



SHRM<sup>TM</sup>

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

# 2007 State of Workplace Diversity Management

A Survey Report by the Society for Human Resource Management

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February 2008

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# President's Letter

There is no question that our understanding of the challenges and opportunities presented by a diverse workforce has advanced substantially over the past decade. Indeed, SHRM research confirms that most organizations now have diversity policies and practices in place. While that's a significant step forward, challenges remain. The world around us continues to change, and new business strategies are needed. Human resource professionals must ensure that their organizations are prepared for a rapidly transforming population and business climate.

The report that follows is the largest and most comprehensive study of its kind, gathering data from the front lines—human resource professionals and diversity management experts—to gain a better understanding of the current status of diversity management and to learn what human resource professionals and diversity management experts believe is necessary for them to increase their effectiveness in addressing diversity-related challenges.

SHRM is committed to using this new knowledge to help close the gaps between thought leadership and actual practice in the field. We know that the ability to effectively manage diversity—in a wide variety of contexts—will be a key lever for creating competitive advantage in a rapidly changing world.

Susan R. Meisinger, SPHR  
President and CEO  
Society for Human Resource Management





## ABOUT THIS SURVEY REPORT

In January 2007, the Society for Human Resource Management (SHRM), in conjunction with the American Institute for Managing Diversity, Inc. (AIMD), conducted the Current State of the Diversity Field Survey, which asked HR professionals and diversity practitioners about their opinions on the current state of diversity management in the workplace. Throughout the years, the field of workplace diversity management has evolved from a focus on compliance and representation to a strategic business imperative. To gain a better understanding of the state of diversity management, HR professionals and diversity practitioners were asked about diversity management practices in their organizations and their perceptions of the field. Since HR professionals and diversity practitioners are called upon frequently in many organizations to implement and lead diversity initiatives,<sup>1</sup> their knowledge and expertise provide valuable insight into the current state of the field.

This survey report is important because it presents research from one of the largest and most comprehensive studies on diversity management, including its evolutionary gains, milestones, strengths, weaknesses and projection of future needs. It also represents a quantitative and qualitative examination of both diversity thought leadership and practice as perceived by multiple constituencies (SHRM members, nonmember practitioners, diversity experts, SHRM staff and volunteer leaders, and board members), with implications provided across staff size, employment sector, age, gender and race/ethnicity of study respondents. It also commences SHRM's multifaceted research initiative on diversity management and provides SHRM with the empirical data it needs to better serve the HR and diversity professionals while playing a leadership role in facilitating the advancement of the diversity management field.

Throughout the years, the field of workplace diversity management has evolved from a focus on compliance and representation to a strategic business imperative.

## **ABOUT SHRM**

The Society for Human Resource Management (SHRM) is the world's largest professional association devoted to human resource management. Our mission is to serve the needs of HR professionals by providing the most current and comprehensive resources and to advance the profession by promoting HR's essential, strategic role. Founded in 1948, SHRM represents more than 225,000 individual members in over 125 countries and has a network of more than 575 affiliated chapters in the United States, as well as offices in China and India. Visit SHRM at [www.shrm.org](http://www.shrm.org).

## **ABOUT AIMD**

The American Institute for Managing Diversity, Inc. (AIMD) is a nonprofit research, education and public outreach organization dedicated to advancing thought leadership in diversity and diversity management. Through AIMD's work, the organization seeks to improve dialogue and illuminate action options that lead to quality decisions about diversity. AIMD is one the nation's leading organizations committed to the advancement of the field of diversity.



# Methodology

In October 2006, SHRM commissioned AIMD to assist in developing and executing a multifaceted, multi-constituent research project designed to aid SHRM in determining its future role in the diversity arena. Succinctly stated, the objectives of this research were to define the state of the field of diversity, to define SHRM's role in the diversity arena, and to identify the relevant aspects of diversity among SHRM members and define the variations in members' needs implied by the differences and similarities. The different data collection procedures used in this project included literature review and citation searches, online surveys, mail-back questionnaires, in-person and telephone interviews, and analyses of SHRM's membership database.

Ultimately, more than 1,400 individuals were surveyed and/or interviewed for this study. The groups of individuals from whom data were obtained included HR professionals (SHRM members and nonmembers), SHRM staff members (current and past), board members and volunteer member-leaders, diversity experts, and human resource educators and academicians. As a result of this initial research effort, SHRM now has empirical data to better serve its members and to play a leadership role in facilitating the advancement of diversity management.<sup>2</sup>

Throughout the years, SHRM has conducted numerous research projects in the area of workplace diversity management. The most recent survey reports include the *SHRM 2005 Workplace Diversity Survey Report*, which provided insight, from the perspective of HR professionals, on what organizations were doing to manage diversity in the workplace. The *SHRM 2006 Workplace Diversity and Changes to the EEO-1 Process Survey Report* focused on several workplace diversity topics from the perspective of HR professionals and employees. The 2006 report also examined what organizations were doing to prepare for the changes being made the EEO-1 reporting form. This year, the *2007 State of Workplace Diversity Management Survey Report* presents a portion of the quantitative and qualitative data from this project's first research objective: to define the overall state of the field of diversity. This survey report presents and examines the current state of diversity management only from the perspectives of HR professionals and diversity practitioners. Also in this report, diversity experts provide reactions to the research findings as well as thought leadership based on their experience and expertise in the field of diversity.

## HR PROFESSIONAL SAMPLE

This sample<sup>3</sup> included HR professionals from SHRM's membership database who indicated that their primary function included diversity, EEO/Affirmative Action or international HR management, as well as a random sample of SHRM's general member population of HR professionals, which comprised the largest part of the sample. In January 2007, an e-mail that included a hyperlink to the Current State of the Diversity Field Survey<sup>4</sup> was sent by SHRM to these 5,000 HR professionals. The survey was fielded for a period of three weeks, and five e-mail reminders were sent to sample members in an effort to increase the response rate. In the end, 4,410 e-mails were successfully delivered, and 993 HR professionals responded. The response rates for the sample are detailed below.

Sample Segments	Sample	Delivered	Completed	Response Rate
Diversity	513	455	105	23%
EEO/Affirmative Action	485	420	101	24%
International HR management	487	415	107	26%
General member population (excluding above segments)	3,515	3,120	680	22%
Totals	5,000	4,410	993	23%

## DIVERSITY PRACTITIONER SAMPLE

In February 2007, an e-mail that included a hyperlink to the Current State of the Diversity Field Survey<sup>5</sup> was sent by AIMD to its database of 3,178 diversity practitioners. In the end, 2,379 e-mails were successfully delivered, and 330 diversity practitioners responded, yielding a response rate of 14%. The goal in contacting this group was to capture perspectives from non-SHRM members whose day-to-day work focused on diversity management, a wider array of diversity practitioners and others who have an interest in or some responsibility for diversity from a cross section of sectors. Steps were taken to ensure there was no overlap of individuals between this sample and the HR professional sample described above.

## NOTES AND CAVEATS

**Differences:** Conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were significant are included, unless otherwise noted. The results analyzed by organizational profile and the demographics of respondents are located in the appendix of this report.

**Generalization of results:** As with any research, readers should exercise caution when generalizing results and should take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this survey report are truly representative of only the sample of individuals responding to the survey.

**Number of respondents:** The number of respondents (indicated by “n” in figures and tables) varies from table to table and figure to figure because some respondents did not answer all of the questions. Individuals may not have responded to a question on the survey because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses within each table or figure.



# The History and Evolution of Diversity

## LEGAL COMPLIANCE AND ASSIMILATION

Following the days of segregation, workplaces were faced with a new business challenge—albeit viewed not as a challenge but rather a mandate—of complying with the proliferation of legislation and regulations that required organizations to focus on achieving demographic variation in order to comply with federal Equal Employment Opportunity requirements. The first of its kind in the early 1960s, Title VII of the Civil Rights Act of 1964 was landmark legislation that made it illegal for employers with more than 15 employees to discriminate in hiring, termination, promotion, compensation, job training or any other term, condition or privilege of employment based on race, color, religion, sex or national origin. Since then, Title VII has been supplemented with legislation prohibiting pregnancy, age and disability discrimination. Sexual harassment is also prohibited by Title VII. The Equal Employment Opportunity Commission (EEOC) is charged with enforcing Title VII.

