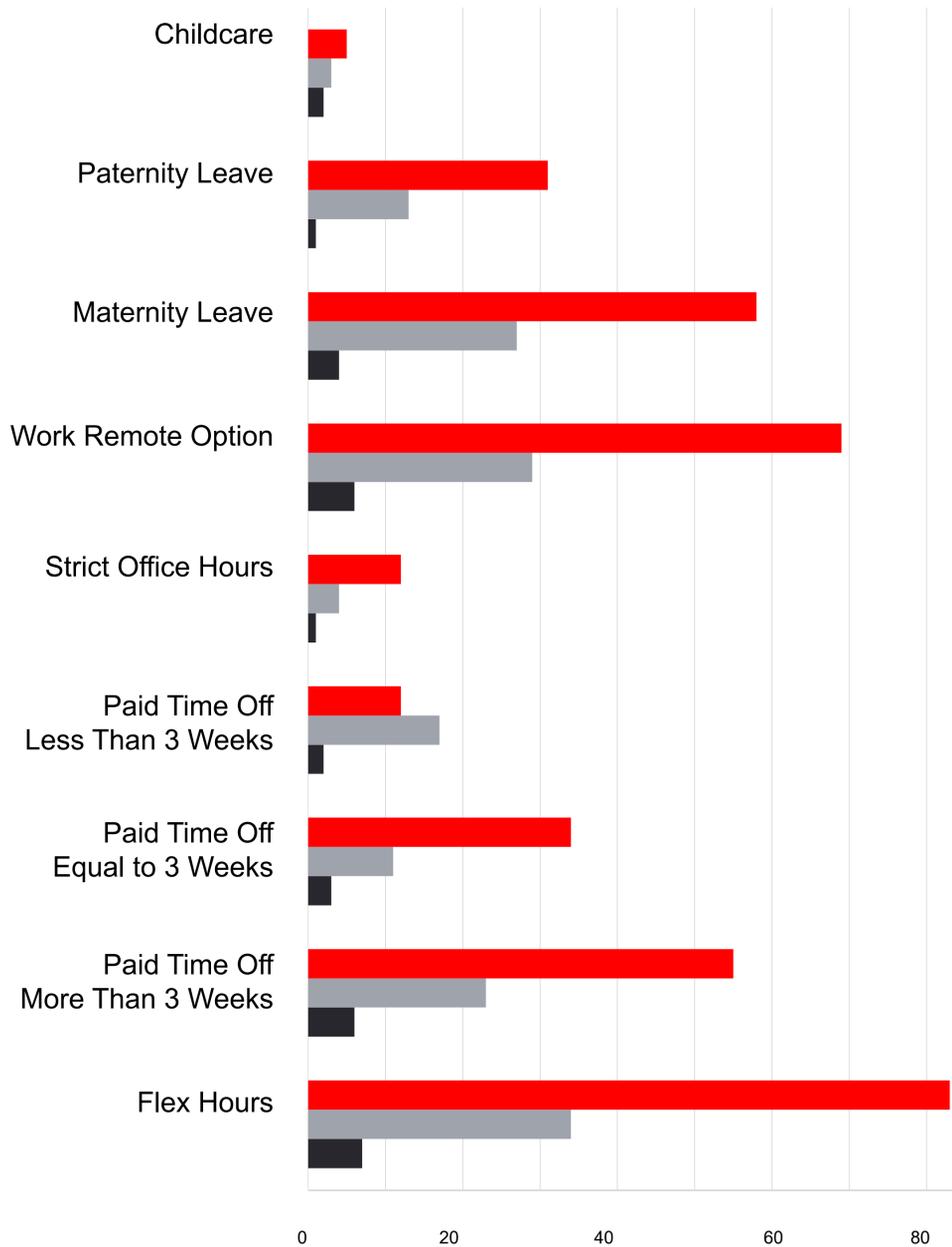
Firm Supports Flexibility for Family

Total Survey Response



■ Yes
■ Sometimes
■ No

Top Provided Flexibility Benefits & Work-Life Balance



What Workplace Provisions Support Work-Life Balance?

Flexibility & Work-Life Balance

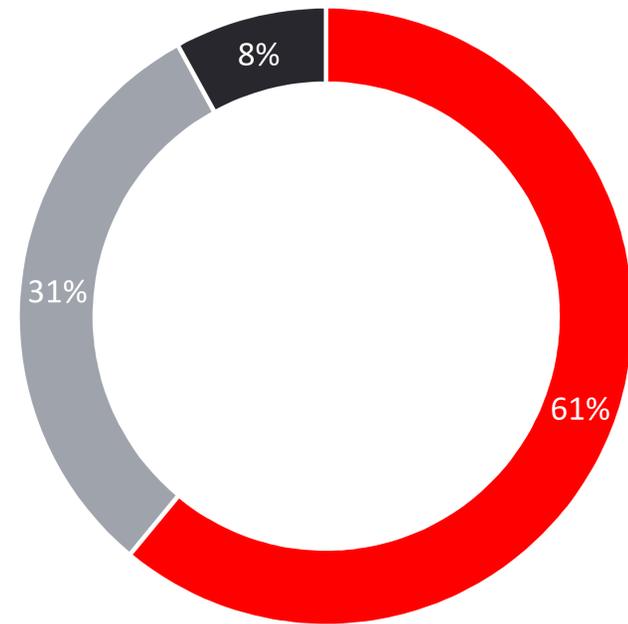
The majority of survey participants reported their current companies support flexibility for family obligations.

Survey responses indicated flex hours and work-remote options as more common flexibility options than maternity/paternity leave and childcare.



Satisfactory Work-Life Balance

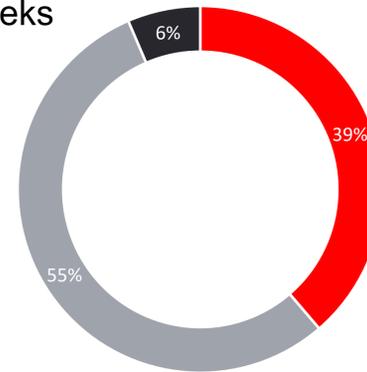
Total Survey Response



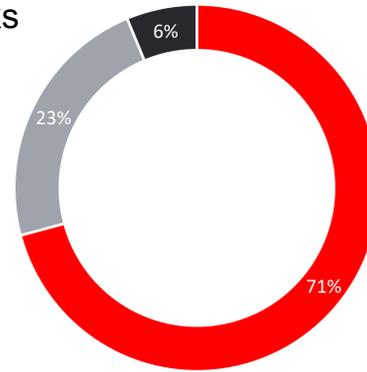
- Satisfied
- Sometimes Satisfied
- Not Satisfied

Paid Time Off

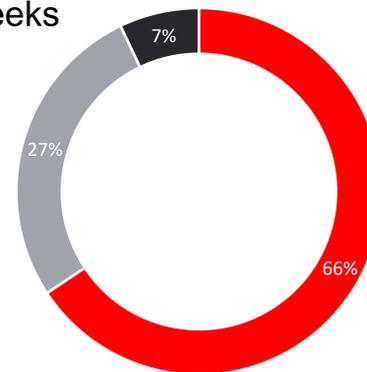
Less Than 3 Weeks



Equal to 3 Weeks



More Than 3 Weeks



What Workplace Provisions Support Work-Life Balance?

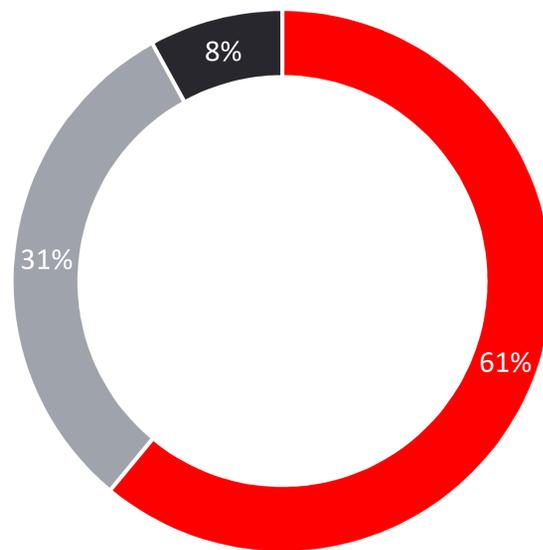
Paid Time Off & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

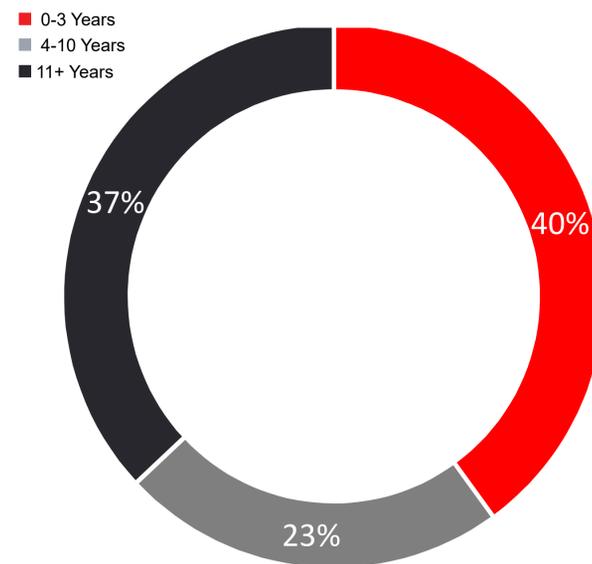
Survey response ratios isolated into separate profile studies per weeks of paid time off revealed a greater positive response among participants with 3 weeks or more of paid time off.

Satisfactory Work-Life Balance

Total Survey Response

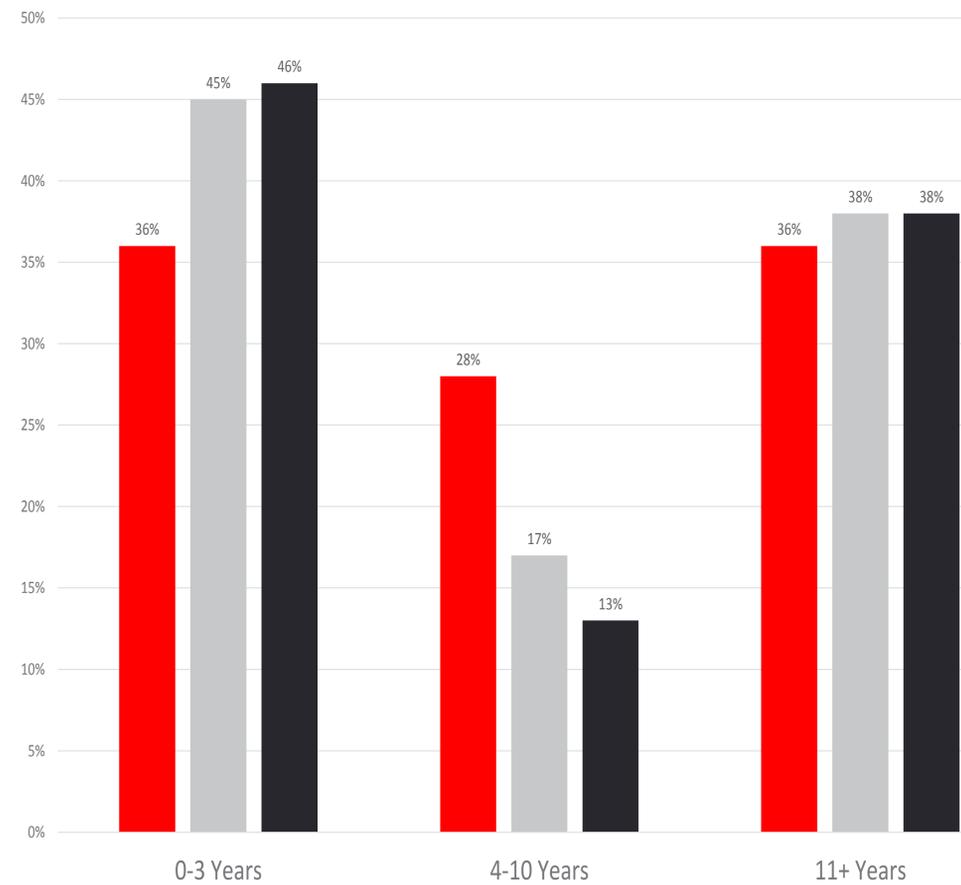


Total Survey Response Years at Current Company



■ Satisfied
■ Sometimes Satisfied
■ Not Satisfied

Years at Current Company & Work-Life Balance



What Workplace Provisions Support Work-Life Balance?

Years at Company & Work-Life Balance

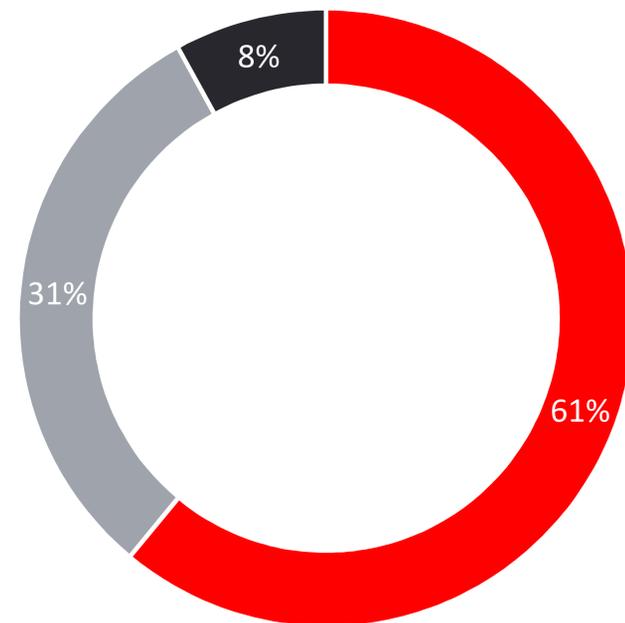
The majority of survey participants reported positively on managing a work-life balance.

