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# Managing Up: Managing Diversity in Challenging Times

Helen Levine

*University of Massachusetts Boston, Helen.Levine@umb.edu*

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# *MANAGING UP:*

MANAGING DIVERSITY IN CHALLENGING TIMES

**COMMONWEALTH COMPACT**

MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES



# COMMONWEALTH COMPACT

## **An initiative to make Massachusetts a location of choice for people of color**

*To establish Massachusetts as a uniquely inclusive, honest, and supportive community of—and for—diverse people. To acknowledge our mixed history in this effort, and to face squarely the challenges that still need to be overcome, understanding that the rich promise of the region's growing diversity must be tapped fully if Boston and Massachusetts are to achieve their economic, civic, and social potential.*

*—The Commonwealth Compact Mission Statement*

### **ABOUT THE AUTHOR**

**Helen Levine, PhD** is a Senior Research Associate at UMass Boston's Center for Social Policy. Helen Levine received her PhD in sociology from Boston College. She was an Associate Professor at the Heller School, Brandeis University for many years and, more recently, a Senior Research Scientist at John Snow, Inc. Working in health services research for over twenty years, her special areas of interest include substance abuse, organ donation, and disability. She is an author of numerous papers, most recently reports about the national substance abuse treatment system, methadone treatment, and access to substance abuse treatment on Cape Cod and the Islands. She has taught undergraduates and graduates introductory sociology, quantitative and qualitative research methods, survey research, research design, and the social consequences of substance abuse. Recent Center Work: Homeless Prevention; Alternative Staffing.

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Since its inception in 1992, UMass Boston's Center for Social Policy has provided expertise on policies and practices that aim to reduce or eliminate social and economic inequities. CSP researchers, evaluators, and policy analysts make critical assessments of low-wage jobs, barriers to housing affordability, unequal distribution of resources, and the impact of these patterns on families, communities, and society as a whole. With a commitment to excellence, equity, integrity, and participation, CSP looks closely at the root causes of poverty in order to inform fundamental changes in policy design and service delivery.

Like many of the centers at the McCormack Graduate School of Policy and Global Studies, our center has had a significant impact at the local, state and national levels. More recently, through our international partnerships and knowledge-sharing efforts, our expertise and influence have been put to use by organizations the world over.



# *MANAGING UP:*

**MANAGING DIVERSITY IN CHALLENGING TIMES**

COMMONWEALTH COMPACT  
BENCHMARK DIVERSITY SURVEY, 2011

By

**Helen Levine, Ph.D.**

Center for Social Policy

John W. McCormack Graduate School of Policy and Global Studies

University of Massachusetts Boston

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A special thank you to Robert L. Turner for serving as the Commonwealth Compact liaison for this report.

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## A Message from Commonwealth Compact

**W**e are pleased to present you with our third report of Commonwealth Compact Benchmark Data. This third report covers the span of five years.

Collecting benchmark data from our signers has been a core component of our programming that was designed to help Massachusetts employers establish a baseline for how they are doing with diversity and inclusion. The individual data remains confidential. The report looks at an aggregate analysis at a high level in order to give employers a sense of how they might compare to others within their sector.

This helps moving employers from a place where they think they know what their numbers are, to knowing. The responsibility then falls upon the employer to make a decision about what to do with the data, to set goals that are achievable and act on them. In addition, Commonwealth Compact looks at common gaps in the data in order to design programming that is useful to the signers.

Change for an organization has to come from all levels. Both a top down and a bottom up strategy make for the most effective outcomes. Change, even when invited, is challenging. Managing diversity is challenging, but the fruits of the labor have been proven to be worth the investment.

The business case for diversity has been made repeatedly.

On this, our fifth anniversary, we recommit to engaging employers in their own change process and in helping Massachusetts reach its economic and civic potential. We appreciate your ongoing support of this important work.



Georgianna Meléndez  
Executive Director



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## Introduction

Commonwealth Compact is an organization formed to help make Massachusetts a location of choice for people of color and women in the belief that their contributions are vital to the region's social and economic future. The need for an initiative such as Commonwealth Compact stems from a number of factors. As racial and ethnic diversity increases across the nation, business and civic leaders agree that it is critical to reverse the reputation that Massachusetts and Greater Boston, in particular, have not been seen as a welcoming, diverse place to live and work for people of color. Without a better reputation for diversity, the Massachusetts economy is likely to lose the opportunity to attract and keep talented people of color in our workforce. Research about diversity in Massachusetts shows a tremendous need for organizational leadership in this area.<sup>i</sup>

To that end, leaders from the McCormack Graduate School of Policy and Global Studies, University of Massachusetts Boston, formed a partnership with other committed community leaders, including the Greater Boston Chamber of Commerce and the Boston Globe.

### The Commonwealth Compact Mission Statement is

*To establish Massachusetts as a uniquely inclusive, honest, and supportive community of—and for—diverse people.*

*To acknowledge our mixed history in this effort, and to face squarely the challenges that still need to be overcome, understanding that the rich promise of the region's growing diversity must be tapped fully if Boston and Massachusetts are to achieve their economic, civic, and social potential.*

The Compact recognizes that diversity is a broad concept with a much larger goal of ensuring that all people, regardless of race, ethnicity, gender, physical and other disabilities, sexual orientation, and religion are treated equally and are afforded equitable opportunities for employment and advancement. However, addressing all of these dimensions of workforce diversity is beyond the scope of Commonwealth Compact which has taken as its mission the promotion of racial, ethnic, and gender diversity in Boston and Massachusetts.

## Commonwealth Compact and the Benchmark Surveys

Commonwealth Compact has collected information about diversity practices among Massachusetts employers over the past five years. The first report, *Stepping Up*,<sup>ii</sup> collected for calendar year 2007 and published in 2009, began the process of benchmarking diversity changes in Massachusetts with surveys completed by 111 of the 127 employers that were signers of the Commonwealth Compact.

Commonwealth Compact issued its second report, *Facing Up*,<sup>iii</sup> collecting data for 2008 and published in 2010, continuing the Massachusetts diversity benchmarking process. Surveys were submitted by 125 employers of the 183 signers at that time. The second benchmark survey furthered the study of workplace diversity in Massachusetts.

This report presents the third diversity benchmark report, *Managing Up*, by benchmarking gender and racial and ethnic diversity within Massachusetts employers that have signed the compact. Surveys were submitted by 105 employers of the now 279 signers with data covering calendar year 2011. The employers that have completed the diversity survey represent a non-random sample of Commonwealth Compact signers.<sup>iv</sup> The findings are representative of the signers who completed the surveys, but they are not representative of all private, not-for-profit, or public employers, organizations, or institutions within the state. Their participation in the survey signifies that they may already be more receptive to a diverse workforce and diversity within their boards and company leadership than organizations that have not yet signed up.

### Brief Summary of Results from Earlier Reports: *Stepping Up, 2009 and Facing Up, 2010*

*Facing Up* reported on the diversity climate of 2008 and compared it with findings from *Stepping Up*, with data from 2007. Major findings from these reports showed:

- Massachusetts remained interested in pursuing diversity in the workforce as evidenced by the increasing number of signers to Commonwealth Compact in 2008 (125) and 2007 (111).
- Despite the deteriorating state and national economies in 2008, Commonwealth Compact signers reported nearly steady employment of persons of color. Among all organizations that submitted data, the percentage of workers of color went from 27 percent in 2007 to 26 percent in 2008. Among the 66 organizations that filed data for both years, the percentage of workers of color actually went up slightly, from 26 percent to 28 percent.
- Most likely due to the recession, leadership efforts declined with fewer efforts made to increase board diversity and a reduction in diversity recruitment staff and annual budget for diversity initiatives. The number of repeat filers who said that their boards of directors discussed progress toward diversity goals dropped from 71 to 54 percent; the number who said they had a budget item for diversity initiatives dropped from 57 to 38 percent; and the number who said they put hiring advertisements in ethnic media dropped from 86 to 30 percent. In fact, while 98 percent reported that CEOs were actively engaged in diversity efforts in 2007 that near-unanimous number fell to 79 percent in 2008.

- *Facing Up* also examined data on women’s participation in the workplace, finding, among other conclusions, that women made up only 45 percent of mid- and senior-level workers.
- Still, women generally did far better in leadership positions than persons of color, a reality that was acknowledged by respondents. Asked if they were “generally satisfied” with the inclusion of people of color at high levels, only 28 percent said yes. But 56 percent – exactly double – said they were generally satisfied with the role of women at high levels in their organizations.

In 2012, Commonwealth Compact conducted a third survey, collecting data for calendar year 2011.

### Questions for the 2011 Benchmark Survey

The survey examined patterns of diversity among the 105 employers that completed the 2011 benchmark survey of diversity in Massachusetts employers and institutions. It addressed four questions:

- What employers do Commonwealth Compact signers represent in Massachusetts?
- How diverse are these Massachusetts employers?
  - What is the evidence for racial and ethnic diversity among employers?
  - How much racial and ethnic diversity is there across occupational groups?
  - How diverse are occupational assignments by industrial sectors?
- What is the status of organizational policies and practices that contribute to diversity improvements?
- And, have diversity indicators stayed the same, gotten better, or gotten worse over time?

### Who Were Signers to the Commonwealth Compact in 2011?

Commonwealth Compact signers cover a wide array of corporations, education and healthcare organizations, cultural institutions, public agencies, not-for-profit organizations, and many other entities that operate in Massachusetts. It is important to note that the employers and employees reported upon here are from a non-random sample of Massachusetts organizations that support the diversity goals of Commonwealth Compact.<sup>v</sup> Signers clearly valued diversity, as one respondent said:

*“[Our company] benefits from an increasingly diverse workforce which better matches our [customers] and therefore our ability to serve [them] in a culturally competent manner.”*

It is likely that employers that submitted survey data have more racial/ethnic and gender diversity than non-signer Massachusetts employers because they signed the Commonwealth Compact and publicly espouse diversity goals.

Signers employed over 196,000 workers and provided detailed employment information for more than 174,000. The 2011 report represents a non-random 5.4 percent of employees in the Commonwealth of Massachusetts (Study employees, 174,519; MA employees, 3,207,000). Employers in the sample are heterogeneous in type, number of employees, and budgets.<sup>vi</sup> Seventy-four percent of the sample employees were White workers, 11 percent were Black, 6 percent were Hispanic,

7 percent were Asian, and 2 percent were workers in other racial/ethnic categories.

Table 1 shows that signers range from very small employers, with only one employee, to very large employers, one with more than 58,000 employees; the median number of employees is 195, indicating that half of the organizations had more than 195 workers and half had fewer. The size and budgets of employers vary significantly by sector. Most employers representing the education, health, and government sectors had a median of 450 or more employees, much larger than the majority of employers in the not-for-profit and for-profit sectors that had less than a median of 40 workers. Budget revenues also varied widely by sector, ranging from \$50,000 to \$29.4 billion. In line with their larger size institutions, the budgets for the education, healthcare, and government sectors were also much bigger than the smaller not-for-profit and for-profit organizations.

Table 1 also shows changes over the past five years in the numbers of Commonwealth Compact signers who have completed the benchmark surveys. In 2007, 111 employers completed the survey, moving to 125 in 2008 and to 105 organizations in 2011. Although the current sample size is smaller than in the previous surveys, the sum of all workers in reporting organizations was 10,000 greater than in 2008 and 15,000 more than in 2007.

<b>Table 1. Size of Organization/Company, Employees and Budget (2007, 2008, 2011)</b>						
	<b>Employees in Massachusetts</b>			<b>Total Budget/Revenue in Massachusetts</b>		
	<b>2007</b>	<b>2008</b>	<b>2011</b>	<b>2007</b>	<b>2008</b>	<b>2011</b>
N	111	125	105	85	118	97
Median	172	217	195	\$14,000,000	\$18,650,000	\$21,000,000
Mean	1,685	2,245	1,871	\$650,000,000	\$901,116,943	\$935,979,920
Minimum	2	2	1	\$365,000	\$250,000	\$50,000
Maximum	50,374	45,695	58,171	\$14,000,000,000	\$23,000,000,000	\$29,400,000,000
Total	181,154	186,348	196,409	\$55,288,564,415	\$106,331,799,243	\$90,790,052,229

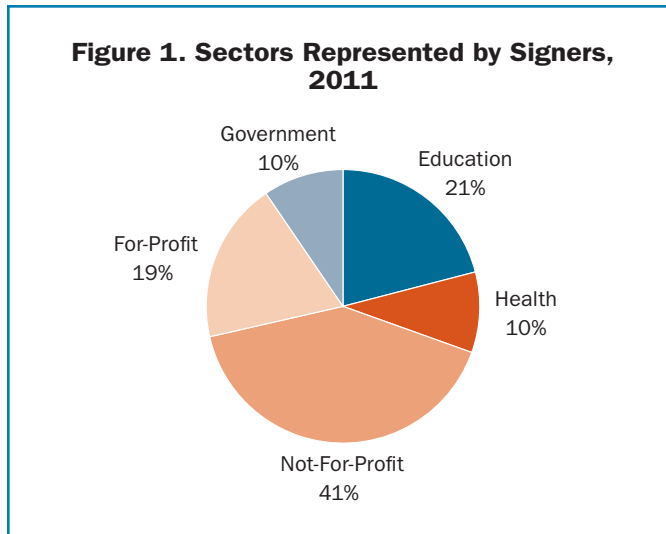
### Sectors Represented by Signers

Signers provided information about their sector. They are grouped into the same categories used in prior reports: education; health; not-for-profit, other than those already counted in the education and health categories; for-profit; and government organizations.<sup>vii, viii</sup>

Figure 1 shows that Commonwealth Compact signers have the following characteristics.

- Educational institutions represent 21 percent of signers, largely not-for-profit institutions of higher education but also some private secondary and arts schools. This is a larger share than reported in 2008 (17 percent) but the same as in 2007 (21 percent). Educational institutions had a median budget of \$106,000,000; the median number of employees was 558.
- The healthcare sector makes up 10 percent of signers (compared to 8 percent in 2008 and 14 percent in 2007). These are primarily not-for-profit hospitals and healthcare/insurance providers. Larger than institutions in the educational sector, their median budget was \$190,000,000; the median number of employees was 1,267.

- Signers in the not-for-profit sector (41 percent), other than those already counted in the education and health categories, are the most frequently represented group of organizations. This percentage is lower than that reported in 2008 (46 percent) but



similar to 2007 (42 percent). Not-for-profit organizations were smaller than educational and healthcare institutions. Their median budget was \$7,500,000; their median number of employees was 31.

- Nineteen percent of signers are for-profit employers, less than the 24 percent that reported in 2008 but slightly more than those reporting in 2007 (18 percent). The employers in this sector were smaller than all other sectors. Their median budget was \$6,000,000; their median number of employees was 7.
- Like the healthcare sector, the government sector comprises 10 percent of signers. It includes branches of government, government agencies, and/or quasi-government entities. Government represents a somewhat larger share than in 2008 (6 percent). They are the largest organizations in terms of median budget (\$367,000,000) but have slightly fewer employees (median number of employees was 1,119) than the healthcare sector.

Since 2007, the representation of sectors among the signers has stayed fairly similar. Not-for-profit employers have contributed the most signers, compared to other sectors. Estimates from the 2011 American Community Survey, U.S. Census, extracted by Bluestone,<sup>ix</sup> suggest signer data includes a much higher proportion of not-for-profit organizations (41 percent vs. 5 percent in MA data) and proportionately more educational institutions (21 percent compared to 6 percent).<sup>x</sup> The sample has somewhat lower representation from the government sector (10 percent of the signer sample compared to 13 percent in MA data), about half as much in the healthcare sector (10 percent of signers vs. 21 percent in MA data), and a considerably lower percentage of for-profit employers (19 percent vs. 55 percent).

### Employees in Each Sector

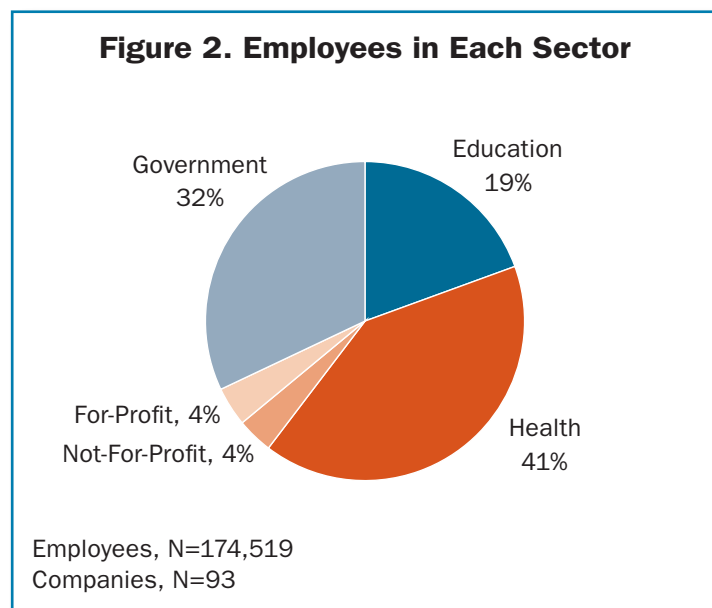
Diversity in the sample varies by race/ethnicity, gender, occupation, and industry sectors. As in previous reports, information about workers is reported in the five major sectors that are most descriptive of Massachusetts' industries: health, education, not-for-profit organizations, for-profit businesses, and government.

