

AAPA
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**Seizing Opportunities Created by
Female Board Members and CEO's**

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PRESENTATION OUTLINE

- ☐ Why are we talking about this?
- ☐ What do the statistics tell us?
- ☐ Why are there relatively few women in the industry?
- ☐ Is there any good/better news and how do we continue to move the needle forward?

PREPARING FOR TODAY'S PRESENTATION

- Polled current port directors and commissioners. What did they think of the subject?
- Thought about my own family history.
- Tried to determine how to approach this subject substantively.
- Considered our firm's experience in working with ports around the US. Boards we've engaged with and hiring directives we receive (or don't!) from our clients.

WHY ARE WE TALKING ABOUT THIS?

- **Aren't we there yet?** We have more and more female board members and port executives, don't we?
 - We've placed 5 female ED's/Deputy Directors in the last few years. Ports want to know how we do on this measure and on diversity in general! What are we most proud of?
- **Are we being inherently sexist** by addressing the question of female minority in the port industry?
 - Do we need to draw attention to this?
 - When we address the topic, are we implying the best person won't get the job?
- **Why does it matter?** How do gender and other types of diversity impact an organization?
 - Hiring, retention, public image, diversity of thought in management, leadership and governance. Other areas this impacts?

WHY ARE WE TALKING ABOUT THIS? (CONTINUED)

How do stereotypes come into play?

- Do women bring stereotypical attributes to the job (board or executive ranks)?
 - A few I heard during my conversations: compassionate, collaborative, a “peacemaker”, more equitable in negotiating, creative. True? Not true?
- What do current port leaders think of the stereotypes?
 - What do board members want? CEO’s?
 - Male CEO travels with female COO. What are the reactions?
 - Current port board member and former state legislator – SELECTIVE of boards she’ll join.
- Do women CEO’s want the focus to be on their “female-ness”?
- Are women ED’s/CEO’s and Commissioners treated differently by their colleagues? (Customers, fellow port professionals, community partners, vendors, etc.)
 - Organizational culture?
 - Individual biases.

WHY ARE WE TALKING ABOUT THIS? (CONTINUED)

- Where are the women? Are there enough women in the ranks to ascend to executive level positions? Are they positioned as succession planning candidates?
- What dictates whether they'll ascend? And what makes a good leader once they're "there"?
 - Female role models
 - Male leaders that mentor and guide their emerging talent.

WHAT DO THE STATISTICS TELL US?

- ❑ Surveyed the numbers for each port represented at this seminar (27).
- ❑ Total number of board members at those 27 ports (147)
- ❑ What percentage of the 147 are women?

WHAT DO THE STATISTICS TELL US? (CONTINUED)

- ❑ **Which ports are the winners?**
 - LGB = 80% (4/5)
 - SFO = 66% (2/3)
 - Oakland = 43% (3/7)
 - Cleveland = 33% (3/9)
- ❑ **More Work to be done:**
 - 15/27 have one female commissioner.
 - 7/27 have none.
- ❑ **CA Senate** = 35% women
- ❑ **U.S. Senate** = 24% women
- ❑ **US Labor Force** = 47%

WHY ARE THERE RELATIVELY FEW WOMEN IN OUR INDUSTRY?

- ❑ Few women in traditional maritime roles including seagoing and shoreside positions (labor too).
- ❑ Maritime academies – Kings Point (18%), Cal Maritime (17%), Maine Maritime (18%), Mass Maritime (13%). Texas A & M??
 - 56% of college students overall!

WHY ARE THERE RELATIVELY FEW WOMEN IN OUR INDUSTRY?

- ❑ Private sector maritime (and transportation in general) is VERY short on women. Public sector does a much better job!
 - ❑ Reminded of this at the TPM conference!
- ❑ The industry is a well-kept secret in general.
- ❑ Port commissions – the pendulum has only partially swung where a higher number of women are elected or appointed. Theories on why there aren't more?

IS THERE ANY GOOD/BETTER NEWS?

- ❑ Some geographies simply tend to have more female board members. Theories?
 - ❑ Long Beach – progressive mayor. SFO? Oakland? Cleveland?
- ❑ 10 female port directors (off the top of my head):
 - Halifax, San Francisco, Boston, Redwood City, Hueneme, Freeport, New Orleans, Vancouver (WA), Deluth Seaway, San Diego.
 - 50/50. Some came through the ranks...others were hired externally.
 - Areas they came from: Port Real Estate, HR Strategy, Finance, Environmental Science & Environmental Affairs.

IS THERE ANY GOOD/BETTER NEWS? (CONTINUED)

- ❑ Some port disciplines are more female inclusive, i.e. Environmental, planning, legal, HR, tourism/cruise, marketing/communications. How to cultivate that talent for ascension to the executive ranks. What about “frog jumping” people to promote?
- ❑ Some ports already have majority women in exec. Leadership roles. San Diego, NOLA, San Francisco. How did they get there?

IS THERE ANY GOOD/BETTER NEWS (CONTINUED)

- ❑ **Board recruitment** from law, healthcare, education, finance, municipal government. The movers/shakers in the community. Are you in a position to recommend good prospects? What's the board culture? Inclusive? Insular?
- ❑ **Port staff recruitment** from private industry (engineering, law, finance, environmental, energy, private equity) and municipalities. We know maritime is shy on women. Try to attract from other industries.

EXAMPLES

- *Port in Gulf*
- *Port in California (central coast)*
- *Bay Area*
- *Northeast Port*
- *Southeast Port – Well-defined succession plan for #2.*

QUESTIONS AND REFLECTIONS?

**THANK YOU FOR
INCLUDING ME TODAY!**

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