

Closing the Gender Pay Gap in the US Federal Service: The Role of New Managers

Abstract

Using high frequency longitudinal data on US federal employees over their careers, we document the evolution of the gender wage gap from 1990-2014. Using an event study design we find that despite the seemingly deterministic federal pay system, the arrival of a new manager reduces the gender pay disparity: the effect is larger for female managers and increases with the share of management positions held by women. These results are mirrored in a worker survey (FEVS) where female employees' satisfaction and favorable perceptions of workplace climate are increasing in the share of female managers.