The employee sample, compared to the company sample, is more similar to the distribution of Massachusetts employment data in 2011.<sup>xi</sup> The distribution of Massachusetts employees is more representative of not-for-profit employees in the state (signer employees, 4 percent; MA employees, 4 percent). The sample includes more representation from the education sector (signer employees, 19 percent; MA employees, 11 percent); government sector (signer employees, 32 percent;

MA employees, 13 percent); and the healthcare sector (signer employees, 41 percent; MA employees, 14 percent). Similar to the employer sample, there is a much smaller sample of employees in the for-profit sector than in Massachusetts (signer employees, 4 percent; MA employees, 58 percent).

The employee sample in Figure 2 shows information from 93 employers that provided detailed employee data, including occupational, race/ethnicity, and gender data for 174,519 employees. While the not-for-profit sector dominates the organizational sample, the healthcare and government sectors contribute the most workers to the employee sample.

- A total of 33,992 workers (19 percent) were employed in the education sector.
- 71,401 (41 percent) of employees were in the healthcare sector.
- Four percent of employees (6,354 workers) were in the not-for-profit sector. Four percent of employees were in the for-profit sector, for a total of 6,938 workers.
- Nearly a third (32 percent or 55,904) were in the government sector.



Ninety-three employers provided information about workers' gender and race/ethnicity within each of eight occupational groups: executive and senior managers, mid-level managers, workers with professional jobs, technical and sales jobs, and those in administrative, labor and services occupations.

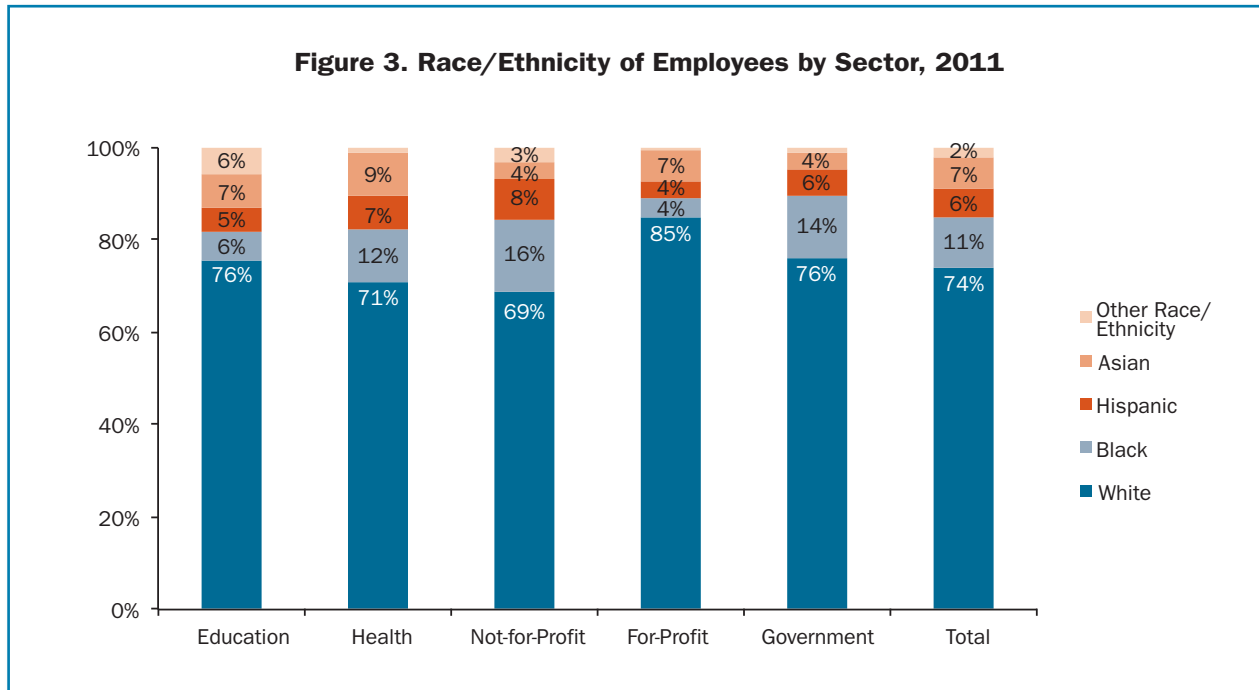
## How Diverse are Massachusetts' Signer Employers?

Workers were classified into one of eight racial/ethnic categories: White, Black, Hispanic, Asian, Native Hawaiian or Other Pacific Islanders, American Indian or Alaskan Native, two or more races, or a final "other" category. The last four groups are summed into an Other Racial/Ethnic category for presentation purposes as they comprise less than two percent in any distribution. Racial/ethnic categories can be further examined by gender: male and female distributions.

### Racial/Ethnic Diversity across Sectors and Occupations

If people of color were distributed equitably by occupation within each sector, their distribution in Figure 3 would match that in the totals column of the figure. About three-fourths of employees would be White, 11 percent would be Black, Hispanics would constitute 6 percent, Asians would represent 7 percent of workers, and

**Figure 3. Race/Ethnicity of Employees by Sector, 2011**



workers in the other race category would make up 2 percent. Figure 4 shows people of color were better represented in the not-for-profit and healthcare sectors and had the lowest representation in the for-profit sector. Representation of Blacks, Hispanics, Asians and Other employees varied by sector.

- Blacks were 11 percent of the total sample of workers, but had a much higher presence in the not-for-profit sector, at 16 percent. They were also overrepresented in the government (14 percent) and healthcare (12 percent) sectors. They were underrepresented in the education sector, 6 percent, and made up only 4 percent in the for-profit sector.
- Hispanic employees (6 percent of the total sample) also occupied proportionately more positions in not-for-profit (8 percent) and healthcare (7 percent) sectors and were equitably represented in the government sector (6 percent). Similar to Black employees, their lowest rates of employment were in the education sector (5 percent) and in the for-profit sector (4 percent).
- Asian employees, at 7 percent of the sample, were most frequently employed in healthcare (9 percent), and 7 percent worked in the education sector. Their lowest presence, in contrast to Black and Hispanic workers, was in the not-for-profit and government sectors (4 percent, each). Interestingly, Asians are the only people of color who are proportionately represented (7 percent) in the for-profit sector.
- Employees in other racial/ethnic categories (Native Hawaiian or Other Pacific Islanders, American Indian or Alaskan Native, two or more races, or a final “other” category) represented two percent of employees. The highest percent of “Other” employees was in the education sector, where their presence was three times their proportion of the populations (6 percent vs. 2 percent). They represented 3 percent of the not-for-profit sector and 1 percent or less in healthcare and government. It may be that the education and not-for-profit sectors offer more choices for self-identification than the other sectors and in other sectors would be classified as Black, Hispanic or Asian.

Blacks and Hispanics had more opportunity for employment in the not-for-profit, government, and healthcare sectors but were underrepresented in educational institutions and in the for-profit sector. Asians had better than average presence in education

and healthcare and were proportionately represented in the for-profit sector. They were considerably less often employed in the not-for-profit and government sectors.

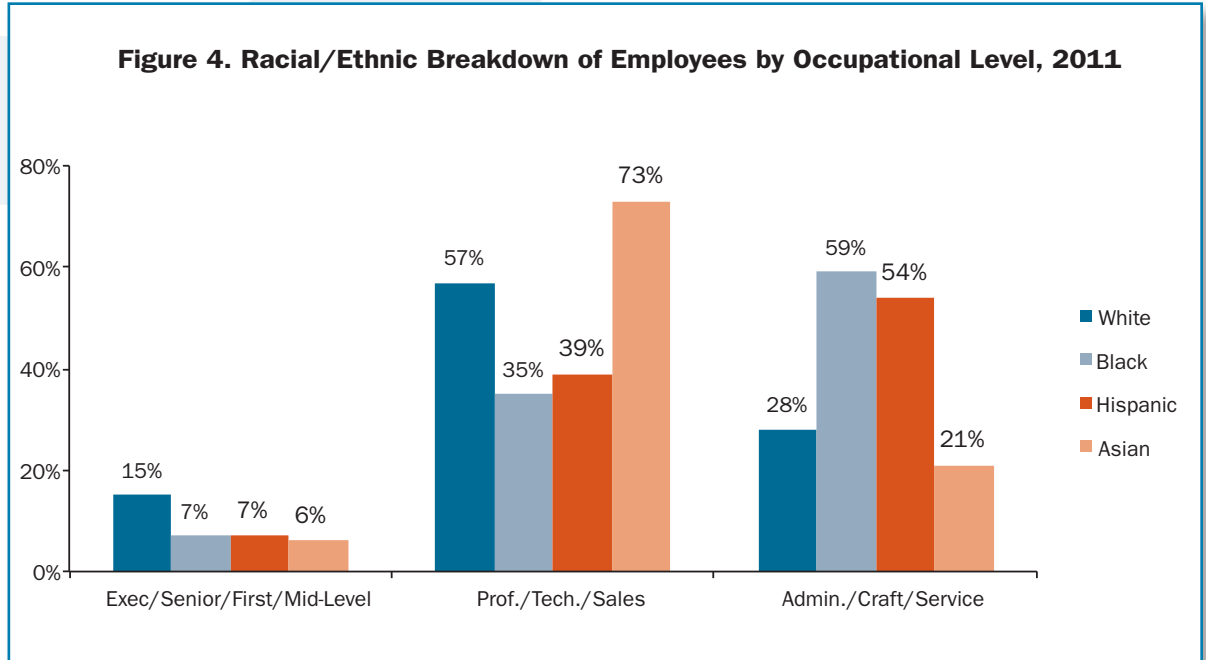
### Racial/Ethnic Breakdown of Employees by Occupational Level

In 2011, 18 percent of Massachusetts employees were people of color.<sup>xii</sup> Signer employers to this survey reported 26 percent of their employees were people of color, 8 percent more than in Massachusetts overall. Racial/ethnic diversity has remained constant among signer employers over the past five years of the benchmark studies (2007: 27 percent; 2008: 26 percent; 2011: 26 percent).<sup>xiii</sup>

A major goal of diversity is that persons of color have representation that is commensurate with each group's share of the workforce. Commonwealth Compact signers exceed state averages in percent of people of color employed. However, a more complete indicator of employee diversity is the extent to which people of color are represented proportionately in all occupational levels.

Survey results suggest that people of color held some jobs in upper level occupational groups, but nearly a third were in jobs with lower skill levels. The 8 occupational categories were summed into 3 tiers to highlight the dominance of white workers in upper level occupations and the prevalence of Black and Hispanic workers in lower level occupations. The first tier includes managerial positions such as those held by executive and mid-level managers. The second occupational tier embraces professional occupations, technician jobs, and sales jobs. Finally, the third tier is made up of the lowest level jobs, those demanding fewer skills, paying lower wages, with few, if any, benefits: administrative support, labor, and services jobs. In the complete signer sample:

- Thirteen percent of workers were in the first occupational tier: senior level workers were 3.4 percent and mid-level managers made up 9.4 percent.
- The second tier comprises more than half of workers (55 percent) and included professional workers (45 percent), technicians (9 percent), and sales workers (1 percent).
- The third tier, representing nearly a third of all workers (32 percent), contains the lowest paying occupations: administrative support workers (14 percent), laborers (3 percent), and service workers (15 percent).



If jobs were distributed equitably, Whites, Blacks, Hispanics and Asians would each have 13 percent in tier one, 55 percent in tier two, and 32 percent in tier 3. Figure 4 shows an inequitable distribution.

The first set of bars in Figure 4, showing the racial/ethnic breakdown of the highest occupational level, illustrates that Whites held jobs in the first tier more than twice as frequently as people of color. Fifteen percent of Whites held jobs in the first tier, compared to 7 percent of Blacks and Hispanics and 6 percent of Asians. The last set of bars in Figure 4 shows the overconcentration of Black and Hispanic workers in third tier jobs. They held jobs in this tier about twice as frequently as Whites. Jobs for support workers, craft operatives, laborers, helpers or service workers were held by 28 percent of Whites, 59 percent of Blacks, 54 percent of Hispanics, and 21 percent of Asians. These data show that Blacks and Hispanics were heavily overrepresented in the third tier while Whites and Asians were underrepresented. The majority of Hispanics and Blacks were clustered in lower level positions.

Fifty-six employers responded to both the 2008 and 2011 benchmark surveys, and 42 of these provided racial/ethnic information for their workers. Between 2008 and 2011, the total number of workers increased by 10,565 workers and budgets increased from \$65.6 billion to \$70 billion (see Table 2). There was some decrease in the percentages of Black and Hispanic workers in the 2011 survey, perhaps due to their higher rates of unemployment during the recession. In 2008 Black workers were 13.5 percent of all workers but were 10.7 percent in 2011. Hispanic workers were 5.8 percent in 2008 and 5.4 percent in 2011. Asians, however, increased from 4.3 percent to 5.6 percent, and workers in other racial/ethnic categories grew from 0.9 percent to 2.7 percent.

**Table 2. Race/Ethnicity of Workers of Employers Who Were Repeat Filers in 2008 and 2011**

Race/Ethnicity	2008	2011
Whites	75.5%	75.6%
Blacks	13.5%	10.7%
Hispanics	5.8%	5.4%
Asians	4.3%	5.6%
Others	0.9%	2.7%
Total Workers	92,218	102,783

### Changes in Employee Diversity across Occupational Levels from 2007 through 2011

Overall, employee diversity remained at 26 percent among signers for the past 5 years. However, the Great Recession affected the level of jobs held by people of color, especially Black and Hispanic workers. Unemployment rates increased for the entire Massachusetts population beginning in 2008. Unemployment rates were 5.8 percent in 2008 and peaked at 8.5 percent in 2010.<sup>xiv</sup> In 2011, employers were beginning the slow recovery from the recession. Unemployment declined to 7.3 percent. As was true across the country, unemployment was much more severe for Blacks and Hispanics in Massachusetts (2009: Blacks, 15.5 percent; Hispanics, 15.6 percent) and in 2010 (2010: Blacks, 11 percent; Hispanics, 10.3 percent). Moreover, Black male unemployment rates continued to be high, remaining above 15 percent in 2011.

Table 3 shows the effects of the recession. It compares occupational tiers for White, Black, Hispanic and Asian workers over the past five years.<sup>xv</sup> The table shows employee diversity increased from 2007 to 2008 for people of color in the first and second tiers for Blacks and Hispanics. Diversity also increased for Asians in the first tier but declined in the second tier. The comparison between 2008 and 2011 shows a sharp decline in the equitable representation of people of color in higher level occupations. The data suggest the recession forced Blacks and Hispanics down from the managerial and middle occupational tiers to lower occupational levels.



**Table 3. Racial/Ethnic Breakdown of Employees by Occupational Tier (2007, 2008, 2011)**

	White			Black			Hispanic			Asian		
	2007	2008	2011	2007	2008	2011	2007	2008	2011	2007	2008	2011
Exec./Senior/First/Mid-Level	14%	17%	15%	9%	13%	7%	7%	9%	7%	7%	10%	6%
Prof./Tech./Sales	59%	55%	57%	28%	40%	35%	36%	43%	39%	73%	62%	73%
Admin./Craft/Services	27%	28%	28%	63%	47%	59%	56%	48%	54%	20%	28%	21%

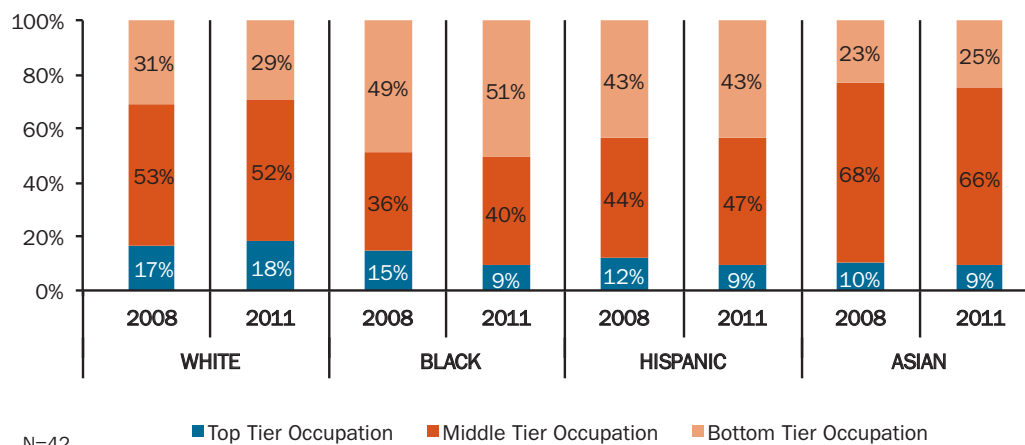
Table 3 shows all workers were affected by the recession, but people of color had more losses. First tier losses were 3 times greater for Blacks (6 percent) than Whites (2 percent) among first tier jobs. Hispanics lost 2 percent and Asians lost 4 percent. Whites made up for some of this loss as they gained 2 percent more of second tier jobs, but Blacks and Hispanics continued to lose, with a loss of 4 percent for second tier jobs. Interestingly, in 2011 Asian workers gained back the 11 percent of second tier jobs lost from 2007 to 2008.

