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11-2010

### Facing Up: Managing Diversity in Challenging Times

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#### Recommended Citation

Hardy-Fanta, Carol and Ransford, Paige, "Facing Up: Managing Diversity in Challenging Times" (2010). *Publications from the Center for Women in Politics and Public Policy*. 14.  
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# *Facing Up*

MANAGING DIVERSITY IN CHALLENGING TIMES

COMMONWEALTH COMPACT

McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES

Cover art:



GLOBAL VIEW  
COMMUNICATIONS



# 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**

**Carol Hardy-Fanta** is Director of the Center for Women in Politics & Public Policy at UMass Boston's John W. McCormack Graduate School of Policy and Global Studies. She received her PhD in Public Policy from Brandeis University's Heller School, an MSW from Smith College, and a BA from Occidental College. Dr. Hardy-Fanta is author of three books: *Latina Politics*, *Latino Politics: Gender, Culture, and Political Participation in Boston* (Temple University Press, 1993), *Latino Politics in Massachusetts: Struggles, Strategies and Prospects* (Routledge Press, 2002), and *Intersectionality and Politics: Recent Research on Gender, Race, and Political Representation in the United States* (Haworth Press, 2006). She is a nationally recognized scholar on Latina/o politics and has published widely on the intersection of gender, race and ethnicity in politics and public policy. Carol Hardy-Fanta also serves as Director of the Graduate Certificate Program for Women in Politics & Public Policy and the Women's Leadership in a Global Perspective Graduate Certificate Program.

### **ABOUT THE CENTER FOR WOMEN IN POLITICS & PUBLIC POLICY**

The mission of the McCormack Graduate School's Center for Women in Politics & Public Policy at the University of Massachusetts Boston is to promote women's leadership by providing quality education, conducting research that makes a difference in women's lives, and serving as a resource for the empowerment of women from diverse communities across the Commonwealth. Recognizing the talent and potential of women from every community, and guided by the urban mission of an intellectually vibrant and diverse university in the heart of Boston, the Center seeks to expand the involvement of women in politics and their influence on policies that affect them, their families, and their communities. The Center was established in 1994 with the support of the Massachusetts Caucus of Women Legislators, oversees a Graduate Certificate Program for Women in Politics & Public Policy, and supports other initiatives at the McCormack Graduate School.





# *Facing Up*

MANAGING DIVERSITY IN CHALLENGING TIMES

The Second Annual Report of  
Commonwealth Compact Benchmark Data  
November 2010

By

Carol Hardy-Fanta, Ph.D. and Paige Ransford, M.A.

Director, Center for Women in Politics & Public Policy  
John W. McCormack Graduate School of Policy and Global Studies  
University of Massachusetts Boston

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The authors would like to acknowledge the invaluable contributions of Christa Kelleher, Research Director; Meryl Thomson, Research Assistant; and Kathleen Inandan, Research Intern; Center for Women in Politics & Public Policy, in the preparation of this report.

Commonwealth Compact is honored to have the backing of many business, civic and political leaders, and acknowledges with gratitude financial support from Blue Cross Blue Shield of Massachusetts, the Barr Foundation, The Boston Foundation, The Boston Globe, The Hyams Foundation, Bingham McCutchen, and the McCormack Graduate School of Policy and Global Studies at UMass Boston.



Since its launch in 2008, Commonwealth Compact has grown steadily, employing several strategies to promote diversity statewide. The Benchmarks initiative has collected data, analyzed in this report, on a significant portion of the state workforce. Guided by Stephen Crosby, dean of the McCormack Graduate School of Policy and Global Studies at UMass Boston, Commonwealth Compact has conducted newsmaking surveys of public opinion and of boards of directors statewide. In addition, it has convened ongoing coalitions with its higher education partners, and established a collaborative of local business schools aimed specifically at increasing faculty diversity. The Compact has sponsored or co-sponsored a number of public forums. And it expects to bring an effective Talent Source Database online in Spring, 2011. It has been the subject of numerous news stories, and in 2010 was presented a special tribute for vision, courage and “the boldness to act” by the Jewish Alliance for Law and Social Action in Boston.

In May 2009, Commonwealth Compact released its first annual report, *Stepping Up: Managing Diversity in Challenging Times*. At that time, there were 127 companies, organizations, institutions of higher education and others in the for- and not-for-profit sectors who had “signed on” to Commonwealth Compact to affirm a commitment to recruitment, hiring, management and governance practices to increase diversity in the workplace. Of these, 111 “signers” completed a survey using the Compact’s “Benchmark Template”; completing these templates required signers to input quantitative data on the racial and gender diversity of the signer’s leadership team and boards, employees, customers, consumers, vendors and suppliers.

The signers who filed data also answered a number of survey questions about CEO commitment to diversity; mentoring/training on diversity issues for management; recruitment strategies for identifying a diverse pool of candidates for board members and hires; civic and other initiatives to understand and promote diversity, inclusion and racial/ethnic and gender equality; and others. (See Benchmark Template—Year 1 in Appendix A). Finally, data were gathered about the size of the organization/corporation (e.g., number of employees and annual revenue/budget). Signers for the 2009 report filed data for calendar year 2007.

Now, in 2010, Commonwealth Compact is issuing its second annual report. At the time of data collection this year, there were 183 signers and, of these, 125 submitted data for calendar year 2008 (See Benchmark Template—Year 2 in Appendix B). As this report goes to press, 208 companies and organizations have signed onto Commonwealth Compact (*see inside back cover for list of signers*).

## Benchmarking Diversity: Year 2

A commitment to recruitment, hiring, management and governance practices that increase diversity in the workplace requires benchmarks against which changes in diversity may be measured. This is the report on Year 2 of the Commonwealth Compact’s effort to collect information about workplace diversity in the Commonwealth of Massachusetts.

One of our goals in this report is to present our analysis of data submitted by the 125 signers who filed data this year (Year 2). The second goal is to compare those data against the “benchmark” established last year (Year 1), when 111 signers completed the survey. In order to make these comparisons, we used data from “repeat filers,” i.e., those signers who submitted data in Year 1 and again in Year 2; there were 66 “repeat filers.”

Given the relatively high response rate (68%) for signers in Year 2, we can say with some confidence that the findings presented here are representative of the companies, organizations and institutions that have signed onto Commonwealth Compact. They are not necessarily representative, however, of all private, non-profit or public companies, organizations and institutions in the state. Those who signed on may already be more receptive to a diverse workforce and leadership, for example.

In reviewing the report from last year, Commonwealth Compact decided to make certain refinements. There are improvements (e.g., our ability to report Black, Hispanic, Asian personnel as distinct groups rather than simply in the aggregate, as “minorities,” and rephrasing questions to assure that they produced reliable and valid responses) – and drawbacks. Among the latter is that it is not possible to compare the results across two points in time on a number of questions.

Finally, we recognize that diversity is a broad concept with a much larger goal of ensuring that all persons, regardless of race, ethnicity, gender, physical and other disabilities, sexual orientation, nativity, and religion are treated equally and afforded 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.

Caveats: Potential sources of bias may have been introduced because not all respondents answered all questions. Furthermore, because the number of total signers is relatively small, variation in responses may skew results in a way that would not happen with a larger number of cases.

## About Commonwealth Compact Signers

The signers who filed Year 2 data, covering calendar year 2008, encompass a wide variety of corporations, educational and healthcare institutions, media outlets, cultural institutions, public agencies, not-for-profit organizations, and many other entities – large and small – that operate in Massachusetts. Note: We recognize that many educational and healthcare institutions in the Commonwealth and among the signers are not-for-profit; in this report, however, we use the term “not-for-profit organizations” to refer to community-based organizations, museums, media outlets, advocacy groups, social service agencies, etc.

*“Celebrating diversity and the strength of Boston’s talent pool is central to our objective of raising awareness of the assets and opportunities that Boston offers to businesses.”*

*—Commonwealth Compact Signer*

While we cannot claim that they are representative of the entire economy of the Commonwealth, Table 1 shows, for example, that the signers who filed data this year:

- Capture the workforce characteristics of companies and organizations that, altogether, have a total of more than 185,000 employees in the Commonwealth of Massachusetts.
- Range in size from just two employees to over 45,000; the median number of employees is 217 – meaning that half of the signers had more than 217 employees and half had fewer.
- Include entities with organizational budget/revenues in Massachusetts ranging in Year 2 from a low of \$250,000 to over \$23 billion.
- Include a greater number of large companies and government entities compared to last year, which accounts for the increases in mean, median and maximum organizational budget/revenue from Year 1 and Year 2. The best measure to consider is the median budget/revenue: half the signers in Year 2 had budgets/revenue above \$18.65 million and half had budgets below that amount. That said, our analysis of the diversity of the workforce in Massachusetts, while not representative of all companies as a whole, does use data from a wide range of types and sizes of those doing business in the Commonwealth.

**Table 1. Size of Organization/Company, Employees and Budget (Years 1 and 2)**

	Employees in Massachusetts		Total Organizational Budget/Revenue in Massachusetts	
	Year 1	Year 2	Year 1	Year 2
Median*	172	217	\$14,000,000	\$18,650,000
Mean**	1,685	2,245	\$650,000,000	\$901,116,943
Minimum	2	2	\$365,000	\$250,000
Maximum	50,374	45,695	\$14,000,000,000	\$23,000,000,000
TOTAL	181,154	186,348	\$55,288,564,415	\$106,331,799,243

Note: The number of signers who reported “Employees in Massachusetts” in Year 2 was 83 and “Organizational Budget/Revenue” was 118. For Year 1, these numbers were 109 and 85, respectively.

\*Median: The value above and below which half of the cases fall.

\*\*Mean: The arithmetic average; the sum divided by the number of cases.

When signers submitted data, they indicated what sector they represent; we then grouped them into the same categories used last year: for-profit, government, education, health, and not-for-profit organizations other than those already counted in the education and health categories.

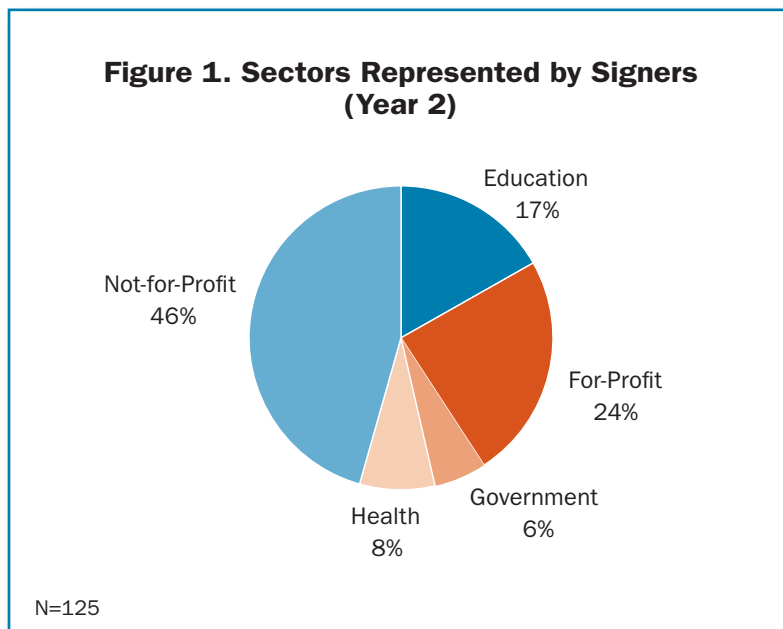


Figure 1 demonstrates the following about Commonwealth Compact signers:

- Signers are most likely to be not-for-profit organizations: almost half (46%). This percentage is slightly higher than that reported last year (42%).
- Nearly one-quarter (24%) of signers who filed data this year are for-profit companies – an increase from 18 percent in the first annual report (Year 1).
- Seventeen percent of signers in Year 2 are educational institutions, which are overwhelmingly not-for-profit institutions of higher education. This is a slightly smaller share of the signers than in Year 1 (21%).
- The healthcare sector makes up eight percent (compared to 14% in Year 1) of signers; these are primarily not-for-profit hospitals and healthcare/insurance providers.
- Finally, about six percent are branches of government, government agencies, and/or quasi-government entities.

## Workforce Characteristics

The central question for this benchmark study is the same in Year 2 as it was last year: How diverse are the employees, leadership, and boards of those who have signed onto Commonwealth Compact? Executive-level commitment to diversity goals and initiatives, in particular, has been identified as an essential element of successful diversity endeavors. In the words of Hite and McDonald, “Research has long reinforced the value of upper-level support for successful diversity initiatives” (Hite & McDonald, 2006, p. 373). This may be even more the case in smaller organizations: “Leadership investment is a well-known criterion for success in diversity endeavors, and one might argue that it is particularly critical for small and mid-sized firms where the senior management is likely to be highly visible and training funds limited” (Hite & McDonald, p. 375).



