

Report to the Congress on the Office of Minority and Women Inclusion

March 2013

Board of Governors of the Federal Reserve System

<http://www.federalreserve.gov/publications/minority-women-inclusion/files/omwi-report-20130329.pdf>

In the 2012 Federal Reserve annual report to Congress, the Office of Diversity and Inclusion examined its success and challenges in the recruitment, retention, and training of minorities and women. Female representation in first- and mid-level managers increased from 53 percent to 65 percent between 2011 and 2012. The report also assesses performance in the inclusion of minority-owned and women-owned business through criteria such as outreach activities, program enhancements, and contracts. Contracting with minority-owned businesses decreased between 2011 and 2012, while contracts issued to women-owned businesses increased from 3.4 percent of contract expenditures to 8.4 percent in the same period.

Presumed fair: Ironic effects of organizational diversity structures

Kaiser, Cheryl R.; Major, Brenda; Jurcevic, Ines; Dover, Tessa L.; Brady, Laura M.; Shapiro, Jenessa R.

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Journal of Personality and Social Psychology

<http://psycnet.apa.org/journals/psp/104/3/504/>

In their study of 1,000 federal civil rights legal decisions, Kaiser and her coauthors found that judges increasingly viewed organizations' diversity structures such as diversity policies, training, and awards as evidence for compliance with civil rights law. The researchers found that a hypothetical company with a "diversity statement" led participants to view the company as treating women and minorities fairly, despite seeing evidence in hiring, promotion, and salary practices pointing otherwise. Thus, the results suggest that diversity structures may serve as a cosmetic short-cut to convince others that companies value diversity.

The Study on White Men Leading Through Diversity & Inclusion

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White Men's Leadership Study

<http://whitemensleadershipstudy.com/pdf/WMLS%20Executive%20Summary.pdf>

In a survey of roughly 700 managers at eight major companies, *The Study on White Men Leading Through Diversity & Inclusion* targeted white male leadership in four areas: leadership development, engagement ROI, strategy success, and merit vs. the Diversity Imperative. When asked about diversity and inclusion (D&I) effectiveness of white male leaders, white men responded with a 45% positive effectiveness rating, as compared to a 21% positive rating by women and minorities. This "effectiveness gap" highlights the difference in the perception of white male leader's D&I effectiveness between white men, women, and minorities, which may stem from a failure by white men to communicate feedback effectively to women and minorities.