Survey response ratios isolated into separate profile studies per years at the same company revealed:

- Greater percentage of positive response on managing a work-life balance within the profile study group of people having worked 4-10 years at their current company
- Greater percentage of negative response on managing a work-life balance within profile study group of people have worked 0-3 years at their company
- Similar percentage of positive and negative response on managing a work-life balance within profile study group of 11+ years at their company

Satisfactory Work-Life Balance

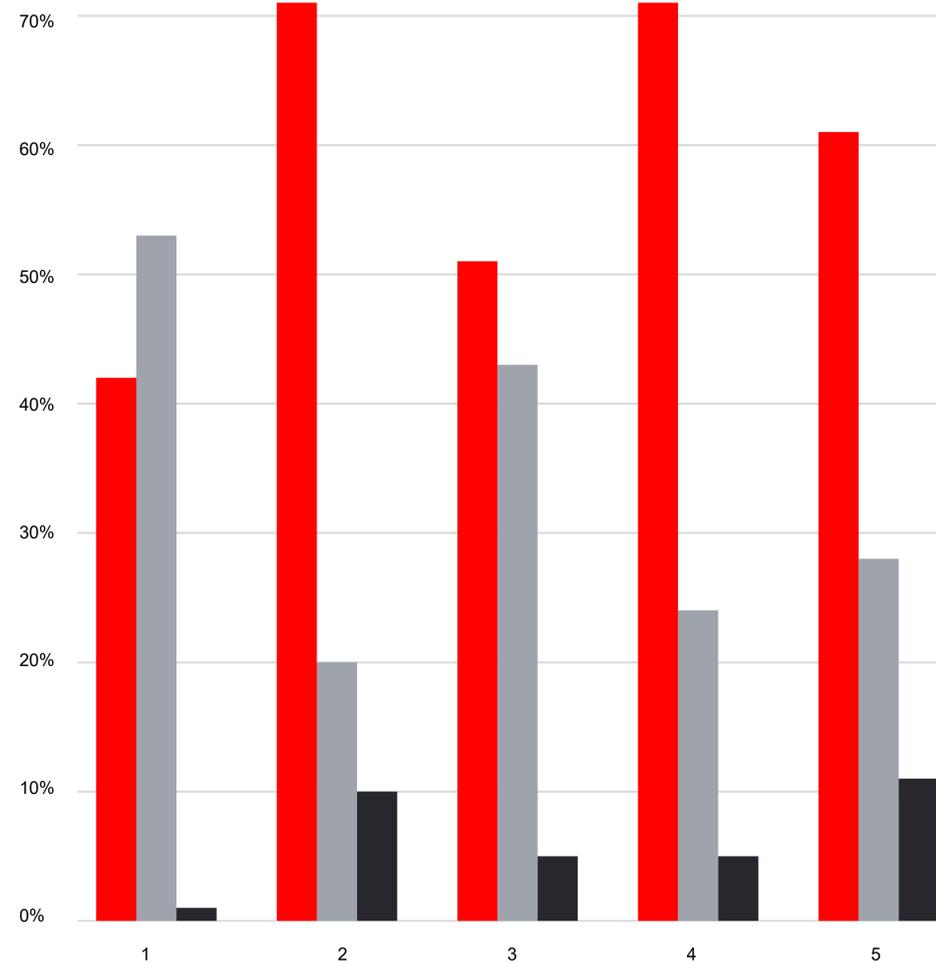
Total Survey Response



- Satisfied
- Sometimes Satisfied
- Not Satisfied

Responsibility Rating & Work-Life Balance

- 5 - I primarily lead company development.
- 4 - I sometimes lead company development and sometimes lead project teams.
- 3 - I primarily lead project teams.
- 2 - I sometimes follow the direction of others, and sometimes lead project teams.
- 1 - I primarily follow the direction of others.



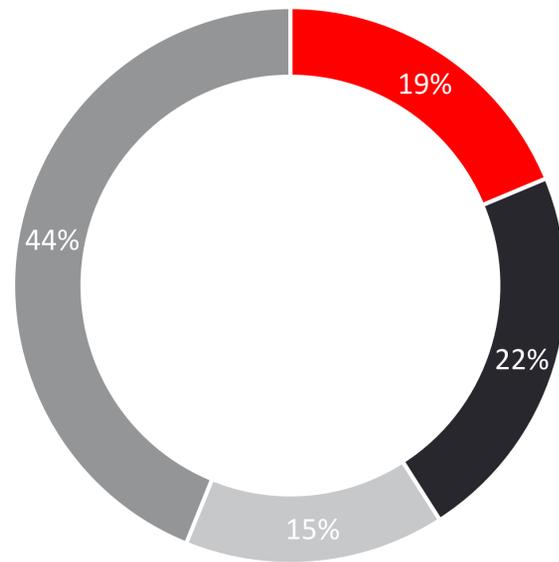
What Workplace Provisions Support Work-Life Balance?

Responsibility Level & Work-Life Balance

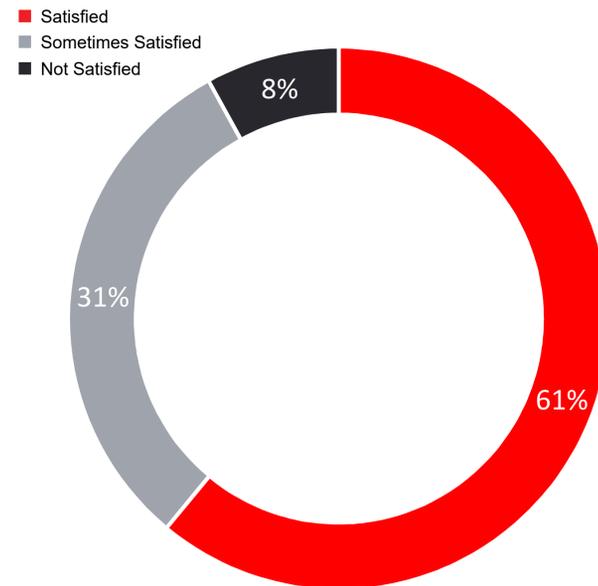
The majority of survey participants reported positively on managing a work-life balance.

Survey response ratios isolated into separate profile studies per responsibility level revealed greater percentages of positive responses among participants with dynamic roles of varying job responsibility (rating levels 2 and 4).

Total Survey Response

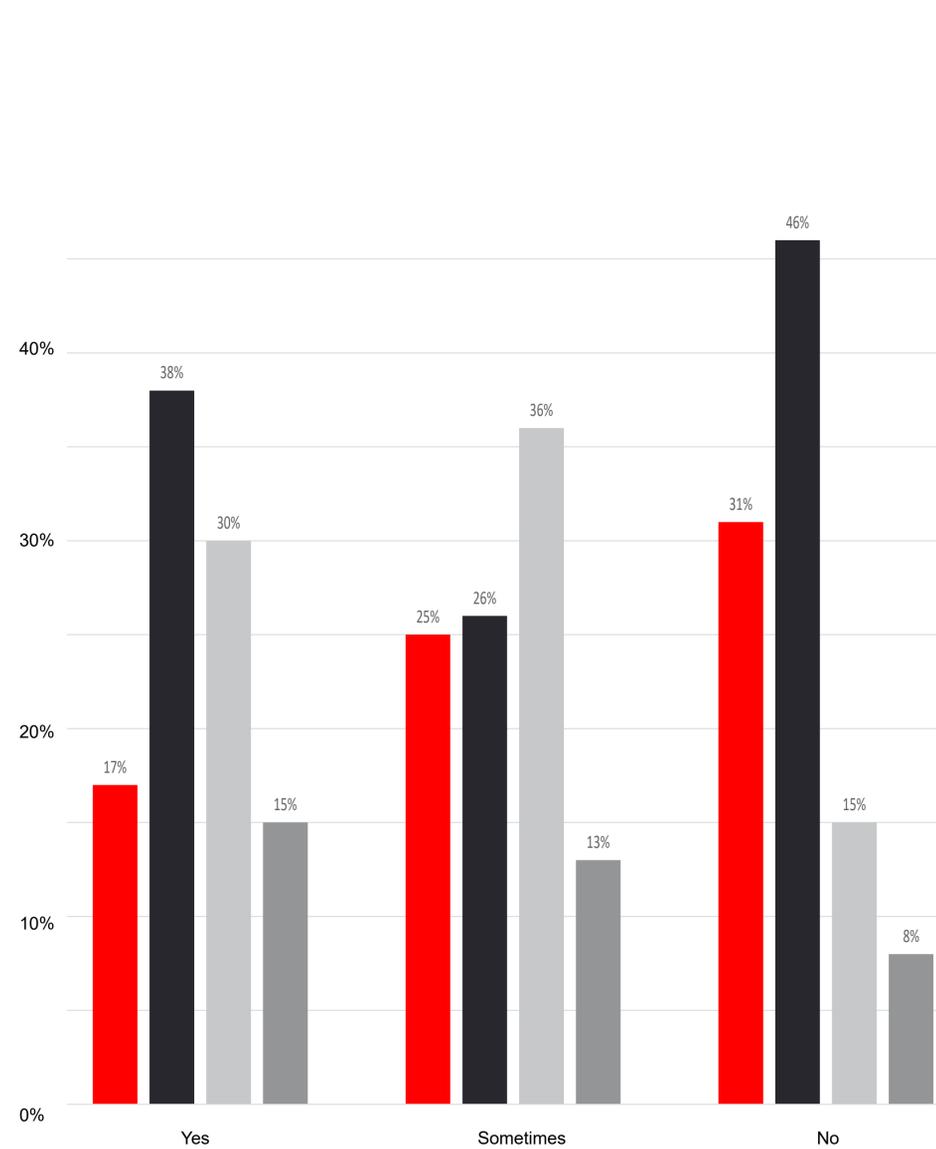


Total Survey Response Satisfactory Work-Life Balance



■ 1 - 20
■ 21 - 50
■ 51 - 100
■ 100+

Firm Size & Satisfactory Work-Life Balance



What Workplace Provisions Support Work-Life Balance?

Firm Size & Work-Life Balance

The majority of survey participants reported positively on managing a work-life balance.

Survey response ratios isolated into separate profile studies per firm size revealed varying sentiments on managing a work-life balance:

- Greater negative than positive response on managing a satisfactory work-life balance among participants from firms smaller than 20 people
- Greater positive than negative response on managing a satisfactory work-life balance among participants from firms larger than 100+ people.
- High positive and negative response on managing a satisfactory work-life balance among mid-size firms.



How Do AIA Kansas City Members Engage Diversity?

The majority of AIA Kansas City responses reported an active or supportive level of engagement in diversity. This executive summary highlights the various ways participants advocate for diversity and inclusion: on a personal level, through company support, and/or through AIA Kansas City efforts. This section also highlights areas which participants have identified as most in need of improvement to promote diversity, inclusion, and equity in the profession.

Personal Advocacy & AIA Kansas City

Firm Size & Diversity Advocacy

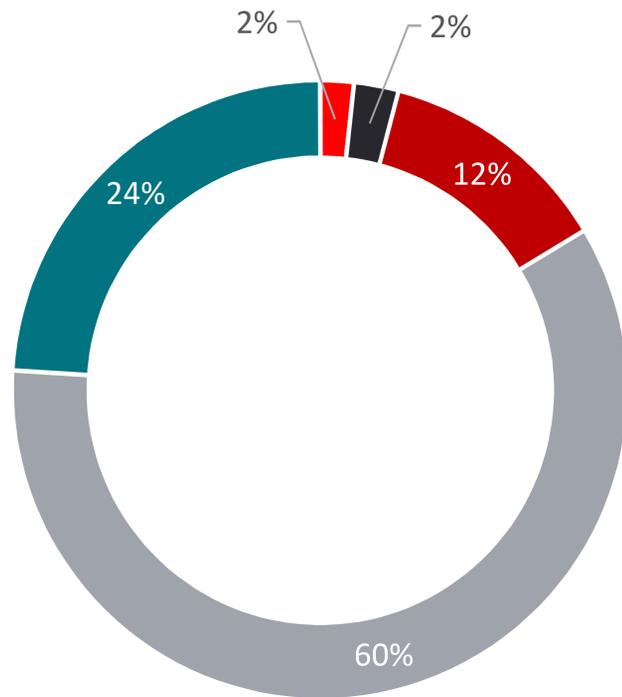
Leadership Representation

Job Responsibility By Demographic

Diversity Advocacy Top Issues

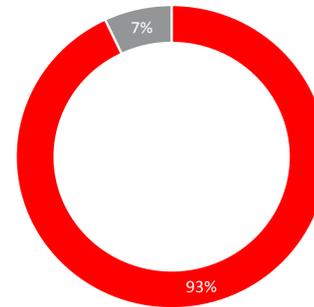
**Total Survey Response
Personal Advocacy Rating**

- 5 - I am passionate and actively advocating.
- 4 - I am supportive but not actively advocating.
- 3 - I am neutral.
- 2 - I am not interested in advocating.
- 1 - I am against advocating.

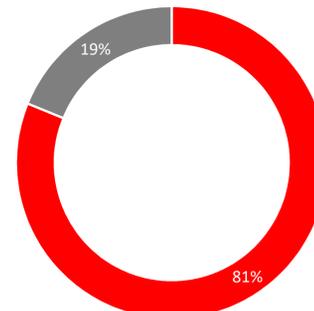


- Yes
- No

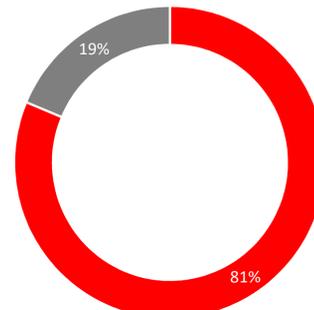
Should AIA Kansas City Advocate Diversity in Architecture?



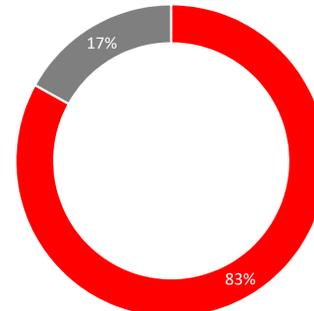
Are You Comfortable Advocating Diversity Inside Your Company?



Are You Comfortable Advocating Diversity Outside Your Company?



Do You See Diversity as Important in Your Network?



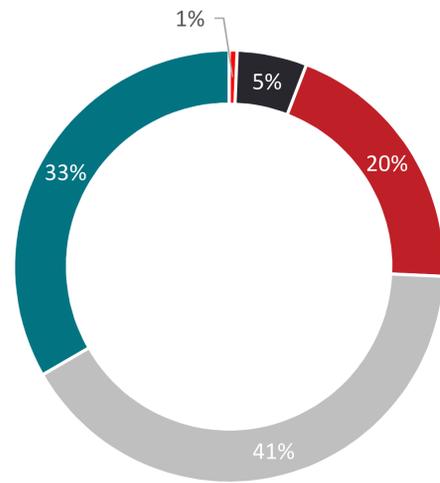
How Do AIA Kansas City Members Engage Diversity?

Personal Advocacy & AIA Kansas City

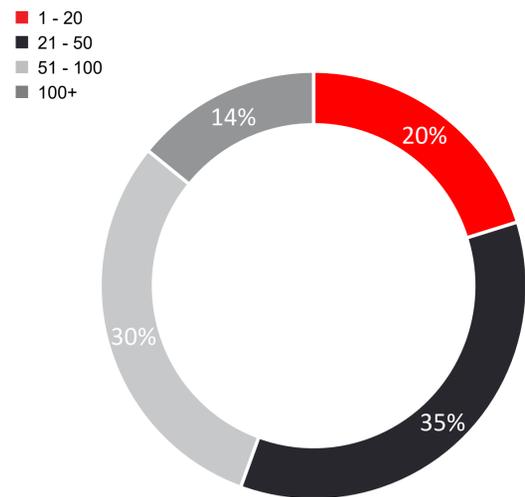
The majority of survey participants reported positively on supporting diversity advocacy in architecture and positively in support of AIA Kansas City actively promoting diversity in architecture.