Third tier changes show the harshest effects of the recession for Black and Hispanic employees. Black and Hispanic workers filled more second tier jobs in 2008 than in 2007, and had reduced their presence in third tier jobs. As the effects of the recession were more fully experienced by 2011, Blacks (12 percent more) and Hispanics (7 percent more) returned to third tier jobs. The participation of White workers was stable from 2008 to 2011, while there was a decline of 7 percent in Asians holding jobs in the lowest tier. While layoffs and restricted hiring during the recession reduced upward movement to the first tier for all employees, there was a much stronger negative effect for Black and Hispanic employees, who more often found employment in the third tier.

By 2011, unemployment rates more resembled those for 2007. Whites and Asians regained their representation, but Blacks and Hispanics did not. If we take into account the downward pressure of the recession on hiring and advancement, there is positive news in that second and third tier rates were lower than they had been in 2007. This suggests some stable, albeit small, increase in second tier jobs for Blacks, Hispanics and Asians in the five years from 2007 to 2011.

Data for repeat filers reinforces these findings. Figure 5 shows these effects for repeat filers in 2008 and 2011. There was little change in White and Asian employee

**Figure 5. Race/Ethnicity by Occupational Tier for Repeat Filers**



occupational status between the two survey years, but both Black and Hispanic employees lost representation in first tier jobs, somewhat compensated by an increased presence in second tier occupations.

The figure suggests the recession had a stronger effect on Black and Hispanic workers, who lost higher proportions of first tier occupations but increased representation in middle level ones. A reduction in senior and mid-level managerial positions was compensated by an increase in professional and technical jobs.

### Employee Diversity across Occupational Groups

Table 4 shows a more detailed description of racial/ethnic diversity by sector in 2011. The last two columns of the table show the distribution of people of color and Whites by occupation for the entire sample. Four percent of Whites held senior management positions compared to 2 percent of people of color; 11 percent of Whites were middle managers compared to 5 percent of people of color. Nearly half of Whites, 48 percent, were in professional occupations compared to more than a third (36 percent) of people of color. People of color held 11 percent of jobs, compared to 8 percent for Whites. Sales jobs were limited in this sample, with each group holding only 1 or 2 percent. Notably, people of color held lower level jobs more often than White workers. Eighteen percent of people of color held administrative support positions compared to 12 percent of Whites. Employees were equitably distributed in labor occupations, but 25 percent of people of color held services jobs compared to 12 percent of Whites.

An examination of the columns shows the overconcentration of people of color in the lowest occupational categories in education, healthcare, and government. There was considerably more representation of people of color in the not-for-profit and for-profit sectors in all occupational groups.<sup>xvi</sup>

A comparison of distributions in higher level occupations does show people of color had more proportionate representation and held higher positions in some sectors than others. In the top two occupational tiers, people of color can be found more than would be expected in executive positions in education, as mid-level managers in both for-profit and not-for-profit employers, with professional positions in the government sector, with technical jobs in educational institutions, and in sales jobs in the for-profit sector.

**Table 4. Percent of Employees by Sector, Race and Occupational Level (2011)**

Level	Education		Health		Not-For-Profit		For-Profit		Government		Total	
	People of Color	White	People of Color	White	People of Color	White	People of Color	White	People of Color	White	People of Color	White
Exec./Senior-Level Manager	6%	11%	0%	1%	2%	5%	5%	7%	1%	3%	2%	4%
First Mid-Level Manager	2%	4%	4%	9%	10%	13%	13%	22%	9%	15%	5%	11%
Professionals	29%	40%	36%	57%	23%	25%	35%	32%	41%	46%	36%	48%
Technicians	25%	15%	11%	9%	0%	1%	3%	3%	4%	4%	11%	8%
Sales	0%	0%	0%	0%	5%	2%	35%	25%	0%	0%	1%	2%
Administrative Support	20%	18%	23%	15%	7%	6%	7%	10%	10%	6%	18%	12%
Craft, Operatives, Laborers, Helpers	3%	4%	2%	1%	10%	4%	0%	0%	5%	6%	3%	3%
Service Workers	14%	7%	24%	7%	43%	43%	3%	2%	31%	20%	25%	12%
Total Percent	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Table 4 shows the differences between Whites and people of color in occupational levels within each sector.

- **Senior management.** People of color were more frequently in executive positions in the educational sector (6 percent) closely followed by the for-profit sector (5 percent). They were least likely to be in executive positions in the healthcare sector (less than 1 percent). Despite the higher overall proportions of people of color in government and not-for-profit organizations, their rates in top executive positions were surprisingly low in both the large government sector (1 percent) and the not-for-profit sector (2 percent). Previous reports show these distributions are similar to those in 2008 except for an increase in for-profits (2011: 5 percent; 2008: 1 percent).<sup>xvii</sup>
- **Mid-level management.** Managerial jobs below senior leadership jobs show higher percentages of people of color overall. Interestingly the for-profit<sup>xviii</sup> sector offered the most opportunities (13 percent). People of color had higher representation, as well, in middle management in the not-for-profit (10 percent) and government (9 percent) sectors. They were underrepresented in mid-level managerial jobs in the education (2 percent) and healthcare (4 percent) sectors. Compared to 2008, there were fewer mid-level positions in most sectors for both people of color and Whites, except for the for-profit sector where there were proportionately more positions and people of color more than tripled from 4 percent in 2008 to 13 percent in 2011.
- **Professional occupations.** The government sector showed the highest rate of people of color in the professional occupations, followed by healthcare and then the for-profit sector. People of color were infrequently found in professional occupations in the not-for-profit and educational sectors. The comparison with 2008 rates shows a decrease in participation of people of color, from 41 percent in 2008 to 36 percent in 2011, while rates for Whites remained the same (2008: 58 percent; 2011, 57 percent).
- **Technician positions.** People of color had greater opportunities for technician positions in the educational and healthcare sectors and were as likely as White employees to have jobs as technicians in the for-profit and government sectors. These findings are the same as those in 2008.
- **Sales jobs.** Few employers reported a large percentage of sales jobs. But the for-profit sector shows a large advantage for people of color who held 10 percent more positions than Whites. In 2008, people of color and Whites both held half of all jobs in this sector.

There is some evidence that sector size had an influence on diversity in tier 3 occupations. Sectors with more workers (education, healthcare, and government) showed less equity than sectors with fewer workers, the not-for-profit and for-profit sectors.

- **Administrative support.** In the healthcare sector, nearly a quarter of people of color (23 percent) held administrative support jobs, compared to Whites with 15 percent in healthcare. People of color (10 percent) in the government sector held more administrative support jobs than Whites (6 percent). There was no disparity in the not-for-profit sector (people of color, 7 percent; Whites, 6 percent), and Whites held a higher percent of administrative jobs in the for-profit sector (people of color, 7 percent; Whites, 10 percent).

Compared to data reported for 2008, people of color retained their share of administrative support jobs in education (23 percent each year) while Whites' representation declined from 22 percent in 2008 to 18 percent in 2011.<sup>xix</sup> Both people of color and Whites lost administrative jobs from 2008 to 2011, but people

of color lost a higher percentage of these jobs (people of color, 2008, 31 percent, 2011, 23 percent) (Whites, 2008, 18 percent; 2011, 15 percent). In the not-for-profit sector, rates declined about 2 percent for both groups in the not-for-profit sector, and decreased for people of color by 1 percent and increased for Whites by 2 percent. Representation in the government sector remained the same.

- **Labor.** Only 3 percent of workers held labor jobs (craft, operatives, laborers, and helpers) in the signer sample. Distribution was equitable in all sectors except in the not-for-profit sector where 10 percent of people of color held these jobs compared to 4 percent of Whites.

Comparing changes from 2008, there were few differences for people of color and Whites in the larger organizations in education, healthcare, and government, but a much lower proportion of groups lost jobs in the for-profit sector but gained jobs in the not-for-profit sector.

- **Service workers.** Comparable in wages and benefits to administrative support jobs, these typically blue collar jobs were held twice as frequently by people of color in education (people of color: 14 percent; Whites: 7 percent) and three times as often in healthcare (people of color: 24 percent; Whites: 7 percent). People of color held these jobs in the government sector 11 percent more often than Whites (people of color: 31 percent; Whites, 20 percent). In the not-for-profit sector, people of color and Whites had similar representation. There were very low rates of service workers in the for-profit sector, but people of color and Whites were just as frequently found there.

While service jobs are in the lowest occupational group, they provide employment and are especially valuable in a recession. From 2008 to 2011, people of color lost jobs in education and not-for-profits but gained them in healthcare. Interestingly, people of color lost service jobs in education, but Whites did not (2008: people of color, 21 percent; Whites, 7 percent; 2011: people of color, 14 percent, Whites, 7 percent). Service jobs decreased by 10 percent in not-for-profits for people of color (2008: 52 percent; 2011: 43 percent) but increased for Whites by 13 percent (2008: 30 percent; 2011: 43 percent). In contrast, jobs in this sector more than doubled for people of color in healthcare and tripled for Whites (people of color: 2008, 10 percent, 2011, 24 percent; Whites: 2008, 2 percent; 2011, 7 percent).

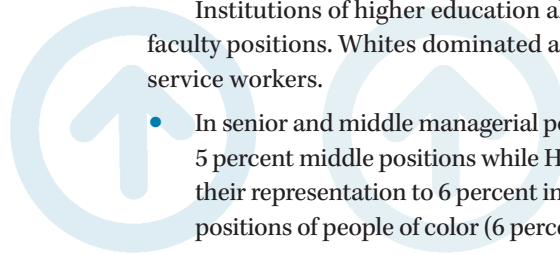
In future research it would be interesting to examine if employers in sectors with higher concentrations of minorities also have proportionately more people of color in upper level jobs. If minorities were less underrepresented in some sectors, would they achieve higher ranks more readily? If they were already in the pool of employees, their chances for promotion to a higher level job might increase. Another question to address: do people of color with higher occupational skills choose to apply for higher level positions in sectors where it is known they have a fairer chance for employment? The evidence for employers in the not-for-profit sector supports this theory. In contrast, people of color in the for-profit sector, the sector with the lowest percentage of people of color (15 percent) had the highest percentage of workers in middle manager positions (13 percent) and had the same percentages as White workers in professional positions. Perhaps for-profit employers recruited these workers for their specific skills; or perhaps these specific employers chose to expand diversity to increase their competitiveness in the marketplace.

## Diversity in Higher Education

Sixteen institutions of higher education filed data with Commonwealth Compact in 2011.<sup>xx</sup> Similar to their participation in 2008, 56 percent were private; 50 percent were universities, 38 percent were colleges, and 12 percent were

*“I find that the Commonwealth Compact survey is an excellent tool for expanding and strengthening the Lesley University Diversity Score Card to include measuring demographic data and executive leadership engagement, efforts in developing a pipeline to the Board, employee participation, the ratio of faculty of color to students of color, and supplier diversity.”*

—Dr. Barbara “B.J.” Addison Reid,  
Lesley University



community colleges. Institutions of higher education employed nearly 10,000 teachers (9,951 faculty) and more than 32,000 other staff (32,173 workers).

A crucial measure of racial and ethnic diversity is the percentage of people of color in tenured and tenure-track faculty at colleges and universities in Massachusetts. Table 5 shows Whites dominate tenured faculty positions, but there is more opportunity for people of color in tenure-track jobs.

- In 2011, Whites held 4 out of 5 of all faculty positions. They held 83 percent of tenured positions, 68 percent of tenure-track jobs, and 83 percent of all other faculty slots.
- People of color made up 19 percent of all faculty. Eight percent were Asian, 3 percent were Black and 3 percent were Hispanic. Five percent were classified in other racial categories.
- Tenured faculty included 15 percent people of color. Blacks were 4 percent, Hispanics 2 percent, and Asians had the highest representation at 9 percent.
- Tenure-track positions offered the most opportunity for people of color: 32 percent of jobs were held by minorities; about half of them by Asians. Blacks held 4 percent of tenure-track faculty while Hispanics increased to 6 percent. Six percent fell into other racial categories.
- People of color were substantially underrepresented in part-time, adjunct or other faculty positions.

Institutions of higher education also employed many people in jobs other than faculty positions. Whites dominated all occupations except for technicians and service workers.

- In senior and middle managerial positions, Blacks held 4 percent of the senior and 5 percent middle positions while Hispanics held 3 percent of senior jobs, increasing their representation to 6 percent in middle manager ranks. Asians had the most top positions of people of color (6 percent) and 2 percent in middle positions.

Table 5. Employees by Occupational Level and Race/Ethnicity in Institutions of Higher Education						
	White	Black	Hispanic	Asian	Other	Total
Tenured Faculty	83%	4%	2%	9%	2%	41%
Tenure-Track Faculty	68%	4%	6%	15%	6%	16%
Other Faculty	83%	3%	2%	5%	6%	43%
Total Faculty	81%	3%	3%	8%	5%	100%
Employees	White	Black	Hispanic	Asian	Other	Total
Senior Managers	86%	4%	3%	6%	2%	10%
Mid-Level Managers	86%	5%	3%	2%	4%	4%
Professionals	80%	5%	4%	7%	4%	36%
Technicians	64%	3%	4%	13%	16%	18%
Sales	83%	5%	10%	2%	2%	0%
Administrative Support	74%	9%	5%	6%	6%	19%
Craft, Operatives, Laborers, Helpers	80%	4%	5%	4%	6%	4%
Service	62%	14%	19%	4%	1%	8%
Total Employees	75%	6%	5%	7%	6%	100%

**Table 6. Student Composition by Type and Race/Ethnicity (2011)**

Students	White	Black	Hispanic	Asian	Other
Undergraduates	60%	10%	13%	10%	7%
Graduate	68%	5%	5%	11%	11%

- People of color held 20 percent of professional jobs, Asians with 7 percent, Blacks with 5 percent, and Hispanics with 4 percent.
- More than a third (36 percent) of positions of technicians were held by people of color. Asians held 13 percent and those in other racial categories comprised 16 percent of the distribution.
- Hispanics (10 percent) held nearly half of the sales positions held by people of color (19 percent). Blacks had 5 percent of sales jobs.
- People of color continued to be overrepresented in third tier jobs in institutions of higher education, occupying more than a fourth of administrative support jobs (26 percent) and more than a third (38 percent) of service jobs. Fewer Asian workers were in service jobs (4 percent) compared to Blacks (14 percent) and Hispanics (19 percent).

An important issue for diversity in institutions of higher education is whether there is a match between the racial/ethnic diversity of students and faculty. As previously noted, 19 percent of all faculty were persons of color, ranging from 3 percent Hispanic faculty or Black faculty to 8 percent Asian faculty. But, as Table 6 shows, students were much more diverse than faculty, especially undergraduates.

In 2011, 40 percent of undergraduates were students of color: 10 percent of undergraduates were Black, Hispanic students had the largest representation (13 percent) and Asians comprised 10 percent. Seven percent reported other racial/ethnic categories. A third of graduate students also were students of color: 5 percent were Black and Hispanic, each, and 11 percent were Asian. Another 11 percent were in other racial/ethnic categories. These distributions represent a 10 percent increase in undergraduate and graduate students of color from 2008, when 30 percent of undergraduates and 22 percent of graduates were people of color.

Despite the increasing numbers of students of color, faculty diversity has not kept up with Black and Hispanic student diversity. While there is a near match between Asian faculty and Asian students, Black and Hispanic tenured faculty are woefully underrepresented. It is somewhat encouraging to note that 6 percent of current tenure-track faculties are Hispanic, indicating that there will eventually be a better match for Hispanic students.