**For Commonwealth Compact signers, people of color make up 26% of (non-faculty) employees, and 17% of faculty at institutions of higher education.**

The answer to this question is complicated. On the one hand, data provided by the signers this year show that 34,408 (26%) of the total 131,141 employees are people of color. (These do not include faculty, who are analyzed separately below, since faculty at institutions of higher education are a distinct category of employees; people of color make up 17 percent of all tenured and tenure-track faculty at institutions of higher education in this state.<sup>1</sup>)

For Year 1 signers who submitted benchmark data, 27% of their employees were persons of color (38,769 out of 143,637 total employees). This means that the level of overall employee racial/ethnic diversity was one percent more than in Year 2. “Repeat filers,” however, reported that their diversity had actually increased slightly, from 26 percent to 28 percent, in that period. Faculty, not included in those data, were 29 percent persons of color in Year 2.

On the other hand, how well people of color are represented in the workforces of these companies and organizations depends, as we found in Year 1, on the occupational level of the employees and the organizational leadership of the company/organization. Once again, it is most important to consider how persons of color fare in terms of both occupational level and organizational leadership.

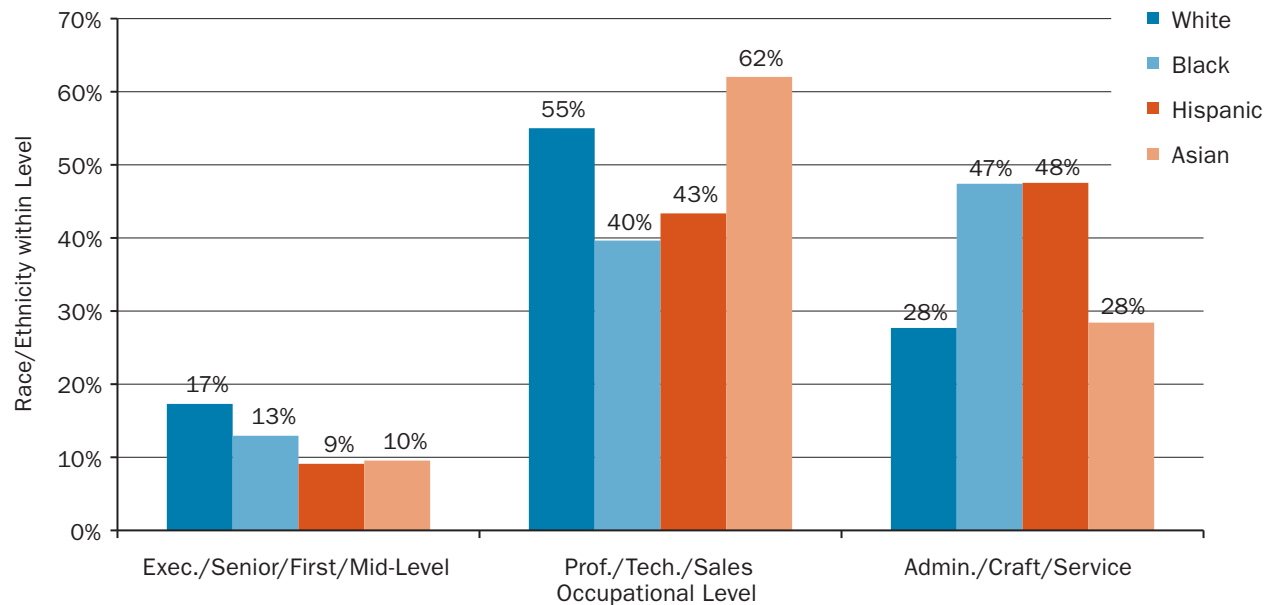
In Year 1, we reported only aggregate data on “employees of color.” For this report, we have disaggregated the data in order to provide workforce information about specific racial/ethnic groups (i.e., Hispanic/Latino, White, Black, Asian, etc.<sup>2</sup>) and job category. (Note: Throughout this report, the term “Asian” includes Native Hawaiian or Other Pacific Islander.)

In this analysis, we examine the extent to which Blacks, Hispanics and Asians hold a share of the top jobs and positions equal to those held by Whites. To clarify, we are not looking at whether people of color hold leadership and senior-level management positions relative to their share in the general population but whether the employees in each racial/ethnic group are distributed equally within each occupational level. In other words, all is well and good if a high percentage of employees are people of color – unless they are all clustered in lower-level positions.

Figure 2 shows the distribution by occupational level for each racial/ethnic group, according to data submitted by the signers on their employees. In reading this graph, it is important to keep in mind that the percentages for each racial/ethnic group add up to 100 percent. Looking at the bars for White employees, for example, we can see that:

- Seventeen percent of all Whites hold positions considered to be “management,” and another 55 percent of Whites work in professional, technical or sales positions; this means that 72 percent of Whites work in higher-level positions. The rest (28%) hold positions in the lowest occupational level (“administrative support, craft workers, operatives, laborers, helpers or service workers”).
- Among all Black employees, a little over one-half (53%) hold management positions (i.e., 13% as “executive, senior-level, and first/mid-level” managers and another 40% as professionals, technicians or as sales workers). But, as Figure 2 also shows, almost half (47%) work in the lowest occupational level. In other words, we see disproportionate concentration of Blacks in the lowest of the three occupational levels. A very similar pattern holds for Hispanics: just over half (52%) are in management or professional, technician, or sales positions and almost half (48%) are in the lowest level of occupations.
- While a smaller share of Asians (10%) than Whites hold management positions, almost two-thirds (62%) of Asian employees work in the professional, technician or sales level, and – like Whites – only about a quarter (28%) are in the lowest level of occupations.

**Figure 2. Racial/Ethnic Breakdown of Employees by Occupational Level (Year 2)**



N of employees= 130,064, not including faculty or "other" races. White N=96,733; Black N=17,118; Hispanic N=9,334; and Asian N=6,879. Percentages for each group add up to 100%.

### Comparing Year 1 and Year 2: A Note of Optimism

While the discussion above suggests the need for measures to counter the concentration of Black employees in the lower-level occupations, other data suggest that there may be some reason for optimism:

- Black concentration in the lowest-level positions is substantially lower in Year 2 (47%) than in Year 1 (63%). In other words, as Table 2 demonstrates, the share of Blacks holding the lowest-tier positions declined because, according to the data reported by the signers, their share in the middle-level of occupations (as professionals, technicians and sales workers) rose from 28 percent in Year 1 to 40 percent in Year 2. (This is also true for repeat filers, not shown.)

A different pattern holds for Hispanics: their share as professional, technician and sales workers rose only slightly (from 36% in Year 1 to 43% in Year 2), and about half (48%) continue to work in the lowest level occupations.

Comparisons between the two years should be viewed with a degree of caution. First, the instrument used to collect data on employees changed somewhat between Years 1 and 2; a specific instruction to include “technicians” within the “professional/sales” category, for example, was not included in Year 1 but was in Year 2. Also, in Year 1, signers were asked to code employees into a category of “clerical, craft workers, operatives and laborers,” whereas, in Year 2, there were discrete categories that were slightly different, and these also included “service workers,” specifically. Finally, in Year 2, the category “professional” does not include faculty at institutions of higher education.

**Table 2. Occupational Levels within Racial/Ethnic Groups (Years 1 and 2)**

Occupational Level*	White		Black		Hispanic		Asian	
	Year 1	Year 2	Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Exec./Senior/First/Mid-level Managers	14%	17%	9%	13%	7%	9%	7%	10%
Professional/Technicians/Sales	59%	55%	28%	40%	36%	43%	73%	62%
Administrative Support/Craft/Operators/Laborers/Service	27%	28%	63%	47%	56%	48%	20%	28%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

N (Year 1): White, 93,377; Black, 12,837; Hispanic, 5,888; Asian, 8,933.

N (Year 2): White, 96,733; Black, 17,118; Hispanic, 9,334; Asian, 6,879.

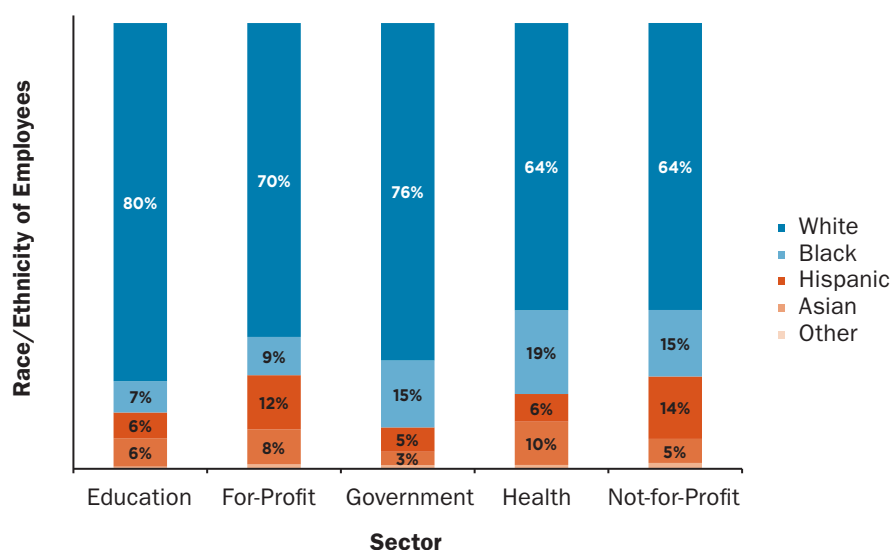
## Workforce Analysis by Sector

As explained earlier, when signers submitted data, they indicated what sector they represent; we then grouped them into the same categories as used last year: for-profit, education, healthcare, and not-for-profit organizations (other than those already counted in the education and health categories); since the “other” category in Year 1 was made up primarily of government agencies, this category was relabeled as such for Year 2.

Figure 3 demonstrates that, among Commonwealth Compact signers who filed data in Year 2, the employment of people of color is highest in the health and not-for-profit fields.

- Employees of color make up 36 percent of workers in the healthcare sector and 36 percent of employees in the other not-for-profit organizations that have filed data.
- The second highest percentage rate of people of color among the filers is in the for-profit sector with 30 percent of all employees in this category.
- Government and education sectors follow at 24 percent and 20 percent, respectively.

**Figure 3. Race/Ethnicity of Employees, by Sector (Year 2)**



N=131,141 total employees. On this figure, the percentages of "Other" are not shown because all are 1% or less.

Figure 3 also shows that:

- Blacks have the biggest presence in the healthcare sector (19% of all employees), government and not-for-profit organizations (15% each). They make up just seven percent in the education sector and nine percent of for-profit companies.
- Hispanics, in contrast, comprise between five and six percent in the education, government, and healthcare sectors, but are 12 percent of for-profit companies and 14 percent of not-for-profit organizations.
- Asians make up a very small share (3%) of all signers' employees in the government sector; their biggest share is in the healthcare sector (10%) and in for-profit companies (8%).
- The "other" category, which includes American Indian, Alaska Native and "two or more races," represents one percent or less in each sector.

Just as we acknowledged earlier that having a workforce that is diverse by race/ethnicity is not enough if persons of color are concentrated in lower-level occupations, it is important to examine the distribution of people of color by occupational level within each of the sectors that make up the majority of signers who provided data.

Table 3 shows that the distribution of employees of color varies significantly depending on the sector in which they work:

- In general, a larger percentage of Whites than people of color hold management positions (i.e., executive, senior-level, or first/mid-level management). In the for-profit sector, for example, by adding up the top two rows for Whites and people of color, we see that 22 percent of Whites hold management positions compared to just five percent of employees of color; the next largest disparity is in the healthcare sector, where 15 percent of Whites but only six percent of people of color hold a position in management.
- Persons of color (14%) and Whites (15%) fare similarly when it comes to representation in the top two management levels in the government sector.
- Sales is an occupation somewhat unique to the for-profit sector, and the data indicate that there is essentially no difference by race for that level: nearly half of all employees in for-profit companies work in sales, regardless of whether they are White or employees of color.
- On the other hand, relatively few Whites (7%) in the for-profit sector work as "craft workers, operatives, laborers or helpers" compared to 31 percent of people of color in that sector.
- In contrast, nearly one third of employees of color in the education sector work as "professionals," another 23 percent in administrative support and 21 percent as service workers.

There is a relatively severe overconcentration of people of color as service workers in the not-for-profit sector: over half of employees of color in not-for-profit organizations (other than healthcare and education) are service workers. This finding might necessitate follow-up research to assure that in Year 2 these organizations interpreted the term "service workers" correctly, and did not misidentify "social service workers" (e.g., social workers), many of whom have professional training.