Company Advocacy and Firm Size

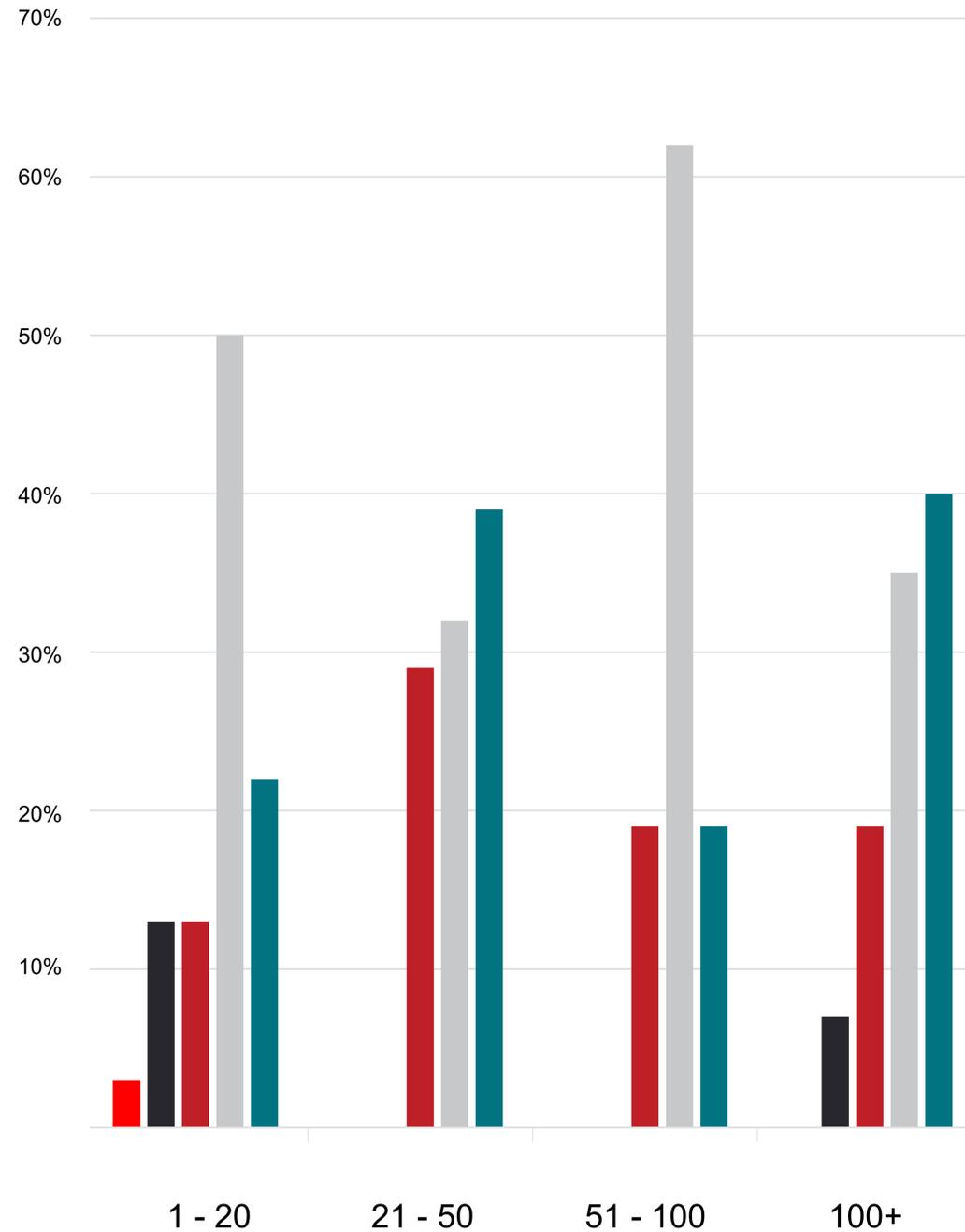
**Total Survey Response
Company Advocacy Rating**



**Total Survey Response
Firm Size Representation**



- 5 - My company is passionate and actively advocating.
- 4 - My company is supportive but not actively advocating.
- 3 - My company is neutral.
- 2 - My company is not interested in advocating.
- 1 - My company is against advocating.



How Do AIA Kansas City Members Engage Diversity?

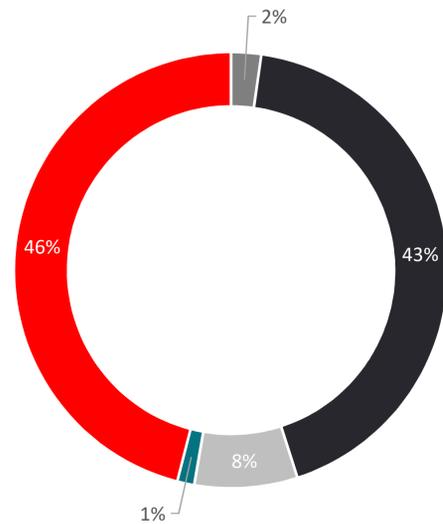
Firm Size & Diversity Advocacy

The majority of survey participants reported their current companies are either supportive or actively advocating for diversity in architecture.

Analysis of survey data suggests larger firms may be more likely to actively advocate for diversity in architecture while smaller firms may be more likely to be supportive, but not actively advocating for diversity.

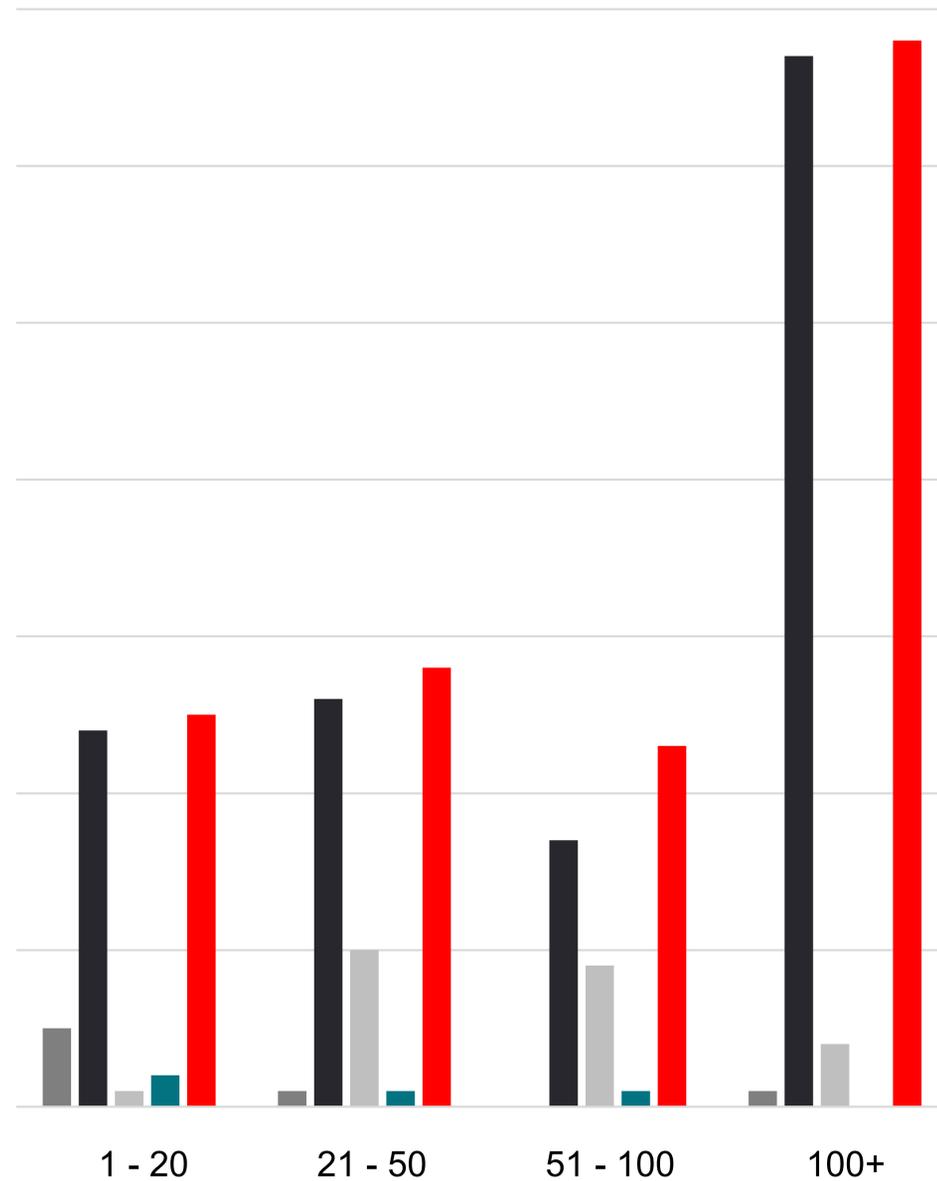
Leadership Demographics

Total Survey Response



- More women than men in leadership.
- More men than women in leadership.
- Equal gender representation in leadership.
- More people of color in leadership.
- More white people in leadership.

Leadership Demographics By Firm Size



How Do AIA Kansas City Members Engage Diversity?

Leadership Representation

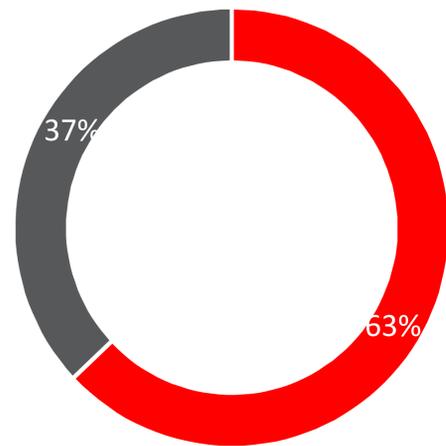
Demographic survey data suggests diversity in leadership may vary per firm size:

- Survey data suggests that the majority of firm leaders are white across all firm sizes.
- Survey data suggests that the majority of firm leaders are male across all firm sizes.
- Survey data suggests women are more likely to be leaders of firms of less than 20 people.
- Survey data suggests equal gender representation in leadership is more likely in mid-size firms.

Job Responsibility Gender and Ethnicity Study

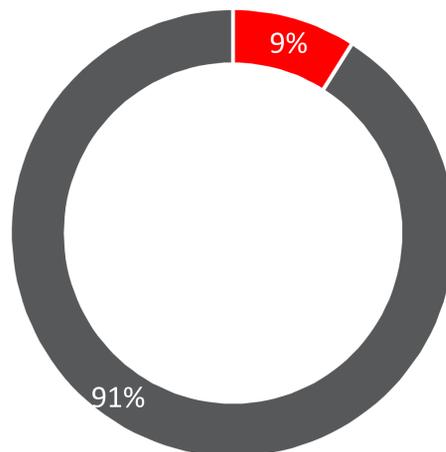
Total Survey Response By Gender

■ Male ■ Female



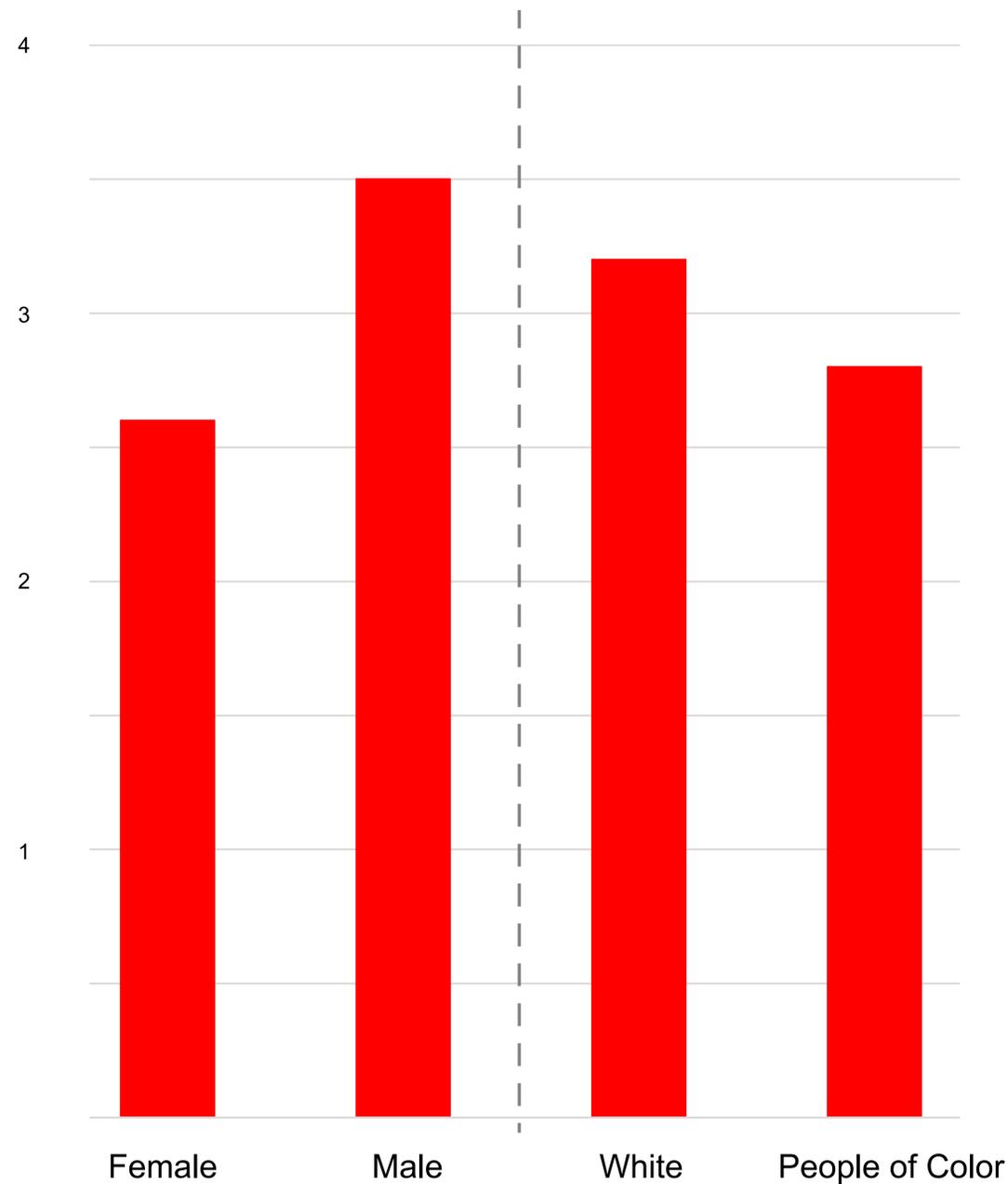
Total Survey Response By Ethnicity

■ People of Color ■ White



5 - I primarily lead company development.
 4 - I sometimes lead company development and sometimes lead project teams.
 3 - I primarily lead project teams.
 2 - I sometimes follow the direction of others, and sometimes lead project teams.
 1 - I primarily follow the direction of others.

Job Responsibility (Average Response)



How Do AIA Kansas City Members Engage Diversity?