### **Gender Diversity at Institutions of Higher Education**

Gender diversity is key in institutions of higher education because men and women are both necessary to serve as role models and mentors to undergraduate and graduate students. At the 16 schools of higher education among the signers who completed the diversity survey, two-thirds of tenured positions were held by men; they also held more than half of the tenure-track positions. In contrast, more than half of “other faculty” positions, typically part-time and without benefits, were filled by women (see Table 7).

- Higher percentages of women held tenured slots than in 2008 (2011: 34 percent; 2008: 29 percent) and tenure track slots (2011: 47 percent; 2008: 43 percent). Among other faculty, 54 percent were women, compared to 48 percent in 2008, an increase of 6 percent.



- Women constituted more than half the student population at the undergraduate (55 percent) and graduate (57 percent) levels.
- Although gender diversity is greater than racial and ethnic diversity, the percent of female students at the undergraduate and graduate levels substantially continues to exceed the percent of female faculty.

**Table 7. Female and Male Faculty by Faculty Position**

Position	Female Faculty	Male Faculty
Tenured	34%	66%
Tenure-Track	47%	53%
Other Faculty	54%	46%
Total Faculty	45%	55%

## Organizational Policies and Practice and Diversity

Executive-level commitment to diversity goals and initiatives has been identified as an essential element of successful diversity endeavors. According to Hite and McDonald (2006), “the value of upper-level support for successful diversity initiatives is central to their successful implementation; and this may be even more important for smaller organizations where leadership is more visible and funds more limited.”<sup>xxi</sup> Moreover, authority conferred by the organization was more important than individual solutions (Kalev, Dobbins, and Kelly, 2006) who reported “the strategies designed to change individuals are less effective than the conventional management solution of setting goals and assigning responsibility for moving towards these goals.”<sup>xxii</sup>

More recent research by Rivera (2012) reported that structural and status divisions within the company promoted a “disconnect” between recruitment and hiring. Recruitment was focused on baseline job qualifications, supporting people of color with good resumes. But hiring was done by professionals who believed diversity values were less important than ability to perform the professional aspects of the job, apparently conferred by attendance at a high prestige school. Firms claimed there just were not enough qualified diverse candidates in their “pipelines,” but Rivera pointed out that firms had constructed a pipeline that excluded culturally diverse candidates who had not attended high prestige schools, losing the automatic “intellectual, social, and moral worth” validation that accompanied that prestige.

She found that leadership solutions to increase diversity could be counteracted by professional employees who preferred “cultural matching” of new hires. Professionals recruited and hired people who had gone to the same prestigious schools and valued the same life style. New hires’ resumes did not need to show they had the skills or experience detailed in the job description because, it was assumed, they could learn to do what was required because of similar educational backgrounds. She found many firms ran diversity job fairs to identify applicants outside their normal pipeline, but firm leaders viewed them as more of a “branding” activity and were a kind of window dressing. Even when well-qualified minority applicants submitted resumes at job fairs, they were infrequently passed along because they had not attended a high prestige school. According to Rivera: “although these firms tend to have the ingredients for success on paper, in practice the presence of structural and status divides between those responsible for overseeing diversity recruitment and those making hiring decisions, alongside widespread cultural beliefs among decision-makers that diversity is not a valid criterion of evaluation, stymies firms’ efforts to diversify.”

A major focus of this benchmark diversity survey is to identify practices used by Massachusetts leaders, who have signed the Commonwealth Compact, that encourage diversity in their organizations. The research suggests signers may have had to overcome preferences for “cultural matching” and worked to bridge value differences between those who recruited applicants and those who hired them.

In the following section, we examine organizational policies and board structure for promoting diversity efforts.

## Boards/Governance

Ninety of the signers submitted information about the racial/ethnic and gender compositions of over 2,500 board members. They reported the average board had 28 members, 4.6 people of color, and 10.7 women. An analysis of the racial and ethnic distribution on the boards of employers highlights the importance of representation of people of color on boards.

Executive committee members occupied about a third of board positions (31 percent). Few employers reported many additional officers (4 percent) on boards, limiting the effects they could have on board decisions. Voting members, separate from executive committee members and additional officers, made up nearly half of board positions (46 percent) while non-voting members were 19 percent. As the most powerful positions on the board were held by executive committee members, equitable racial and ethnic diversity on the board would be most important in those positions.

### Racial and Ethnic Diversity on Boards

People of color made up 26 percent of the sample workforce but were 17 percent of board members. Their board presence decreased slightly from 2008, when it was 20 percent.<sup>xxiii</sup>

Table 8 shows many people of color held important board positions, although there was a slight decrease from 2008.

- People of color held 17 percent of the executive committee positions, down from 19 percent in 2008.
- People of color made up 20 percent of voting members, down 3 percent from 2008 (23 percent).
- Nine percent of non-voting members were people of color.
- People of color also represented 18 percent of voting members who served two or more years.
- On average, Blacks held more board positions (2.9 positions) than Hispanics (.87 positions) or Asians (.88 positions). They also held more executive board positions (0.8 positions) than Hispanics (0.3 positions) or Asians (0.4 positions).

Overconcentration of either Whites or people of color on company boards restricts leadership and insight from underrepresented groups. While people of color held 17 percent of all board positions, some employers did not have any people of color on their boards, and some had only a token presence.

- 13 percent of boards had no people of color in any position.

**Table 8. Board Members by Race/Ethnicity and Position (2011)**

Board/Governance	White	Black	Hispanic	Asian	Other	Total
Members of Executive Committee	83%	9%	3%	4%	1%	100%
Any Additional Officers (Not included above)	77%	13%	4%	5%	0%	100%
Voting Members (Not including Officers/Exec. Comm.)	80%	12%	4%	3%	1%	100%
Non-Voting Members	91%	6%	1%	1%	0%	100%
Two or more years	83%	11%	3%	3%	1%	100%



- 46 percent of boards had no people of color on the Executive Committee. The median number of people of color on boards was 3 positions. This means half of boards had fewer than 3 people of color and half had three or more. Some boards had one or two people of color (23 percent); some had proportional representation, and some were characterized by racial/ethnic overconcentration, with more than 50 percent of all board positions held by people of color:
- Sixteen percent of boards reported more than 50 percent of positions were held by minorities, similar to the distribution in 2008.
- On executive committees, with any people of color in any board position
  - Almost two-thirds (65 percent) reported one or two minority members.
  - Where more than half of executive committee members were people of color, 76 percent were held by people of color.
  - In 10 percent of organizations, executive committee members were nearly all people of color.

### Efforts to Increase Board Diversity

As noted in previous reports, employers find diversifying their boards can be a major challenge. In 2008 there was a decrease in board efforts to diversify, perhaps reflecting the economic downturn at that time. However, in 2011, signers reported increased determination to make their boards more representative, and these efforts resembled the level of diversification efforts of 2007 (Table 9).

- More than half (54 percent) of employers had adopted a diversity policy or endorsed diversity goals, an increase of 14 percent since 2008. More than half of signers who had answered the survey in previous years also reported having a diversity policy.
- A small percentage (6 percent) specifically mentioned discussing progress toward diversity goals at board meetings.
- More than 60 percent reported an ongoing process for identifying a diversified pool of candidates for board service. This was the case for 68 percent of previous responders.

**Table 9. Board/Governance Diversity Efforts:  
2007, 2008, 2011**

Diversity Effort	Percent Who Responded Yes			Percent Who Responded Yes and Had Participated in Previous Surveys		
	2007	2008	2011	2007	2008	2011
Board has ongoing process for identifying diverse pool of candidates for board service	67%	42%	62%	70%	70%	68%
Board offers mentoring, orientation or training to members	77%	49%	82%	78%	78%	85%
Board has adopted/endorsed a diversity policy and/or goals	47%	40%	54%	51%	51%	53%
Board formally assesses own performance on achievement of diversity gains	40%	21%	43%	36%	36%	46%
Board uses services of search firms for identifying a diverse pool of candidates for board service	7%	7%	2%	5%	5%	2%

- Two out of five boards (43 percent) indicated they formally assessed their achievement on diversity gains. Forty-six percent of previous responders reported self-assessments.
- Most boards (82 percent) offered mentoring or training to new board members, and this was also true for previous responders.
- Employers in 2011 did not use search firms, but more than a fourth (27 percent) used professional organizations with a goal of recruiting people of color for leadership positions.
- More than a third reported soliciting community groups for identifying potential people of color for board positions, and a third of these identified three or more organizations.
- Forty percent of boards used community outreach, mentioning contacting three or more organizations.

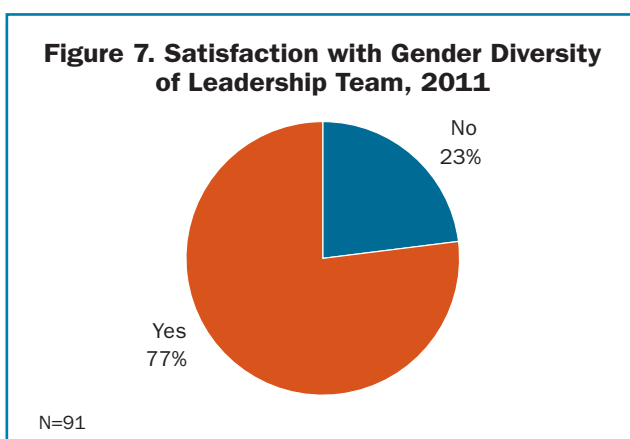
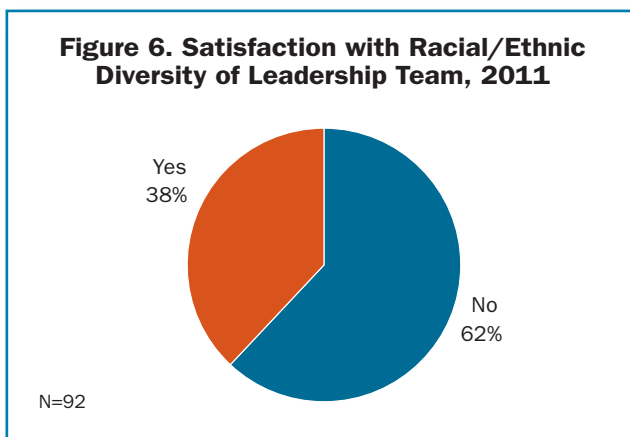
It would appear that signers who reported board information in 2011 relied less on formal mechanisms, such as search firms, to identify diverse candidates but instead searched for community organizations and affinity groups that would already have ties to diverse organizations.

### Leadership Characteristics and Diversity

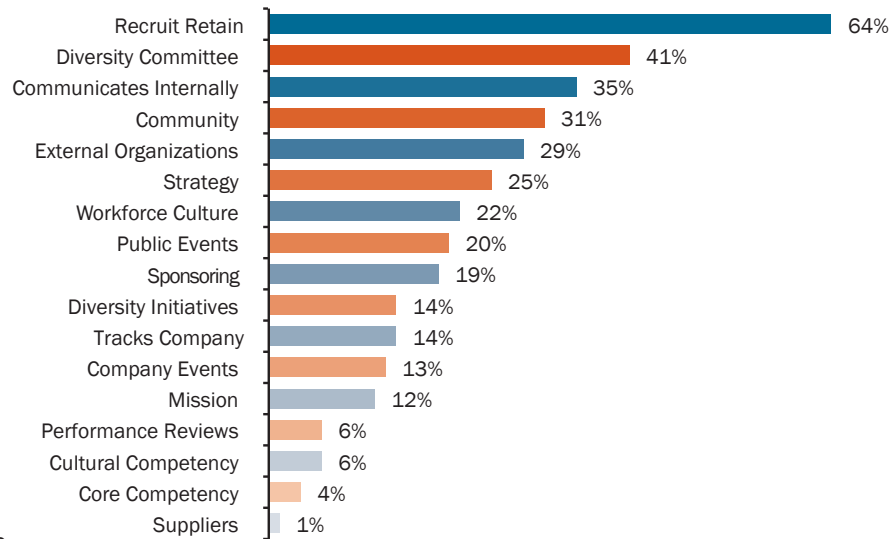
CEOs reported more satisfaction with gender and racial/ethnic diversity in their leadership teams than in 2008, but similar to the previous benchmark report, they were less satisfied with racial/ethnic diversity than with gender diversity.

In 2008, satisfaction with racial and ethnic diversity in CEOs' leadership teams was 28 percent. In this report, Figure 6 shows that satisfaction had risen by 10 percent, to 38 percent. More than the majority (62 percent), however, would have liked much higher racial and ethnic diversity than they currently had.

And similar to the 2008 report, when satisfaction with gender diversity was more than twice as great as with racial/ethnic diversity, CEOs in this report also reported higher satisfaction with gender diversity than racial/ethnic diversity than before. In both years, the majority of CEOs was satisfied with gender diversity. In 2008 satisfaction with gender diversity was 56 percent; in 2011, it increased 20 percent to 77 percent. Despite improvements, nearly a fourth of CEOs would have liked greater gender diversity on leadership teams.



**Figure 8. Range of CEO Leadership Activities for Diversity in 2011**



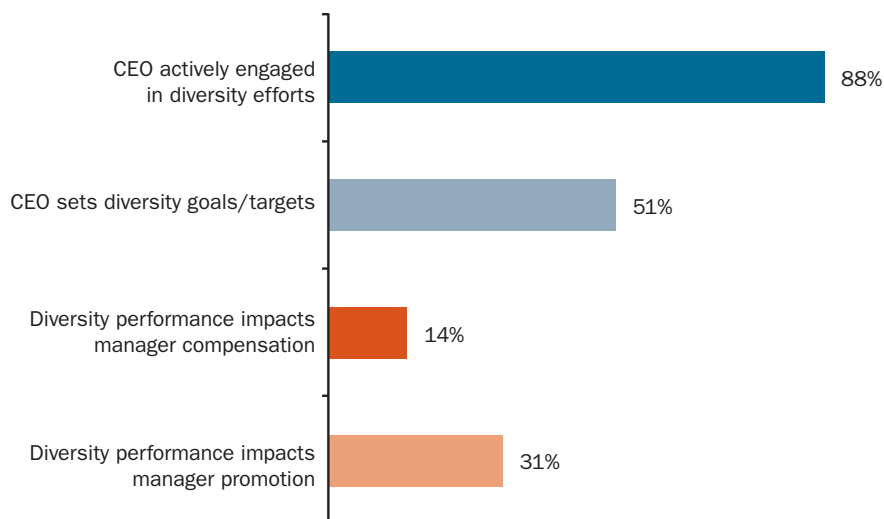
N=83

CEOs were asked to independently identify their top five leadership activities. They most often reported direct interventions in company policies and activities; publicly advocating for diversity in local and national communities; and promoting a company-wide diversity strategy.

Figure 8 shows all responses, arrayed from most frequent to least frequent.

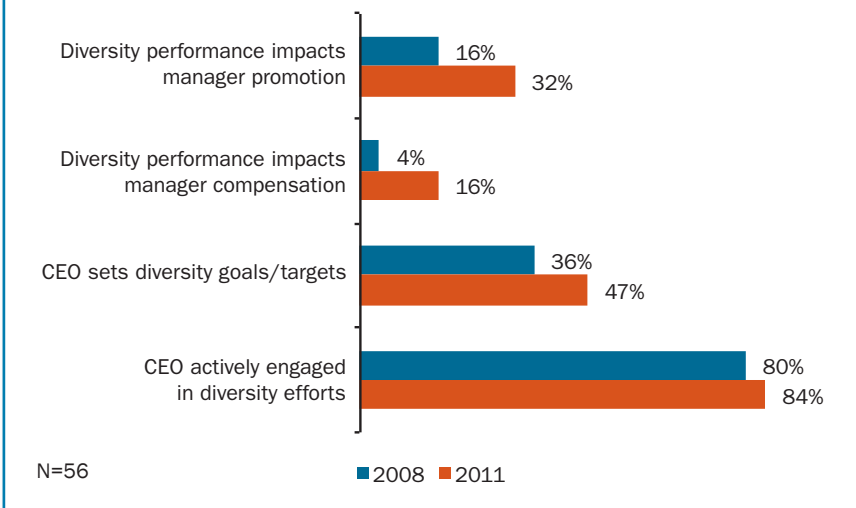
- Two out of three employers (64 percent) stressed recruitment and retention of diverse candidates
- Between 29 and 41 percent described having a company-wide diversity committee, internal communication by company leaders about the importance of diversity, active community engagement, and working with external organizations to advance diversity.

**Figure 9. CEO Leadership on Diversity, 2011**



N=91

**Figure 10. CEO Leadership on Diversity, Repeat Filers  
2008, 2011**



- Between 20 and 25 percent talked about development of a company diversity strategy, supporting diversity in workforce culture, attending public diversity events, and sponsoring diversity activities in the community.
- Fourteen percent or fewer mentioned other CEO leadership activities to support diversity.