- According to the signers who provided data, there is some evidence that, while almost half (47%) of people of color in the education sector hold management and/or professional positions (i.e., 7% are executive, senior-level, first- or mid-level managers and another 32% are professionals), an equal number (47%) of those in the education sector are concentrated in the bottom three occupational levels (i.e., 23% work in administrative support, 3% as craft, operative, laborers, helpers, and 21% as service workers).





**Table 3. Employees by Sector, Race and Occupational Level  
(Year 2)**

Level	Education		For-Profit		Government		Health		Not-for-Profit	
	People of Color	White	People of Color	White	People of Color	White	People of Color	White	People of Color	White
Exec./Senior-Level Manager	7%	12%	1%	5%	1%	2%	1%	2%	2%	4%
First-Mid-Level Manager	8%	9%	4%	17%	13%	13%	5%	13%	8%	14%
Professionals*	32%	41%	4%	12%	41%	51%	41%	58%	24%	39%
Technicians	8%	5%	1%	1%	4%	5%	11%	5%	2%	3%
Sales	0%	0%	50%	49%	1%	0%	0%	1%	0%	0%
Administrative Support	23%	22%	8%	9%	10%	6%	31%	18%	9%	8%
Craft, Operatives, Laborers, Helpers	3%	4%	31%	7%	3%	4%	1%	1%	4%	2%
Service Workers	21%	7%	0%	0%	27%	19%	10%	2%	52%	30%
TOTAL EMPLOYEES	N=4,651	N=19,004	N=5,722	N=13,621	N=15,780	N=49,163	N=5,387	N=9,763	N=2,868	N=5,182

Employees of color N=34,408; White employees N=96,733.

May not add up to 100% due to rounding.

\*Does not include faculty; see Higher Education section of this report starting on this page for analysis of faculty.

How does the distribution of Whites and people of color by occupational level within each sector seen in Year 2 as discussed above compare with that of Year 1? Direct comparisons are not possible because of the differences in how data were collected for each year (see Note 1 at the end of this report). However, the pattern reported above is the same: employees of color who hold management positions as a percentage of all employees of color is consistently lower than the percentage of Whites in those positions as a percentage of all Whites – and this is true across all sectors. Furthermore, the pattern of overrepresentation of people of color in the lower-level positions compared to Whites as a share of their racial/ethnic groups is similarly unchanged. It should be kept in mind, of course, that to see a substantial change in one year would be unlikely.

## Diversity in Higher Education

One of the refinements in methodology this year was to gather data directly relevant to the institutions of higher education who filed data in Year 2 including the race, ethnicity and gender of faculty and students. Twenty institutions of higher education filed data with Commonwealth Compact this year and 60 percent of these are private institutions and 40 percent are public. Of these, 50 percent are universities, 35 percent are colleges and 15 percent are community colleges.

A key measure of racial and ethnic diversity is the percent of tenured and tenure-track faculty at the colleges and universities that comprise such an important sector of the workforce in the Commonwealth. Our analysis shows that:

- As noted above, people of color make up 16 percent of all faculty at the institutions of higher education who reported data in Year 2.
- People of color make up about 14 percent of tenured faculty, about a quarter of tenure-track faculty, and 13 percent of other faculty (e.g., non tenure-track, part-time instructors, adjuncts, etc.).
- According to data provided in Table 4, we see that, out of all tenured faculty, Blacks make up four percent; Hispanics two percent and Asians eight percent.

- People of color fare slightly better at the next level: out of all tenure-track faculty, Blacks make up five percent and Hispanics six percent; Asians have a much higher percentage (14%) at this level.

*“By creating a positive atmosphere of inclusion, recognition, and education about these initiatives we are able to attract a diverse field of applicants for both employment and matriculation at our University.”*

*—Commonwealth Compact Signer*

Besides faculty, there are many other positions in which people are employed at colleges and universities. Table 4 also shows the racial/ethnic breakdown for these non-faculty employees. We find that there are some positions, such as technicians, where people of color do particularly well:

- Out of all college/university technician employees – one of the middle-level occupations –Blacks, Hispanics and Asians each make up nine percent.
- Blacks and Latinos are very overrepresented as service workers, at 14 percent and 20 percent respectively.

Another measure of diversity for colleges and universities is the extent to which their faculty reflects the diversity of their student populations. This year Commonwealth Compact asked institutions of higher education to include data on student composition by race/ethnicity and type (i.e., graduate or undergraduate).

**Table 4. Employees by Occupational Level and Race/Ethnicity  
in Institutions of Higher Education  
(Year 2)**

<b>Faculty</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>
Tenured Faculty	86%	4%	2%	8%
Tenure-Track Faculty	75%	5%	6%	14%
Other Faculty	87%	3%	2%	7%
<b>Employees</b>				
Executive, Senior Level Officials and Managers	88%	4%	2%	5%
First/Mid-Level Officials and Managers	84%	7%	3%	5%
Professionals	84%	5%	3%	7%
Technicians	73%	9%	9%	9%
Sales Workers	88%	6%	3%	3%
Administrative Support Workers	80%	9%	5%	6%
Craft Workers, Operatives, Laborers and Helpers	85%	4%	9%	1%
Service Workers	57%	14%	20%	9%

Note: Not all of the 20 Higher Education filers supplied data for all racial/ethnic groups and/or occupational levels. The total N for Faculty analysis is 10,108; the N of non-faculty employees is 23,650. Also, we excluded from this analysis those in the Other category (which includes American Indian or Alaskan Native and Two or More Races), which make up less than one percent of each level. Percents may not add up to 100 due to rounding.

**People of color make up almost two out of every ten board members of Commonwealth Compact signers, and 19% of the executive committees of boards.**

We find that the diversity of the faculty, with one exception, does not match that of the students:

- As Table 5 shows, 70 percent of undergraduates are White, and approximately 30 percent are students of color (9% Black, 9% Hispanic, and 11% Asian); in contrast, just 16 percent of faculty are people of color.
- The exception is in the case of Asians, where tenure-track faculty (at 14%) slightly exceeds the percent of Asian graduate students (12%) as well as the undergraduate students (11%).

**Table 5. Student Composition by Type and Race/Ethnicity (Year 2)**

Type	White	Black	Hispanic	Asian
Undergraduate	70%	9%	9%	11%
Graduate	78%	6%	5%	12%

Undergraduate N=90,429; Graduate N=35,446.  
May not add up to 100% due to rounding.

## Gender Diversity at Institutions of Higher Education

- Women make up 29 percent of the tenured faculty at the institutions of higher education who responded to the survey and 43 percent are in tenure-track positions. Forty-eight percent of women are considered other faculty (e.g., non tenure-track, part-time instructors, adjuncts, etc.).
- Women make up more than half of the student population at both the undergraduate and graduate levels (54% and 57%, respectively).

## Leadership Characteristics: Boards/Governance

Thus far we have focused on the racial/ethnic diversity of the workforce as reported by Commonwealth Compact signers who completed this year's Benchmark Template (see Appendix B). Another measure of success, however, for companies and organizations striving to achieve greater racial and ethnic diversity is the extent to which there is diversity in leadership positions on their governing boards. This would include members of the board's Executive Committee, as other officers of the board and as voting members.

We found that:

- People of color make up almost 20 percent of the almost 2,500 members of the governing boards of Commonwealth Compact signers who filed data this year. This is a similar rate to that of Year 1.
- As Table 6 shows, persons of color also comprise 18 percent of the executive committees of these boards; 81 percent of executive committee members are White.
- There are more opportunities at the next level of board member: more than a quarter (26%) of "Additional Officers" are people of color.
- In addition to these members, people of color constitute 23 percent of voting members and only nine percent of non-voting members.

A study on board diversity in Massachusetts conducted in 2007 entitled "A Seat at the Table?" found that people of color made up just 10 percent of board members

of companies, healthcare and educational institutions, cultural and public sector agencies (Hardy-Fanta & Stewartson, 2007). This suggests that Commonwealth Compact signers represent companies and organizations with higher than average levels of racial/ethnic diversity on their boards of governance.

When we analyze the data by race/ethnicity, we find that, as can be seen in Table 6:

- Blacks and Hispanics do fairly well in board governance as reported by signers who filed data in Year 2. Their respective percentage for each type of board membership approximates or exceeds their share in the population.
- Asians, who make up approximately three percent of the population of the Commonwealth, are clearly underrepresented at the top two levels of board membership (executive committee members and additional officers) but make up four percent of voting board members.
- Comparisons by race/ethnicity and type of board membership between Years 1 and 2 are not possible because the data collection instrument was modified in Year 2 to be more specific (i.e., distinguish between “leadership team,” executive committee members and other officers, as well as voting and non-voting members). We anticipate being able to track changes in board diversity in future years.

**Table 6. Board Members by Race/Ethnicity and Position  
(Year 2)**

Board/Governance	White	Black	Hispanic	Asian
Members of Executive Committee	81%	10%	7%	1%
Any Additional Officers (Not included above)	74%	13%	12%	1%
Voting Members (Not including Officers/Exec. Comm.)	77%	11%	8%	4%
Non-Voting Members	90%	6%	1%	2%

Note: Row percentages (i.e., by race) may not add up to 100 due to the fact that the table does not show the Other category (i.e., American Indian or Alaskan Native and Two or More Races), which makes up less than one percent in each category.

One of the challenges with analyzing board diversity is the extent to which data aggregated by race/ethnicity (i.e., “people of color”) obscure cases in which there are boards with just one or two people of color – which dilutes their “voice” on the board. Alternatively, there are situations in which companies and organizations that focus on communities of color have boards comprised almost entirely of people of color.

Evidence of underrepresentation in terms of board diversity is reflected in the following findings:

- 40 percent of boards in this year’s group of signers had no people of color as members of their executive committees; and
- 53 percent had no persons of color as “additional officers.”

Furthermore, there is some evidence of racial/ethnic concentration on boards:

- 16 percent of companies and organizations reported that 50 percent or more of the members of their executive committees were people of color.
- Over one-quarter of signers who provided data reported that people of color made up at least 50 percent of the other officers on their boards.



*“The challenge ahead is to diversify our Board of Directors. While 25 percent of our directors are female, we strive for more racial and cultural diversity on the Board. Our goal is to recruit diverse volunteers to our newly formed Advisory Board who may be good candidates for the Board of Directors.*

*We have made a focused effort to identify people with diverse backgrounds, who share key interests to serve on the Advisory Board. From that process, and the relationships we build, we hope to establish a pool of diverse prospects to serve on the Board of Directors.”*

*—Commonwealth Compact Signer*

## Efforts to Increase Board Diversity

As stated by a Commonwealth Compact signer who submitted benchmark data (i.e., filer), a major challenge for these companies/organizations is to diversify the boards of directors. A puzzling finding is that, in Year 2, the filers, with only a few exceptions, reported decreased diversity efforts on the part of their boards of governance. Table 7 shows, for example, that:

- In Year 1, 67 percent of filers reported having a process for identifying a diverse pool of candidates for board service; in Year 2 only 42 percent said they did. (The decline was slightly smaller for “repeat filers” from 70% in Year 1 to 50% in Year 2.)
- A dramatic decline was evident in whether the board discusses progress towards diversity goals at board meetings (72% in Year 1 but 42% in Year 2).

**Table 7. Board/Governance Diversity Efforts, Repeat Filers (Years 1 and 2)**

Diversity Effort	Percent Who Responded Yes			
	Year 1	Year 2	Year 1 Repeat Filers	Year 2 Repeat Filers
Board has ongoing process for identifying diverse pool of candidates for board service	67%	42%	70%	50%
Board offers mentoring, orientation, or training to members	77%	49%	78%	56%
Board uses services of search firms for identifying a diverse pool of candidates for board service	7%	7%	5%	6%
Board has adopted/endorsed a diversity policy and/or goals	47%	40%	51%	53%
Board formally assesses own performance on achievement of diversity goals	40%	21%	36%	30%
Board discusses progress towards diversity goals at board meetings	72%	42%	71%	54%

For all filers: N for Year 1 ranged from 95-105 for the different questions; N for Year 2=123.  
For repeat filers: N for Year 1 ranged from 56-63 for the different questions; N for Year 2=66.

Without in-depth interviews with a sample of filers, it is impossible to interpret these findings. It is possible to speculate that, as the economy declined, diversity efforts (especially, for example, in using a potentially costly search firm) might have taken a back seat to other demands and efforts. Another possible explanation is that some variation in data input may have occurred if the person completing the Benchmark Template changed from last year. (See recommendations section below for more on this issue.)

When invited to describe in their own words how their boards had adopted or endorsed a diversity policy and/or goals for their organization, 28 of the 50 filers who said their board had such a policy indicated that their boards had formal diversity policies and/or goals. Similarly, the majority of respondents indicated that their organization had diversity policies rather than or in addition to diversity goals.