Job Responsibility By Demographic

Demographic survey data suggests job responsibility may vary depending on gender or ethnicity:

- Survey data suggests men may be more likely to possess greater job responsibility than women in the industry.
- Survey data suggests white people may be more likely to possess greater job responsibility than people of color* in the architecture industry.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

**Top Diversity Issues
Total Survey Response**

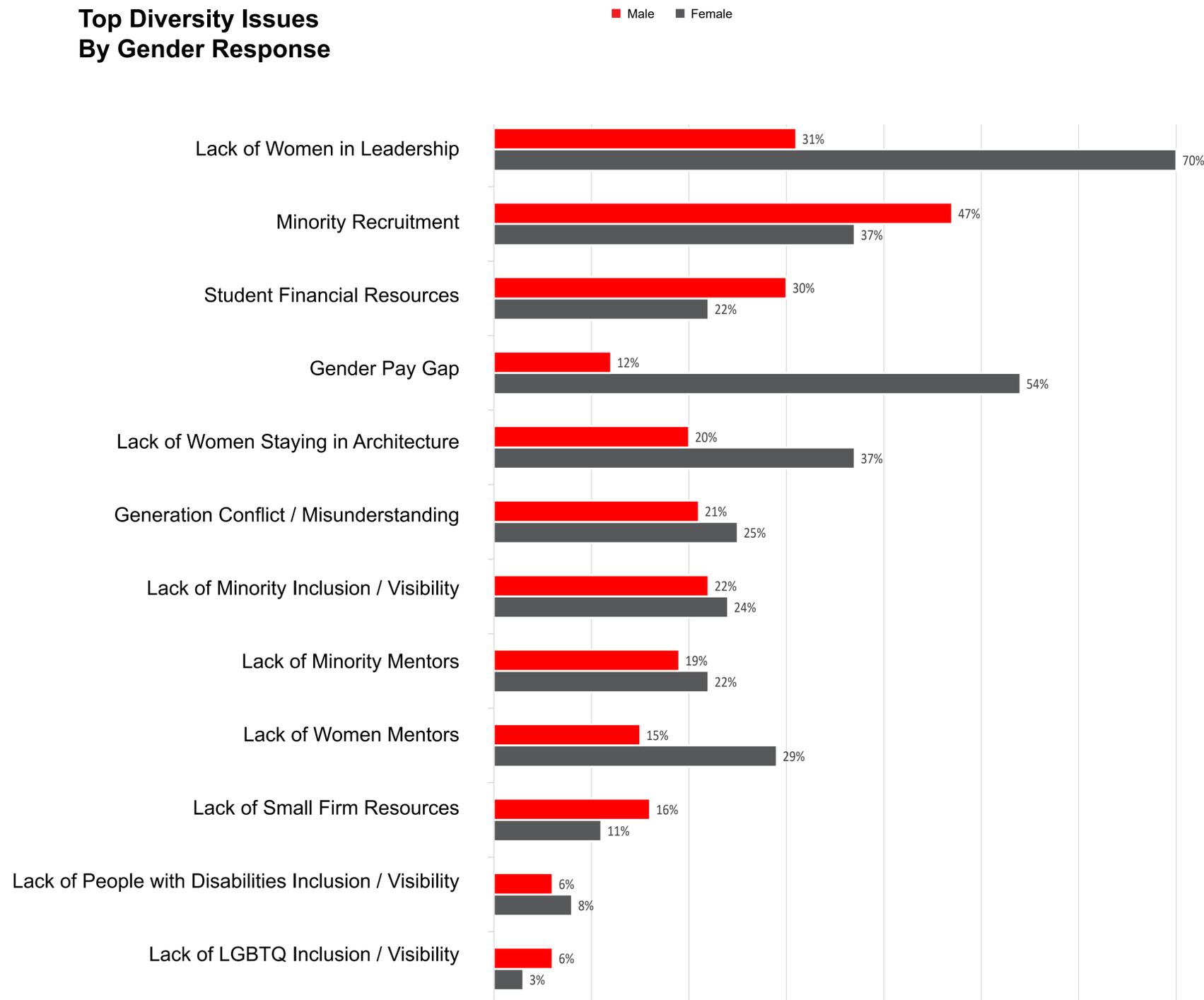


**How Do AIA Kansas City
Members Engage Diversity?**

Diversity Advocacy Top Issues

Survey responses revealed lack of women in leadership, minority recruitment, student financial resources, and the gender pay gap as the top pressing issues for diversity advocacy.

Top Diversity Issues By Gender Response



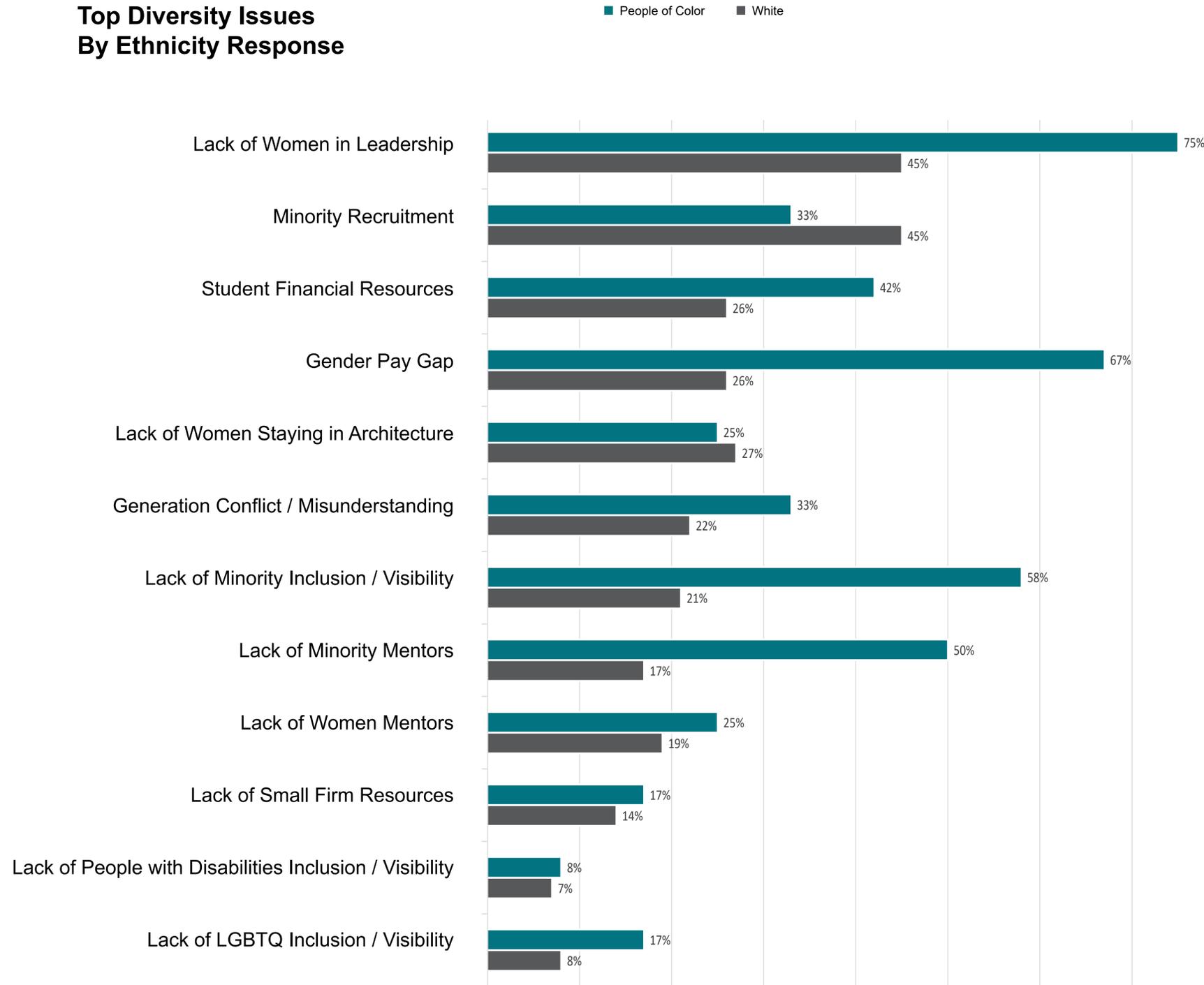
How Do AIA Kansas City Members Engage Diversity?

Diversity Advocacy Top Issues By Gender

Survey responses isolated into separate profile studies by gender revealed the priority of top pressing issues facing diversity varied per gender perspective:

- Male participants identified minority recruitment, lack of women in leadership, and student financial resources as the top pressing issues facing diversity.
- Female participants identified lack of women in leadership, gender pay gap, minority recruitment, and lack of women staying in architecture as the top pressing issues facing diversity.

**Top Diversity Issues
By Ethnicity Response**



**How Do AIA Kansas City
Members Engage Diversity?**

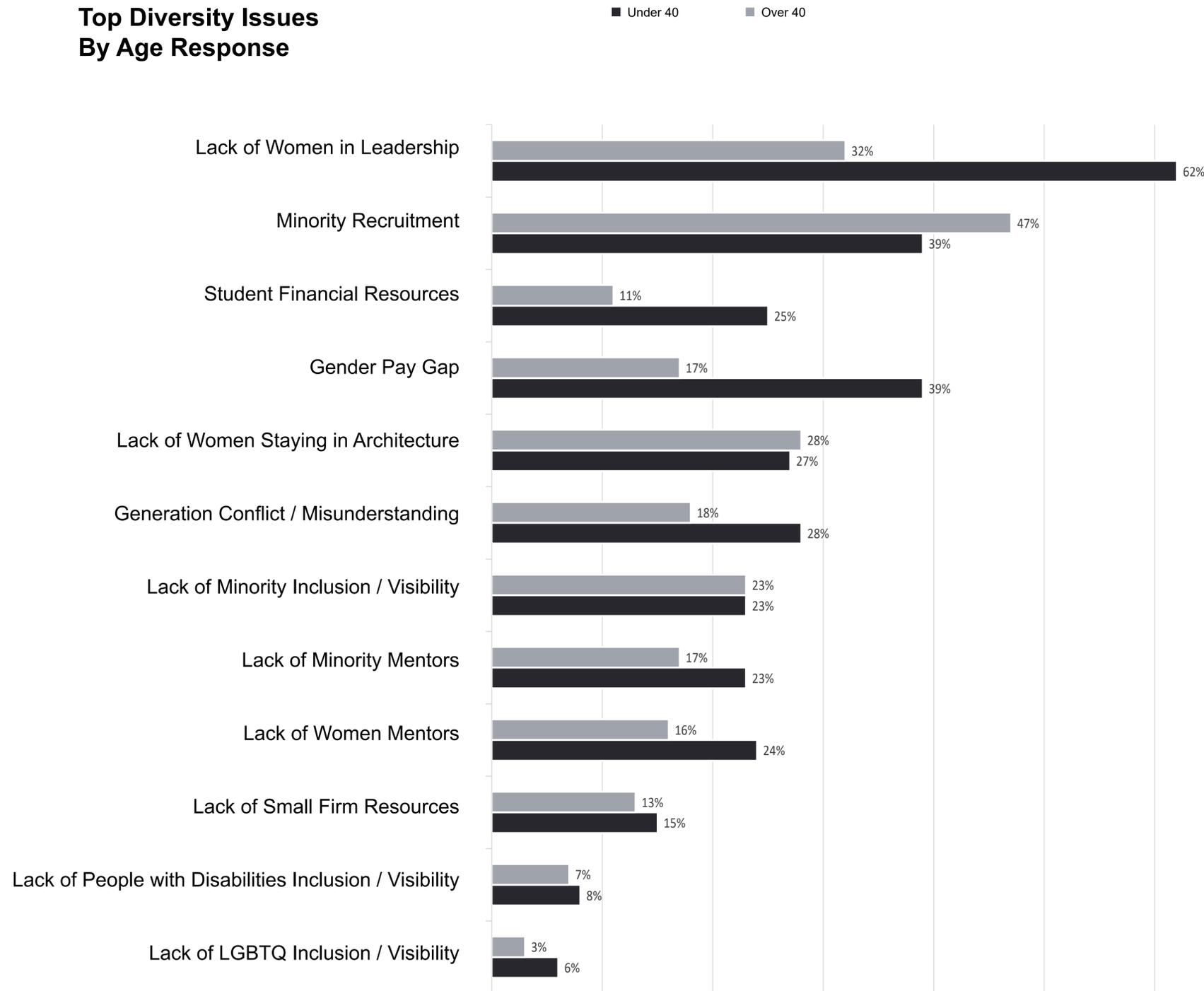
Diversity Advocacy Top Issues By Ethnicity

Survey responses isolated into separate profile studies by ethnicity revealed the priority of top pressing issues facing diversity varied per ethnicity perspective:

- People of color* participants identified lack of women in leadership, gender pay gap, and lack of minority inclusion/visibility as the top pressing issues facing diversity.
- White participants identified lack of women in leadership, minority recruitment, and lack of women staying in architecture as the top pressing issues facing diversity.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

**Top Diversity Issues
By Age Response**



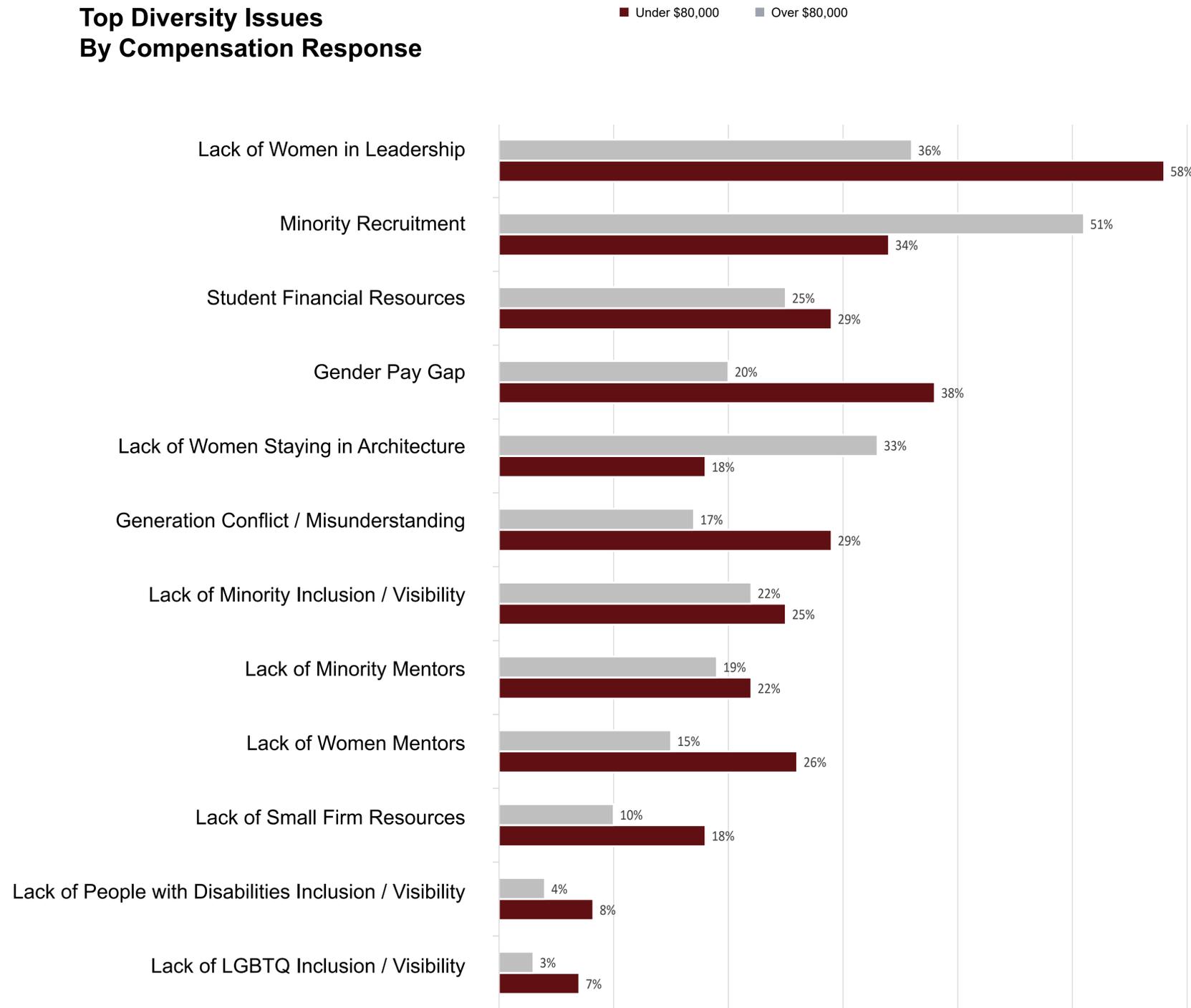
**How Do AIA Kansas City
Members Engage Diversity?**

Diversity Advocacy Top Issues By Age

Survey responses isolated into separate profile studies by age revealed the priority of top pressing issues facing diversity varied per age perspective:

- Survey participants under age forty (40) identified lack of women in leadership, gender pay gap, and minority recruitment as the top pressing issues facing diversity.
- Survey participants over age forty (40) identified minority recruitment, lack of women in leadership, and lack of women staying in architecture as the top pressing issues facing diversity.