In 1965, President Lyndon B. Johnson signed Executive Order 11246, which went one step further: The Order prohibits federal contractors and federally assisted construction contractors and subcontractors that do more than \$10,000 in government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex or national origin. Contractors are also required to “take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin.” Affirmative action programs require employers to set goals to increase the utilization of underrepresented groups to achieve parity based on their labor force availability. The Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) is charged with enforcement of the Executive Order.

Because the legislation focused on “protected class” employees (i.e., discrimination was illegal based on race, ethnicity, sex or religion initially; protection for other groups such as people with disabilities came later), nonmembers of these groups often resented their exclusion and believed that affirmative action led to the hiring of unqualified candidates and to preferential treatment for the targeted groups. As an outcome of these early efforts and the resulting effects experienced by those who felt excluded, today the term “diversity,” which was introduced in the late 1970s (discussed in the next section), is

Workplace diversity is increasingly viewed as an essential success factor to be competitive in today’s marketplace.

sometimes used interchangeably with affirmative action and EEO and still carries some negative connotations.

## **THE BIRTH OF THE DIVERSITY FIELD**

In the late 1970s, the Supreme Court in *Regents of the University of California v. Bakke* held in a closely divided decision that race could be one of the factors considered in choosing a diverse student body in university admissions decisions. The Court also held, however, that the use of quotas in such affirmative action programs was not permissible; thus the University of California, Davis, Medical School had, by maintaining a 16% minority quota, discriminated against Allan Bakke.<sup>6</sup>

This led first to widespread association of diversity with mainstreaming and affirmative action and eventually to viewing diversity as synonymous with efforts to have a numerically representative workforce with respect to race, gender, ethnicity and other demographic dimensions. These perceptions resulted in the Civil Rights milestones being seen as the origin of diversity and efforts to achieve representation being referred to as managing diversity. As could be expected, race relations work in support of mainstreaming was also seen as managing diversity. This overlapping nomenclature created confusion and discouraged distinction between the different approaches.

In 1987, the Hudson Institute released the landmark study *Workforce 2000*,<sup>7</sup> which predicted that rapid technological change, globalization, the demand for skills and education, an aging workforce and greater ethnic diversification in the labor market would forever change the employment landscape.

This new data introduced a paradigm that shifted the discussion from how to comply with legal mandates to how to assimilate large numbers of women and minorities into existing, homogenous corporate cultures. The assimilation approach, based on the idea that “we’re all treated the same” (promoting equal opportunity), sought to increase conformity to the dominant (homogeneous) culture’s ways of thinking and behaving. Minority employees resented and even challenged the notion that they were not recognized nor appreciated for their individual differences, underscoring that the slogan “We are a melting pot” that emerged in the early 1980s was, in fact, rejecting individual differences rather than appreciating them.

During this time, the corporate world had already begun to experience difficulty in achieving its affirmative action goals. While recruiting underrepresented groups posed a significant challenge, retaining women and minorities was (and continues to be) an even greater problem. When HR professionals analyzed their turnover data, they observed that as many underrepresented groups as were being recruited were exiting, which was dubbed the “revolving door syndrome.” Significantly higher voluntary and involuntary attrition among women and minorities was a common phenomenon. Concerned about this disparity, corporations began to commission retention and exit studies to query women and minorities still on the payroll and those who had left voluntarily to better understand their reasons and ultimately to correct the situation.

## DIVERSITY TODAY

Today, the concept of workplace diversity is still evolving. While a significant number of organizations continue to focus their diversity efforts on compliance and representation, an increasing number of leading organizations are focusing on the business case for diversity and on building inclusive cultures in the workplace. The term and concept of inclusion has become increasingly important in recent years; in many ways, this evolution reflects societal values in the workplace. The values of respect, equality and opportunity for all represent the cornerstone of workplace diversity. Inclusiveness is thus a win-win dynamic: It generates opportunities for growth, flexibility and adaptation in the marketplace for both employees and the organization. The collaboration of cultures, ideas and perspectives is now considered an organizational asset—bringing forth greater creativity and innovation—with the result that many companies are increasingly focusing on corporate diversity initiatives to improve organizational performance.<sup>8</sup> Indeed, more and more see it as a necessary part of sustaining their competitive position in the marketplace.

The case for workplace diversity as a business imperative is gaining recognition by leaders in the business world. At a symposium sponsored by The Conference Board regarding diversity in the workplace, for example, 400 executives agreed that “diversity programs help to ensure the creation, management, valuing and leveraging of a diverse workforce that will lead to organizational effectiveness and sustained competitiveness.”<sup>9</sup>

One of the major drivers behind the business case is the demographic changes that directly affect the labor pool and available talent. These changes are significant. In an organization, human capital and workforce relationships are the backbone of success. The flow of information between colleagues, work teams, customers and suppliers, for example, depends on the quality of relationships and talent in the workplace.<sup>10</sup> Consequently, workplace diversity is increasingly viewed as an essential success factor to be competitive in today’s marketplace.

Diversity management in the United States continues to evolve as a field and as a concept. Twenty years ago, only a handful of companies recognized diversity as a priority, and even among those pioneers in the field, it had little impact beyond increasing representation among women and minorities. Today, diversity is no longer limited to an affirmative action program, a training intervention or something “nice to do.”

Managing diversity is considered a necessity by forward-thinking companies that want to empower employees, expand market share and sustain the enterprise.





# Key Findings

Almost three-quarters of HR professionals reported their organizations did not have an official definition of diversity. HR professionals from large-staff-sized organizations and those from public/government organizations were more likely to report having an official definition of diversity.

When referring to diversity in the workplace, there were many variations in the terminology organizations used. The most common terms reported by HR professionals were diversity, workplace culture, and diversity and inclusion.

HR professionals and diversity practitioners were more likely to express concerns regarding the state of the field of diversity management than to be optimistic about progress or to see the field as evolving. The most frequent concerns about the field were:

- The field is not well-defined or understood.
- The field still has a long way to go.
- The field focuses too much on compliance.

The top two strengths of the field reported by HR professionals and diversity practitioners were:

- Greater awareness of diversity.
- Emphasis being placed on the strategic benefits of diversity.

When asked what changes they would like to see in the field of diversity, the two most frequent themes reported by HR professionals and diversity practitioners were greater emphasis on relationship to business results and expanding focus away from affirmative action.

HR professionals viewed diversity management skills, competence in managing diversity and the ability to manage diversity effectively as important competencies.

HR professionals reported that their organizations recognized the importance of enhancing their employees' diversity management skills, creating and sustaining a work

HR professionals and diversity practitioners were more likely to express concerns regarding the state of the field of diversity management than to be optimistic about progress or to see the field as evolving.

culture that fosters effective diversity management and leveraging the diverse talents of their workforce.

According to diversity practitioners, the most successful outcomes that resulted from effective diversity management in the organizations were:

- Creating a work environment or culture that allows everyone to contribute all that they can to the organization.
- Achieving appropriate representation of racial and ethnic groups.
- Enhancing the ability of people from different backgrounds to work effectively together.

Less than one-half of HR professionals reported global HR skills were important in their current positions. When these same HR professionals were asked how important they believed global HR skills would be to their professional development in the future, almost three-quarters considered the skills as important.

Almost all HR professionals indicated SHRM should be extremely influential or somewhat influential in the development of management practices in the diversity arena. The most frequently cited recommendations for changes the respondents would like to see in SHRM's diversity activities were:

- More focus on the business case of diversity.
- More information on best practices.
- Practical tools.
- More educational materials.
- General increase of diversity management efforts.