Some of the signers who responded to the invitation to offer examples of such policies and goals provided the following:

- Adopting the tenets of the Commonwealth Compact in order for their organization to be representative of their community.

- Seeking an evaluation from an outside organization, in order to improve diversity from within their company as well as impacting their community outside of their organization. The evaluation resulted in structural changes within the organization, greater alignment between internal and external communications, refinement of the grant-making process, and a shift to focusing on racial justice rather than racial diversity.
- Implementing a multi-year Diversity Plan that tracks its successes and builds upon those to continuously work on becoming a more inclusive organization that is reflective of the diverse communities [they serve].
- Tying 15 percent of officer and senior field manager bonuses to their diversity goal achievements.

## CEO Leadership on Diversity

Figure 4 shows that the vast majority (72%) of the 125 signers who responded to the survey answered “no” to the question: “In the context of your industry or sector, are you generally satisfied with the diversity of your executives/senior level officials in terms of the inclusion of people of color?” Twenty-eight percent responded “yes.”

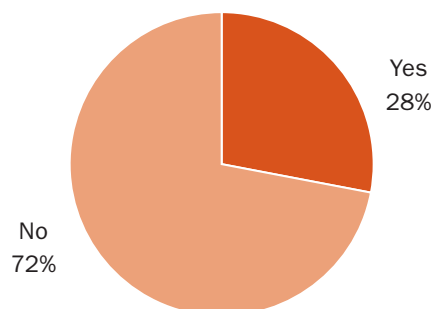
The responses were reversed, though, when filers were asked, “In the context of your industry or sector, are you generally satisfied with the diversity of your executives/senior-level officials in terms of the inclusion of women?” Over half (56%) indicated they are satisfied with diversity in terms of women while 44 percent said they were not satisfied (see Figure 5).

We present findings about gender diversity in workforce and organizational leadership in more detail later in this report. Given that last year’s benchmark template posed a combined satisfaction question regarding diversity of the leadership team (“Are you satisfied with the diversity of your leadership team in terms of its inclusion of people of color and women?”), it is impossible to separate the race/ethnicity effects from those of gender for Year 1. We can report that several respondents in Year 1 volunteered, “Yes for women, no for minorities.” For Year 2, we posed a question that allows for a clearer picture of race/ethnicity separate from gender.

Finally, the survey completed by the signers invited them to describe in their own words the top five ways in which the CEO demonstrates the organization’s leadership on issues of diversity. We coded their responses and found that the most common response (N=34) was “visible active participation in diversity efforts.” (See Table 8 for a full tabulation of these open-ended responses; unfortunately, almost half – 45% – of the filers did not respond to this question.)

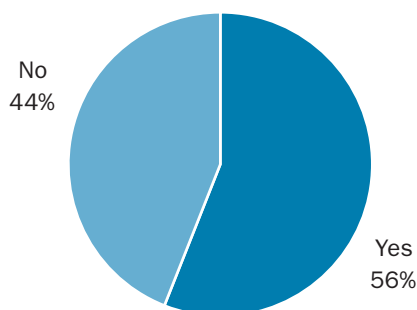
As previously mentioned, this quality includes actively attending and meeting with the diversity committee as well as spearheading diversity strategic planning and communicating the organization’s diversity efforts to the organization as well as outside of it. The least common response (N=2) was working with suppliers

**Figure 4. Satisfaction with Racial/Ethnic Diversity of Leadership Team (Year 2)**



N=125

**Figure 5. Satisfaction with Gender Diversity of Leadership Team (Year 2)**



N=125



**Table 8. Examples of How CEO Demonstrates Organizational Leadership on Diversity, as Provided by Signers (Year 2)**

	N
Visible active participation in diversity efforts. This includes actively communicating internally and externally the diversity plans of the company/institution.	34
Ensure a diverse workforce by creating policies in recruitment/hiring and retention of competent candidates from diverse backgrounds.	30
Develop a diversity strategy.	22
Creating, supporting, and promoting cultural diversity & awareness programs within the company.	18
Involvement in the community especially in external diversity-related initiatives as well as supporting programs for minority and underserved populations.	18
Integrate diversity efforts as part of the company/organization's mission.	17
Commitment to external organizations/groups that are committed to diversity.	17
Create a diversity task force/committee.	12
Foster a workforce culture that is receptive to diversity. This includes creating policies that support diversity efforts.	11
Make diversity a key core competency for top-level managers and executives.	10
Ensuring that the company/organization is seen as openly diverse so as to be able to deliver to a diverse audience/market/population.	9
Engaging in advocacy work that includes supporting and sponsoring events that are diversity-related.	8
Track company progress in terms of diversity efforts/plans.	7
Encourage employee involvement (and engagement) in the company's diversity efforts. This includes active communication with ALL employees (e.g. town-hall meetings and conferences).	5
Ensure cultural competency in the delivery of services (especially salient to medical/health providers).	4
Hold people accountable in their diversity efforts (usually in the managerial level) by creating measurable criteria in performance reviews.	3
Work with suppliers that are from diverse backgrounds.	2

Note: Most common examples were selected for this table. 68 filers responded to related benchmark question.

that are from diverse backgrounds. The next-to-last common response (N=3) was holding people accountable to organization diversity efforts (usually in the managerial level) by creating a measurable criterion in performance reviews.

*“The President’s commitment to diversity is shown in her leadership...She establishes priorities and commits budgetary resources to ensure that those commitments can be achieved.”*

*—Commonwealth Compact Signer*

CEO commitment to diversity goals through visible action is an important reinforcement tool in order to encourage and cultivate a diverse work environment; such commitment is limited when not reinforced through other mechanisms such as establishing performance-related criteria regarding diversity efforts.

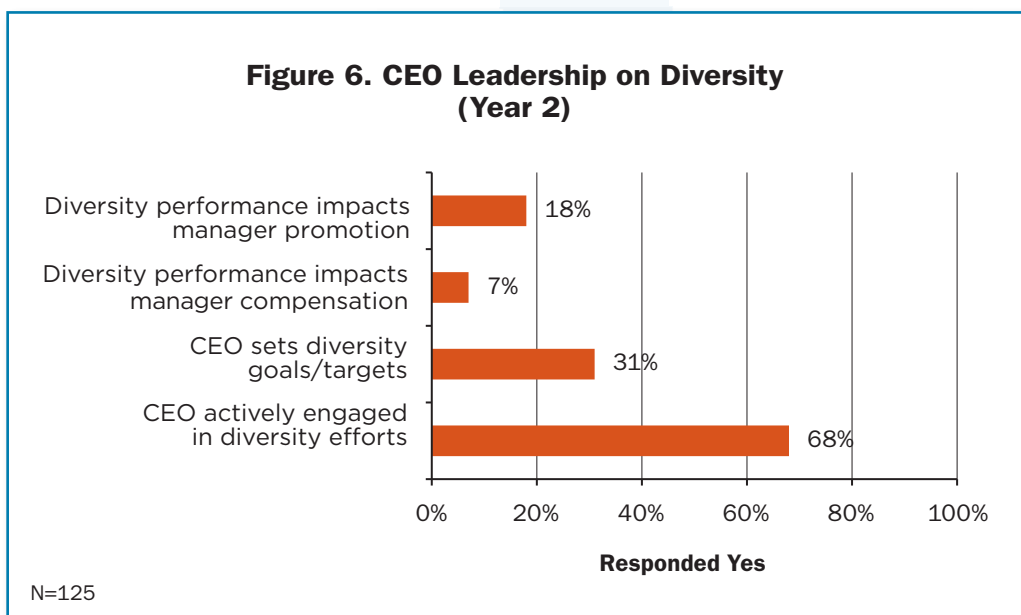
Some organizations reported in these open-ended responses that they have been able to successfully incorporate this into their managerial structure. For example, one respondent said his/her company has tied 15% of officer and senior field manager bonuses to their diversity goal achievements.

## Management Actions to Support Diversity: Year 2

Management commitment is an essential component of an effective diversity strategy (Wilson, 1997). One of the primary roles of organizational leaders is to manage the meaning of diversity in their workforce (Soni, 2000). Managers must consistently and effectively communicate the diversity initiatives of the organization as well as pursue and implement this inclusively. Diversity initiatives must create an equitable employment system and must engage every employee.

Filers were asked about the CEO's involvement in diversity efforts. The questions included: Is the CEO actively engaged in the organization's diversity efforts? Do the goals given by the CEO to top managers include explicit goals or targets for improving diversity within the organization? Does performance against diversity goals directly impact the compensation of top managers? And is performance against diversity goals a factor when considering top managers for promotion? Figure 6 shows that:

- More than two thirds of filers reported that the CEO was actively engaged in diversity efforts.
- Just under one-third said that the CEO sets diversity goals and targets.
- While almost one in five (18%) responded that diversity performance affects manager promotion, only seven percent reported that manager compensation was based, at least in part, on diversity performance.



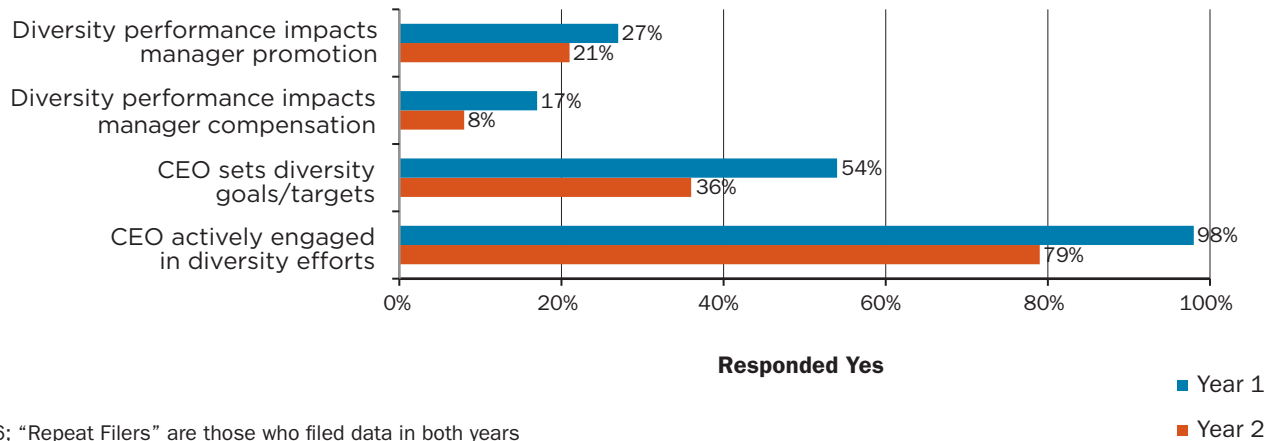
## Decreased Diversity Efforts: Changes in the Last Year

One of the most surprising findings when we compared those organizations, companies, educational and healthcare institutions, etc., who filed data in Year 1 and again in Year 2 (N=66), was the decrease in positive responses across the board. As seen in Figure 7, whereas in Year 1, almost all of the filers stated that the CEO was actively engaged in diversity efforts, now, in Year 2, this declined to a still robust but smaller 79 percent – almost 20 percentage points less.

The same is true when signers who responded to the survey were asked: “Do the goals given by the CEO to top managers include explicit goals or targets for improving diversity within the organization?” In Year 1, over half (54%) responded “yes,” compared to 36 percent in Year 2. And half as many filers reported this year that diversity performance impacts manager compensation.