**Top Diversity Issues
By Compensation Response**



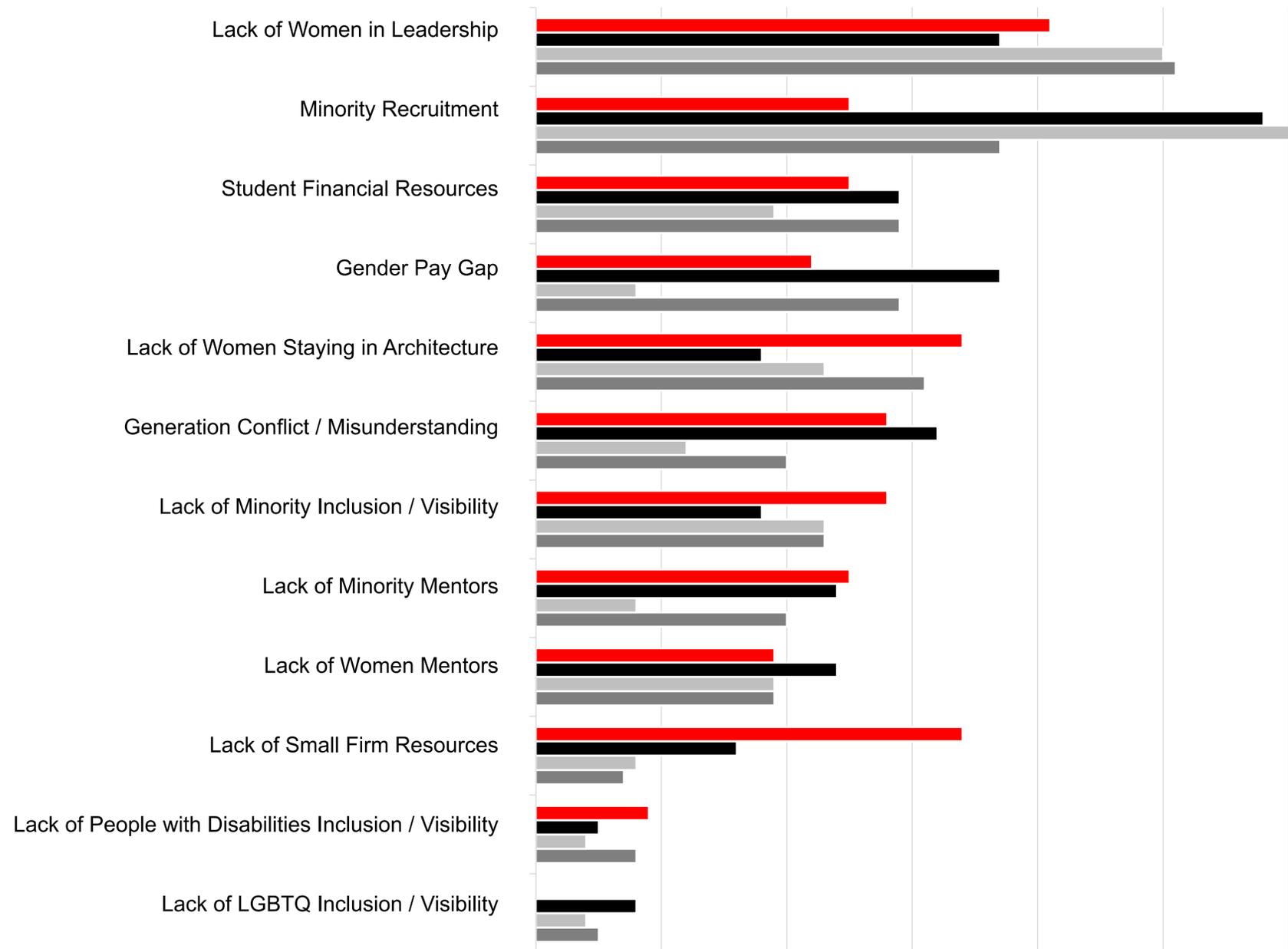
**How Do AIA Kansas City
Members Engage Diversity?**

Diversity Advocacy Top Issues By Compensation

Survey responses isolated into separate profile studies by compensation revealed the priority of top pressing issues facing diversity varied per compensation perspective:

- Survey participants earning under \$80,000 identified lack of women in leadership, gender pay gap, and minority recruitment as the top pressing issues facing diversity.
- Survey participants earning over \$80,000 identified minority recruitment, lack of women in leadership, and lack of women staying in architecture as the top pressing issues facing diversity.

**Top Diversity Issues
By Firm Size Response**



**How Do AIA Kansas City
Members Engage Diversity?**

Diversity Advocacy Top Issues By Firm Size

Survey responses isolated into separate profile studies by firm size revealed the priority of top pressing issues facing diversity varied per firm size perspective:

- Survey participants from firms less than 20 people identified the lack of women in leadership, the lack of small firm resources, and the lack of women staying in architecture as the top pressing issues facing diversity.
- Survey participants from firms between 20 - 50 people identified minority recruitment, the lack of women in leadership, and gender pay gap as the top pressing issues facing diversity.
- Survey participants from firms between 50 - 100 people identified minority recruitment, the lack of women in leadership, the lack of minority inclusion/visibility, and the lack of women staying in architecture as the top pressing issues facing diversity.
- Survey participants from firms greater than 100+ people identified the lack of women in leadership, minority recruitment, and the lack of women staying in architecture as the top pressing issues facing diversity.



What Equity Issues Remain Unclear?

The AIA Kansas City Equity in Architecture 2017 Survey responses exposed mixed feelings on several subjects within the questionnaire. This executive summary shares what issues may be worth further investigation and discussion within our membership and community.

Perception of Personal Bias

Compensation Gap Perception By Demographic

Reported Compensation By Demographic

Compensation Gap Perception By Firm Size

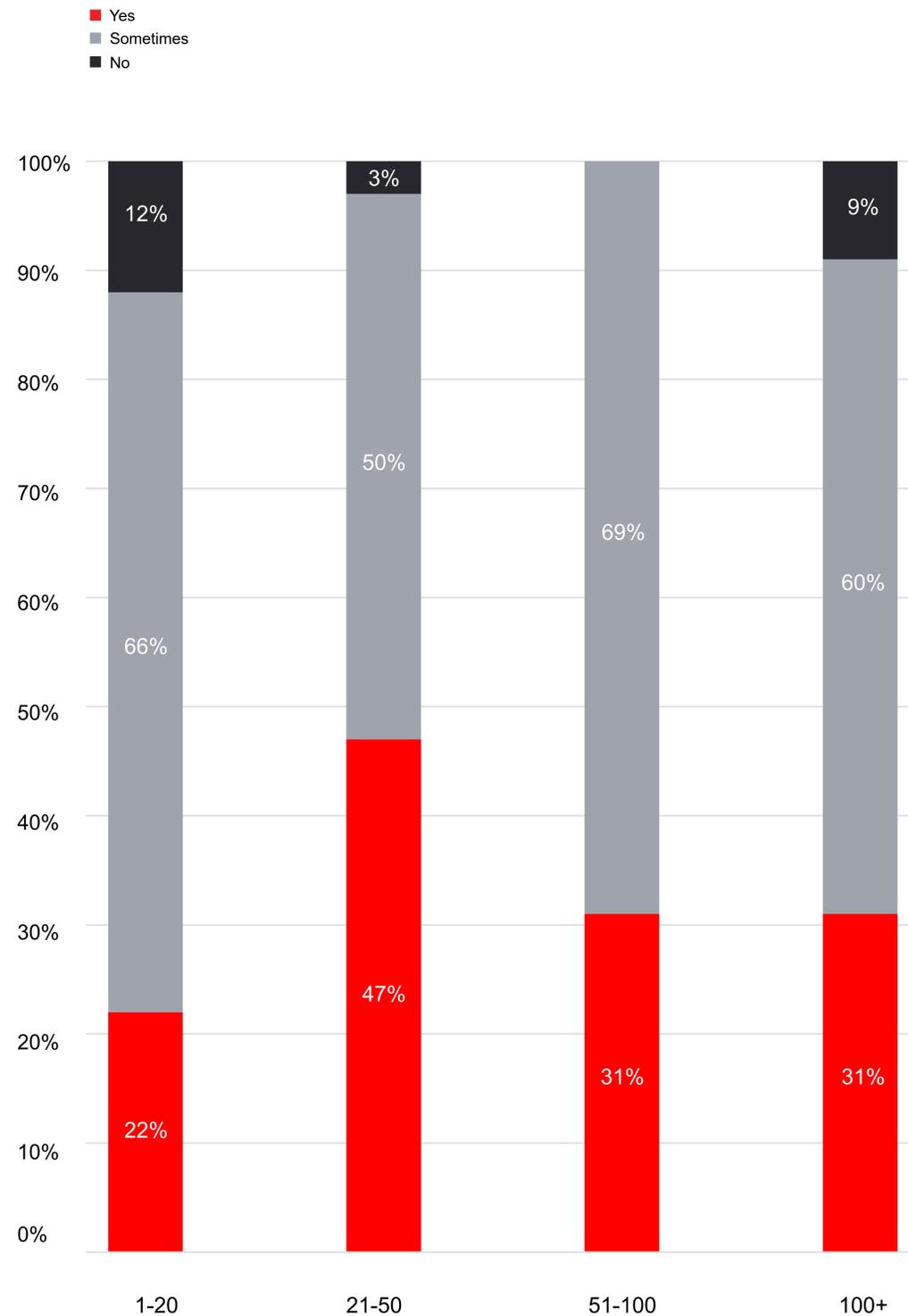
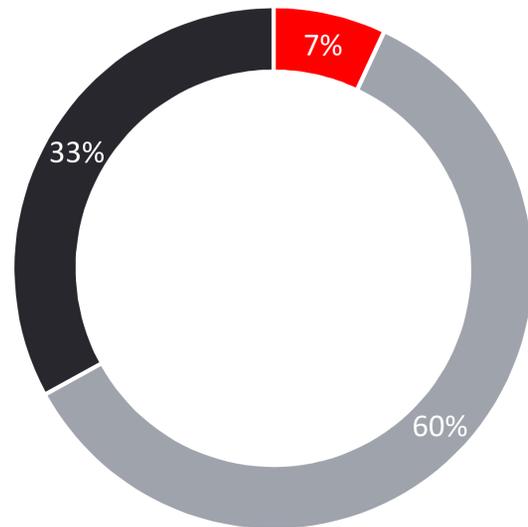
Compensation Transparency

Workplace Environment & Diversity

Rising into Leadership vs. Starting Own Firm

Perception of Bias in Promotion, Hiring, and Pay

Total Survey Response



What Equity Issues Remain Unclear?

Perception of Personal Bias

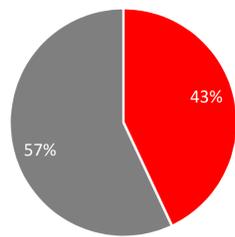
The majority of survey participants reported personal bias may sometimes influence hiring, compensation, and job promotion.

Analysis of survey data suggests participants from firms of over 100+ people or under 20 people are less likely to perceive personal bias than participants from firms between 20 - 100 people.

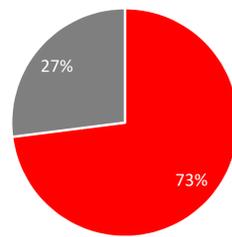
Pay Gap Perception By Gender & Ethnicity

■ Yes
■ No

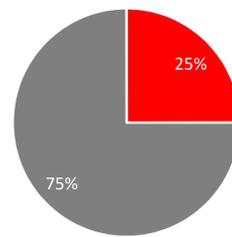
GENDER PAY GAP



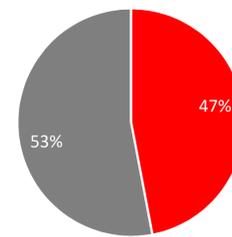
Female



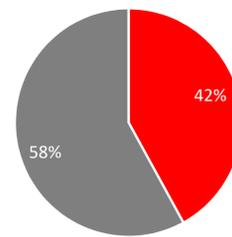
Male



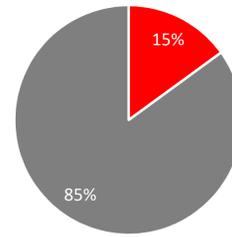
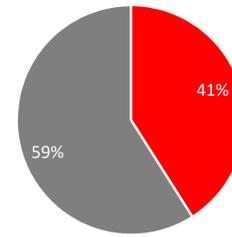
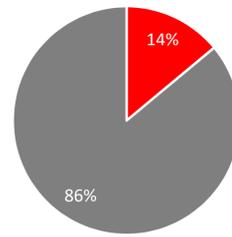
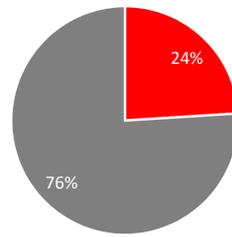
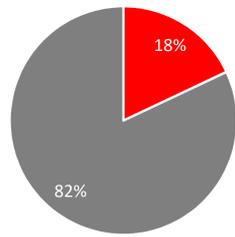
People of color



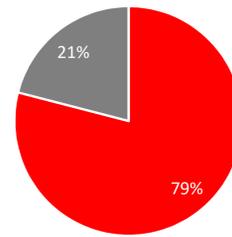
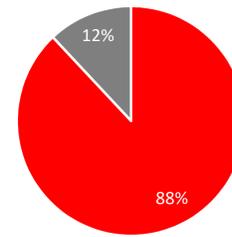
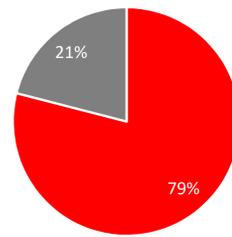
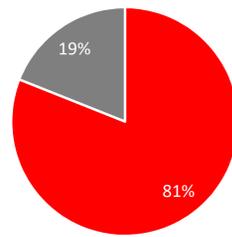
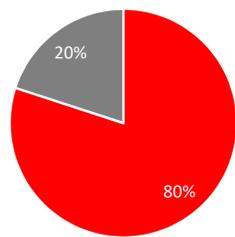
White



ETHNICITY PAY GAP



FIRM SIZE PAY GAP



What Equity Issues Remain Unclear?

Compensation Gap Perception By Demographic

Survey participants reported varying perceptions on compensation discrepancy when asked to consider gender pay gap, ethnicity pay gap, and firm size pay gap.

Response ratios isolated into separate profile studies by gender, ethnicity, and firm size revealed varying perceptions:

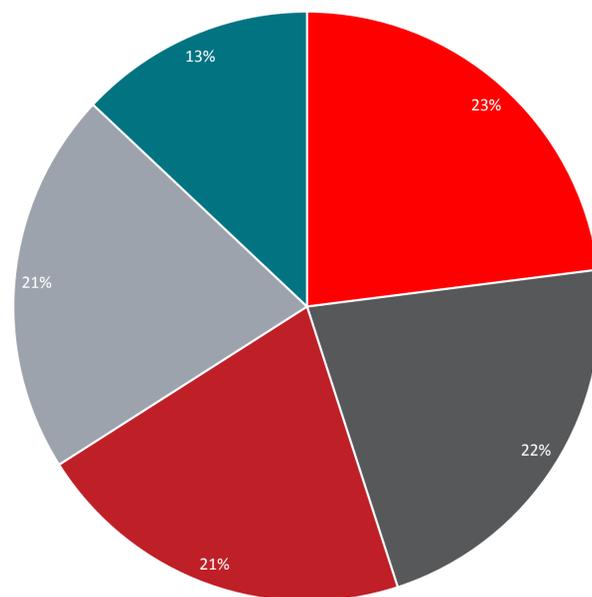
- Greater percentage of female participants perceive a gender pay gap than percentage of male participants.
- Greater percentage of female participants perceive an ethnicity pay gap than percentage of male participants.
- Greater percentage of people of color* participants perceive an ethnicity pay gap than percentage of white participants.
- Majority of female participants perceive firm size pay gaps.
- Majority of male participants perceive firm size pay gaps.
- Majority of people of color* participants perceive firm size pay gaps.
- Majority of white participants perceive firm size pay gaps.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.