# Survey Results:

## Perspectives of HR Professionals and Diversity Practitioners

### DEFINING WORKPLACE DIVERSITY

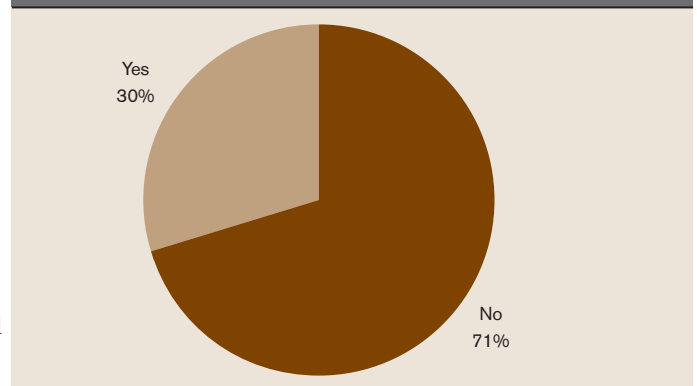
It is important for organizations to articulate one clear definition of diversity. However, only 30% of HR professionals reported their organizations had an official definition of diversity (Figure 1). Organization staff size had an effect on the likelihood of an organization having an official definition. Large-staff-sized (500 or more employees) organizations (43%) were more likely than small-staff-sized (1-99 employees) organizations (14%) or medium-staff-sized (100-499 employees) organizations (16%) to report having an official definition of diversity. These data are shown in Table 1a.<sup>11</sup> Organization sector also had an effect on the likelihood of having an official definition. As depicted in Table 1b, HR professionals employed by public/government organizations (39%) were more likely than those employed by private for-profit (26%) or private nonprofit (25%) organizations to report that their organizations had a definition of diversity. Large-staff-sized and public/government organizations tend to have more structured policies in place, and this may explain why these organizations are more likely to have an official definition of diversity.

To gain a better understanding of how organizations defined diversity, HR professionals from organizations with an official definition were asked to provide written comments that described their organization's definition. In general, the most common theme reported was that the definition was very broad and included an extensive set of differences and similarities along many dimensions. Additional themes were awareness of and sensitivity to individual differences; leveraging diversity for the benefit of the organization; inclusiveness; maximizing personal potential; and reflecting the communities and clients that are served.

These results did not surprise Lewis J. Benavides, SPHR, Associate VP of HR at Texas Woman's University; but Benavides was "amazed that the profession is in such solid agreement as to the value of diversity, but so many organizations struggle with its definition."

David Comeaux, SPHR, HR Business Manager at Dallas/Ft. Worth International Airport, believes "even those implementing

Figure 1 | Organizations Having an Official Definition of Diversity



HR Professionals (n = 880)

Note: Respondents who indicated "don't know" were excluded from this analysis.

Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

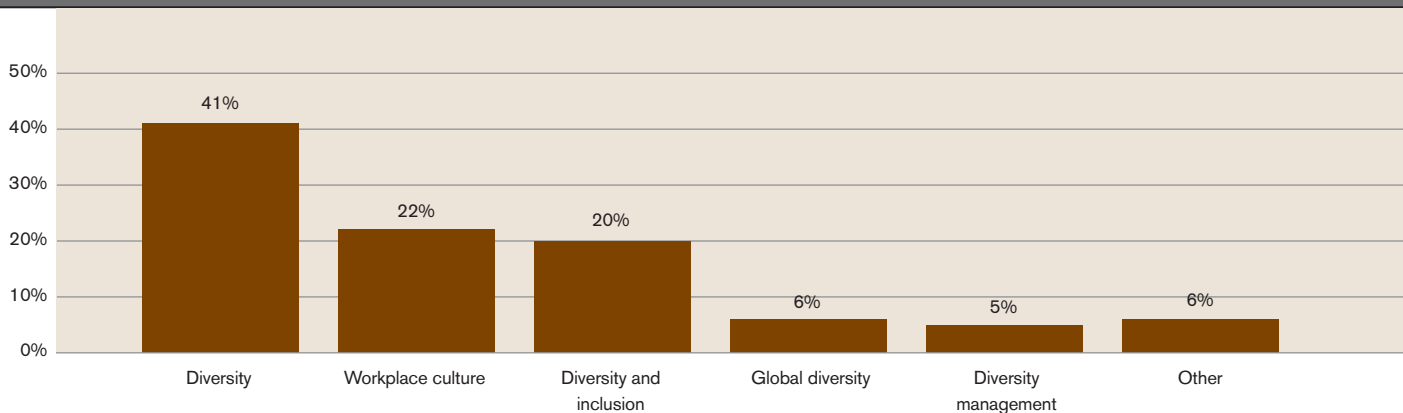
diversity strategies have a need for assistance in clarifying the terminology for their organizations. This is an indicator that we have much more work to do.”

“If these organizations do not have an official definition, then people must be defining diversity for themselves. Otherwise how would they be able to evaluate their company’s progress in this area?” notes Lisa D. Whitmore, Director of HR at Johnson Controls.

The term “diversity” is commonly used in society and in the workplace; however, the field of diversity lacks a clear and consistent definition. HR professionals were asked what terminology their organizations used when referring to diversity. Overall, 41% of HR professionals reported their organizations used the term “diversity” (Figure 2). This was followed by “workplace culture” (22%), “diversity and inclusion” (20%), “global diversity” (6%) and “diversity management” (5%).

When responses were analyzed by organization staff size, a number of differences were found. As depicted in Table 2a, small-staff-sized (47%) and medium-staff-sized organizations (45%) were more likely than large-staff-sized organizations (34%) to use the term “diversity.” A greater proportion of medium organizations (31%), compared with large organizations (16%), reported their organizations used the terminology “workplace culture” when referring to diversity. When compared with small and medium organizations, large organizations were more likely to report using the term “diversity and inclusion.” Large and medium-sized organizations are likely to be very structured and have a high level of formality; thus they may be more likely to have an expanded definition of diversity that includes workplace culture and inclusion. The differences among organization sectors are presented in Table 2b. Although some differences were found among these organizations, the differences were not statistically significant.

Figure 2 | Terminology That Best Describes Diversity in the Workplace



HR Professionals (n = 993)

Source: 2007 State of Workplace Diversity Management Survey Report

HR professionals from organizations without an official definition of diversity were significantly more likely to report their organizations used the terms “diversity” and “workplace culture” when referring to diversity. HR professionals from organizations with an official definition of diversity were more likely to indicate their organizations used the term “diversity and inclusion.” These data are depicted in Table 2c.

When defining the field, Peter Bye, President of MDB Group, Inc., finds it “useful and effective to define both diversity and inclusion. Diversity relates to who we are. Inclusion relates to how well we communicate, work and understand the needs of colleagues and customers of increasingly different cultural backgrounds. Focusing on both ‘who’ and ‘how’ can generate the workforce and workplace that organizations need to grow their business.”

Anita Rowe, Ph.D., Partner, Gardenswartz & Rowe, believes “the basic issue of diversity is inclusion/exclusion. Each organization needs to determine where there are exclusions that inhibit its effectiveness and where there are inclusions that could help achieve its goals. Then it needs to work to change aspects of the culture and the practices to take advantage of these factors.”

### CURRENT STATE OF THE DIVERSITY FIELD

To gain a better understanding of the field of workplace diversity, HR professionals and diversity practitioners were asked open-ended questions to elicit their views and opinions of the current state of workplace diversity and the strengths and weaknesses of the field.

Overall, both groups were more likely to express concerns regarding the state of the diversity field rather than convey optimism (Table 3a). There were several main themes, but the most frequent concerns noted were “the field is not well-defined” and “the field has a long way to go.” In addition, HR professionals and diversity practitioners cited too much focus on compliance and too much emphasis on ethnicity and/or gender in diversity management, and expressed that the field needs a broader outlook and focus (Table 3b).

Eric Ellis, President of Integrity Development, Inc., notes, “The responses to this question clearly reflect many of the opinions we hear as practitioners. It is clear to me that the field must evolve in order to maintain the interest of business leaders. Because organizations have been using the word ‘diversity’ and engaging in corporate seminars, workshops and training sessions for over 20 years, there seems to be a sense that the passage of time is an indication that the subject matter is well understood and not as relevant in the current marketplace. Human resource professionals must provide credible internal leadership to reinvigorate efforts related to workforce diversity. Human resource professionals must clearly understand what the laborforce data are telling us about upcoming demographic shifts. Organizations must act to create workplace environments that seek to satisfy the needs of diverse employees and customers.”