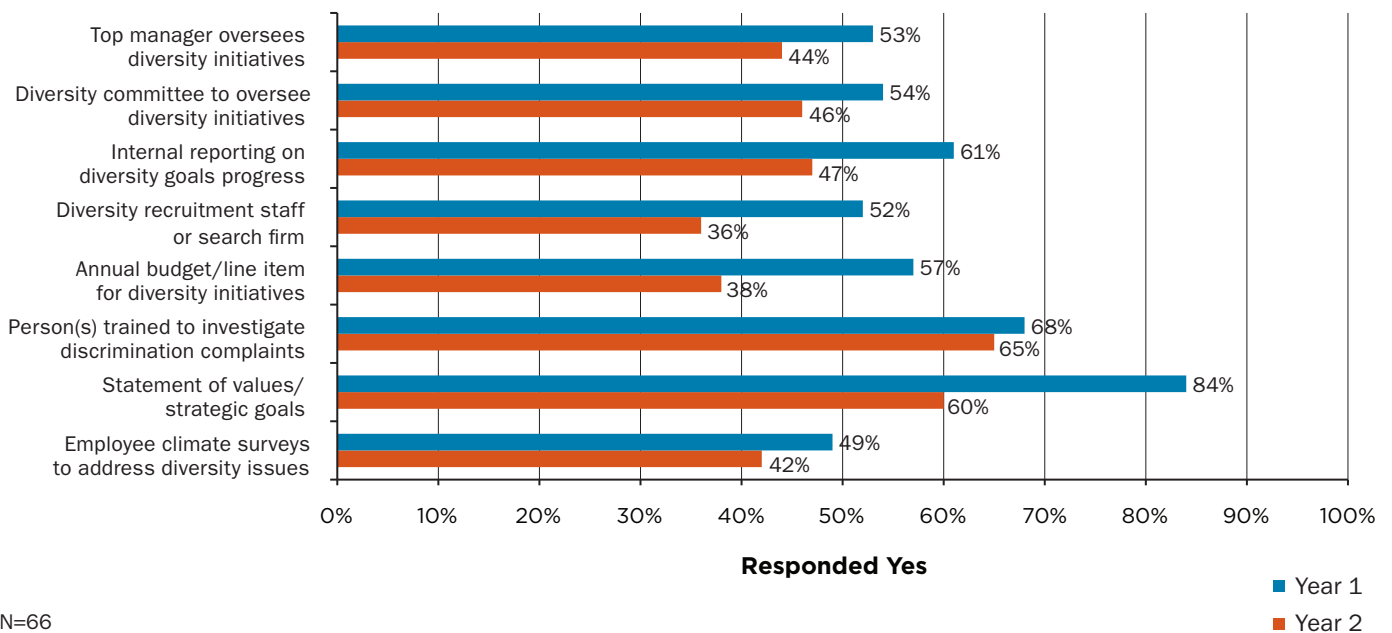


**Figure 7. CEO Leadership on Diversity  
(Repeat Filers, Years 1 and 2)**



Signers were also asked a series of questions to assess the actions taken by management to increase diversity at their companies and organizations. The data indicate that half of the Year 2 filers reported that their organization has a person or persons "trained to investigate discrimination complaints" and almost half (47%) said that the organization has "a statement of values and strategic goals that includes diversity and inclusion." Just over a quarter had a diversity recruitment staff or used a search firm or had a budget for diversity initiatives. Again, in comparing those signers who filed data in both Years 1 and 2, we continue to see a puzzling pattern: as seen in Figure 8, while those who filed data both years are slightly more likely than all filers in Year 2 to show positive actions to support diversity, there still is a marked decline across the board from Year 1 to Year 2.<sup>3</sup>

**Figure 8. Management Actions to Support Diversity  
(Repeat Filers, Years 1 and 2)**



One might also speculate that the “Great Recession” might have created a climate in which those at the top are focused on economic survival, with fewer resources and less attention available for diversity efforts. This reasoning might explain, for example, one of the largest declines: signers who reported having an annual budget or line item for diversity initiatives decreased from 57 percent in Year 1 to 38 percent in Year 2. Another significant decline that could reflect fewer resources is the use of a diversity recruitment staff or search firm (52% to 36%).

This explanation may be insufficient, however, since the largest decrease in management actions to support diversity was related to an action that may require staff time but has little or no additional costs associated with it: “having a statement of values and strategic goals that includes diversity and inclusion.” There was a noteworthy decline in positive responses from 84 percent in Year 1 to 60 percent in Year 2. Indeed, this is a puzzling finding and one that requires additional data to determine whether changing economic circumstances and additional respondents negates these apparent declines.

## Workplace Environment

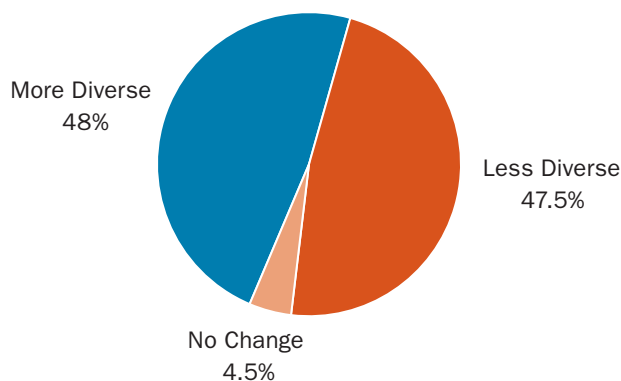
Survey results regarding workplace diversity and diversity efforts in hiring a diverse workforce were mixed. In Year 1, 80 percent of signers reported that workplace “diversity for minorities and women” had increased over the past five years – although some said that this was more the case for women than for people of color.

This year we asked separate questions to tease out the changes in terms of gender distinct from changes related to race/ethnicity. Signers in Year 2 were evenly split in saying whether their workplaces had become more or less diverse over the last three to five years in terms of race/ethnicity (See Figure 9).

What is noteworthy is that, in terms of gender, 58 percent of those who filed data in Year 2 reported that, over the past three to five years, their workplaces had become *less* diverse (See Figure 10). This result is particularly surprising given the 80 percent just one year ago who responded that their workplaces had become more diverse for “minorities and women,” and the fact that – according to their own data – the percent of the workforce made up of people of color has not declined over the two years. As discussed earlier, in both years, people of color comprised about one-quarter of the workforce.

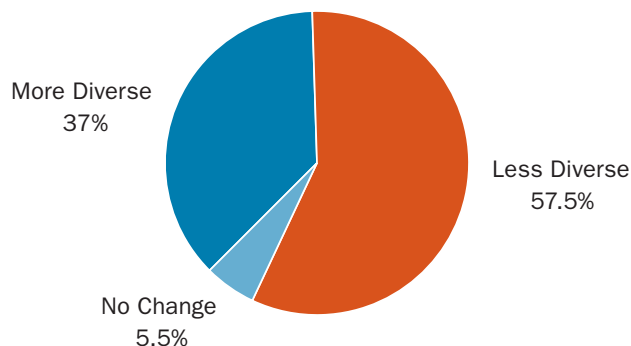
Without in-depth interviews and other data collection outside of the scope of this benchmark study, it is challenging to speculate on the reasons for this difference from Year 1 to Year 2.

**Figure 9. Racial Diversity of Workplace (Year 2)**



N = 86

**Figure 10. Gender Diversity of Workplace (Year 2)**



N = 87

**Figure 11. Workplace/Personnel Diversity Efforts (Year 2)**

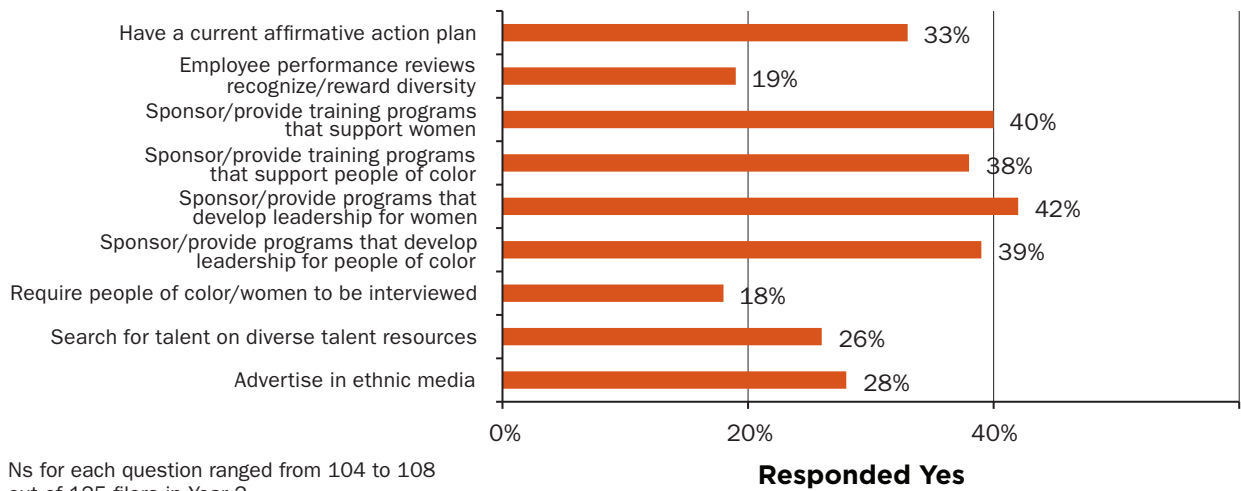
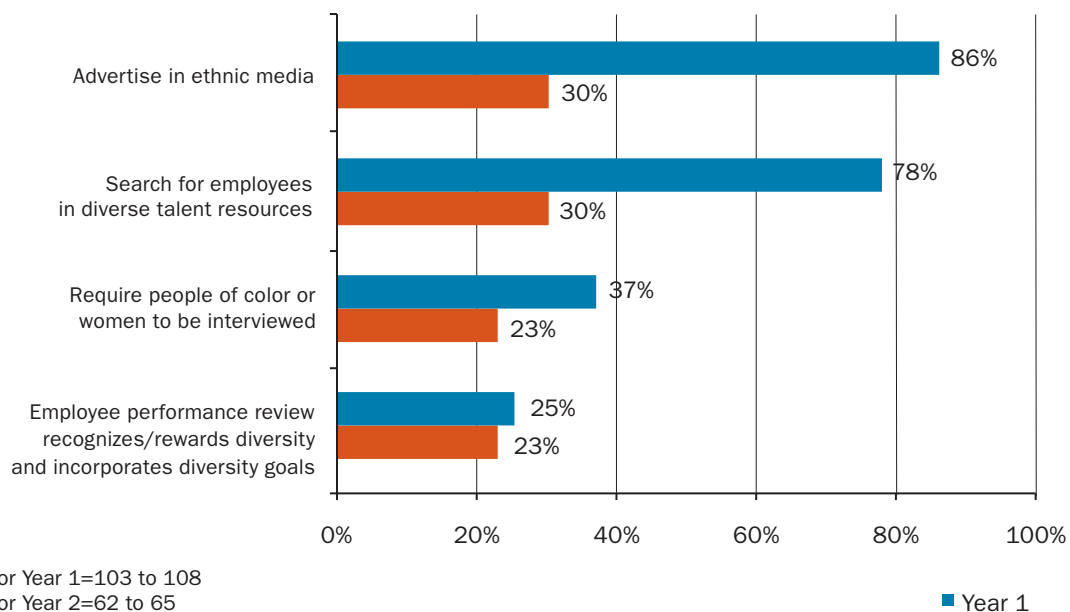


Figure 11 above shows the extent to which filers reported engaging in a variety of workplace diversity efforts (beyond the CEO efforts discussed earlier):

- Almost 40 percent have training programs and/or leadership development programs that support people of color.
- Only one-third, however, have a current affirmative action plan and just 19 percent said that their employee performance review assessment system recognizes and rewards efforts that increase diversity and incorporate the diversity goals of the organization.
- More than one-fourth use diverse talent sources and/or advertise in ethnic media when conducting searches for new employees.

**Figure 12. Workplace Diversity Hiring Efforts, Selected Questions (Repeat Filers, Years 1 and 2)**



Questions asked in Year 1 that were also asked in Year 2 focused on the extent to which efforts to promote diversity in the workplace included advertising in the ethnic media, searching for new hires using diverse talent sources, requiring people of color (or women) to be interviewed, and recognizing/rewarding/incorporating diversity goals during employee performance reviews.

Figure 12 shows that those activities that incur monetary costs declined dramatically between Years 1 and 2. In Year 1, 86 percent of signers reported that they advertised in ethnic media and 78 percent used diverse talent resources during searches; these declined to 30 percent each one year later. The apparent declines on the other two measures are quite small and not statistically significant.

Other elements in recruitment programs that filers mentioned include membership with professional associations, participation in diversity career fairs, recruitment conferences, and diversity events, and collaborating with colleges/universities to offer internships and scholarships to students from diverse backgrounds.

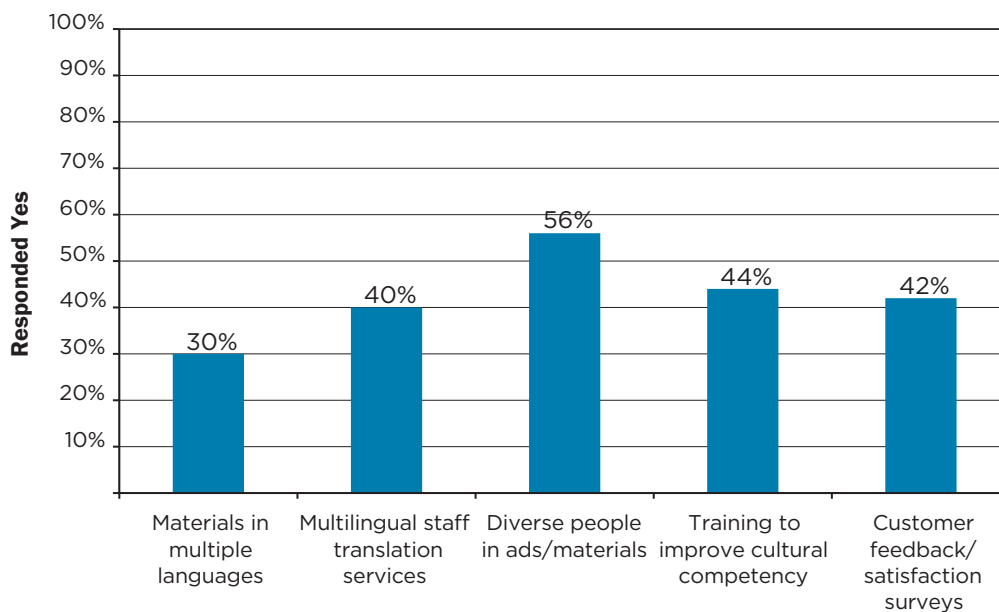
## Diversity Efforts beyond the Workplace: Relationships with Consumers and Customers

Commonwealth Compact is an ambitious project with the broad goal of changing the climate of work in Boston and across the Commonwealth and reversing the reputation that Massachusetts has not been a welcoming, diverse place to live and work for people of color. The Benchmark Template data provide a way of measuring what the companies and organizations offer to their diverse customers/consumers and if these services are delivered in a culturally sensitive/competent manner.