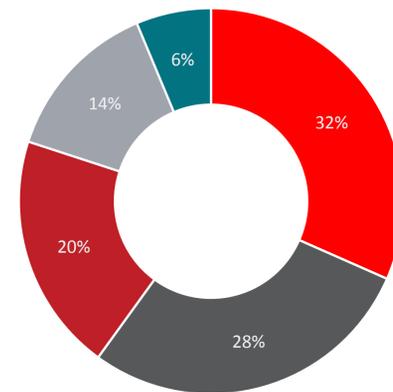
Reported Compensation

Total Survey Response

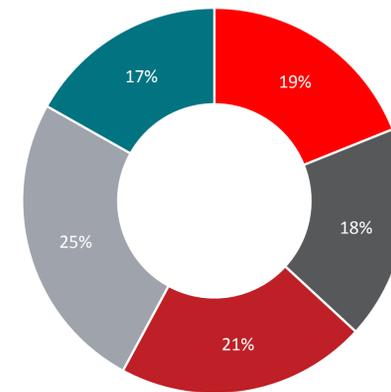


Gender

Female

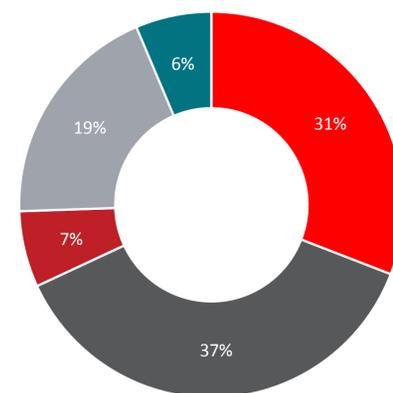


Male

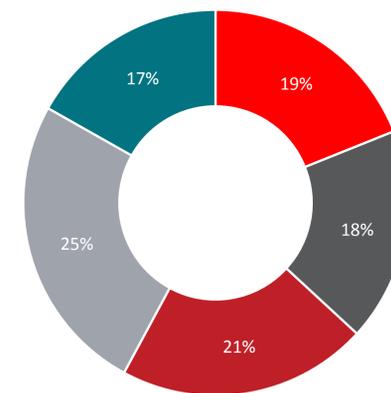


Ethnicity

People of color



White



What Equity Issues Remain Unclear?

Reported Compensation By Demographic

Survey responses suggest that demographic wage gaps may exist in our AIA Kansas City community:

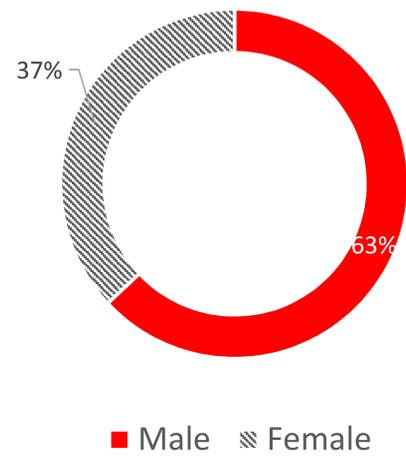
- Greater percentage of male participants earn more than \$100,000 than percentage of women participants.
- Greater percentage of white participants earn more than \$100,000 than percentage of people of color* participants.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

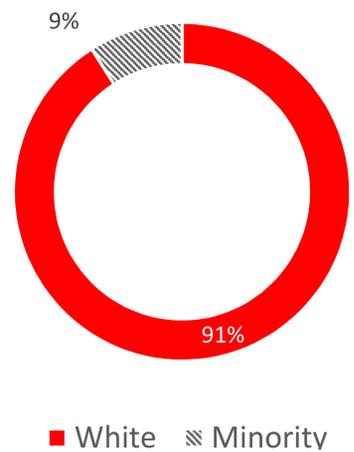
Reported Compensation Between \$80 - \$100K

■ Yes
■ No

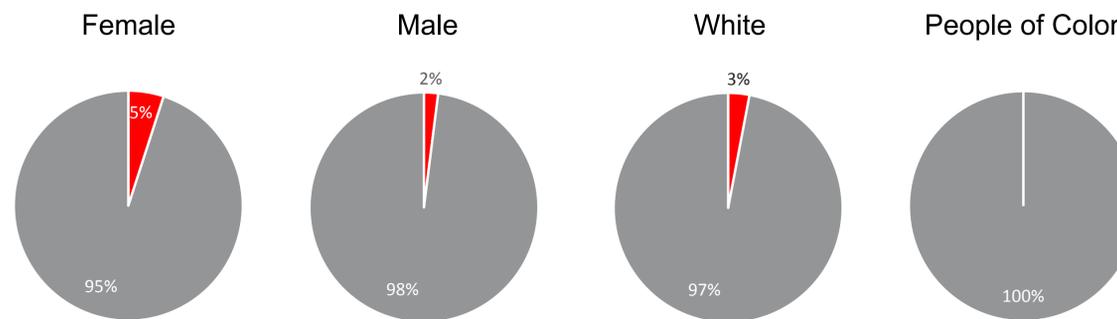
Total Survey Response Gender



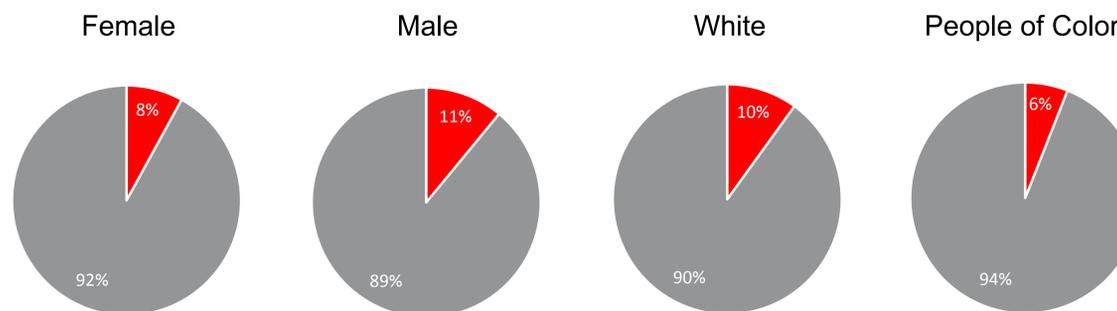
Total Survey Response Ethnicity



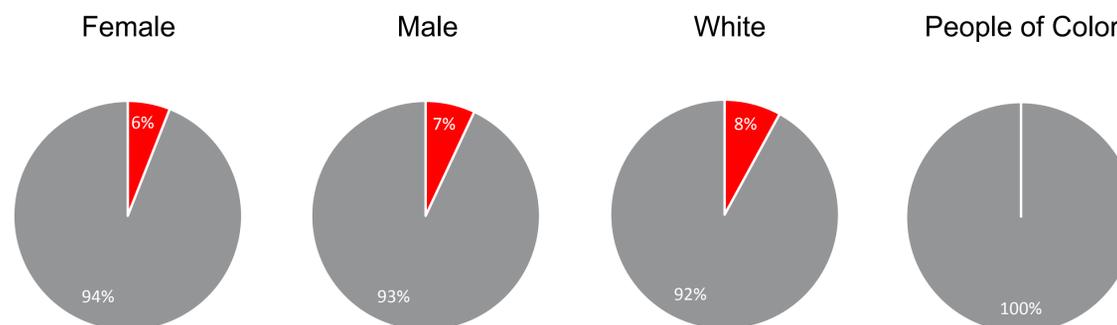
Less Than 10 Years Experience



10 - 20 Years Experience



20+ Years Experience



What Equity Issues Remain Unclear?

Reported Compensation By Demographic & Experience

Survey responses suggests that demographic wage gaps may exist in our AIA Kansas City community:

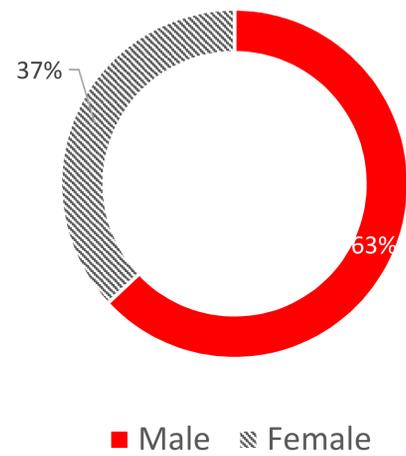
- Greater percentage of female participants earn between \$80,000 - \$100,000 than male participants under 10 years experience.
- Greater percentage of male participants earn between \$80,000 - \$100,000 than female participants after having at least 10 years experience.
- Greater percentage of white participants earn between \$80,000 - \$100,000 than people of color* participants after having at least 10 years experience.
- Similar percentage of male and female participants earn between \$80,000 - \$100,000 after having at least 20 years experience.
- Greater percentage of white participants earn between \$80,000 - \$100,000 than people of color* participants after having at least 20 years experience.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

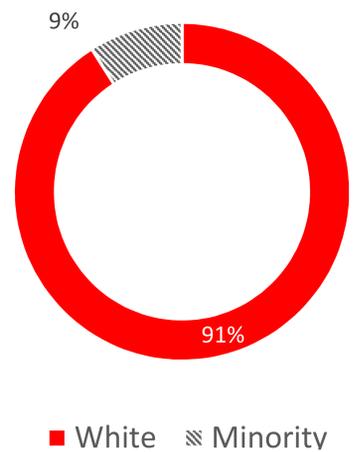
Reported Compensation More than \$100K

■ Yes
■ No

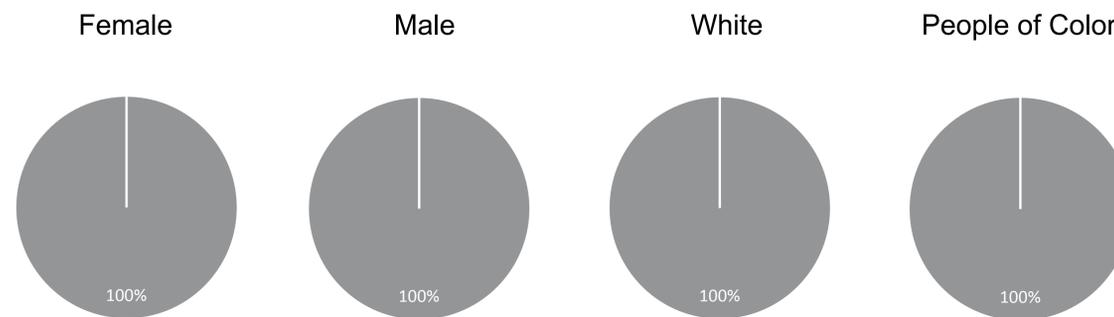
Total Survey Response Gender



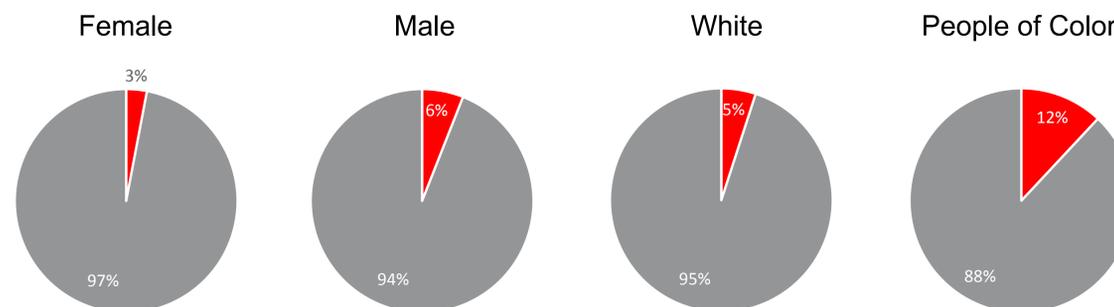
Total Survey Response Ethnicity



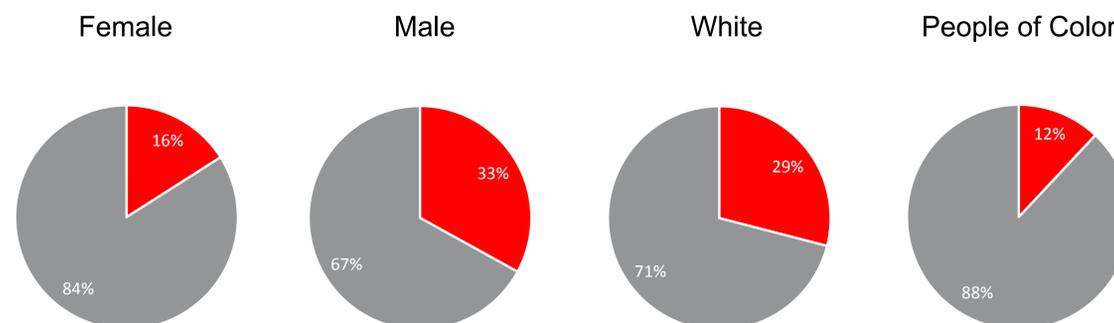
Less Than 10 Years Experience



10 - 20 Years Experience



20+ Years Experience



What Equity Issues Remain Unclear?

Reported Compensation By Demographic & Experience

Survey responses suggests that demographic wage gaps may exist in our AIA Kansas City community:

- Similar percentages of participants across both gender and ethnicity studies under 10 years experience with earnings of less than \$100,000.
- Greater percentage of male participants earn more than \$100,000 than female participants after having at least 10 years experience.
- Greater percentage of male participants earn more than \$100,000 than female participants after having at least 20 years experience.
- Greater percentage of people of color* participants earn more than \$100,000 than white participants after having at least 10 years experience.
- Greater percentage of white participants earn more than \$100,000 than people of color* participants after having at least 20 years experience.