Management policies were more prevalent than individual approaches, in line with the best practices advocated by Kalev et al. (2006).<sup>xxiv</sup>

CEOs were also asked specifically about certain key diversity activities. Figure 9 shows CEOs' answers to direct questions posed in the diversity survey.

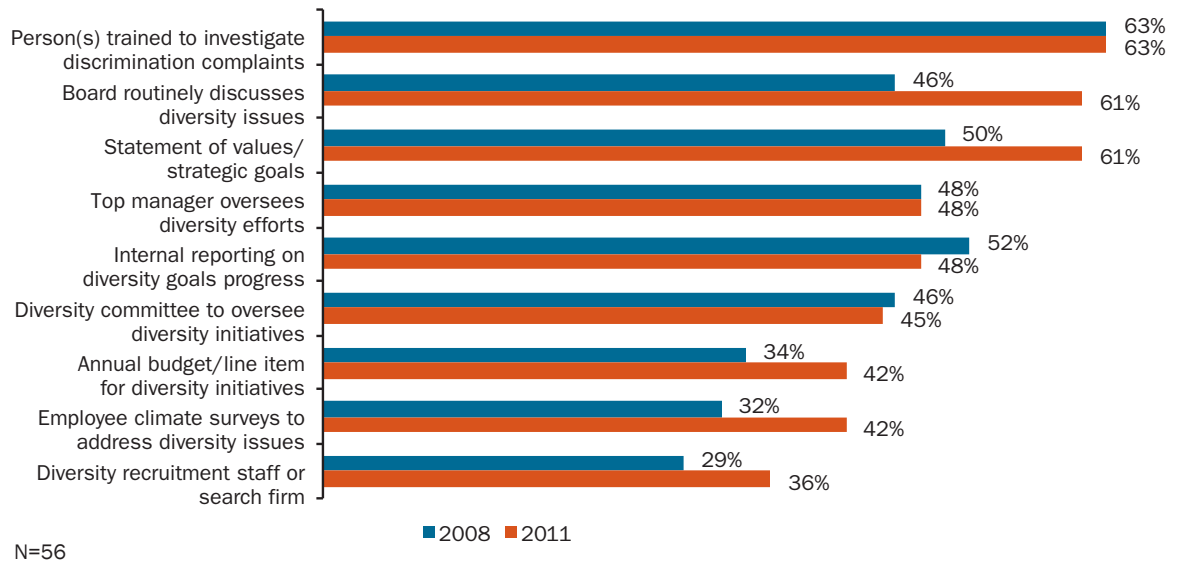
- Nearly all signers (88 percent) noted CEO active engagement in diversity efforts.
- More than half (51 percent) said that the CEO sets diversity goals and targets.
- While 31 percent indicated that diversity performance affected a manager's promotion, only 14 percent said diversity performance impacted a manager's compensation.

Figure 10 shows the same pattern of answers for repeat filers. Interestingly, there was an increase from 2008 to 2011 in the percentages of CEOs promoting these efforts.

Figure 11 compares results from questions about organizational actions that may affect the diversity of boards and employees for employers who filed in 2008 and again in 2011.

The figure shows no changes in the percentages of employers who had trained investigators of discrimination complaints on staff (63 percent each year), had a top manager overseeing diversity efforts (48 percent each year), or had a diversity committee (46 and 46 percent). But many other items show an increase for repeat filers from 2008 to 2011. Boards more frequently discussed diversity issues, employers had established strategic goals, more reported an annual budget or line item for initiatives, conducted employee surveys, and used diversity recruitment staff or search firms. A lower percentage required internal reporting on progress in meeting diversity goals.

**Figure 11. Management Actions to Support Diversity, Repeat Filers 2008 & 2011**



## Workplace Environment

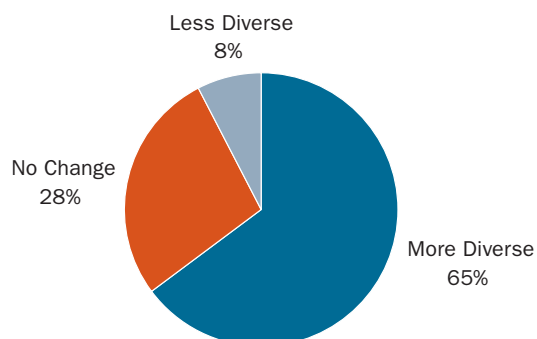
Corresponding to the trend we see with increases in diversity efforts for CEOs and management actions, perceptions of diversity in the workplace environment also show improvement. Signers reported (Figure 12) racial/ethnic diversity in the workplace had increased in the past three to five years:

- Nearly two-thirds said the company was more diverse (65 percent). In 2008, less than half (48 percent) said it was more diverse.
- Slightly more than one-fourth (28 percent) said there was no change in diversity, compared to 5 percent in 2008.
- Only 8 percent said it was less diverse, compared to 48 percent in 2008 who reported less diversity.

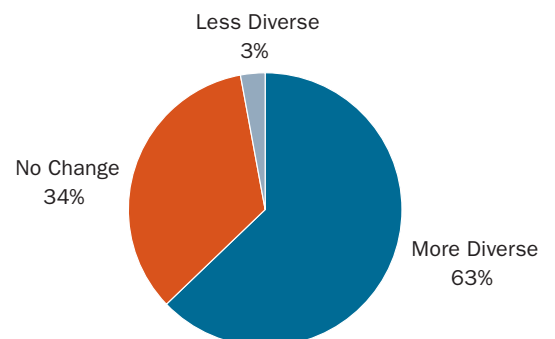
The same pattern is evident in perceptions of gender diversity in the workplace, as seen in Figure 13:

- Two out of three employers (63 percent) perceived there was more gender diversity, compared to one out of three (37 percent) in 2008.

**Figure 12. Racial Diversity of Workplace 2011**



**Figure 13. Gender Diversity of Workplace 2011**

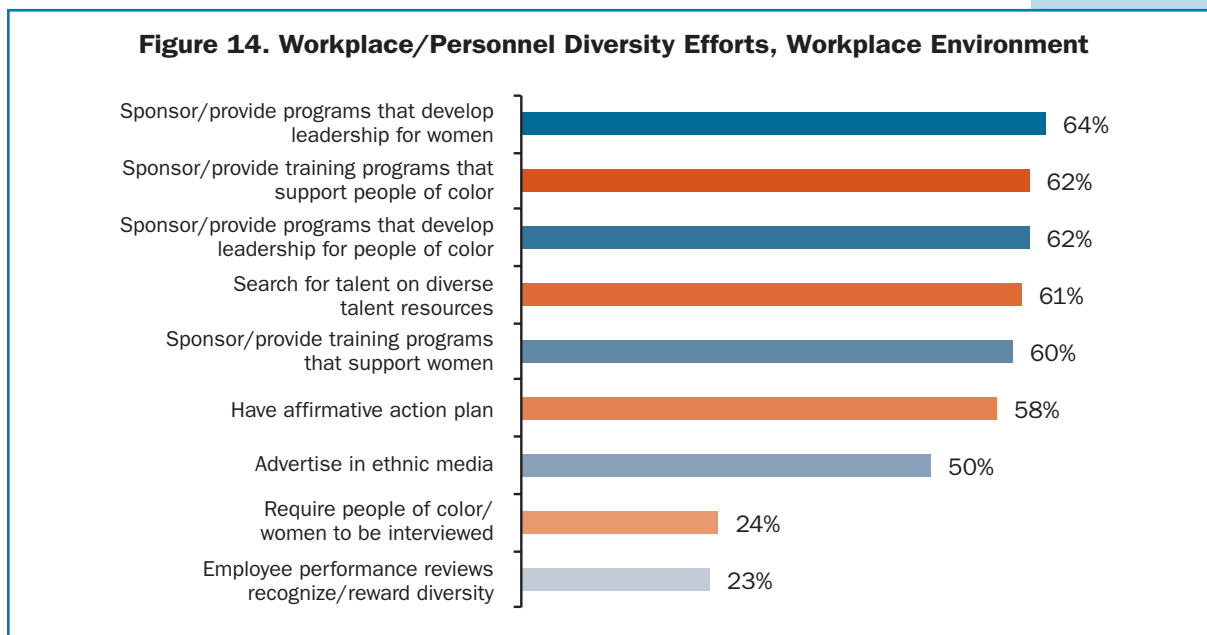


- A third (34 percent) reported no change, compared to 6 percent in 2008.
- Only 3 percent said their workplace has less gender diversity than before, compared to more than half (58 percent) in 2008.

Massachusetts workplaces, represented by Commonwealth Compact signers, experienced greater racial/ethnic and gender diversity in 2011 than in 2008. These findings may reflect CEOs' beliefs that the improving economy is beginning to increase diversity in the workforce.

### Workplace/Personnel Diversity Efforts, 2011

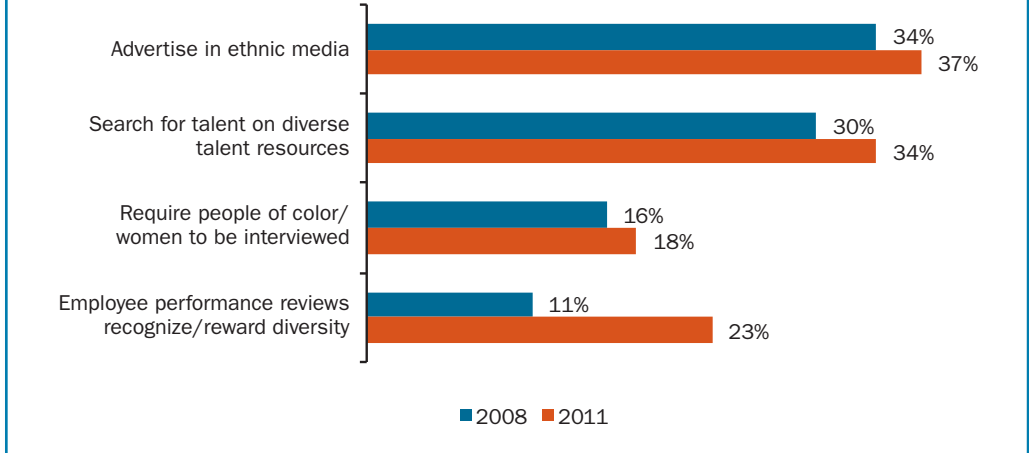
Changes in diversity initiatives and perceptions also extend to personnel diversity efforts. As noted earlier, the most frequent example of CEO leadership was active involvement in recruitment and retention of people of color and women. Figure 14 shows more information about employers' direct efforts to ensure a diverse pool of job applicants.



The figure shows more than half of 2011 signers said they had leadership training programs for people of color and women, used diverse talent resources to improve diversity in recruitment efforts, advertised in ethnic media, and had an affirmative action plan in place. The majority of employers, however, still did not require people of color or women to be interviewed, nor did they recognize and reward diversity in employee performance reviews.

- Sixty percent or more employers and organizations reported training and leadership programs for women and people of color, compared to 40 percent in 2008.
- Searching for talent on diverse talent resources more than doubled from 2008 (2011, 61 percent; 2008, 26 percent).
- There were also increased reports of having an affirmative action plan in place (2011, 58 percent; 2008, 33 percent).
- Half of the employers reported advertising in ethnic media, compared to about a fourth (28 percent) in 2008.
- There is some improvement in the number of employers that required people of color or women to be interviewed for open positions (2011, 24 percent; 2008, 18 percent), but it is not very large.

**Figure 15. Differences in Workplace Environment for Repeat Filers 2008 & 2011**



- There is also a similar increase in the percentage of employers that recognized or rewarded diversity in employee performance reviews (2011, 23 percent; 2008, 19 percent).

Workplace environment policies were not as frequently mentioned among repeat filers, but there were some small increases between 2008 and 2011 for these employers. Figure 15 shows that repeat filers increased the rates at which they advertised in ethnic media, searched for talent on diverse talent resources, required people of color and women to be interviewed for job openings, and recognized diversity efforts in employee performance reviews.

### Relationships with Consumers and Customers

Commonwealth Compact strives to reverse the reputation that Massachusetts has not been a diverse place to live and work for people of color. The diversity survey offers a way to measure what employers and organizations offer to their diverse customers and consumers and if these services and products are delivered in a culturally sensitive and competent way.

**Figure 16. Customers and Consumer Diversity Measures: Signers Who Responded Yes, 2011**

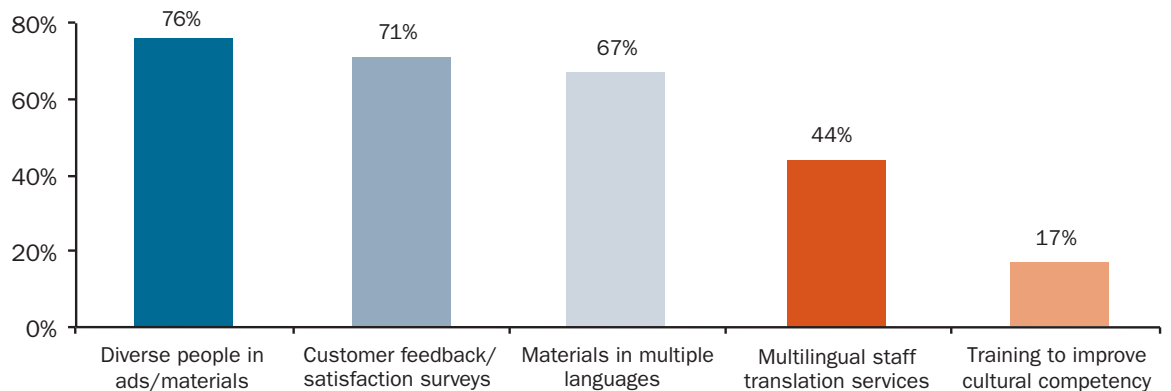


Figure 16 shows that employers and organizations were broadening advertisements and feedback mechanisms to increase awareness of racial/ethnic and gender diversity in the community. Most signers ensured their ads represented a diverse population, their materials were in multiple languages, and they conducted customer surveys to gauge satisfaction with products and services provided. In 2008 this was the case for only about half of the signers.

- Diversity in advertising increased 20 percent, from 56 percent in 2008 to 76 percent in 2011.
- Seventy-one percent conducted customer satisfaction surveys in 2011 compared to 42 percent in 2008, a 30 percent improvement.
- Materials in multiple languages more than doubled since 2008 (2011, 67 percent; 2008, 30 percent).

Fewer than half of employers provided staff that could provide translation services or offered cultural competency training.

- In 2008, 40 percent reported providing translation services with multilingual staff. There is a slight increase in 2011 to 44 percent.
- Training to improve cultural competency decreased by more than half, from 44 percent in 2008 to 17 percent in 2011.

Perhaps economic constraints reduced resources for multilingual staff, and they had not been replaced by the time of the survey. The decrease in training to improve cultural competency could also be due to economic constraints, or it may be that thus far there has been little rigorous evaluation of the concept and validated training programs are difficult to find.<sup>xxv</sup> Another explanation is that employers are finding greater benefit from management policies than efforts to work directly with individuals, as suggested by Kalev et al.<sup>xxvi</sup>

## Gender Diversity

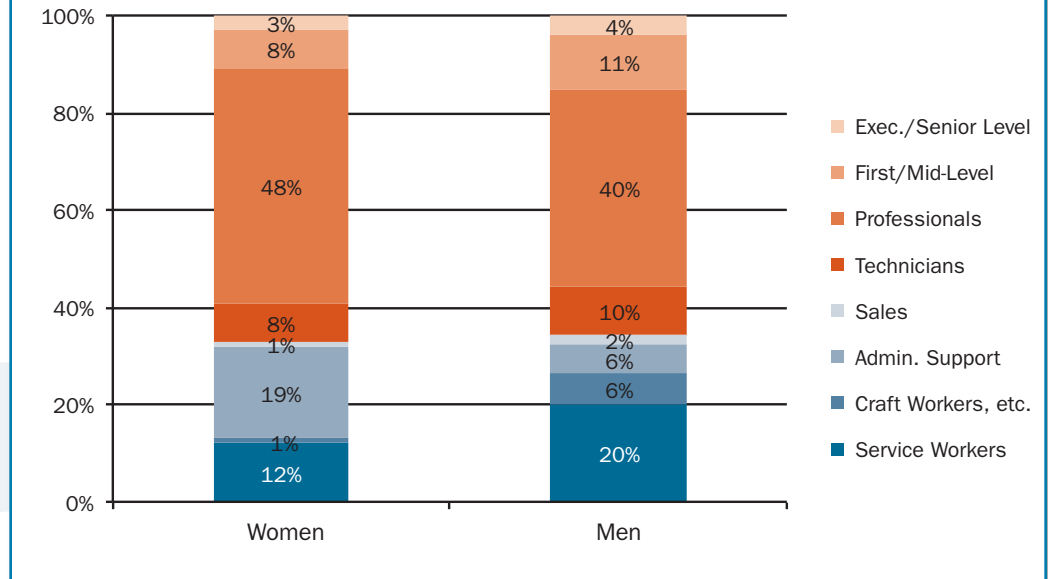
Satisfaction with gender distributions on leadership teams and workplace perceptions of gender diversity suggest company leadership believed women were better represented in the workplace than people of color. A recent *New York Times* series of articles suggests women on Wall Street may be blocked in ways similar to people of color in a recession. One top female executive is quoted saying, “*Think about it. You’re going through this horrible downturn. You’re a C.E.O. You want people who you worked with for 10 years or 20 years who you can trust... These moves have led to more homogeneous leadership teams.*”<sup>xxvii</sup> However, similar to the question asked about people of color, it is as important to ask if women were well represented in leadership roles or are most still in an “enduring pink ghetto” as reported by Glasscock in 2009?<sup>xxviii</sup>

Signers provided gender and racial/ethnicity data for over 100,000 female workers, 57 percent of all workers in the benchmark sample. Analyzing the gender distribution by occupational tier, Figure 17 shows the distribution of women in occupations and then compares their representation with men. The first question is what kind of job would a woman be likely to find among the employers in the signer sample?