Figure 13 shows that:

- More than half of Commonwealth Compact signers make sure that their advertisements and printed material represent people from diverse backgrounds and 40 percent have multilingual staff or translation services available if needed.
- Forty-four percent offer training to managers and staff to ensure their products and services are delivered in a culturally sensitive and culturally competent manner.
- Forty-two percent said their organization conducts surveys to gauge customer feedback in relation to satisfaction with the products and services provided.
- Almost one-third offer materials in languages other than English.

**Figure 13. Customer/Consumer Diversity Measures (Year 2)**



N=125



## Gender Diversity

Data on gender diversity in the workplace reflect some similar themes and trends discussed in this report thus far.

Figure 14 shows that:

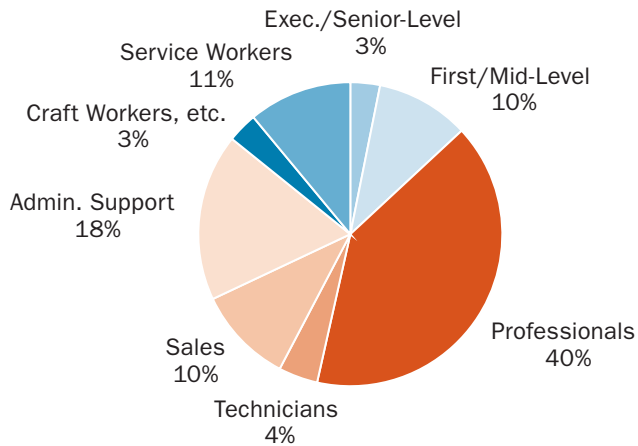
- At the executive/senior level, women make up a small percentage (3%) of all female employees.
- Women at the top two levels comprise 13 percent of all women.
- Professionals make up the largest share (40%) of all women.
- Women who work in Administrative Support or Service Occupations make up 29% of all women.

When compared to their male counterparts (see Figure 15), filers report that:

- Women make up 45 percent of executive/senior-level, first/mid-level, and technician-type employees compared to 55 percent of men.
- Professionals are more likely to be women (54%) than men (46%).
- Seventy-two percent of sales workers and 81 percent of administrative support workers are women, compared to 27 percent and 19 percent, respectively, who are men.

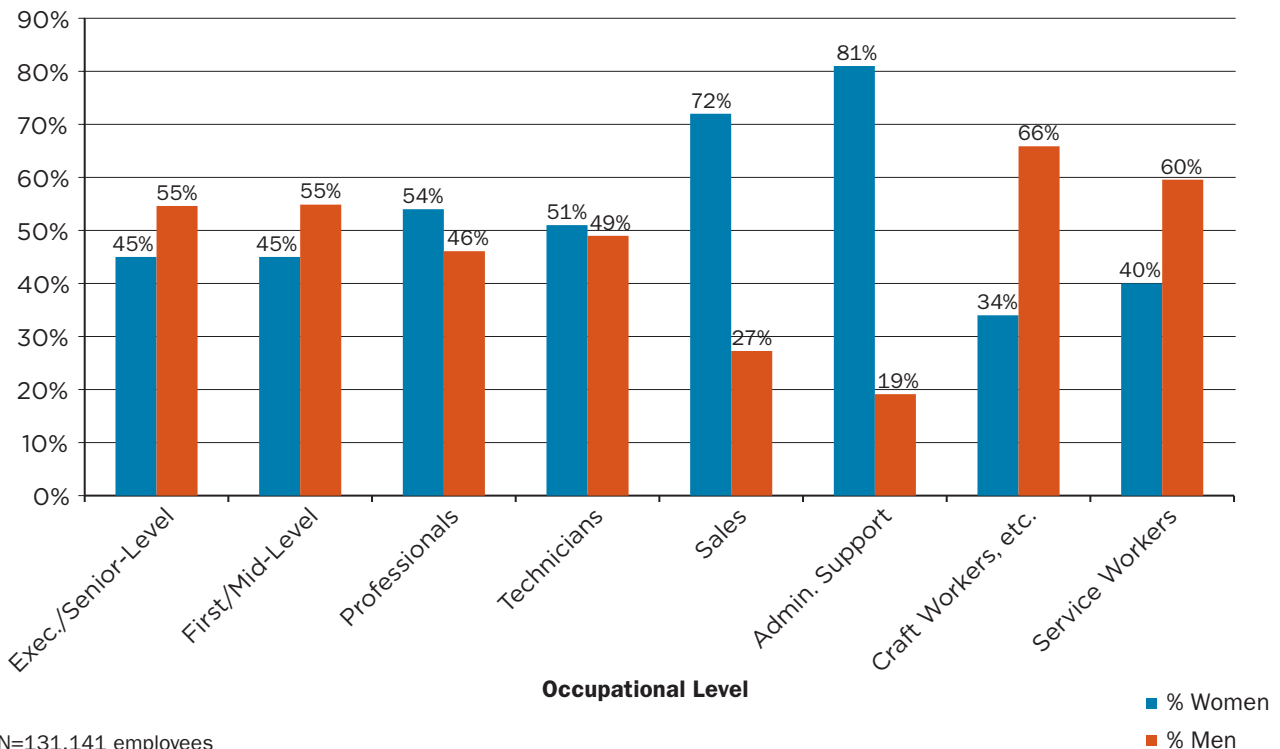
- Both craft workers and service workers are more likely to be male.

**Figure 14. Distribution of Women by Occupational Level (Year 2)**



N=70,928 women employees  
Note: Does not total 100% due to rounding.

**Figure 15. Occupational Level, by Gender (Year 2)**

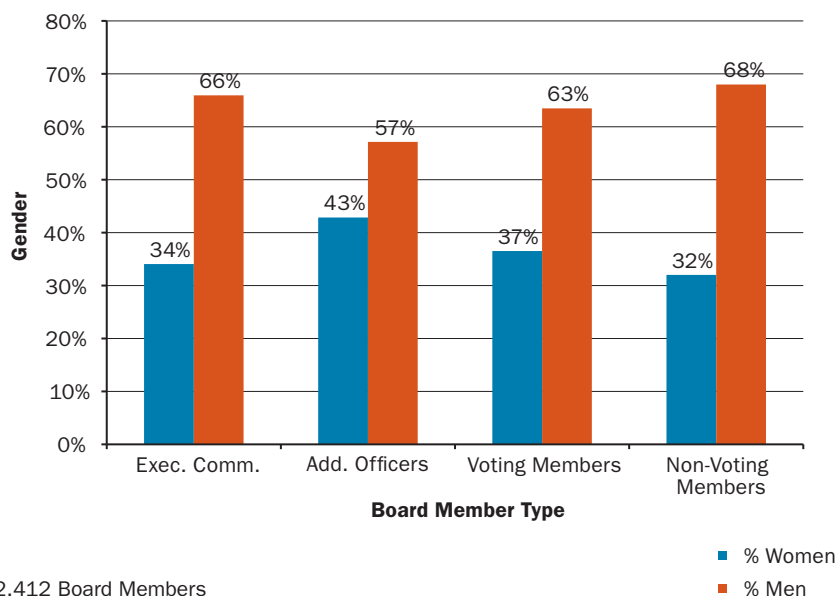


## Gender and Board Composition

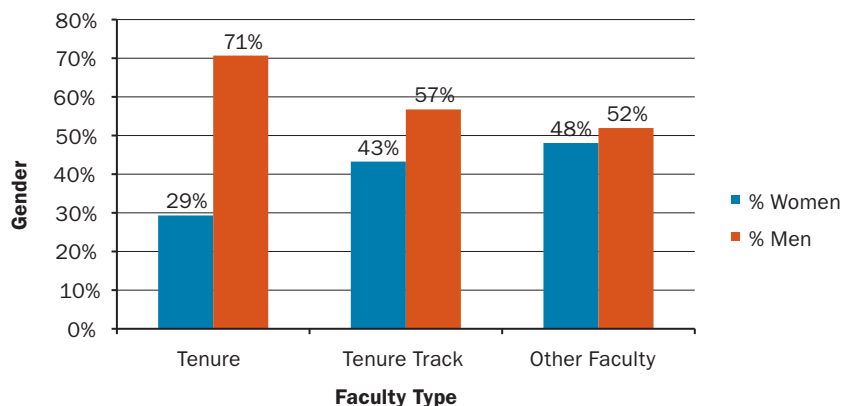
It is clear from Figure 16 that women are underrepresented compared to the share of the population in all types of board memberships, making up about a third of executive committee members, voting members and non-voting members. Forty-three percent of officers other than those on the executive committee are women compared to 57 percent men.

While these figures are lower than their share of the population (52 percent), women do better on signers' boards than boards in general. Hardy-Fanta and Stewartson (2007), for example, report in the aforementioned report, *A Seat at the Table?*, that women made up just 13 percent of corporate boards and a quarter of hospital boards. Only among institutions of higher education, did they approach levels such as seen among Commonwealth Compact signers (36%).

**Figure 16. Board Members, by Gender (Year 2)**



**Figure 17. Faculty Type, by Gender (Year 2)**



## Resources for CEOs and Boards

Besides asking “yes/no” questions in the quantitative survey, we also invited filers to respond to open ended questions such as “What are the top five ways the CEO demonstrates the organization’s leadership on issues of diversity?” Almost 27 percent of filers indicated that they have access to either formal or informal sources of diverse candidates for board positions. Examples of these include organizations such as The Partnership, The Association of Latino Professionals in Finance and Accounting, Asian Americans/Pacific Islanders in Philanthropy, the National Urban League, Pipeline to Civic Leadership, Black Enterprise 100, and Cambodian Mutual Assistance Association of Lowell, among many others.

The Partnership was the most common external source listed by respondents. Internal sources listed by filers included nominating committees, corporation membership committees, board governance committees, a community development advisory board, and a New England advisory council. The range of external sources indicates great opportunity for organizations to utilize companies within Boston as a resource for diverse candidates. In addition to utilizing such external resources, organizations should also incorporate internal resources as well in order to further support their commitment to diversity goals and policies.

## How Commonwealth Compact Signers Promote Diversity

We asked filers to provide the top five ways in which their organizations promote diversity, inclusion, and racial, ethnic, and gender quality. Over half the filers answered this question. Much of what these organizations do to promote diversity and inclusion include not only their employees but also the members of their communities. Here are some of their own “best practices.”

- Establish a diversity committee within the organization and/or hire a diversity consultant. One of these consultants has done an assessment of the entire organization.
- Engage the community around diversity issues/efforts. Examples include: sponsoring community events such as conferences, fairs, cultural events, a public speaker series and events to raise awareness of disparities.
- Work with a community liaison to educate members of the community.
- Make sure their workforce and leadership team reflect the people and communities they serve, especially when working with underserved populations.
- Advertise in ethnic media when recruiting employees – important to be able to attract a variety of potential employees.
- Hire from within their community; local job fairs can help with this.
- Foster a work environment that promotes inclusion by providing training opportunities and staff education. (Examples include: diversity retreats for staff; receptions for staff to discuss issues and ideas surrounding promoting equality among people of color and women.)
- Include assessments of diversity and inclusiveness as core competencies in all employee evaluations.
- Engage suppliers and vendors in diversity promotions. (Examples include: using minority/woman-owned suppliers/vendors/contractors and conducting diversity training for suppliers.)

## Conclusions and Best Practices

Because we saw some dramatic declines in diversity efforts as reported by the filers, both in terms of board/governance as well as CEO efforts, it seems particularly important to move forward with an examination of “best practices” and to reaffirm many of the recommendations made last year.

