Diversity Programs that Work

Frank Dobbin, Professor of Sociology, Harvard University
Data and Methods

**EEO-1 workforce reports, 30+ years**
- All private employers with 100+ workers
- Race, ethnicity, gender, occupation

**Retrospective survey of 829 workplaces**
- History of employment practices
- Labor market controls

**Analysis: How innovations affect management**
- Change in management composition
- Percent change in group over 5 years
Controlling managers’ decisions

Percent Change

<table>
<thead>
<tr>
<th>Category</th>
<th>White Men</th>
<th>White Women</th>
<th>Black Men</th>
<th>Hispanic Men</th>
<th>Hispanic Women</th>
<th>Black Women</th>
<th>Asian Men</th>
<th>Asian Women</th>
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<tbody>
<tr>
<td>Job Tests</td>
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<td>Civil Rights Grievance Procedures</td>
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Thought control

Percent Change

Diversity Training

- White Men
- White Women
- Hispanic Men
- Hispanic Women
- Black Men
- Black Women

Diversity Evaluations

- Asian Men
- Asian Women
Forced thought control

Mandatory Training

Voluntary Training

Percent Change

-10 -5 0 5 10 15

White Men White Women Black Men Black Women
Hispanic Men Hispanic Women Asian Men Asian Women

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Engage managers: formal mentoring

- White Men
- White Women
- Black Men
- Black Women
- Hispanic Men
- Hispanic Women
- Asian Men
- Black Women
- Asian Women

Percent Change

Mentoring

Affinity Groups
Engage managers: college recruitment

Percent Change

<table>
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<tr>
<th>Group</th>
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Engage managers: diversity taskforces
Work-life integration: workshops

Percent Change

White Women  Black Women  Hispanic Women  Asian Women

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Work-life integration: childcare

% Change

Dependent Care Expense Account

Childcare Referral Service

On-Site Childcare

Childcare Voucher

- White Women
- Black Women
- Hispanic Women
- Asian Women
Conclusion

• Control managers

• Engage managers

• Work-Life Integration

frank_dobbin@harvard.edu