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Peter Bye,  
President,  
MDB Group, Inc.

According to Frank McCloskey, VP of Diversity at Georgia Power, “The field is stuck, with little innovation in how we are tracking diversity over the past seven years. There is lack of discipline and understanding of what diversity means beyond race and gender or how success is being defined, or not being defined, by most corporate diversity and inclusion initiatives.”

### **STRENGTHS OF THE FIELD OF DIVERSITY**

HR professionals and diversity practitioners were asked to comment on the current strengths of workplace diversity. The most frequent strengths reported were “greater awareness of workplace diversity” and “the emphasis on the strategic benefits.” One difference between these two groups emerged: Diversity practitioners more frequently perceived the expansion of understanding beyond race and gender as one of current strengths or gains in the field. The list of strengths is displayed in Tables 4a and 4b.

“Diversity is not an end in itself, not a liberal political movement, nor an attempt to replace one kind of inequity with another,” according to Anita Rowe of Gardenswartz & Rowe. “Our approach as diversity practitioners needs to focus on helping organizations understand the strategic value of diversity—that we do well by doing good, that doing the right thing is doing the smart thing for the organization.”

### **WEAKNESSES OF THE FIELD OF DIVERSITY**

HR professionals and diversity practitioners had similar perceptions of the current weaknesses of the field, though they prioritized the weaknesses in a slightly different order. These weaknesses are displayed in Tables 5a and 5b. HR professionals were more likely to rank the field’s focus on race, ethnicity, gender and equal employment opportunity/affirmative action issues as the field’s weaknesses. Diversity practitioners were more likely to report that lack of buy-in and support from management and lack of a clear business case linking diversity to the financial bottom line were hindering the field’s success.

These results did not surprise Mary-Frances Winters, President and CEO of The Winters Group, Inc. “The criticism that the field is ill-defined is an excuse for not moving forward. If we stay stuck on defining what it is, we don’t have to do anything that will lead to inclusive organizations.”

Eric Ellis, President of Integrity Development, Inc., believes the challenges faced by the field of diversity are similar to the challenges faced by the field of human resources: “I am seeing many corporations begin to eliminate positions within the human resources component of their business. Corporations seem to place great value on the accomplishment of tasks and less value on the development of people. The research is clear that the organizations that are going to be the most successful are those that are able to attract and retain the most talented workforce. We know that there are going to be more positions available than there are workers to do those jobs. This means that talented workers are going to have multiple options regarding what they do, how they do work, where they will work and how long they work. Corporate

“Our approach, as diversity practitioners, needs to focus on helping organizations understand the strategic value of diversity—that we do well by doing good, that doing the right thing is doing the smart thing for the organization.”

Anita Rowe, Ph.D.,  
Partner,  
Gardenswartz & Rowe



leaders who are oblivious to the unique needs and desires of their diverse employees and customers will not be successful over time.”

## CHANGES IN THE FUTURE

In recent years, many strides have been made in the field of diversity. While the field is continually growing and evolving, it still faces many challenges and obstacles. HR professionals and diversity practitioners were asked, given their assessment of the field of diversity, what changes they would like to see made. Greater emphasis on relationship to business results, expanding focus away from affirmative action and identification of standard professional credentials were all recurring themes provided by HR professionals and diversity practitioners. One difference did emerge: Diversity practitioners more frequently noted that they would like a better definition of diversity. These desired changes are displayed in Tables 6a and 6b.

Margaret Regan, President & CEO, The FutureWork Institute, agrees that the desired changes are necessary but believes progress is most likely to transpire through a change management approach to diversity. “After working in this field for 20 years, I am convinced that without a change approach that combines the what, how and when of diversity and the things that drive change (leadership, communication and involvement, education and training, and measurement/accountability), companies will not make progress. They will unfreeze their organizations and mobilize them, but never realize the change in behavior that is needed to establish a real culture of inclusion.”

Peter Bye of the MDB Group indicates, “From my experience, the most significant change is increasing the relationship to business results. When a diversity and inclusion strategy directly aligns with and helps achieve key business objectives, many of the other factors mentioned will follow naturally.”

Jean-Louis Mutte, Managing Director of Groupe Sup de Co Amiens Picardie, emphasized that significant progress has been made in the field but that “the link between business and diversity has to be analyzed, quantified and measured. A diversity scorecard remains an essential tool that organizations should implement.”

Eric Ellis agrees that additional focus needs to be placed on linking measurement systems with diversity results. “There has been much written about the business case for diversity. Unfortunately, not enough organizations are willing to invest sufficient resources in studying their culture to gain a clear understanding of their management practices and employee workplace behaviors. When organizations begin to invest more time, energy and resources in understanding their strengths and weaknesses regarding diversity, we will see an increase in the value that this business strategy delivers to corporate America’s bottom line.”

Ted Childs, former Vice President of Diversity at IBM and current President of Ted Childs, LLC, would like “to see business schools teach this subject and not import speakers. People in training to be our future business leaders cannot be left to stumble onto the global impact of demographic change and the talent pool, customers and

“We know that there are going to be more positions available than there are workers to do those jobs. This means that talented workers are going to have multiple options regarding what they do, how they do work, where they work and how long they work. Corporate leaders who are oblivious to the unique needs and desires of their diverse employees and customers will not be successful over time.”

Eric Ellis, President,  
Integrity Development, Inc.

workplace culture.” Mary-Frances Winters, President and CEO of The Winters Group, Inc., agrees: “We might need more effective methods for training and educating. The field needs standards, and it should be considered a normal business process.”

## DIVERSITY MANAGEMENT AND HR

In many organizations, HR professionals along with their senior management peers have important roles leading and managing diversity initiatives. In order for diversity management programs to gain commitment from all stakeholders, the individuals leading and managing these efforts need to demonstrate passion and energy around these initiatives. In this section, HR professionals indicate the importance of specific aspects of diversity management from their personal perspective.

HR professionals were asked about the importance of diversity management skills among the tools that effective HR professionals used in the practice of their profession. As shown in Figure 3, the majority of respondents (96%) reported diversity management skills were an “extremely important” or “somewhat important” tool used in their profession. As shown in Table 6a, compared with small-staff-sized organizations, HR professionals from medium-staff-sized and large-staff-sized organizations were more likely to indicate that diversity management skills were an extremely or somewhat important tool used by effective HR professionals. Although some differences emerged when the results were examined by HR professionals’ organization sector, age, gender and race/ethnicity, these differences were not statistically significant. These data are depicted in Tables 7b–7e.

Joseph Jackson, SPHR, Acting Director, EEO & Diversity, National Reconnaissance Office, was encouraged by these results but was disappointed that more did not rate

“The link between business and diversity has to be analyzed, quantified and measured. A diversity scorecard remains an essential tool that organizations should implement.”

Jean-Louis Mutte, Managing Director, Groupe Sup de Co Amiens Picardie

## A prediction of the field of diversity over the next 10 years

By Margaret Regan,  
President & CEO,  
The FutureWork Institute

When I look at the field of diversity over the next 10 years, I think our opportunities are in three directions—diving deeper, expanding sideways, and moving forward and upward.

We will need to go deeper into the traditional issues of race and gender. We cannot move to true inclusion without aggressively addressing the racism and sexism that still subtly—and not so subtly—permeate the halls of corporate America, entertainment, government and other institutions. The recent incidents with Don Imus, Michael Richards and Senator Biden, as well as the reminders given by Katrina, 9/11 and the Virginia Tech massacre backlash, sound the alarm and the

call to all of us to deepen our work, break the silence and push our clients to make real progress on the traditional issues.

Expanding our horizon sideways will find us immersed in newer issues such as managing religious diversity or weaving together the uncommon threads of generational issues in the workplace as we learn to manage four generations at work. In the marketplace and the workplace, the emerging majority and cross-cultural issues will provide opportunities that many of our organizations are not prepared to meet. The acceptance of gay, lesbian, bisexual and transgender employees will continue as societal responses shift, and

diversity management skills as extremely important: “HR program areas should be held up as the model of diversity for the rest of the workforce. If programs such as HR do not make an effort to foster diversity within their ranks, how can line managers feel any responsibility for effectively managing diversity within their areas?” Jackson also notes, “If we cannot convince our peers that this is a critical discipline, how can we persuade managers and executives outside of HR?”