In order to achieve the goals stated in the recommendations below, organizations can look toward best practices already being used to increase diversity. Best practice organizations were identified as those that value people and cultivate an environment where cultural awareness, sensitivity, fairness and integrity prosper (Reichenberg, 2001).

Our recommendations this year focus on the five essential components of an effective diversity strategy. Adapted from the book, *Diversity at work: The business case for equity*, the five essential components of an effective diversity strategy are: management commitment, employee awareness and understanding, employee involvement, effective measurement, and alignment to business strategy (Wilson, 1997). With these components in mind, our second wave of data analysis, and our previous list of recommendations, we suggest corporations, organizations, and institutions consider the following actions:

### ■ Develop a needs-analysis and preliminary work plan

Because the signers are in different sectors and have varying levels of diversity, it is imperative that each organization is able to compare themselves to others in their sector/industry. From there, they can develop realistic goals and policies based on their individual strengths and weaknesses. This step will provide organizations an accurate assessment of where they are and where they want to be. It will also allow organizations an opportunity to identify all of the necessary components of a diversity initiative and determine timelines and allocation of resources. This will lead to an improved assessment of available resources, approaches to take and what can be utilized to develop and implement their organization's own diversity strategy (e.g., hire a consulting firm, form a diversity committee, hire a diversity expert, etc.)

### ■ Align diversity strategy to business strategy

Increasing diversity must be linked to the organization's business strategy because it essentially adds economic value to the organization. “The concept of human capital is that people have skills, experience, and knowledge that provide economic value to firms” (Richard, 2000). By increasing diversity within the workforce, organizations are investing in their

human capital. Barney and Wright (as cited in Richard, 2000) noted that when human capital is difficult to imitate, appears rare, and creates value, it is able to contribute to the firm's sustainable competitive advantage. “Cultural diversity in human capital serves as a source of sustained competitive advantage because it creates value that is both difficult to imitate and rare” (Barney & Wright 1998, as cited in Richard, 2000). In addition, Wilson (1996) reasoned that increasing workforce diversity creates an equitable employment system which in turn ends in higher profits. He argued that “...equity in the workplace raises employee satisfaction and employee commitment, which in turn are associated with less turnover and absenteeism... motivated and loyal employees enhance customer value, increase customer satisfaction, customer loyalty and ultimately corporate revenues and profits” (as cited in Bates & Este, 2000, p. 15).

Thus, diversity is essentially a business imperative. Not only is it about capitalizing on the organization's human capital, but it is also about reflecting the market that these organizations serve. With the changing demography of Massachusetts, organizations, corporations, and institutions must be as equally diverse as the communities they serve in order to adequately provide services for them. Aligning the diversity strategy to the

organization's business strategy involves integrating diversity goals into the strategic planning process of the organization and surveying the customer base and the population of the communities in which they are located.

Wilson (1997) suggested three steps to linking the diversity strategy to the business strategy:

1. Establish the key business objectives
2. Identify the relevant diversity issues in the key business objectives
3. Create the link between business objectives and relevant diversity issues

#### ■ **Determine the level of diversity and perceived equity within the company/organization**

In order to develop and implement a diversity strategy that fits the organization well, the organization's current level of diversity and the perceived equity within the organization need to be measured. The organization's current level of diversity may have been identified when the needs analysis and preliminary work plan was developed. Measuring the perceived equity within the organization, on the other hand, can be obtained through structured interviews, focus groups, non-normed climate surveys, normed opinion surveys, and even through town hall meetings.

#### ■ **Build and increase management commitment**

"Equity initiatives have to move beyond the human resources department, becoming an integral part of all corporate activity, if they are to have a significant impact" (Bates & Este, 2000, p. 4). In order to effectively increase diversity, responsibility and accountability must be concrete and visible. With managers assuming roles of responsibility and accountability, building and increasing their commitment to the organization's diversity strategy ensures successful implementation. There are specifically four focus areas where management commitment is essential (Kalev, 2006):

- Organizational structure: assigning responsibility
- Behavioral change: reducing bias through education and feedback

- Treating social isolation: networking and mentoring
- Addressing adverse effects of diversity practices

Research assessing the efficacy of corporate affirmative action and diversity practices revealed that "...the most effective practices are those that establish organizational responsibility: affirmative action plans, diversity staff, and diversity task forces" (Kalev, 2006). While all four focus areas are essential, creating and assigning the right team to oversee the organization's diversity efforts is the most fundamental.

It is as equally important that diversity managers receive adequate support and training in implementing the organization's diversity strategy. This training and support can be provided by increasing Chief Executive Officer (CEO) commitment to this strategy.

#### ■ **Build on the examples of CEO commitment to diversity provided by Compact co-signers**

The CEO of an organization has a tremendous impact on the diversity of employees. The first annual report on Commonwealth Compact data, *Stepping Up: Managing Diversity in Challenging Times* included seven examples from signers that demonstrated CEO commitment to diversity efforts. These examples included:

- Allocating explicit budgetary resources
- Creating and overseeing a Diversity Fellowship Program
- Pushing managers to advertise positions widely in communities of color (e.g., through community newspapers)
- Establishing and chairing a Diversity Recruitment and Retention committee that holds the organization accountable
- Creating an internal anti-racism committee whose charge is to review internal policies, practices, and structures and make recommendations to the senior leadership team
- Using performance reviews to recognize and reward diversity efforts by senior level administration to include areas as support for diversity

- Promoting initiatives that search for diverse talent, leadership development, coaching, and community/regional work that values diversity
- As the highest-level individual in an organization, the CEO establishes the legitimacy of the organization's diversity effort. We can assume that increasing CEO commitment to diversity will in turn increase the CEO's visibility and communication in regard to the different strategies being undertaken to increase diversity within (as well as from outside) the organization. Increased legitimacy of the organization's diversity effort increases employee compliance and commitment to the firm's diversity policies and goals.

#### ■ **Engage in a dialogue, communicate and define diversity for the organization**

The terms "diversity" and "equity" raise questions that need to be addressed by the leaders of the organization during, and preferably before, implementing the diversity strategy. Engaging in a dialogue and defining diversity help decrease both confusion and employee suspicion. Ideally, the CEO should communicate to all of its employees why increasing workforce diversity is an important undertaking for the organization – to create equitable employment systems and to maintain the organization's competitive advantage. The key message is that increasing diversity is a business imperative.

"Diversity is the recognition and acknowledgment of individual differences. In a diverse workforce, such as we have today, treating people equally may mean ignoring individual differences. This can lead to inequitable treatment. An organization practicing diversity seeks to provide equitable treatments for all employees. The organization does this by moving past equal treatment, where differences are ignored, to equitable treatment, where differences are recognized, acknowledged, and eventually valued" (Wilson, 1996).

#### ■ **Increase employee awareness & understanding**

Company leaders and managers should seek to understand the organization's



attitude towards workforce diversity. This is the first step in fostering a culture that is receptive to increasing diversity in the company (U.S. Department of Commerce, 1999). Not only do employees need to be aware of the diversity efforts that the firm is undertaking, they also need to understand the reasons behind it. Creating an existing workforce that is receptive to increasing diversity within the organization will likely improve and ease the execution of the organization's diversity efforts. This can be accomplished specifically through two efforts:

- **Establish and foster employee groups that allow for employees to “weigh in” on workforce climate in regard to diversity**
- **Increase employee involvement by allowing employees to partake in diversity initiatives**

“The way to overcome the resistance (to diversity and equity initiatives) is to take the inclusive approach...and link it to the bottom line” (Wilson, 1997). Increasing employee involvement distributes the responsibility and accountability of the organization's diversity efforts to include all of its employees. This increases not just awareness, but also participation in the process. Involving employees will likely reduce the resistance against these efforts, bring more diversity strategies on the table, and obtain a more accurate picture of the diversity culture/climate within the firm by receiving more direct feedback from all employees.

- **Gather data on promotion and retention rates of employees of color and women**
- **Collect and track data on outreach mechanisms for identifying and contracting/purchasing from minority and woman-owned suppliers and vendors**
- **Develop effective measurement: Measure accountability to determine how well diversity is being managed & determine employee satisfaction**

In order to have an effective diversity strategy, it must be effectively measured. A United Nations *Best Practices in Diversity Management* report showed that

accountability is an attribute of best practice organizations (Reichenberg, 2001). Accountability, determined through the use of surveys, metrics, focus groups, & management and employee evaluations, is a measurable criterion in evaluating the success of managing diversity. On the other hand, determining employee satisfaction will assess the extent to which diversity initiatives are able to create equitable employment systems that will increase employee commitment that will in turn increase customer satisfaction and loyalty, and ultimately increase revenue and profit.

- **Use formal and informal channels to gain feedback from employees regarding the organization's diversity efforts**
- **Conduct scientifically rigorous employee satisfaction surveys that are confidential and can be analyzed by race, ethnicity, and gender of employees**

These types of assessment mechanisms will serve as “cultural diversity audits.” Such an approach will “...take the pulse of the workforce and provide candid assessments of the work climate” (U.S. Department of Commerce, 1999, p. 11). An informal channel can include an employee feedback hotline and/or an internal website where employees can express their opinion and engage in open dialogue.

- **Establish a review committee that is responsible for establishing policies, providing technical assistance, reviewing/approving plans, and monitoring progress toward the achievement of goals**

This was cited as a characteristic of best practice organizations by the U. N *Best Practices in Diversity Management* report. The review committee should serve as the formal board in assessing the effectiveness of the organization's diversity efforts. The review committee will also add structure and legitimacy to the firm's diversity initiatives as well as streamline the process and implementation of the diversity strategy. This will thereby increase efficiency and reduce costs.

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## Notes

- 1 This may create a problem of comparability in that it is not possible to determine how colleges and universities who completed their templates in 2008 recorded the numbers of faculty. We assume that in Year 1 they recorded them, for the most part, in the “professional” category, but in Year 2 in the separate section provided for faculty in the new template (see Table III in Benchmark Template-Year 2, Appendix B), the numbers of “professionals” will be reduced. Furthermore, it is not possible to compare these because only three occupational categories were offered in Benchmark Template-Year 1 (Officers and Managers; Professional and Sales workers; and Clerical, Craft workers, Operatives and Laborers). In Year 2, there were eight: Executive, Senior Level Officials and Managers; First/Mid-Level Officials and Managers; Professionals; Technicians; Sales Workers; Administrative Support Workers; Craft Workers, Operatives, Laborers and Helpers; and Service Workers.
- 2 These were mutually exclusive categories; see Table III in the Benchmark Template-Year 1, Appendix B.
- 3 Without additional data collection, we have no way of accounting for this decline among CEOs and managers. Due to the relatively small number of respondents (N=66 repeat “filers”), the differences discussed here are not statistically significant. Still, the apparent theme of diminished CEO efforts is important to consider and analyze.

# APPENDIX A: Commonwealth Compact Year 1 Benchmark Data Form

Compact Organization Name \_\_\_\_\_ Size of organization in employees \_\_\_\_\_ Size of organization in revenue/ budget \_\_\_\_\_

## QUANTITATIVE QUESTIONS

Benchmark	FEMALE				MALE						
	Overall totals	White/ non-Hispanic	Black/ African American non-Hispanic	Asian/ Pacific Islander	American Indian	Latino/a Hispanic	White/ non-Hispanic	Black/ African American non-Hispanic	Asian/ Pacific Islander	American Indian	Latino/a Hispanic
I. CEO/Leadership team commitment											
1. How many people are on your leadership team?											
II. Boards/Governance											
7. How many people sit on your governing board? (Board of Directors, Trustees, etc)											
8. How many leadership roles (committee chairs/officer positions) are filled by people of color?											
III. Workplace Personnel (in Massachusetts) Please report professional levels as appropriate for your organization and industry											
12a. Number of employees (in Massachusetts)											
12b. Number of officers and managers (exclusive of the leadership team)											
12c. Number of professionals and sales workers											
12d. Number of clerical, craft workers, operatives and laborers											
13. How many of these employees have been promoted through the ranks? (Having had 1 or more positions in the organization prior to their current managerial role)											
IV. Customers/Consumers/Services											
18. What are the ethnic and racial breakdowns of your customer base in the state (demographic data for MA is attached for your information. Membership organizations should respond to this question with regard to the demographics of their members)?											
V. Suppliers/Vendors											
21a. How many contracts did you have with vendors in 2007?											
21b. How much did you spend in 2007 in contracting expenditures?											

## SURVEY DATA QUESTIONS

	YES	NO
I. CEO Commitment		
1. Are you satisfied with the diversity of your leadership team in terms of its inclusion of people of color and women?		
2. Is the CEO actively engaged in the organization's diversity efforts? (Please list examples of internal or external efforts on a separate page.)		
3a. Do the goals given by the CEO to top managers include explicit goals or targets for improving diversity within the organization?		
3b. Does performance against diversity goals directly impact the compensation of top managers?		
3c. Is performance against diversity goals a factor when considering top managers for promotion?		
4. Does the organization have any of the following:		
4a. A top manager whose primary responsibility is the oversight of diversity initiatives in the organization?		
4b. A diversity committee that provides oversight to diversity initiatives?		
4c. Internal reporting requirements that periodically summarize progress against diversity goals?		
4d. A diversity recruitment staff or search firm relationship?		