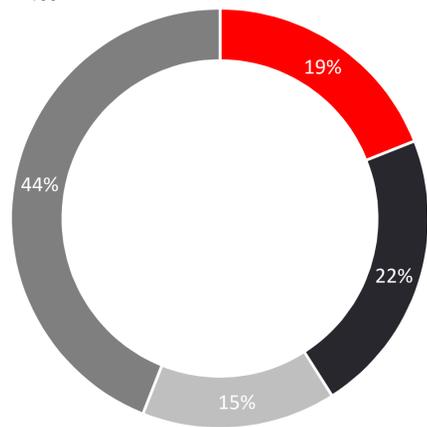
*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

**Reported Compensation By Firm Size
Between \$80 - \$100K**

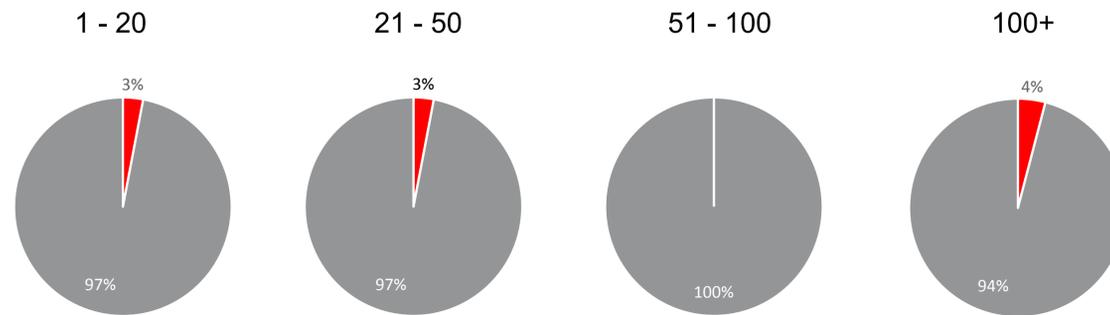
■ Yes
■ No

**Total Survey Response
Firm Size**

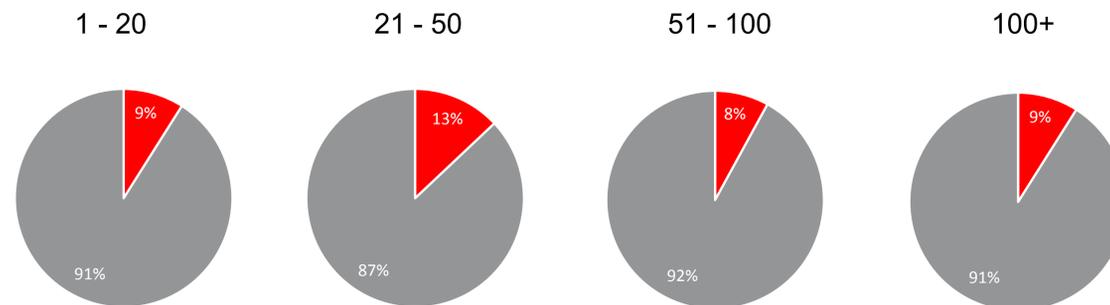
■ 1 - 20
■ 21 - 50
■ 51 - 100
■ 100+



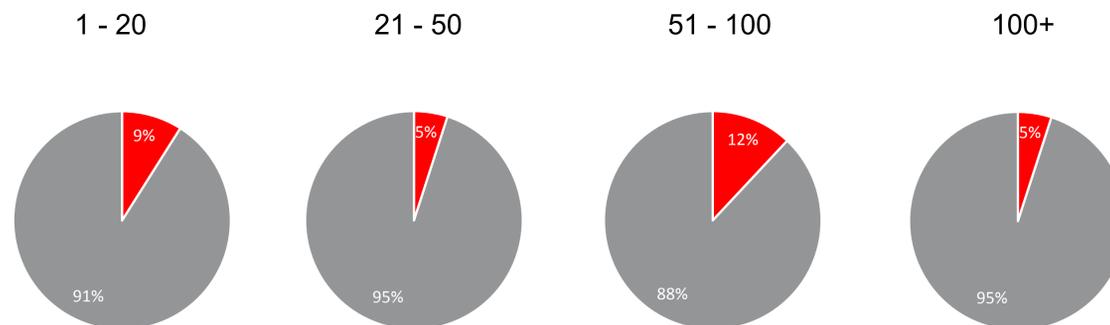
Less Than 10 Years Experience



10 - 20 Years Experience



20+ Years Experience



**What Equity Issues
Remain Unclear?**

Reported Compensation By Firm Size & Experience

Survey responses suggests that firm size wage gaps may exist in our AIA Kansas City community:

- Similar percentages of participants across all firm size studies under 10 years experience with earnings between \$80,000 - \$100,000.
- Greatest percentage of participants from firm size study of 20 - 50 people earn between \$80,000 - \$100,000 after having at least 10 years experience.
- Greatest percentage of participants from firm size study of 50 - 100 people earn between \$80,000 - \$100,000 after having at least 20 years experience.

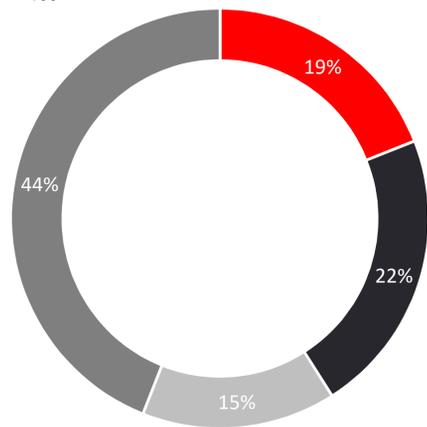


Reported Compensation By Firm Size More Than \$100K

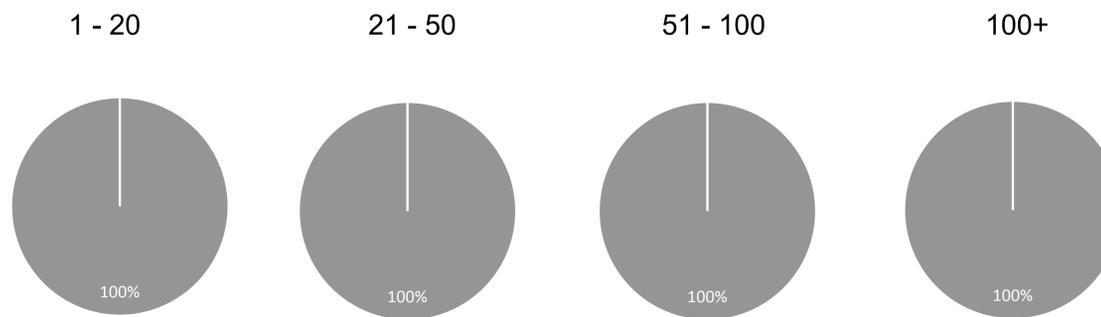
■ Yes
■ No

Total Survey Response Firm Size

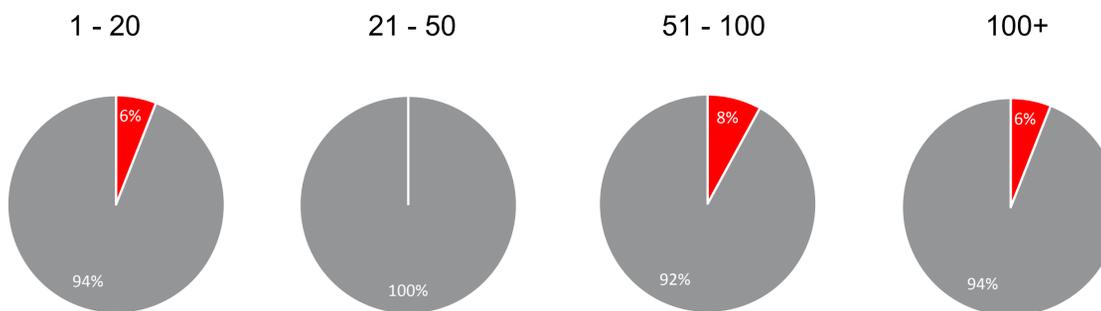
■ 1 - 20
■ 21 - 50
■ 51 - 100
■ 100+



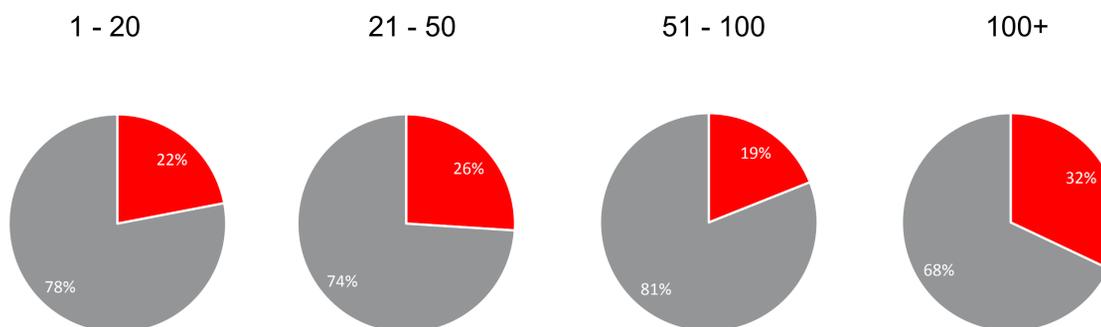
Less Than 10 Years Experience



10 - 20 Years Experience



20+ Years Experience



What Equity Issues Remain Unclear?

Reported Compensation By Firm Size & Experience

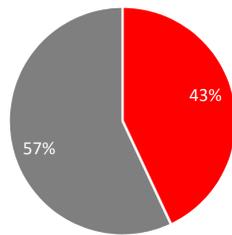
Survey responses suggests that firm size wage gaps may exist in our AIA Kansas City community:

- Similar percentages of participants across firm size studies under 10 years experience with earnings of more than \$100,000.
- Greatest percentage of participants from firm size study of 50 - 100 people earn more than \$100,000 after having at least 10 years experience.
- Greatest percentage of participants from firm size study of over 100+ people earn more than \$100,000 after having at least 20 years experience.

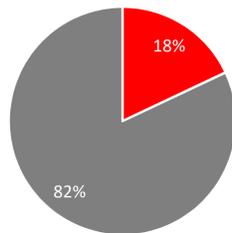
Total Survey Response Pay Gap Perception

- Yes, I perceive a pay gap
- No, I do not perceive a pay gap

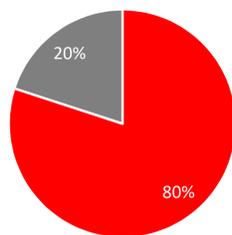
GENDER PAY GAP



ETHNICITY PAY GAP

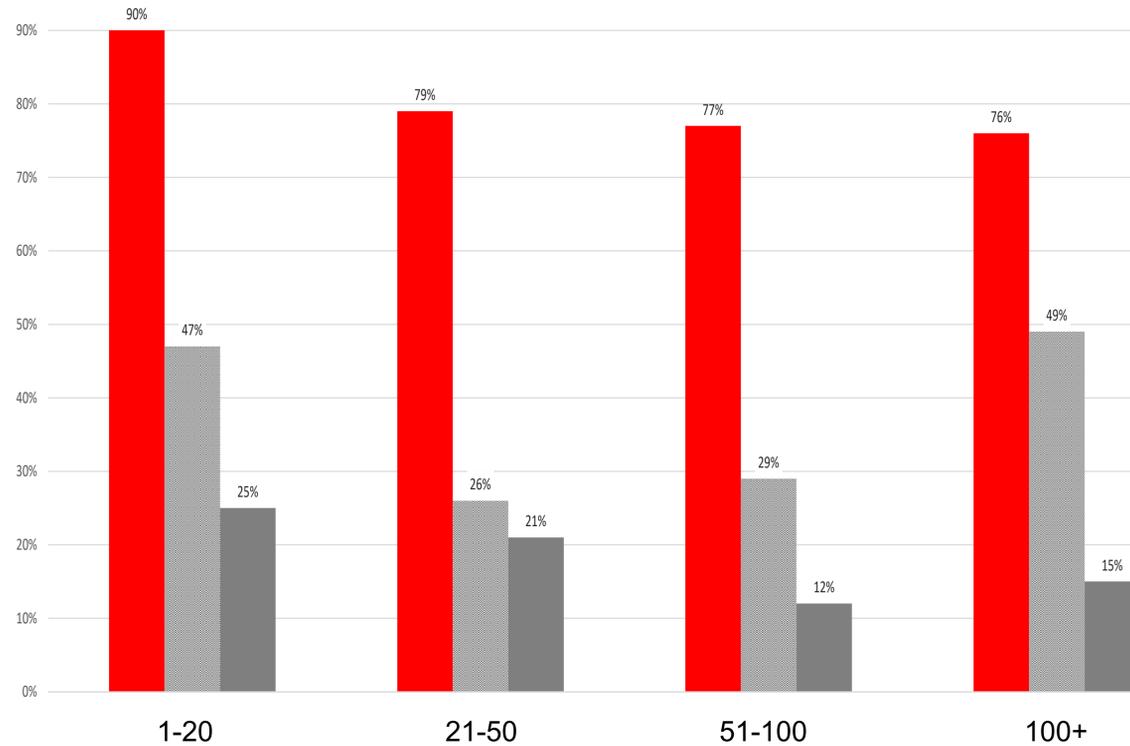


FIRM SIZE PAY GAP



Firm Size Pay Gap Perception

- Yes, I perceive a pay gap by firm size
- Yes, I perceive a pay gap by gender
- Yes, I perceive a pay gap by ethnicity



What Equity Issues Remain Unclear?

Compensation Gap Perception By Firm Size

Survey participants reported varying perceptions on compensation discrepancy when asked to consider gender pay gap, ethnicity pay gap, and firm size pay gap:

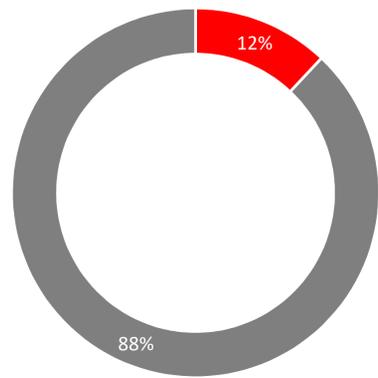
- Majority of survey participants do not perceive a gender pay gap.
- Majority of survey participants do not perceive an ethnicity pay gap.
- Majority of survey participants do perceive a firm size pay gap.

Survey response ratios isolated into separate profile studies per firm size revealed similar and non-similar perceptions to one another:

- Majority of participants from all firms sizes do perceive a firm size pay gap.
- Greater percentage of survey participants from small and large firms do perceive a gender pay gap than mid-size firms.
- Greater percentage of survey participants from smaller firms do perceive an ethnicity pay gap wage than larger-size firms.