HR professionals were asked, from the perspective of their personal career development, how important it was to personally develop competence in managing diversity. As depicted in Figure 4, almost two-thirds (65%) reported that this competence was “extremely important.” This was followed by 31% of HR professionals who reported “somewhat important,” and a very small percentage who reported “of little importance” (3%) or “not important” (1%). Some small differences did emerge when the results were examined by HR professionals’ organization staff size, organization sector, age, gender and race/ethnicity; however, these differences were not statistically significant. These data are depicted in Tables 8a–8e.

Pegine Echevarria, President of Team Pegine, notes: “These results are not surprising given the challenges managers are facing regarding diversity. First, companies are beginning to hold managers accountable for the diversity of their team. They are assessing teams and the manager’s ability to recruit, retain and engage a diverse team. For all potential leaders, your competence in managing diversity will play a key role in promotions, opportunities and salary increases.”

As shown in Figure 5, HR professionals were asked about the importance of personally managing diversity differently (from a personal perspective independent of their

emerging technologies will enable people with disabilities to contribute more fully in virtual as well as real-world environments. Our job will be to open the doors, minds and systems of the organizations we serve, so that they embrace these diverse employees and customers.

And finally, we need to move upward into the future by addressing issues that arise as science and technology gives us the ability to change skin color and enhance ourselves through genetic determination or the implantation of brain chips. We will need to plan careers with a generation that will have 10

careers in its lifetime—and seven do not even exist yet. We will move forward to the next era of retirement—rehiring or “reirement,” as 50 becomes the new 30 and we witness the emergence of the post-mortal society.

We will work in a world where work is time-driven but no longer time-bound; and as managers witness the death of distance and “pervasive computing” becomes the new buzzword, we will need to manage a workforce that is virtual and flexible. Work/life will become a strategy to get and keep talent—both men and women. Organizational structures will feel like temporary hierarchies

as we work in a flattened global world with new forms of collaboration and learn through immersion in 3-D virtual reality worlds. We will see a dramatic redistribution of the global demographic picture as the population in the developed world declines and retires, and China and India vie for political and economic dominance on the world stage. Finally, we will come to see that, as diversity practitioners, the future is not some place where we are going, but one we are creating. The paths to it are not found but made, and the activity of making them will change both us as the makers and our destination on the journey to inclusion. Are we ready? ■

workplace or position). Overall, almost three-quarters (71%) of HR professionals reported effective diversity management was “extremely important” and 26% reported “somewhat important.” Analyzing the data by organization staff size revealed HR professionals from large-staff-sized organizations (98%) were more likely than HR professionals from small-staff-sized organizations (92%) to report, from a personal perspective, that effective diversity management was extremely or somewhat important. These data are shown in Table 9a. Although some differences emerged when the results were examined by HR professionals’ organization sector, age, gender and race/ethnicity, these differences were not statistically significant. These data are depicted in Tables 9b–9e.

### DIVERSITY MANAGEMENT FROM AN ORGANIZATIONAL PERSPECTIVE

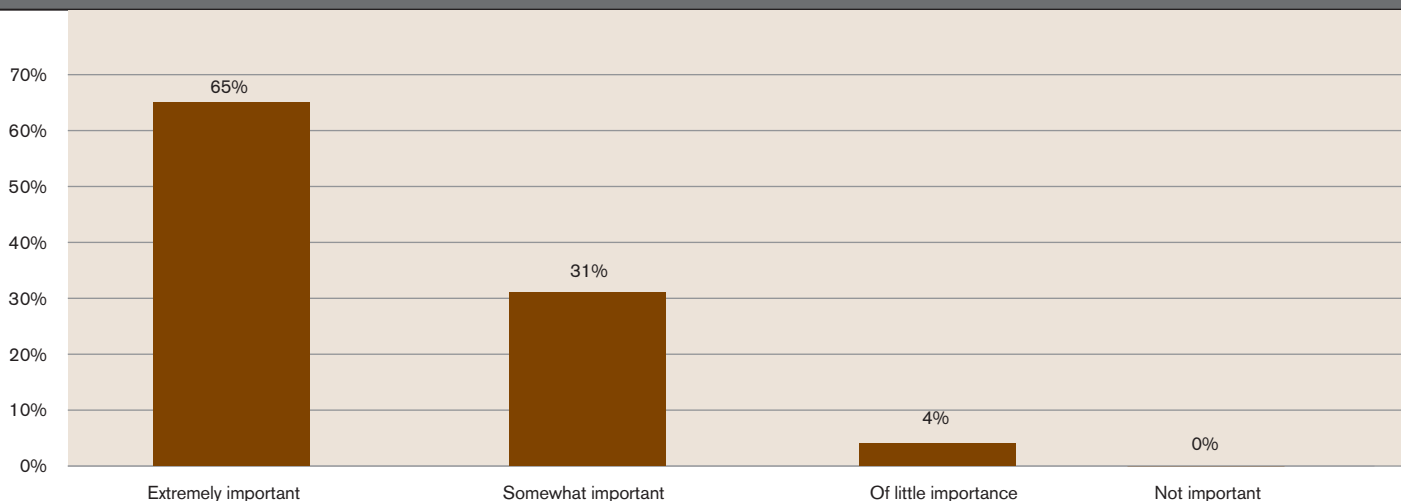
Diversity management is a strategy used to more efficiently capitalize on the opportunities that diversity offers. In this section, HR professionals report on the importance of effective diversity management from the perspective of their organizations.

HR professionals were asked about the importance of being regarded in their organizations as an effective manager in managing diversity. As shown in Figure 6, 53% indicated effective diversity management was “extremely important” for a manager in their organizations, 35% reported “somewhat important,” 10% “of little importance” and 3% indicated “not important.”

“To be truly strategic, the discipline of managing diversity needs to be a cross-cutting focus area similar to budget skills and quality/process improvement.”

Joseph Jackson, JD, SPHR,  
Acting Director, EEO &  
Diversity, National  
Reconnaissance Office

Figure 3 | Importance of Diversity Management Skills for the HR Profession

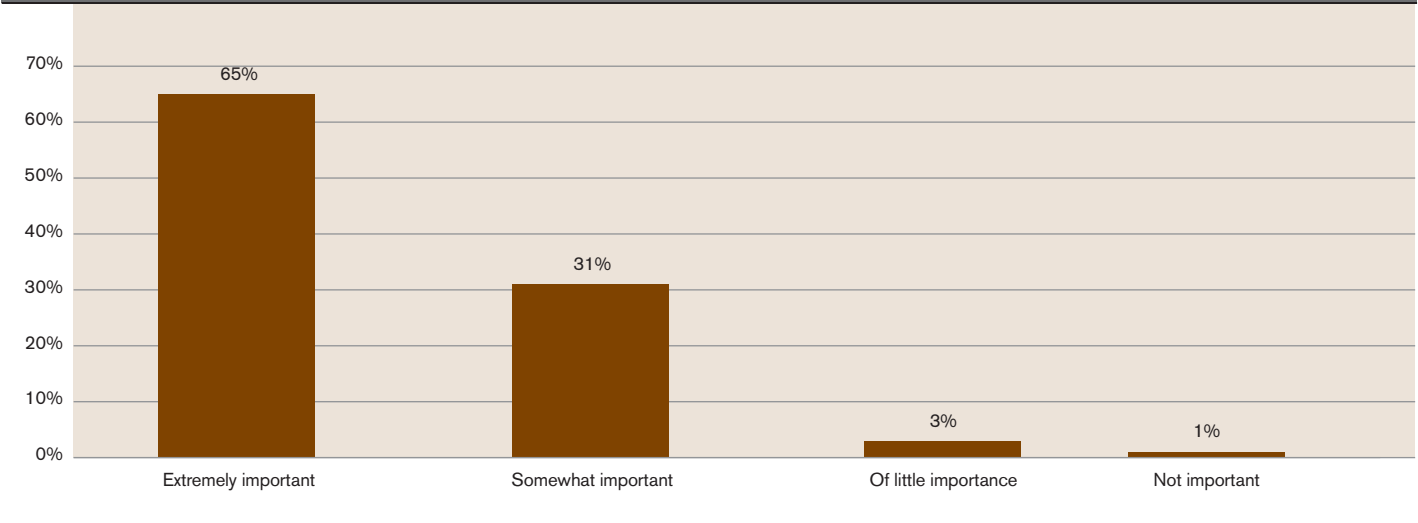


HR Professionals (n = 952)

Note: Respondents who indicated “undecided” were excluded from this analysis.