- Eleven percent of women had positions in the top occupational level (senior managers, 3 percent; middle managers, 8 percent). This distribution is similar to 2008 results for senior managers but lower for middle managers (senior managers, 3 percent; middle managers, 10 percent).
- Women in the middle occupational level included professionals (48 percent), technicians (8 percent), and sales workers (1 percent). The middle level included most women workers (57 percent). In 2008, 54 percent of women were in the middle occupational level but were distributed somewhat differently:



**Figure 17. Comparing Women and Men and Occupations, 2011**



professionals, 40 percent; technicians, 4 percent; and sales, 10 percent. Some of the differences in distribution may be due to sample differences. In 2011, there is a higher representation of institutions in the healthcare and government sectors that have higher proportions of professionals than other sectors.<sup>xxix</sup>

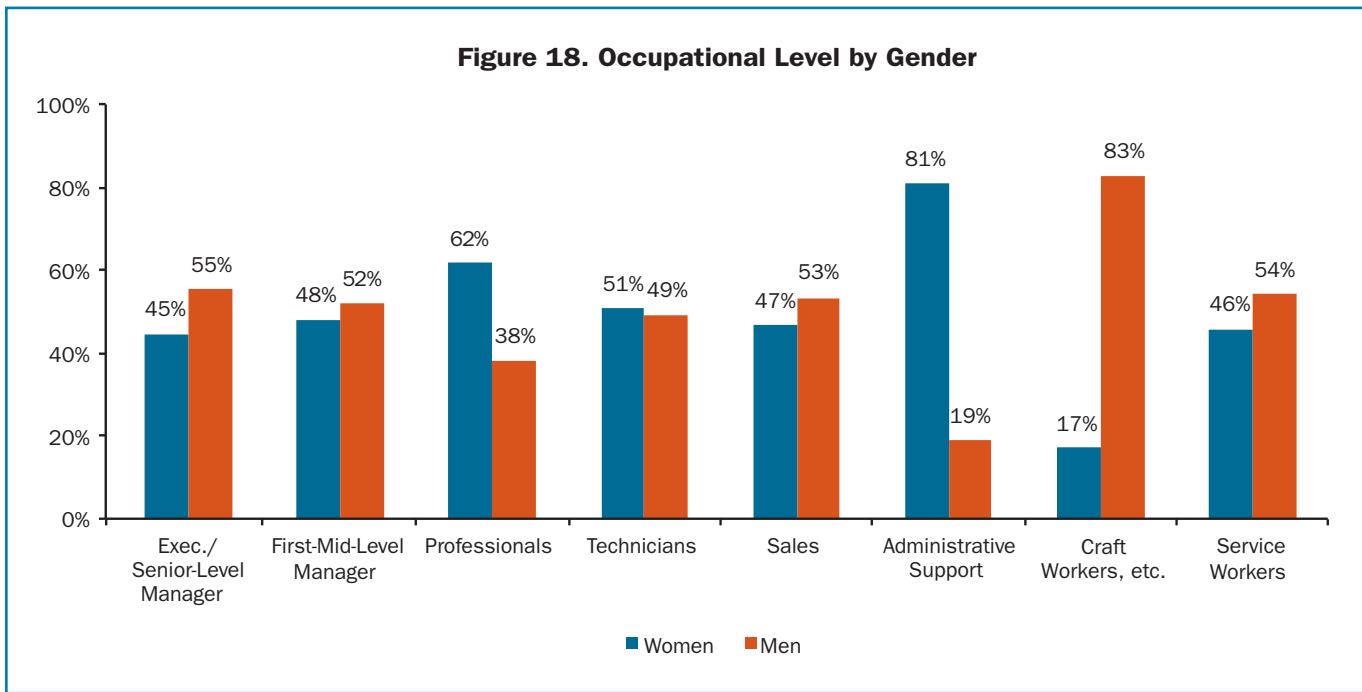
- One-third of female employees worked in the lowest occupational level, in jobs that provide services to people either within the organization or to its customers. They include women in administrative support (19 percent) and services (12 percent). In addition, one percent of women provided labor.

The distribution of men in jobs shows that men are dominant in first tier jobs, women have a higher percentage of middle tier jobs, by virtue of their representation in the professional occupations, and men and women are tied in third tier jobs.

- There are only 12 percent of all jobs for senior and middle managers. In signer organizations, men outpace women as senior executives (women, 3 percent; men, 4 percent), and the gap is bigger for middle manager jobs (women, 8 percent; men, 11 percent). Combined, the top occupational tier shows 11 percent for women compared to 15 percent for men.
- Women’s opportunities are more often realized in the professional sector that includes nearly half of women but 40 percent of men.
- While there is limited racial/ethnic diversity in the lowest occupational tier, gender diversity is about equal for lower level jobs. In the third occupational tier, typically filled by people with less education and lower skill levels, 32 percent of both women and men have these jobs. However, there are gender disparities by type of occupation that are influenced by gender stereotypes. Women workers dominate administrative jobs (“pink collar” jobs) and men hold most labor and service jobs (“blue collar” jobs).

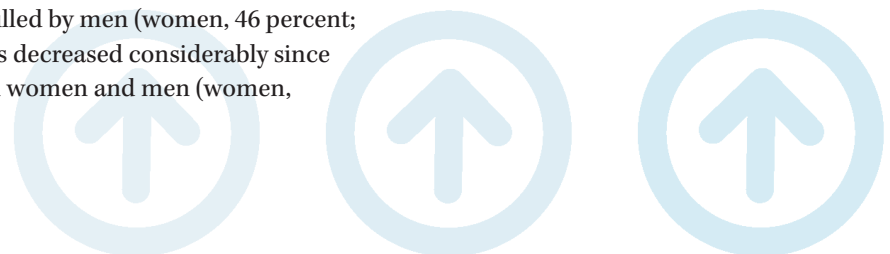
The figure above answers the question about what jobs women and men would have been likely to hold in 2011. The next question addresses which occupations are primarily filled by women or men. Figure 18 shows the percentage of each job that was held by a woman or a man.

Compared to 2008, there has been no or little change in the distribution of women and men in senior management, among technicians, and in administrative



support. However, women have increased their presence in mid-level management and professional jobs. Their presence has decreased among sales workers, laborers, and service workers.

- There was a 10 percent gap between women and men in senior managerial positions (women, 45 percent; men, 55 percent). This gap has remained the same since 2008.<sup>xxx</sup>
- In 2011, there was a 4 point gap between male and female mid-level managers compared to a 10 point gap in 2008 (women, 45 percent; men, 55 percent).
- Across all professional positions, 62 percent were held by women compared to 38 percent of men. Women occupied 24 percent more professional slots than men. In 2008, there was an 8 point gap (women, 54 percent; men, 46 percent).
- There is little evidence of gender discrimination for technicians, which showed a similar distribution in 2008.
- In 2011, 6 percent more men than women held sales positions, a major difference since 2008 when women had a 45 point advantage (women, 72 percent; men, 27 percent).<sup>xxxi</sup>
- Four out of 5 (81 percent) administrative support positions were held by women, who dominated this traditionally pink collar field. The distribution is unchanged since 2008.
- Fewer than one in five women filled labor positions, a sharp decline from 2008 when more than one in three women held labor positions.
- Finally, the majority of service positions were filled by men (women, 46 percent; men, 54 percent), an 8 percent gap. The gap has decreased considerably since 2008 when there was a 20 percent gap between women and men (women, 40 percent; men, 60 percent).



## Sectorial Comparisons for Women and Men by Occupational Category

In this section, we investigate whether gender disparities are greater in some sectors than others. Table 10 shows the distribution of occupations by women and men in each sector. The table shows that women are well represented in the education, health, not-for-profit and for-profit sectors, but they are underrepresented in higher positions in the government sector. If a woman were looking for a higher level job, a comparison of each occupation by sector would show where her best chances were.

Table 10 identifies sectors that are more hospitable to women. Looking across the table rows at percentages for women highlights differences for women in each occupation in each sector. For example, looking across the row for senior management, 10 percent of women had senior manager jobs in education compared to less than one percent in healthcare. Between 4 and 5 percent of women held senior management positions in the not-for-profit and for-profit sectors. Women in the government sector had slightly higher proportions of senior jobs than in healthcare but considerably lower rates than in not-for-profit and for-profit sectors. Definitions of senior manager may vary from sector to sector, and between organizations in each sector, but Table 10 shows the highest status jobs are more often awarded to women in education than in any other sector.

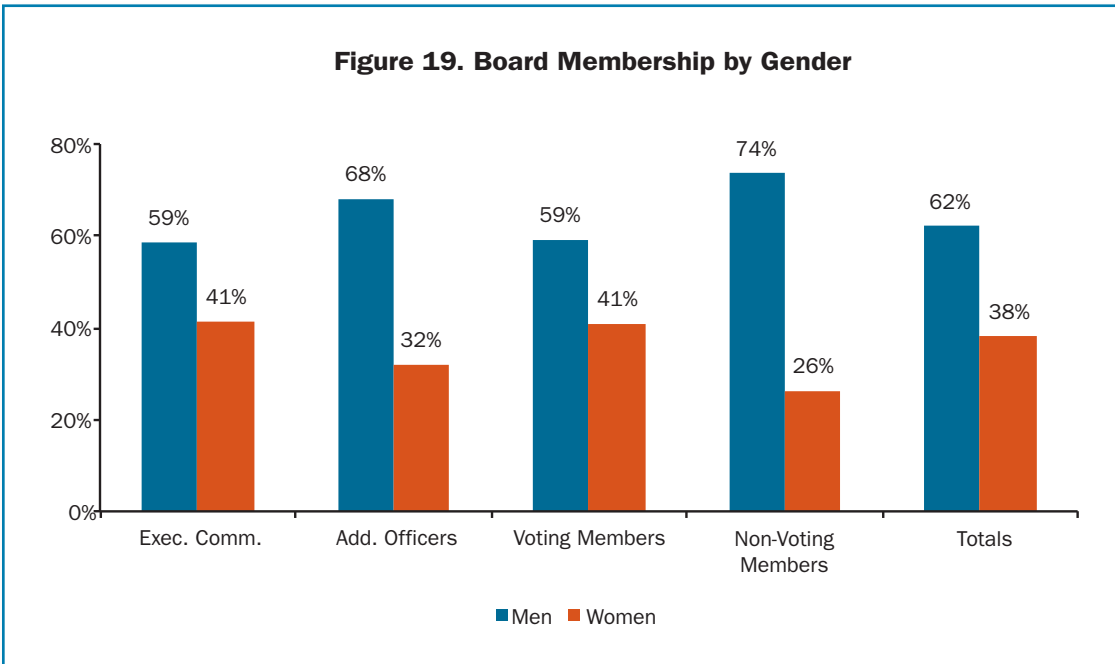
Education offers more opportunities for higher level employment of women than other sectors. The highest proportion of lower level jobs were also in education for administrative support workers and in the not-for-profit sector for service positions. In addition to senior management positions, the table shows:

- The for-profit sector offered more opportunities for women in middle manager positions (20 percent) while the fewest middle manager positions were in healthcare (4 percent).
- The government (52 percent) and healthcare (51 percent) sectors both had strong representation of women in professional occupations.
- For technicians, the highest percentage of jobs for women were in education (10 percent), followed by 9 percent in healthcare, 5 percent in government and 1 percent or less in for-profits and not-for-profits.
- There were very few sales jobs but the ones that existed were in the for-profit sector (25 percent) and the not-for-profit sector (4 percent).
- The highest percentage of administrative support jobs for women were in education (27 percent) and healthcare (21 percent), compared to 9 percent in the not-for-profit sector.

**Table 10. Women and Men by Sector by Occupation**

Level	Education		Health		Not-For-Profit		For-Profit		Government		Total	
	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
Senior Manager	10%	10%	0%	1%	4%	5%	5%	8%	1%	4%	3%	4%
Mid-Manager	4%	4%	7%	9%	13%	10%	20%	21%	9%	17%	8%	11%
Professionals	41%	32%	51%	52%	29%	19%	33%	32%	52%	39%	48%	40%
Technicians	10%	26%	9%	10%	0%	1%	1%	4%	5%	4%	8%	10%
Sales	0%	0%	0%	0%	4%	2%	25%	27%	0%	0%	1%	2%
Admin. Support	27%	10%	21%	10%	9%	3%	15%	4%	13%	2%	19%	6%
Laborers	1%	8%	0%	3%	5%	8%	0%	1%	2%	8%	1%	6%
Services	6%	12%	11%	15%	36%	53%	1%	2%	18%	26%	12%	20%

- There were few laborers, but men dominated this category.
- For service jobs, not-for-profits reported the highest percentage of women (36 percent), twice as high as in government (18 percent), followed by healthcare (11 percent). Service jobs were held by 6 percent of women in education and only 1 percent in for-profits.



### Gender Diversity on Boards

Women comprised 38 percent of board members in the Massachusetts signers’ sample, more than twice the 16 percent found in a recent InterOrganizationNetwork (ION) study. ION, a national women’s business advocacy organization, reported results for a 2011 study on female board membership, covering more than 10,000 women in business across a wide range of United States industries.<sup>xxxii</sup> ION also found that Massachusetts reported the highest representation of female board members (21 percent) at Fortune 500 employers, compared to other states, but a lower than average rate of 10 percent in the overall Massachusetts sample of 100 companies.

Among Commonwealth Compact signer employers, women had exceptionally strong representation on boards, especially compared to the ION study. Figure 19 shows that women in the signer sample consistently represented about 40 percent of board members on executive committees and among other voting members as well.

The figure shows:

- Ninety signer organizations and employers reported information for 2,540 board members. Thirty-eight percent were women (966 women) and 62 percent were men (1,574 men). If distributions on the boards conformed to the distribution of workers, women would have 57 percent of the seats (1,473 women) and men would have 42 percent (1,067). While gender diversity is high among signer employers, it has not yet reached parity.
- Women are well represented among voting members of the boards and have a higher percentage of voting members than do men (women, 87 percent; men, 78 percent).<sup>xxxiii</sup>

- Women represented 41 percent of executive committee members and about a third of additional officers.
- Among other voting members, 41 percent were women.
- Women have had stable representation on boards: 38 percent of women have been board members for more than two years.

### Comparing Racial and Ethnic Diversity on Boards for Men and Women

Results suggest greater racial and ethnic diversity among female than male board members (see Table 11 below). In the overall female worker population, 75 percent were White, 12 percent were Black, 7 percent were Hispanic, and 6 percent were Asian. If boards were as diverse, we would expect a similar distribution among all board members and also among executive board members. We find, not surprisingly, that White female board members were overrepresented (80 percent). Black female board members had higher representation than other women of color on the board.

- Black female board members represented 13 percent of female board members.
- Hispanic and Asian female board members, however, were underrepresented (Hispanic, 4 percent; Asian, 3 percent).
- Executive Committee female membership shows more diversity than is seen in overall board composition.
  - There was a lower percentage of White women (76 percent);
  - Black women held 12 percent of the seats;
  - Hispanic women occupied 5 percent; and
  - Asian women were slightly overrepresented (7 percent).

There was less racial/ethnic diversity among male board members.
- Among male workers, 76 percent were White, 10 percent were Black, 6 percent were Hispanic, and 7 percent were Asian.
- However, White members comprised 86 percent of male board members, while 9 percent were Black. Hispanic and Asian men were only represented at 2 percent each.
- On Executive Committees, men of color represented 12 percent while women of color made up 24 percent.