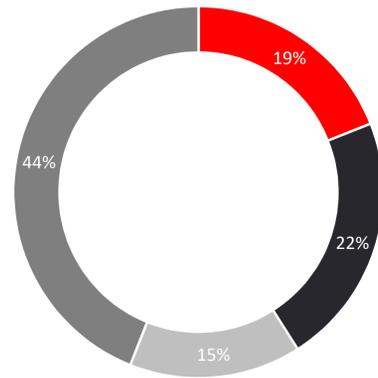
Firm Provides Compensation Transparency ■ Yes ■ No

Total Survey Response

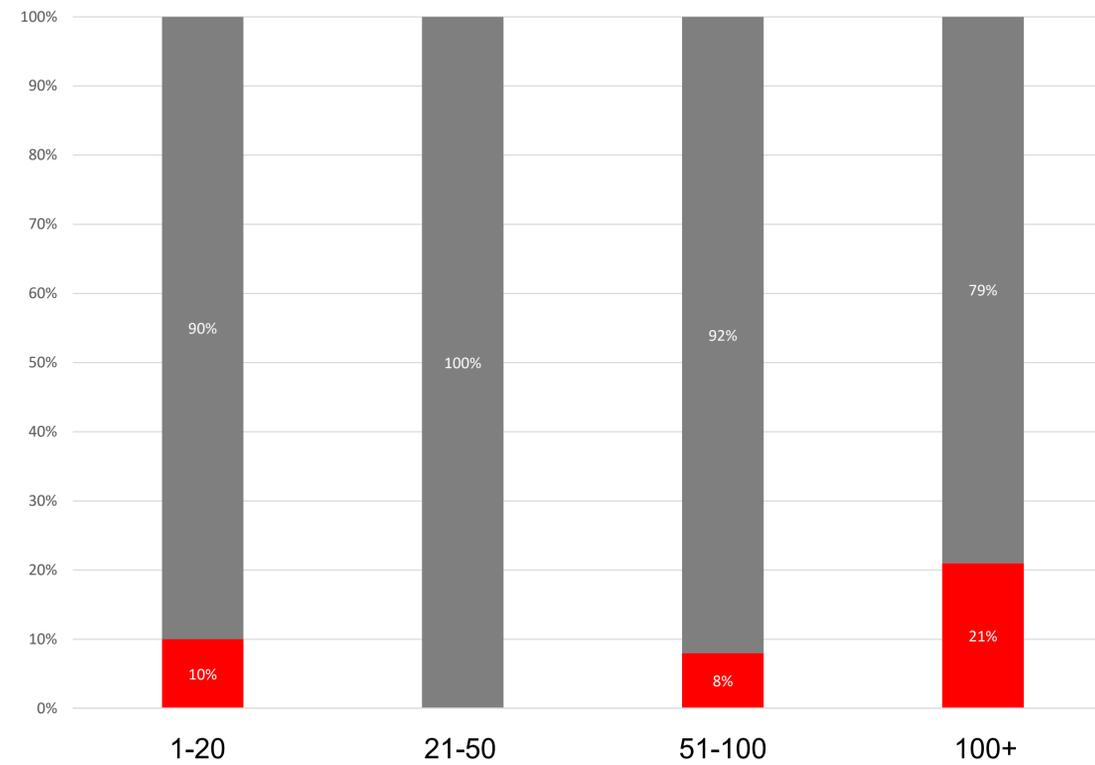


Total Survey Response Firm Size

- 1 - 20
- 21 - 50
- 51 - 100
- 100+



Firm Size



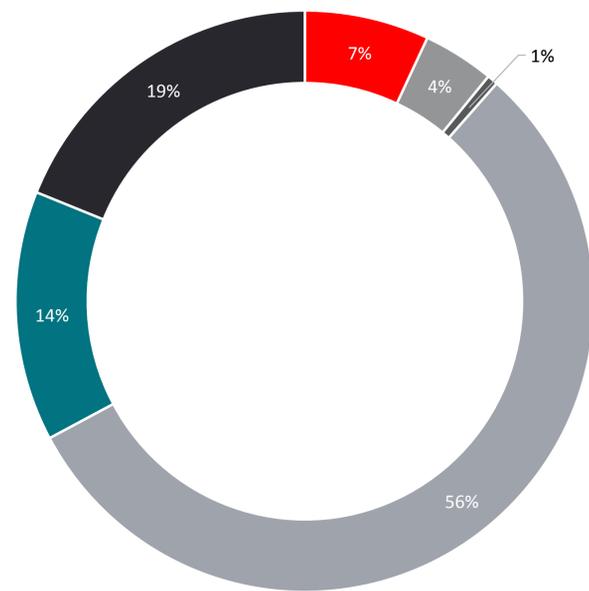
What Equity Issues Remain Unclear?

Compensation Transparency

The majority of survey participants across all firm sizes reported their current companies do not currently practice compensation transparency.

Leadership Demographics & Success

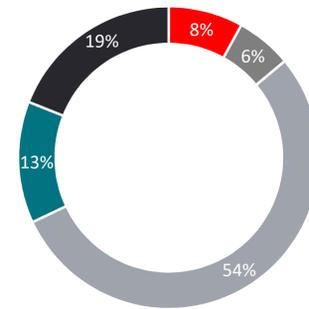
Total Survey Response



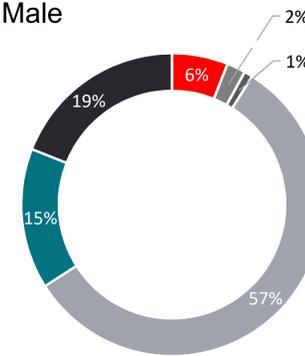
- More Successful in Male Majority
- More Successful in Female Majority
- More Successful in White Majority
- More Successful in Diverse Majority
- More Successful in Under Age 40 Majority
- More Successful in Over Age 40 Majority

Gender

Female

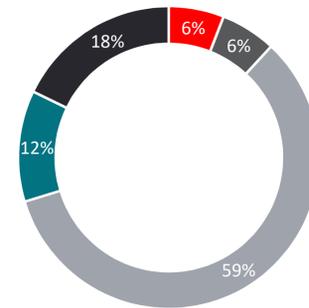


Male

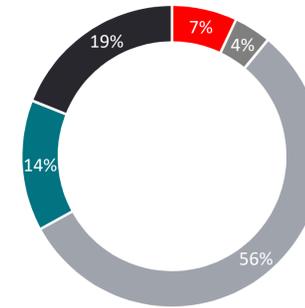


Ethnicity

People of Color

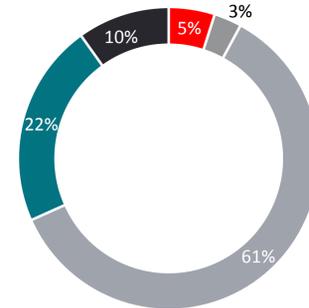


White

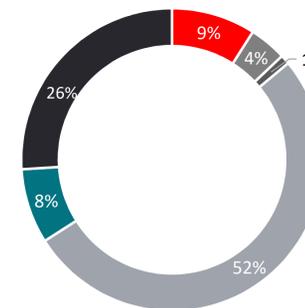


Age

Under 40



Over 40



What Equity Issues Remain Unclear?

Workplace Environment & Diversity

The majority of survey participants reported feeling most successful in a diverse workplace environment.

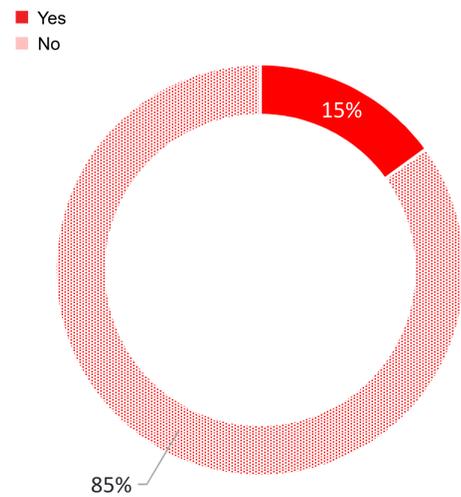
However, 40% of participants do not feel they are more successful in a diverse environment.

Survey response ratios isolated into separate profile studies by gender, ethnicity*, and age revealed responses were mostly similar across all demographics with a few exceptions:

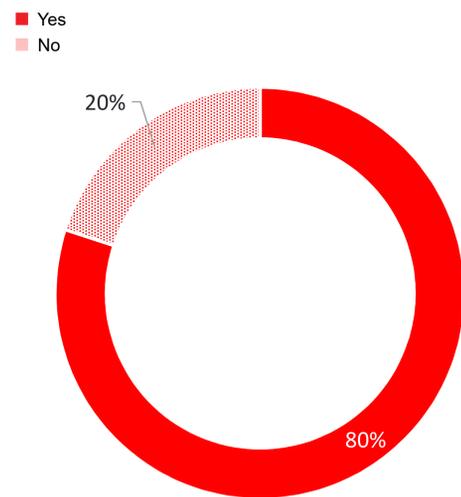
- Greater percentage of female survey participants than male survey participants indicate feeling more successful at firms with a majority of female leaders.
- Greater percentage of survey participants under age 40 than percentage of survey participants over age 40 indicate feeling more successful at firms with a majority of leaders under age 40.
- Greater percentage of survey participants over age 40 than percentage of survey participants under age 40 indicate feeling more successful at firms with majority of leaders over age 40.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.

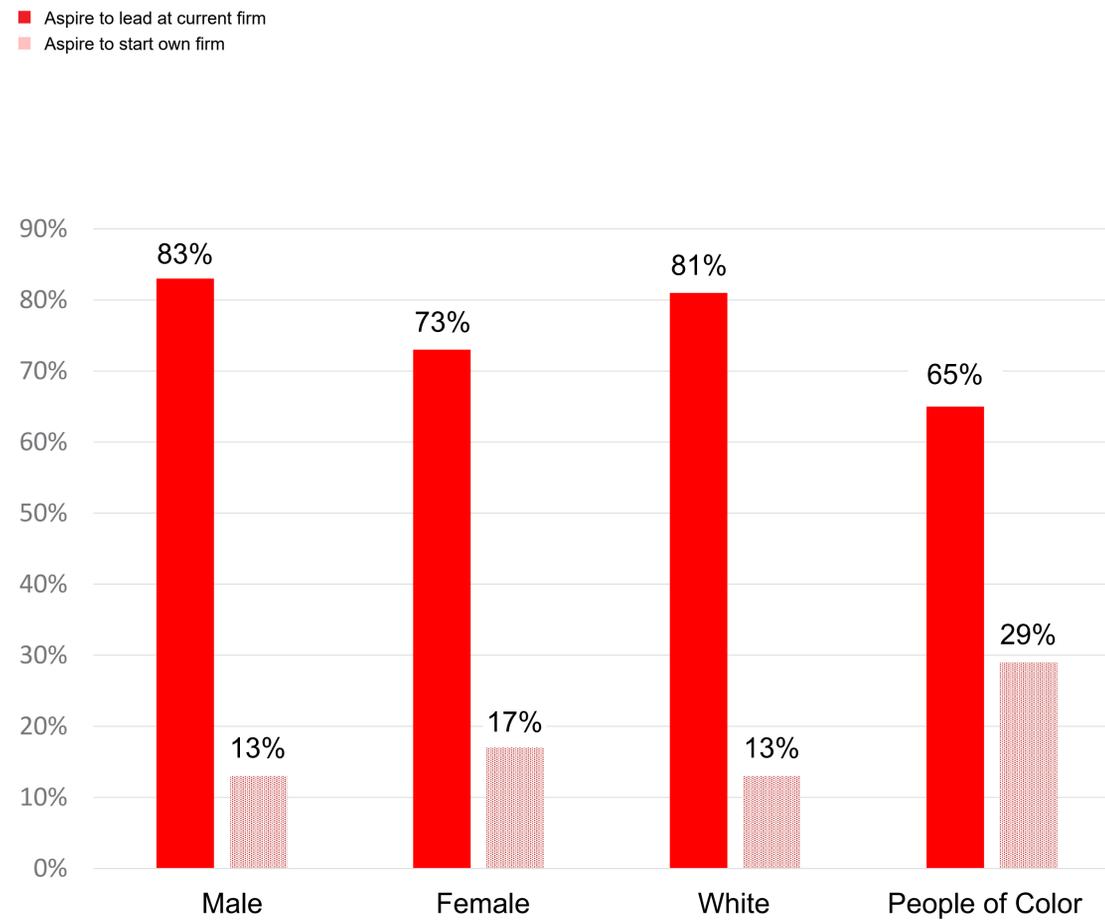
**Total Survey Response
Aspiration to Start Own Firm**



**Total Survey Response
Leadership in Current Firm**



**Aspiration for Leadership in Firm vs. Starting Firm
By Ethnicity and Gender**



**What Equity Issues
Remain Unclear?**

Career Goals: Rising into Leadership vs. Starting Firm

Majority of survey participants reported aspirations to rise into leadership of an existing company over starting their own firm.

Survey response ratios isolated into separate profile studies by gender and ethnicity revealed:

- Greater percentage of male participants aspire to lead at current firm than percentage of female participants.
- Greater percentage of white participants aspire to lead at current firm than percentage of people of color* participants.
- Greater percentage of female participants aspire to start their own firms than percentage of male participants.
- Greater percentage of people of color* participants aspire to start their own firms than percentage of white participants.

*Less than 20 survey participants identified as people of color and therefore the survey report findings of this demographic may not accurately reflect the views of the membership-at-large.



By the Numbers

By the numbers, this executive summary highlights top achievements of the Kansas City chapter and top growth areas for consideration based off of survey responses.

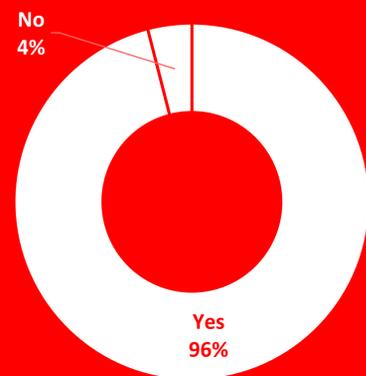
Achievements

Room for Growth

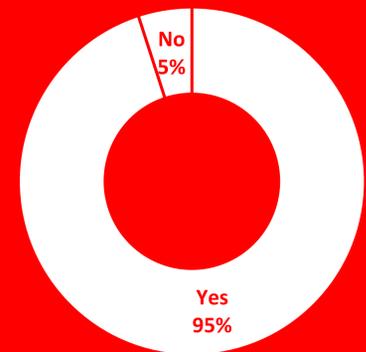


LICENCED OR WILL BE IN 5 YEARS

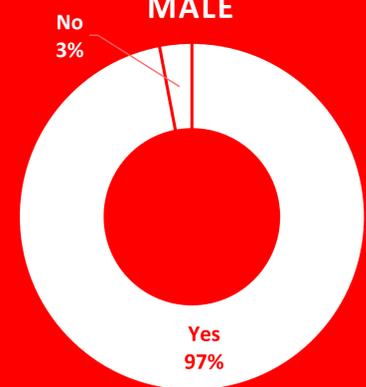
TOTAL SURVEY RESPONSE



FEMALE



MALE



75%

Majority of survey participants report AIA Kansas City events build professional relationships.

93%

Majority of survey participants report AIA Kansas City should promote diversity in architecture.

95%

Majority of survey participants report community engagement with over 71% involved in four or more organizations.

90%

Majority of survey participants report their current firm supports job flexibility.

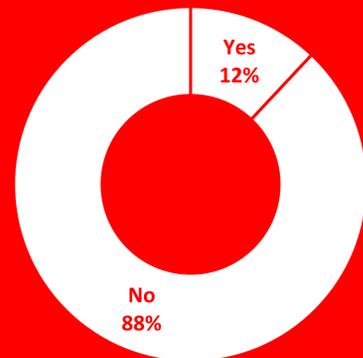
Achievements

By the numbers, this executive summary highlights top achievements of the AIA Kansas City chapter in progressing diversity, inclusion and equity in architecture.

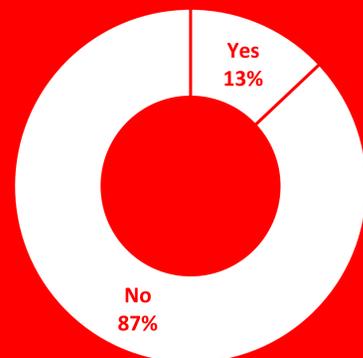


**PAY SCALE TRANSPARENCY
AVAILABLE**

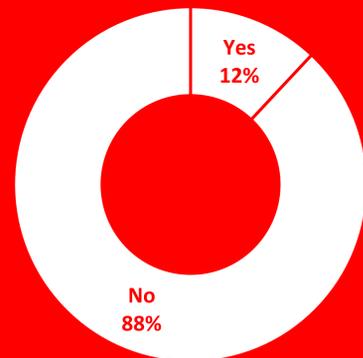
TOTAL SURVEY RESPONSE



FEMALE



MALE



27%

Less than a third of survey participants report current company has at least one person of color in leadership.

14%

Less than a sixth of survey participants report current company has equal gender representation in leadership.

18%

Less than a fifth of survey participants report their current company provides diversity education.

45%

Less than half of survey participants report their current company provides a mentorship program.

Room for Growth

By the numbers, this executive summary shares top growth areas for consideration by the AIA Kansas City chapter in progressing diversity, inclusion and equity in architecture.



AIA
Kansas City

Conclusion

Thank you to all of the AIA Kansas City members that participated, advocated, and engaged in the efforts of the AIA Kansas City Equity in Architecture committee! The findings of this exercise would not be possible without membership involvement. It is the intent of this executive summary to provide insight into the current state of diversity, inclusion and equity in the AIA Kansas City chapter and to inspire invested conversation and dialogue within our community and with one another.