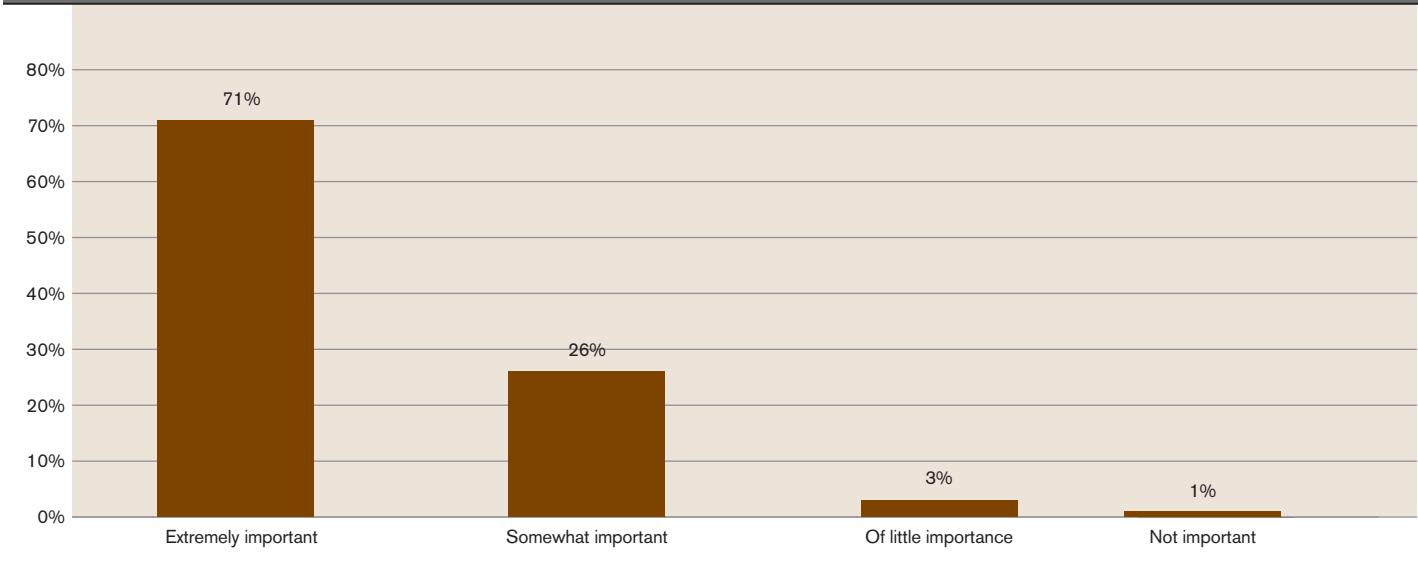
Source: 2007 State of Workplace Diversity Management Survey Report

**Figure 4 | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development**



HR Professionals (n = 960)  
 Note: Respondents who indicated "undecided" were excluded from this analysis.  
 Source: 2007 State of Workplace Diversity Management Survey Report

**Figure 5 | Importance of Personally Managing Diversity Effectively**



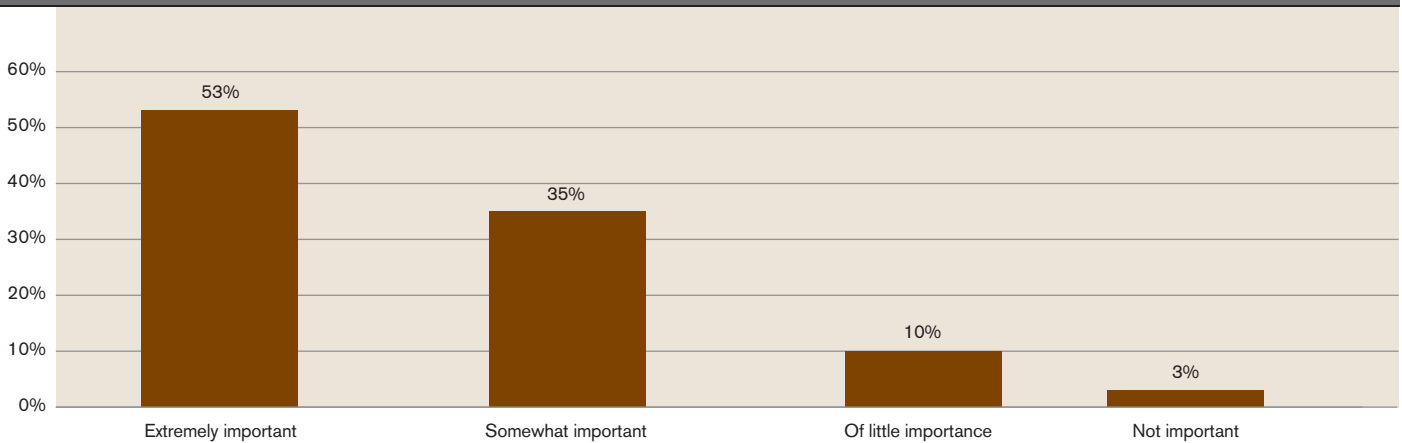
HR Professionals (n = 973)  
 Note: Respondents who indicated "undecided" were excluded from this analysis.  
 Source: 2007 State of Workplace Diversity Management Survey Report

“It is critical that organizations are strategic and willingly create and maintain a work culture that fosters diversity management. Within a few years, there will be more jobs than people, a more diverse population and a more global perspective,” says Pegine Echevarria, who believes this is a bottom-line issue: “If these organizations do not seriously value diversity management, they will lose money, productivity and customers.”

As shown in Figure 7, the vast majority of HR professionals (94%) indicated that enhancing their employees’ diversity management skills was extremely or somewhat important.

Joseph Jackson was encouraged by the results and added, “To be truly strategic, the discipline of managing diversity needs to be a cross-cutting focus area similar to budget skills and quality/process improvement. It cannot be a stand-alone discipline; and to be considered strategic, the discipline must be incorporated as a core business skill for managers at all levels and in all departments. My agency, the Office of the Director of National Intelligence, has published its plan to manage EEO and diversity as a cross-cutting emphasis program that includes not only the critical human capital areas of recruiting, workforce planning and career development, but also ongoing 360° feedback involving employee focus groups and hiring managers in core mission areas. The Director of National Intelligence has publicly expressed his support and is setting the example for senior leadership throughout the intelligence community, endorsing the standard that expressions of support must be visible, specific, personal and persistent.”