	YES	NO
4e. An explicit annual budget or budget line item to fund diversity initiatives?		
4f. Discussion of progress towards diversity goals at Board meetings?		
4g. A person or person(s) trained to investigate discrimination complaints?		
5. Does the organization have a statement of values and strategic goals that includes diversity and inclusion? (Please provide example on separate page)		
6a. Does your organizational culture value all employees and customers, regardless of race, ethnicity or gender [in a way] that solicits their input and participation?		
6b. Does your organization periodically conduct employee climate surveys that address diversity issues within the organization? (If such surveys are conducted, please include most recent principal findings)		
<b>II. Board/Governance</b>		
9a. Does your board offer mentoring, orientation or training to its members?		
9b. Please list on a separate page the years or number of terms served by people of color and women and white males on your board.		
10a. Does your board have an ongoing process for identifying a diverse pool of candidates for board service?		
10b. Does your board use the services of search firms for identifying a diverse pool of candidates for board service?		
10c. If yes, have the activities mentioned in 10a and 10b produced acceptable candidates?		
11a. Has your board adopted or endorsed a diversity policy and/or goals for your organization? (Please attach)		
11b. Does the board formally assess its own performance with respect to achievement of diversity goals by itself?		
<b>III. Workplace/Personnel</b>		
12a. Is your organization's workforce, at all levels and across all job categories, reflective of the consumer population/geographic area served?		
12b. Has the diversity of your workplace improved over the past five years?		
13a. Do you believe that people of color advance their careers at least at the same rate as whites do in your organization?		
13b. Do you believe that women advance their careers at least at the same rate as males do in your organization?		
14a. Does your organization implement any special processes or initiatives that reach out to women and people of color to produce diverse pools of candidates for your organization?		
14b. Please confirm which if any of the following elements are incorporated into your recruitment program to ensure a diverse pool: Advertise in ethnic news media?		
Search for talent in diverse talent sources? If yes, please provide an example of such a talent source		
Have a standard within each candidate search that requires people of color or women to be interviewed, and/or considered for positions?		
Other? Please list on separate page.		
15. Does your organization fund mentoring, training programs, and other activities that support employees and promote and sustain diversity?		
16. Does your employee performance review and assessment system explicitly recognize and reward efforts that foster diversity and incorporate diversity goals?		
17. Are you in compliance with Civil Rights and Equal Employment Opportunity legal requirements?		
<b>IV. Customers/Consumers/Services</b>		
19a. Are your programs/services/products delivered in a culturally sensitive or culturally competent manner? (Please list examples on a separate page)		
19b. Do you provide any special training to managers and staff to improve their cultural sensitivity/competence? (Please provide examples)		
20a. 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 such surveys are concluded, please include most recent principal findings)		
20b. Are these mechanisms effective in helping your organization improve its responsiveness to customers?		
<b>V. Suppliers/Vendors</b>		
22. Does your organization have a specific outreach mechanism for identifying and contracting/purchasing from minority and women-owned vendors? (Please explain on a separate page)		
23a. Does your organization have specific policies that encourage non-minority and male-owned vendors to hire and retain a diverse workforce?		
<b>VI. Community Engagement</b>		
24a. Does your organization sponsor and participate in civic initiatives to understand and promote diversity, inclusion and racial/ethnic and gender equality? (Please provide details and examples on a separate page)		
24b. Have these initiatives produced the results you were hoping for? (In addition to answering the question Yes or No, please feel free to add comments on a separate page)		
25a. Does your organization contribute funds to organizations that promote diversity? (Please provide examples and amounts on separate page)		
25b. Does your organization promote employee volunteerism to organizations that promote diversity? (Please provide a listing of examples.)		

**COMMENTS:** We hope all of you will offer comments about particular successes you have achieved or challenges you have faced. Again, we promise not to link these to particular organizations. But we believe that, taken together, they can offer a treasure trove of wisdom going forward.

# APPENDIX B: Commonwealth Compact Year 2 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

	TABLE I: Board Members (Report board members in only one category)									
	Hispanic or Latino					Race/Ethnicity				
						Not-Hispanic or Latino				
Role Categories	Female					MALE				
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? YES ☐ NO ☐
- 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)) YES ☐ NO ☐
17. Has your board adopted or endorsed a diversity policy and/or goals for your organization? (Please describe) YES ☐ NO ☐
18. Does the board formally assess its own performance with respect to achievement of diversity goals? YES ☐ NO ☐



# APPENDIX B: Commonwealth Compact Year 2 Benchmark Data Form *Continued*

Web Page 3

## SECTION III: Workplace Personnel

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

### All Organizations

	TABLE II: Number of Employees (Report employees in only one category)											
	Race/Ethnicity						Not-Hispanic or Latino					
	Hispanic or Latino		MALE						FEMALE			
	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
Job Categories												
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

	TABLE III: Number of Employees (Report employees in only one category)											
	Race/Ethnicity						Not-Hispanic or Latino					
	Hispanic or Latino		MALE						FEMALE			
	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
Job Categories												
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): \_\_\_\_\_

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?

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

A Better City 2	Comcast 2	Lawrence General Hospital	Pine Manor College 1
Ad Club 1	Commonwealth Institute 1	Lesley University 1, 2	Psychemedics Corporation 2
American Civil Liberties Union of Massachusetts (ACLU) 2	Commonwealth of Massachusetts - Executive Branch 2	Lowell Community Health Center	Putnam Investments
Associated Grant Makers 1, 2	Community Teamwork, Inc. 2	Lowell General Hospital 2	ROCA 1
Associated Industries of Massachusetts	Conventures, Inc. 2	Margulies Perruzzi Architects	Rose Kennedy Greenway Conservancy
Babson College 2	Court Square Group 1	Marriott International Inc. 1, 2	Roxbury Community College and Reggie Lewis Center 1
Barr Foundation 1, 2	Crittenton Women's Union 2	Massachusetts AFL-CIO	Salem State College 1, 2
Bay Cove Human Services, Inc. 1	Culture Coach International 2	Massachusetts Assn of Community Development Corporations 1	Samet & Company PC 2
Bay State Banner 2	Dana-Farber Cancer Institute 2	Massachusetts Audubon 2	Seyfarth Shaw
Bentley University 1, 2	Dancing Deer Baking Company, Inc. 1, 2	Massachusetts Biotech Council	Shawmut Design and Construction 2
Beth Israel Deaconess Medical Center 1, 2	Daniel Dennis & Company, LLP 2	Massachusetts College of Art and Design 1, 2	Smith Ruddock & Hayes
Bethel A.M.E. Church 1	Delta Dental of Massachusetts 1	Massachusetts Convention Center Authority 1, 2	Smiths Medical 2
Bingham McCutchen LLP 1, 2	Denterlein Worldwide Public Affairs 1, 2	Massachusetts Council of Human Service Providers	Springstep, Inc. 2
Blue Cross Blue Shield of Massachusetts 1, 2	Dimock Center 1	Massachusetts Housing Partnership 2	Staples, Inc 1, 2
Boston Architectural College 1, 2	Diversity Staffing Pros, LLC 2	Massachusetts Institute of Technology 1, 2	Suffolk Construction 2
Boston Center for Community and Justice 2	Dwyer & Collora	Massachusetts National Guard 2	Suffolk University 2
Boston Children's Museum 1, 2	D'Youville Life and Wellness Community	Massachusetts Port Authority 1	Teen Voices
Boston Club (The) 1, 2	Eliot School of Fine & Applied Arts 2	Massachusetts Teachers Assn	Third Sector New England 1, 2
Boston Culinary Group	El Planeta 1	MBTA 1	Thompson Island Outward Bound 1
Boston Foundation (The) 1, 2	Emerald Necklace Conservancy 1, 2	McCarter & English	TJX Companies, Inc. (The) 1, 2
Boston Globe 1	Emerson College 1, 2	Mercantile Bank and Trust Co. 1	Town of Brookline
Boston Harbor Association 1	Enterprise Bank	Metropolitan Boston Housing Partnership 2	Trustees of Reservations 1
Boston HealthCare for the Homeless	Environmental League of Massachusetts 2	Middlesex Community College 2	Tufts Health Plan 1, 2
Boston History and Innovation Collaborative 1	Executive Service Corps of New England 1, 2	Mintz Levin Cohn Ferris Glovsky and Popeo, P.C. 1, 2	Tufts Medical Center
Boston Housing Authority 1	Fair Housing Center of Greater Boston 1	Museum of Fine Arts	Tufts University 1, 2
Boston Medical Center 1, 2	Family Service of Greater Boston 1, 2	NARAL Pro-Choice Massachusetts 2	United Way of Massachusetts Bay and Merrimack Valley 1, 2
Boston Museum 1	Federal Reserve Bank of Boston 1, 2	Neighborhood Health Plan 1, 2	University of Massachusetts Amherst 1, 2
Boston Natural Areas Network 1	Girl Scouts of Eastern Massachusetts 2	Neighborhood House Charter School 1, 2	University of Massachusetts Boston 1
Boston Public Health Commission 1, 2	Greater Boston Chamber of Commerce 1, 2	Nessen Associates	University of Massachusetts Dartmouth 1, 2
Boston Public Library 2	Greater Boston Convention and Visitors Bureau	New England Aquarium 1, 2	University of Massachusetts Lowell 1
Boston Sand and Gravel Company 1	Greater New England Minority Supplier Development Council (NEMSDC) 1, 2	New England Baptist Hospital 1, 2	University of Massachusetts Medical School 1, 2
Boston Society of Architects 1, 2	Harvard Pilgrim Health Care 1	New England Cable News (NECN) 1	Urban Edge 1, 2
Boston University 1	Harvard University 1, 2	New England Center for Children (NECC) 1, 2	Urban Land Institute, Boston Council 1
Boston World Partnerships 2	Holland & Knight	New England Conservatory	Urban League of Eastern Massachusetts 1
Boys & Girls Clubs of Boston 1, 2	Home for Little Wanderers (The) 1, 2	New England Healthcare Institute 2	Walmart Stores, Inc. 1, 2
Bridgewater State College 1	Homes for Families 2	New Hope Inc. 2	WCVB / Channel 5 1
Bunker Hill Community College 1, 2	Huntington Theatre Company 1, 2	New Sector Alliance 1, 2	Welch's 2
Cambridge College	Hyams Foundation (The) 1, 2	Nixon, Peabody	Wellesley College 2
Cambridge Data Systems, Inc. 2	Initiative for a Competitive Inner City 1, 2	North American Indian Center of Boston	Wentworth Institute of Technology
Cathedral Church of St. Paul 2	Initiative for a New Economy (INE) 1, 2	Northnode	Westfield State College 1
Center for Women and Enterprise 1	Inner City Entrepreneurs 1	North Shore Chamber of Commerce 1	WGBH 1, 2
Centro Presente 1	Irish Immigration Center 1	North Shore Community Action Program	Wheaton College 2
Children's Hospital Boston 1	Isaacson, Miller, Inc. 1, 2	North Shore Community College 2	Wheelock College
Chiofaro Company 1	Isabella Stewart Gardner Museum 1, 2	Northeast Human Resources Association 2	Whittier Street Health Center 1
Citi Performing Arts Center 1, 2	Italian Home for Children, Inc. 2	Northeastern University 1, 2	WilmerHale 2
Citizens for Adequate Housing Inc. 2	JFK Library Foundation 1	Ocean Spray Cranberries, Inc 2	Women Express Inc. 2
Citizens' Housing and Planning Association (CHAPA) 1, 2	JFYNeworks, Inc. 2	¿Oiste?	Women's Lunch Place
City of Boston 2	John Hancock Financial Services 1, 2	Osram Sylvania	YMCA of Greater Boston 1, 2
City of Somerville 2	Jose Mateo's Ballet Theatre of Boston 1	Paradigm Properties, LLC 2	YMCA of the North Shore 2
City Year 1, 2	Justice Resource Institute, Inc. 2	Partners HealthCare 1	YWCA Boston 1, 2
Clinigen 2		Partnership (The) 1, 2	Zapoint
Codman Square Health Center 1, 2		Pharmaceutical Strategies	
Colette Phillips Communications, Inc. 1, 2			
Collegia 2			
Color Media Group, LLC / Color Magazine 2			

1 – Filed 2007 Benchmarks data  
 2 – Filed 2008 Benchmarks data  
 Others filed no data, in some cases because they signed on too late



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