These distributions suggest women in signer organizations had high rates of board representation, especially compared to national and Massachusetts data.<sup>xxxiv</sup> Notably, women of color had greater representation than men of color.

Table 11. Board Position by Race/Ethnicity and Gender								
Board Position*	Hispanic Women	Black Women	Asian Women	White Women	Hispanic Men	Black Men	Asian Men	White Men
Exec. Comm.	5%	12%	7%	76%	3%	7%	2%	88%
Add. Officers	3%	26%	6%	65%	5%	8%	5%	83%
Voting Members	5%	14%	0%	81%	3%	12%	2%	83%
Non-Voting Members	1%	8%	1%	90%	1%	6%	1%	92%
Total	4%	13%	3%	80%	2%	9%	2%	86%
Total N	40	122	23	752	38	139	35	1,354

\*Other race/ethnicity members not included

## Conclusions and Best Practices for Managing Diversity

Based on the analyses in this report it is now possible to answer the questions posed in the beginning of the study. In this section we address the representativeness of the data provided by Commonwealth Compact signers, racial/ethnic and gender diversity among these employers, organizational policies that contribute to workforce diversity, and employers' perceptions of changes in diversity. Finally, the employers' assessment of their best practices is reviewed and compared with current research in the field.

### ■ What organizations and employers do Commonwealth Compact signers represent in Massachusetts?

Commonwealth Compact signers are a non-random sample of 105 employers, encompassing a wide array of organizations in the corporate, education, healthcare, government and not-for-profit sectors. As signers, they represent employers that are especially committed to diversity in the workplace, and study results may be influenced by this bias. Results may also be affected by the oversampling of not-for-profit and educational institutions and the lower representation of government, healthcare, and for-profit employers.

### ■ How have organizational policies and practices affected changes in diversity?

CEO leadership activities more commonly involved interventions in company policy and public advocacy for diversity than cultural competency training and other efforts to educate their workforces. They focused most of their efforts on attracting more diverse candidates for senior leadership positions and board membership; they led diversity committees; they hired top managers to promote diversity; and they used internal communications to emphasize the importance of diversity for the company. They engaged with local and sometimes national organizations to promote diversity policies.

Although it is not possible to draw a direct link from organizational practices to diversity outcomes, CEOs reported more satisfaction with gender and racial/ethnic diversity in

their leadership teams than in 2008, but similar to the previous report, they were less satisfied with racial and ethnic diversity than with gender diversity. Just over a third of company CEOs were satisfied with racial/ethnic diversity compared to more than three-fourths being satisfied with gender diversity.

### ■ How diverse are Massachusetts businesses?

The signer sample shows greater employee diversity than is typical in Massachusetts. People of color comprised 26 percent of the workforce, considerably more than their 18 percent representation in the overall Massachusetts workforce. People of color had about half the representation in top tier jobs involving senior and middle management as did White workers but did somewhat better in second tier professional, technician and sales jobs. However, they remained over-concentrated in the lowest occupational tier in jobs in administrative support, labor, and services.

Employers were aware of these disparities, expressing dissatisfaction with gender and especially racial/ethnic diversity. However, employment patterns continued to show proportionately fewer people of color in top tier managerial jobs, while opportunities were available for people of color in middle tier jobs based on professional or technical skills. Nevertheless, more than half of people of color were in the lowest occupational tier, compared to about a fourth of White employees.

The education and healthcare sectors provided opportunity for

advancement for people of color in professional and technical fields while not-for-profit and government sectors offered possibilities in middle management positions. While perhaps a unique group of for-profit employers participated in the survey, employees in this sector had the greatest opportunity for senior managerial jobs, and there were no major differences with White workers in racial/ethnic differences in all other occupational levels.

Although organizational leadership reported improvements in gender diversity, men continued to hold more than half the positions in senior management, mid-level management, sales, labor, and services. Opportunities for women were more frequently found as professional workers, technicians, and in administrative support.

■ **Have diversity indicators stayed the same, gotten better or gotten worse over time?**

Compared to 2008, women have increased their presence in mid-level management and professional jobs, although there has been little or no change in the distribution of women and men in senior management, among technicians, and in administrative support. Women's presence has decreased among sales workers, and in lower paying jobs such as laborers, and service workers.

Racial and ethnic diversity remained steady across the workforce at about 26 percent from 2008 to 2011. This is true even though Black and Hispanic workers were more likely to be out of the workforce during the recession. While all employees experienced some downward occupational mobility from first to second tier jobs during that time period, the stronger effect was on Blacks and Hispanics who were forced back into third tier occupations. In 2008, 11 percent of people of color held first tier jobs and 43 percent were in third tier positions. By 2011, only 7 percent of people of color were in first tier jobs and 46 percent were in third tier jobs.

■ **Best Practices**

Signers to the Commonwealth Compact have made a commitment to increasing diversity throughout their organizations and through developing more diverse leadership teams. Many also have instituted diversity initiatives within their professional and local communities. Eighty-seven employers listed best practices. Because many best practices are related to the functions and structure of specific institutions, and feature ways to improve diversity through service delivery, the following discussion focuses on best practices by sector.

**Education Sector:** Seventeen of the 20 employers in the education sector, including 14 schools of higher education and 3 private secondary or specialized schools, described their best practices to increase diversity. The universities and specialized schools' best practices emphasized reaching out to students with diverse racial and ethnic backgrounds. Some used dedicated recruiters for specific populations, and some increased the racial/ethnic diversity of people shown in their advertising. Schools offered grants for diversity programs; presented diversity and inclusion faculty awards; established affinity alumni groups; and made efforts to develop a pipeline to increase diversity representation in the board of trustees. They connected with other schools to discuss diversity with other university presidents, sponsored diversity summits and speaker series; and supported diversity programming in their local communities.

**Healthcare Sector:** Nine out of 10 organizations in the health-care sector reported best practices. While healthcare organizations also emphasized recruiting for diversity, particularly from within their local communities, many best practice efforts were dedicated to providing diverse programs for their patients. They developed culturally sensitive outreach efforts for a mammography campaign, implemented asthma

initiatives, and supported diabetes and hypertension programming. They also worked with community health centers, sponsored rape crisis centers, and developed programs addressing domestic violence.

**Not-for-Profit Sector:** Thirty-eight of the 44 organizations provided best practices information. Diversity practices varied widely in this sector because it included both very large and very small not-for-profits. Practices described by the larger organizations tended to be formal: recruitment efforts, diversity committees, strategic plans, and ways to sponsor access to the services provided. The smaller not-for-profits often were community-based and provided direct service delivery. They stressed bilingual and multicultural staff, including case managers, mentoring for clients, and sponsoring diversity programs for local communities.

**For-Profit Sector:** Thirteen of the 20 for-profit organizations reported best practices information. The larger for-profit employers mentioned women and people of color on the executive team, planned increases in diversity training funds, and provided community service to diverse not-for-profit organizations. The smaller for-profits reported sharing their resources – office space, arrangements with affinity associations, hiring an outside diversity consultant. Also mentioned were off-site retreats to study diversity issues and summer jobs programs for diverse applicants.

**Government Sector:** Finally, 8 out of 10 organizations in the government sector provided examples of best practices. They addressed diversity internally, offering executive learning programs, diversity initiatives to support women, offered multiple language choices on their websites, and recruited minority students for internships. They sponsored community meetings to address diversity issues, held celebrations, for example for MLK day, and offered public support for stands against racism.

## Footnotes

- <sup>i</sup> Hardy-Fanta, C. & Stewartson, D. (2007). A Seat at the Table? Racial, Ethnic & Gender Diversity in Hospital, Education, Cultural and State Boards. Research Report. Center for Women in Politics and Public Policy, McCormack Graduate School, University of Massachusetts Boston.
- <sup>ii</sup> Hardy-Fanta, C. (2009) STEPPING UP: Managing Diversity in Challenging Times. The First Annual Report of Commonwealth Compact Benchmark Data.
- <sup>iii</sup> Hardy-Fanta, C. & Ransford, P. (2010) FACING UP: Managing Diversity in Challenging Times. The Second Annual Report of Commonwealth Compact Benchmark Data.
- <sup>iv</sup> Potential sources of bias may have been introduced into the analysis because not all respondents answered all questions. Furthermore, because the total number of signers is small, variation in responses may skew results in a way that would not happen with a larger number of cases.
- <sup>v</sup> 93 employers reported a mean of 1,871 employees and a median of 195 workers, suggesting wide variation in the size of reporting organizations. Organizational size also varied by industry sector. The average number of employees was 150, not-for-profit employers; 543, for-profit organizations; 1,690, education; over 7,000 healthcare and government.
- <sup>vi</sup> Average budgets also ranged widely by sector: Not-for-profit organizations, \$16.8 million; education, \$330 million; for-profits, \$1.6 billion; healthcare, \$2.1 billion; and government, \$4.2 billion.
- <sup>vii</sup> The not-for-profit sector is overrepresented among signers (44 of the 93 signers) but underrepresented among employees (6,361 employees out of 174,519 workers). Because of the wide range of activities and size, it is necessary to interpret the distribution of these occupational data with caution.
- <sup>viii</sup> Many educational and healthcare institutions in the Commonwealth and among the signers are in the not-for-profit sector; in this and in prior reports, however, we use the term “not-for-profit organizations” to refer to community-based organizations, museums, media outlets, advocacy groups, social service agencies, etc.
- <sup>ix</sup> Source: Extrapolated from Barry Bluestone, Economy and Equity. The Massachusetts economy in numbers. Posted by Barry Bluestone March 7, 2012. From: Massachusetts Employment by Sector - 2011:1st Half, ES-202 Files. Accessed 010213
- <sup>x</sup> U.S. Census data for Massachusetts suggests the signer sample of employers has a higher proportion of not-for-profit organizations (42 percent compared to 5 percent in Massachusetts); greater representation of educational institutions (19 percent compared to 6 percent); lower proportions in the government sector (10 percent of the signer sample compared to 13 percent) and the healthcare sector (10 percent of signers vs. 21 percent); and much lower representation of for-profit companies (20 percent vs. 55 percent). Source: US Census: American Community Survey, Year 1 Estimates, 2011; BLS: Current Employment Statistics (CES-790) accessed 123112.
- <sup>xi</sup> 43% of all Massachusetts employees worked in management, business, science and arts occupations, 17% worked in service occupations, 24% were employed in sales and office occupations, 7% worked in natural resources, construction and maintenance occupations, and 9% were in production, transportation and material moving occupations. Commonwealth Compact data roughly corresponds to these distributions (DPO3: Selected Economic Characteristics, ACS\_11\_5YR\_DPO3: Selected Economic 2007-2011 American Community Survey.) Extrapolated from Barry Bluestone, Economy and Equity. The Massachusetts economy in numbers. Posted by Barry Bluestone March 7, 2012. From: Massachusetts Employment by Sector - 2011:1st Half, ES-202 Files. Accessed 010213.
- <sup>xii</sup> Source: Bureau of Labor Statistics, Current Population Survey, Table 14. States: Employment status of the civilian non-institutional population by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age, compiled: 2008 - 2011 annual averages. <http://www.bls.gov/lau/table14full11.pdf> Accessed 021613.
- <sup>xiii</sup> Hardy-Fanta, C. & Ransford, P. (2010). FACING UP.
- <sup>xiv</sup> Source: Bureau of Labor Statistics, Current Population Survey, Table 14.
- <sup>xv</sup> All signers who responded in the year of each survey are included in these distributions. Not all signers responded each year.
- <sup>xvi</sup> The for-profit companies in the survey are not very large; Their lower representation of third tier workers may be because they had less need for lower level workers for maintenance staff than larger for-profit corporations such as manufacturing plants, etc.
- <sup>xvii</sup> Hardy-Fanta, C. & Ransford, P. (2010). FACING UP.
- <sup>xviii</sup> Logistic regression results for for-profit sector, reference group is white males. Results statistically significant, (p=.05). Among employers in the for-profit sector of this sample, Asian males had significantly higher odds than white males of holding senior and middle manager positions.
- <sup>xix</sup> Hardy-Fanta, C. & Ransford, P. (2010). FACING UP.
- <sup>xx</sup> Data from other educational institutions may be included in the government sector. For example, public school numbers may be reported within cities and towns. Furthermore, higher educational institutions may have reported separately.
- <sup>xxi</sup> Hite, L.M., & McDonald, K.S. (2006). Diversity training pitfalls and possibilities: An exploration of small and mid-size US organizations. Human Resource Development International, 9 (3), 365-377.
- <sup>xxii</sup> Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. American Sociological Review, 71(4), 589-617.
- <sup>xxiii</sup> Hardy-Fanta, C. & Ransford, P. (2010). FACING UP.
- <sup>xxiv</sup> Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses?
- <sup>xxv</sup> Lie DA, Lee-Rey E, Gomez A, Berecknye S, & Braddock CH. Does Cultural Competency Training of Health Professionals Improve Patient Outcomes? A Systematic Review and Proposed Algorithm for Future Research. J Gen Intern Med 26(3):317-25. DOI: 10.1007/s11606-010-1529-0. © The Author(s) 2010. This article is published with open access at Springerlink.com. <http://link.springer.com/content/pdf/10.1007%2Fs11606-010-1529-0>. Accessed 011312.
- <sup>xxvi</sup> Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses?
- <sup>xxvii</sup> Craig, S. (2013). Lessons on Being a Success on Wall St., and Being a Casualty. <http://dealbook.nytimes.com/2013/04/01/lessons-on-being-a-success-on-wall-st-and-being-a-casualty/?emc=eta1&pagewanted=print>
- <sup>xxviii</sup> Glasscock, G. Promises Unkept in the Enduring Pink Ghetto. February 10, 2009 Cross-posted at Advancing Women. <http://www.thenewagenda.net/2009/02/10/promises-unkept-in-the-enduring-pink-ghetto/>
- <sup>xxix</sup> In 2008, as noted earlier, the signer distribution of women by sector showed 45 percent not-for-profit institutions, 24 percent for-profit businesses, 17 percent educational institutions, 8 percent healthcare organizations, and 6 percent from the government sector.
- <sup>xxx</sup> Hardy-Fanta, C. & Ransford, P. (2010). FACING UP.
- <sup>xxxi</sup> These differences are extreme and could be due to differences in companies.
- <sup>xxxii</sup> Notes from ION Report: Gender Imbalance in the Boardroom: Opportunities to Change Course. The Eighth Annual Status Report of Women Directors and Executive Officers of Public Companies in 14 Regions of the United States. December 2011. ION is the InterOrganizationNetwork, sponsored initially by KPMG, and was formed in 2004. According to its website it “consists of 16 regional organizations in the United States representing more than 10,000 women in business across a wide range of industries. Through ION, these women combine their energies in advocating the advancement of women to positions of power in the business world, especially to boards of directors and executive suites.”
- <sup>xxxiii</sup> This analysis does not include information about board members of other racial or ethnic groups. The total N for the analysis is 2,507.
- <sup>xxxiv</sup> Women of color represented 10 percent of board members exceeding outcomes reported by ION for Massachusetts board members (1.3 percent).



# APPENDIX A: Commonwealth Compact Benchmark Data Form

You may use this form as a guide to completing the on-line Benchmark Data Collection form, but please do not submit this in hard copy to us. Please be sure to submit your data through our on-line form only.

Thank you for taking the time to provide your benchmark data.

This form consists of six pages; following each page you can continue to the next page, or submit what you have completed and return to complete the form later. All fields in red are required.

**Web Page 1**

**SECTION I:**

**Organizational Information**

1. Organization Name \_\_\_\_\_ 2. Email \_\_\_\_\_ 3. Website \_\_\_\_\_

4. Telephone \_\_\_\_\_ 5. Fax \_\_\_\_\_

Your password: Choose a password to log into our directory or update your information \_\_\_\_\_

**Contact Information**

6. Name of primary organization contact \_\_\_\_\_ 7. Email \_\_\_\_\_ 8. Telephone \_\_\_\_\_

9. Where are your corporate headquarters located? \_\_\_\_\_

10. Where are your employees located? Select the most descriptive category:  
 Only in Massachusetts;  Only in New England;  Only in USA;  US and Internationally

11. What staff contributed to this report? \_\_\_\_\_

**Benchmark Data**

12. Total number of employees \_\_\_\_\_ 13. Number of employees in Massachusetts \_\_\_\_\_ 14. Overall organization budget or gross revenues \_\_\_\_\_

**Web Page 2**

**SECTION II. Boards/ Governance**

The person most familiar with the composition of the board should complete this section. Please fill out this chart according to the membership of the Board of Directors of your organization, regardless of their location

	Race/Ethnicity														
	Hispanic or Latino		Not-Hispanic or Latino					FEMALE			Totals				
	Female	Male	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American		Native Hawaiian or Other Pacific Islander	American Indian or Alaskan Native	Two or More Races	
Members of Executive Committee (If board has one)															
Any Additional Officers not Included Above															
Voting Members (Not including Officers/Exec. Comm.)															
Non-Voting Members															
How many voting board members have served more than two years?															