Figure 6 | Importance of Managers Effectively Managing Diversity in Their Organizations



HR Professionals (n = 946)

Note: Respondents who indicated “undecided” were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

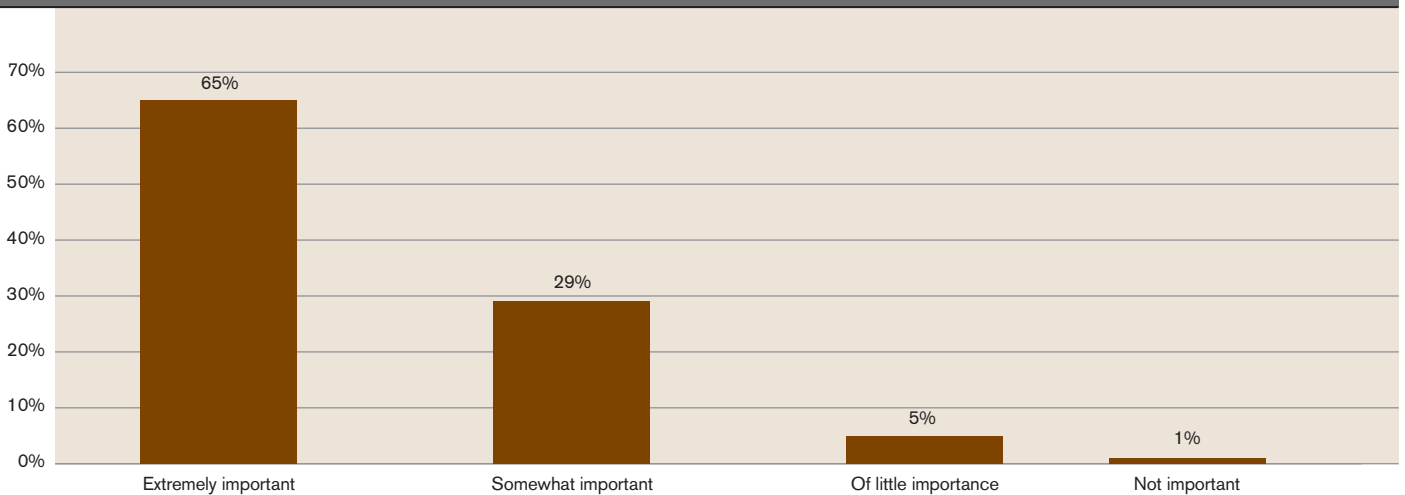
HR professionals were asked, from a strategic perspective, how important it was for their organizations to create and maintain a work culture that fostered effective diversity management. As shown in Figure 8, the majority of HR professionals (96%) indicated that this type of work culture was extremely or somewhat important for developing effective diversity management.

Shannon Maroney Piela, President/CEO of HR Backbone, was not surprised that HR professionals realized the importance of creating and maintaining this type of work culture but is worried about those individuals with “old-fashioned mind-sets that hinder them and their respective organizations from competing effectively in this ever-changing global marketplace.”

HR professionals were asked to indicate the importance of their organizations leveraging the diverse talents of their workforce. The majority of HR professionals (75%) responded that from a strategic perspective, it was “extremely important” for their organizations to leverage the diverse talents of their workforce, 21% reported “somewhat important,” 3% reported “of little importance” and only 1% indicated it was “not important.”

Margaret Regan of The FutureWork Institute believes that “diversity is every way in which any mixture of employees has both similarities and differences. It begins and ends with the individual. It is a long-term strategic process that, when managed effectively, will enhance competitive advantage. It is about a culture where everyone feels welcome and valued and able contribute to their fullest potential to achieve business objectives.”

**Figure 7 | Importance of Organizations Enhancing Their Employees’ Diversity Management Skills**



HR Professionals (n = 945)

Note: Respondents who indicated “undecided” were excluded from this analysis.  
 Source: 2007 State of Workplace Diversity Management Survey Report

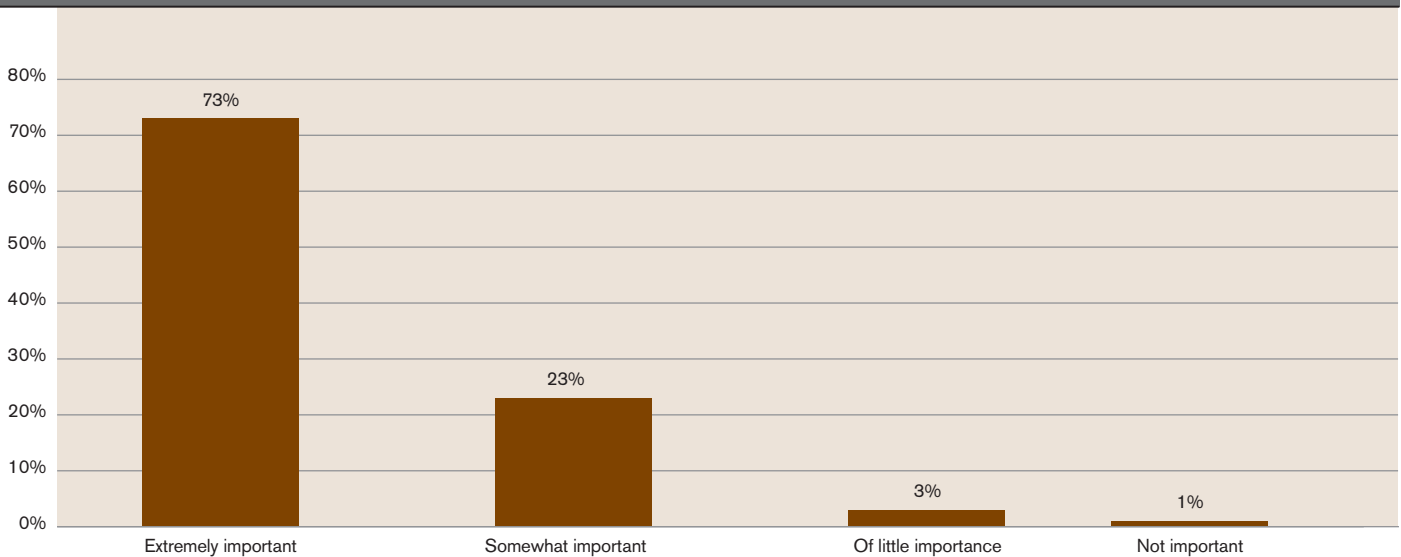


## POSITIVE OUTCOMES OF EFFECTIVE DIVERSITY MANAGEMENT ACCORDING TO DIVERSITY PRACTITIONERS

The purpose of diversity management is to leverage the full potential of the entire workforce as a competitive advantage to achieve specific strategic goals and objectives from an organization’s diversity initiatives. Every organization’s diversity management strategies are unique depending on needs that vary from company to company. Diversity practitioners were asked to rate the level of importance of selected outcomes that result from effective diversity management in their organizations. As shown in Figure 10, the vast majority of diversity practitioners indicated that creating a work environment or culture that allowed everyone to contribute all that they could to the organization was most important to them personally: 96% indicated it was “extremely important.” The “extremely important” outcomes of effective diversity management that followed were enhancing the ability of people from different backgrounds to work effectively together (91%), leveraging differences and similarities in the workforce for the strategic advantage of the organization (84%), eliminating (or minimizing) prejudice (78%) and leveraging differences and similarities among customers and markets for the strategic advantage of the organization (73%). The smallest percentage of diversity practitioners reported that achieving appropriate representation of racial and ethnic groups (54%) was “extremely important” to them.

Diversity practitioners from private for-profit organizations were significantly more likely to report leveraging differences and similarities in the workforce for the strategic

Figure 8 | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management



HR Professionals (n = 969)

Note: Respondents who indicated “undecided” were excluded from this analysis.