If there are people in the roles above whose ethnicity/race you do not know, please describe them here (e.g., There is 1 officer whose race I do not know): \_\_\_\_\_

**Yes/No Questions**

15. Does your board offer mentoring, orientation or training to its members? YES  NO

16. Does your board have an on-going process for identifying a diverse pool of candidates for board service? YES  NO

If your response to the previous question was yes, how does your board go about doing this?

16a. Use the services of search firms for identifying a diverse pool of candidates for board service?

16b. Have access to some formal or informal source of diverse candidates, such as the National Association of Asian American Professionals, The Partnership, Association of Latino Professionals in Finance and Accounting, Emerging Leaders, etc. (If so, please indicate source(s))

17. Has your board adopted or endorsed a diversity policy and/or goals for your organization? (Please describe)

18. Does the board formally assess its own performance with respect to achievement of diversity goals?

**SECTION III:  
Workplace Personnel**

Tell us about the racial, gender, and ethnic diversity of your employees in Massachusetts

**All Organizations**

Job Categories	Race/Ethnicity														
	Hispanic or Latino					Not-Hispanic or Latino					Totals				
	Female	Male	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American		Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races
Executive, Senior Level Officials and Managers 1.1															
First/Mid-Level Officials and Managers 1.2															
Professionals 2															
Technicians 3															
Sales Workers 4															
Administrative Support Workers 5															
Craft Workers, Operatives, Laborers and Helpers 6															
Service Workers 9															

If there are people in the jobs above whose ethnicity/race you do not know, please describe them here (e.g., We have 15 clerks whose race I do not know): \_\_\_\_\_

**Educational Institutions Only**

Job Categories	Race/Ethnicity														
	Hispanic or Latino					Not-Hispanic or Latino					Totals				
	Female	Male	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races	White	Black or African American		Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaskan Native	Two or More Races
Tenure Track Faculty															
Other Faculty															
Students: Undergraduate															
Students: Graduate															
International Students - Total Only for Undergraduate Students															
International Students - Total Only for Graduate Students															

If there are people in the jobs/roles above whose ethnicity/race you do not know, please describe them here (e.g., We have 5 tenure track faculty whose race I do not know): \_\_\_\_\_

## APPENDIX A: Commonwealth Compact Benchmark Data Form *Continued*

### Web Page 4

Note: Answer questions from this point forward in terms of your Massachusetts employees and operations.

#### SECTION IV: CEO QUESTIONNAIRE

Please answer the following questions from the CEO's perspective

19. In the context of your industry or sector, are you generally satisfied with the diversity of your executives/senior level officials (Table II on page 3) in terms of the inclusion of people of color?
20. In the context of your industry or sector, are you generally satisfied with the diversity of your executives/senior level officials (Table II on page 3) in terms of the inclusion of women?
21. Is the CEO actively engaged in the organization's diversity efforts?
  - 21a. What are the top 5 ways the CEO demonstrates the organization's leadership on issues of Diversity (please give 5 examples of internal/external efforts)?
22. Do the goals given by the CEO to top managers include explicit goals or targets for improving diversity within the organization?
23. Does performance against diversity goals directly impact the compensation of top managers?
24. Is performance against diversity goals a factor when considering top managers for promotion?
25. Does the organization have any of the following:
  - 25a. A top manager whose primary responsibility is the oversight of diversity initiatives in the organization?
  - 25b. A diversity committee that provides oversight to diversity initiatives?
  - 25c. Internal reporting requirements that periodically summarize progress against diversity goals?
  - 25d. A diversity recruitment staff or search firm relationship?
  - 25e. An explicit annual budget or budget line item to fund diversity initiatives?
  - 25f. Discussion of progress towards diversity goals at Board meetings?
  - 25g. A person or person(s) trained to investigate discrimination complaints?
26. Does the organization have a statement of values and strategic goals that includes diversity and inclusion? (Please upload an example)
27. Does your organization periodically conduct employee surveys? (If yes, please share 3 - 5 of the most recent principal findings - optional)
  - 27a. If YES to question 27, do your surveys include questions about diversity or inclusion?
  - 27b. If YES to question 27, do your surveys allow for demographic analysis by race and gender of respondents?

### Web Page 5

28. How has the diversity of your workplace changed over the last 3-5 years in terms of race? Options: More Diverse – No Change – Less Diverse
29. How has the diversity of your workplace changed over the last 3-5 years in terms of gender? Options: More Diverse – No Change – Less Diverse
30. Please confirm which if any of the following elements are incorporated into your recruitment program to ensure a diverse pool:  
Select all that apply:
  - a. Advertise in ethnic media
  - b. Search for talent in diverse talent resources (please provide examples below)
  - c. For a search, require people of color or women to be interviewed/considered
  - d. Other – Please list or explain below
- 30a. Other elements in your recruitment program: \_\_\_\_\_
31. Does your organization sponsor or provide programs that develop the leadership of people of color?
32. Does your organization sponsor or provide programs that develop the leadership of women?
33. Does your organization sponsor or provide learning or training programs that support people of color?
34. Does your organization sponsor or provide learning or training programs that support women?
35. If you answered Yes in questions 31 to 34, please briefly describe those programs.
36. Does your employee performance review assessment system explicitly recognize and reward efforts that foster diversity and incorporate diversity goals?
37. Does your organization have a current affirmative action plan?

**SECTION IV. CUSTOMERS/ CONSUMERS/ SERVICES**

38. How do you ensure that your programs/services/products are delivered in a culturally sensitive or culturally competent manner?

- Options (select all that apply):
- a. Materials are printed in multiple languages
  - b. Staff members are multilingual/translation services are available
  - c. Diverse people are represented in advertisements and printed materials
  - d. Other – describe below

38a. Describe other programs here: \_\_\_\_\_  
39. Do you provide or participate in any special training for managers and staff to improve their cultural sensitivity/competence?  
Provide example(s) \_\_\_\_\_

40. Does your organization conduct surveys and/or use other mechanisms to obtain customer feedback to gauge their levels of satisfaction with your products, programs and/or services? If yes, please share 3-5 of the most recent principal findings (optional)

41. Do you find these surveys to be effective mechanisms for improving consumer satisfaction?

**SECTION V. SUPPLIERS/VENDORS**

- 42. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with vendors in 2008?
- 43. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with minority-owned vendors in 2008?
- 44. What is the number of contracts over \$50K (corporate or university) or \$10K (non-profit) you had with woman-owned vendors in 2008?
- 45. How much did you spend in 2008 in contracting expenditures? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)
- 46. How much did you spend in 2008 in contracting expenditures with minority-owned contractors? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)
- 47. How much did you spend in 2008 in contracting expenditures with woman-owned contractors? (Please include only contracts or vendor relationships over \$50K if you are a corporation or university or \$10K if you are a non-profit)
- 48. Do your major suppliers have policies in place to encourage a diverse workplace and supplier base?
- 49. Do you have a policy to encourage supplier diversity?

**SECTION VI. COMMUNITY ENGAGEMENT/ BEST PRACTICES**

- 50. What are the top 5 (either most successful, visible or well received) things your organization does to promote diversity, inclusion and racial, ethnic, and gender equality?
- 51. How do these initiatives contribute to your organization's overall objectives?

**SECTION VII. COMMENTS**

- 52. Is there any part of your data that you would like to clarify or provide some context for? If so, please do so here.
- 53. We know that 2008 was the beginning of cutbacks, hiring freezes and layoffs for many organizations around the country. Please include here anything that you would like to add about how this has impacted your organization, or diversity at your organization.
- 54. Please offer any comments about particular successes you have achieved or challenges you have faced. Again these will not be linked to particular organizations, but we believe that taken together they can offer a treasure trove of wisdom going forward.
- 55. Please provide any constructive feedback you would like to add about your experience filling out this template, the value of the tool or the data we collect, or other general feedback.

# COMMONWEALTH COMPACT SIGNERS



## FOR-PROFIT

### Architectural Firms

Architectural Engineers, Inc.  
Green International Affiliates  
Margulies Perruzzi Architects  
Nitsch Engineering

### Communications

Comcast

### Development/Construction

Boston Sand and Gravel Company  
The Chiofaro Company  
The Cruz Companies  
Paradigm Properties  
Shawmut Design and Construction  
Suffolk Construction Company

### Financial Services

Daniel Dennis & Company  
Enterprise Bank  
John Hancock Financial Services  
Nessen Associates  
Putnam Investments  
Samet & Company  
Winslow, Evans & Crocker

### Hospitality

Marriott

### Entertainment

Mohegan Sun

### Law Firms

Bingham McCutchen  
Collora LLP  
DLA Piper US LLP  
Holland & Knight LLP  
McCarter & English LLP  
Mintz Levin  
Nixon Peabody  
Seyfarth Shaw LLP  
Smith Ruddock & Hayes  
Wilmer Hale

### Manufacturing

Dancing Deer Baking Company  
Gorton's  
Ocean Spray  
Osram Sylvania  
Welch's

## Media

Bay State Banner  
The Boston Globe  
Color Media Group  
Mas Media  
WGBH

## Medical/Laboratories

Clinigen  
Psychemedics  
Smiths Medical

## Professional Services

Accounting Management Solutions  
BenefitsMart  
Collegia  
Collette Phillips Communications  
Conventures  
C. Thomas and Associates  
Court Square Group  
Culture Coach  
Denterlein Worldwide  
Diversity Staffing Pros  
E. Catlin Donnelly & Associates  
Fidess Group  
Interise  
Isaacson, Miller  
Managing Across Cultures  
Moritz Advisory Group  
Muhm & Associates  
O'Neill and Associates  
Pharmaceutical Strategies  
Philip Johnston and Associates  
Sambo Oloko & Co.  
Strategis  
Taino Consulting Group  
The Bray Group  
Zapoint

## Retail

Staples  
TJX Companies, Inc.  
Walmart Stores Inc.

## Technology Firms

Cambridge Data Systems  
South Coast Geeks

## GOVERNMENT

### Authorities

Boston Housing Authority  
Massport  
Massachusetts Convention Center  
Authority

### Military

Massachusetts National Guard

### Municipalities

City of Boston  
City of Lowell  
City of Newton  
City of Somerville  
Town of Brookline

### Other Government

Boston Public Health Commission  
Boston Public Library  
Commonwealth of Massachusetts  
Department of the State Treasurer  
Environmental Protection Agency  
Federal Reserve Bank of Boston  
MassDOT  
MBTA  
Suffolk County Sheriff's Office

## HEALTHCARE

### Health Services

Boston Health Care for the Homeless  
Codman Square Health Center  
Harvard Vanguard Medical Associates  
Hospice of the North Shore  
Lowell Community Health Center  
Mystic Valley Elder Services  
The Dimock Center  
Trinity EMS  
Whittier Street Health Center

### Health Plans

Blue Cross Blue Shield of Massachusetts  
Boston Medical Center  
HealthNet  
Delta Dental of Massachusetts  
Harvard Pilgrim Health Care  
Neighborhood Health Plan  
Tufts Health Plan

# COMMONWEALTH COMPACT SIGNERS

## Hospitals

Beth Israel Deaconess Medical Center  
Boston Medical Center  
Children's Hospital Boston  
Dana Farber Cancer Institute  
Lawrence General Hospital  
Lowell General Hospital  
New England Baptist Hospital  
Partners HealthCare  
• Brigham and Women's Hospital  
• Mass General Hospital  
• Newton Wellesley Hospital  
• North Shore Medical Center  
• Partners Continuing Care  
Tufts Medical Center

## EDUCATION

### Private Higher Education

Babson College  
Bentley University  
Boston Architectural College  
Boston University  
Cambridge College  
Eliot School of Fine & Applied Arts  
Emerson College  
Harvard University  
Lesley University  
Massachusetts Institute of Technology  
New England Conservatory  
Northeastern University  
Pine Manor College  
Simmons College  
Smith College  
Suffolk University  
Tufts University  
Wentworth Institute of Technology  
Wellesley College  
Wheaton College  
Wheelock College

## Public Higher Education

Bridgewater State University  
Bunker Hill Community College  
Framingham State University  
Massachusetts College of Art & Design  
Massachusetts College of Liberal Arts  
Middlesex Community College  
North Shore Community College  
Northern Essex Community College  
Roxbury Community College  
Salem State University  
University of Massachusetts  
Westfield State University

### Other Educational Institutions

Neighborhood House Charter School  
Schools for Children, Inc.  
The New England Center for Children  
The Park School  
Perkins School for the Blind

## MEMBERSHIP ORGANIZATIONS

### Union

Massachusetts AFL-CIO  
Massachusetts Teachers Association

### Other

A Better City  
Associated Grant Makers  
Associated Industries of Massachusetts  
The Boston Bar Association  
The Boston Club  
Boston Society of Architects  
Boston World Partnerships  
The Commonwealth Institute  
Greater Boston Chamber of Commerce  
Greater Boston Convention and Visitors Bureau  
Massachusetts Association of Community Development Corporations  
Massachusetts Biotech Council  
Massachusetts Council of Human Service Providers  
NAIOP Massachusetts  
New Sector Alliance  
North East Human Resources Association  
North Shore Chamber of Commerce  
The Ad Club  
Urban Land Institute - Boston District

## OTHER NON-PROFITS

### Advocacy

American Civil Liberties Union of Massachusetts  
Centro Presente  
Citizens Housing and Planning Association  
Committee for Public Counsel  
Community Catalyst  
Community Change  
Employment Resources, Inc.  
Fair Housing Center of Greater Boston  
Health Imperatives, Inc.  
Irish Immigration Center  
Jobs for the Future  
Justice Resource Institute  
Massachusetts Housing Partnership  
Metropolitan Area Planning Council  
NARAL/Pro-choice  
New England Healthcare Institute  
North American Indian Center of Boston  
¿Oiste?  
WalkBoston

### Arts and Culture

Artists for Humanity  
Boston Ballet  
Boston Children's Museum  
The Boston Museum  
CitiCenter for the Performing Arts  
Edward M. Kennedy Institute for the US Senate  
Handel and Haydn Society  
The Huntington Theatre  
Isabella Stewart Gardner Museum  
JFK Library Foundation  
José Mateo's Ballet Theatre of Boston  
Museum of Fine Arts  
New England Aquarium  
Springstep

### Environment

The Boston Harbor Island Alliance  
Boston Natural Areas Network  
Conservation Law Foundation  
Emerald Necklace Conservancy  
Environmental League of Massachusetts  
Massachusetts Audubon  
The Rose Kennedy Greenway Conservancy  
Tower Hill Botanic Gardens  
Trustees of Reservations

# COMMONWEALTH COMPACT SIGNERS



## Faith Based

Bethel A.M.E. Church  
Cathedral Church of St. Paul

## Human Services

Asian Task Force against Domestic Violence  
Bay Cove Human Services  
Boys & Girls Club of Boston  
Citizens for Adequate Housing  
City Mission Society  
Community Teamwork  
Crittenton Women's Union  
DOVE, Inc.  
D'Youville Life & Wellness Community  
Elizabeth Stone House  
Emerge  
Family Service of Greater Boston  
Hearth  
Home for Little Wanderers  
Italian Home for Children  
Metropolitan Boston Housing Partnership  
New Hope  
New Lease for Homeless Families  
North Shore Community Action Program  
REACH Beyond Domestic Violence  
The Women's Lunch Place  
Urban League of Eastern Massachusetts  
YMCA of the Greater Boston  
YMCA of North Shore  
YWCA of Boston

## Philanthropic

Barr Foundation  
The Boston Foundation  
Hyams Foundation  
United Way of Massachusetts  
Bay & Merrimack Valley

## Strategic Development Support Services

The Boston Harbor Association  
Center for Women & Enterprise  
Executive Service Corps of New England  
Initiative for a Competitive Inner City  
Initiative for a New Economy  
JFY Networks  
Inner City Entrepreneurs  
North Node  
The Partnership, Inc.  
Third Sector New England  
Urban Edge

## Youth Organizations

City Year  
Girl Scouts of Eastern Massachusetts  
ROCA  
Thompson Island Outward Bound







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Georgianna Melendez, Executive Director  
Robert L. Turner, Senior Advisor

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additional copies of this report,  
please write or call:

Commonwealth Compact  
McCormack Graduate School of Policy and Global Studies  
University of Massachusetts Boston  
100 Morrissey Boulevard  
Boston, MA 02125-3393

617.287.5550  
[commcompact@umb.edu](mailto:commcompact@umb.edu)  
[www.umb.edu/commonwealth\\_compact](http://www.umb.edu/commonwealth_compact)