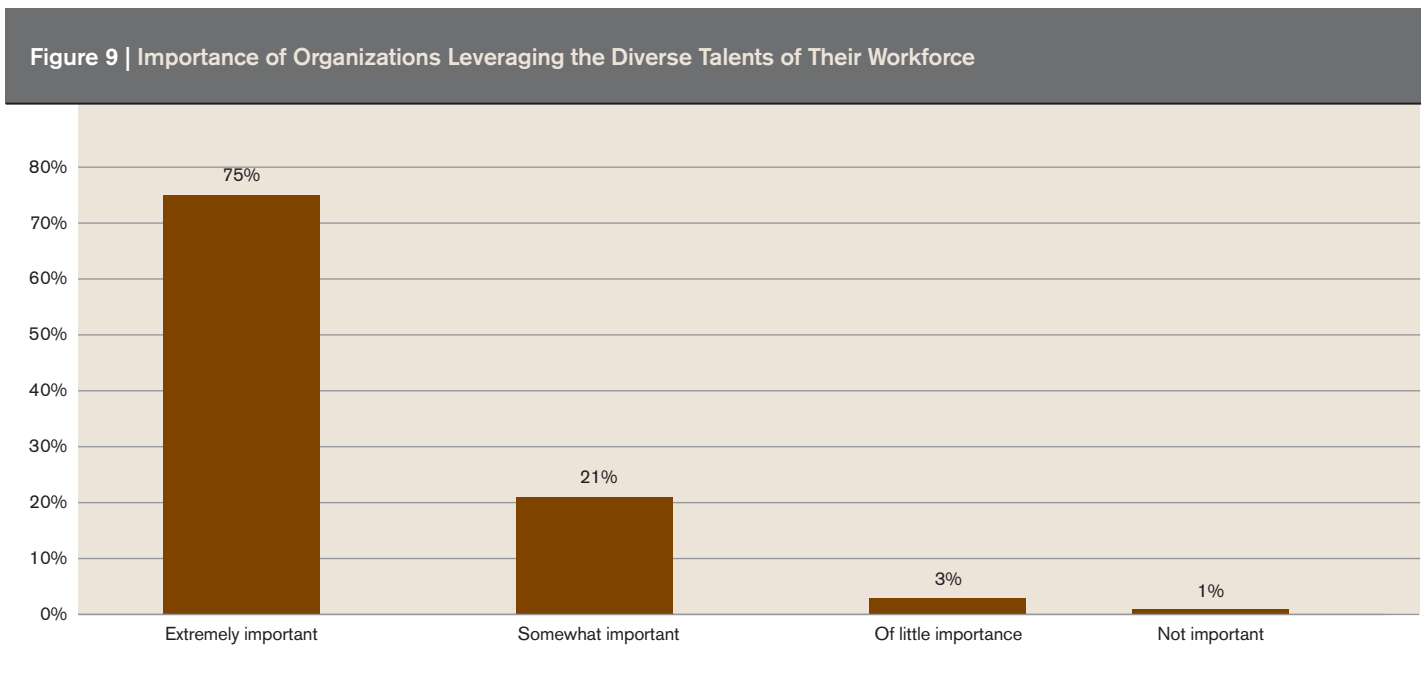
Source: 2007 State of Workplace Diversity Management Survey Report

advantage of the organization and were significantly less likely to report eliminating or minimizing prejudice as being “extremely important” for their organizations. The results are not surprising since private for-profit organizations may be more adaptable and therefore more likely to use innovative strategies. These private for-profit organizations are more likely to gain a strategic business advantage from their diversity initiatives since the focus of their diversity strategies and organizational culture is primarily on creating an environment that embraces and leverages the differences in their workforce. Differences by organization staff size were also examined but found not to be statistically significant. These data are shown in Tables 14a and 14b.

Pegine Echevarria of Team Pegine believes the challenge for practitioners is “taking these possible objectives and creating a powerful business case so that there are clearly defined, numerically based actions and outcomes. For instance, how does ‘achieving appropriate representation of racial and ethnic groups’ affect the bottom line of profit, productivity and cost savings? When managing diversity, we have to be able to communicate in business terms so that the objectives have meaning and substance to organizations, managers and leaders who are not diversity advocates.”

### ACCOMPLISHMENTS OF SELECTED DIVERSITY PRACTICES ACCORDING TO DIVERSITY PRACTITIONERS

Diversity practitioners were asked to what extent their organization’s diversity practices accomplished specific objectives. More than half (52%) reported that their



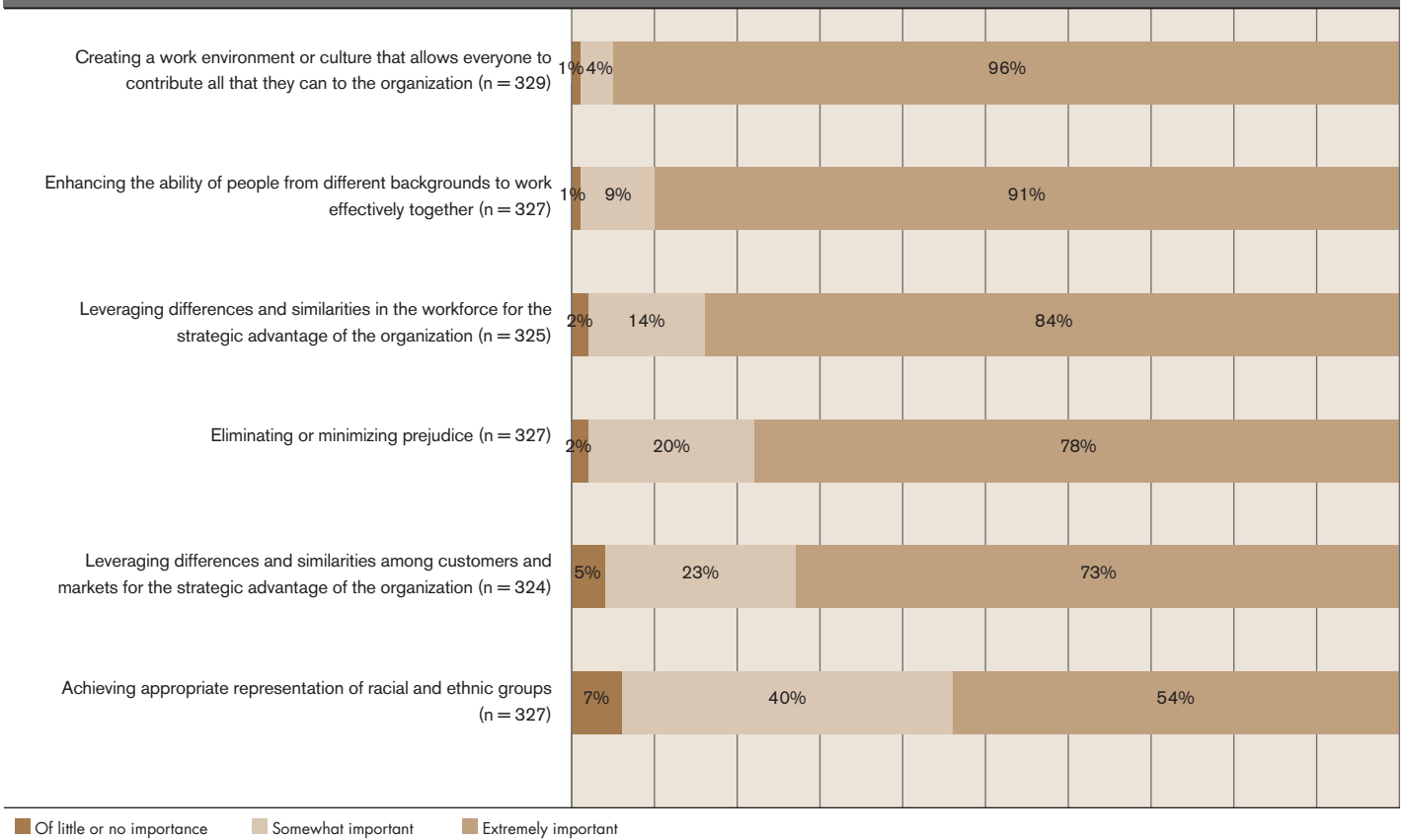
HR Professionals (n = 952)

Note: Respondents who indicated “undecided” were excluded from this analysis.  
 Source: 2007 State of Workplace Diversity Management Survey Report

organization’s practices had created a work environment or culture that allowed everyone to contribute all that they could to the organization to a “large extent.” This was followed by achieving appropriate representation of racial and ethnic groups (49%), enhancing the ability of people from different backgrounds to work effectively together (48%), leveraging differences and similarities in the workforce for the strategic advantage of the organization (39%), eliminating (or minimizing) prejudice (38%) and leveraging differences and similarities among customers and markets for the strategic advantage of the organization (36%). These data are shown in Figure 11.

Several differences were identified among diversity practitioners according to organization staff size (Table 15a). Diversity practitioners from small-staff-sized organizations were more likely than those from large-staff-sized to indicate that their organization’s practices accomplished the following: creating a work environment or culture that allows everyone to contribute all that they can to the organization (66% compared with 47%), leveraging differences and similarities in the workforce for the strategic advantage of the organization

**Figure 10 | Importance of Selected Workplace Diversity Outcomes (Diversity Practitioners)**

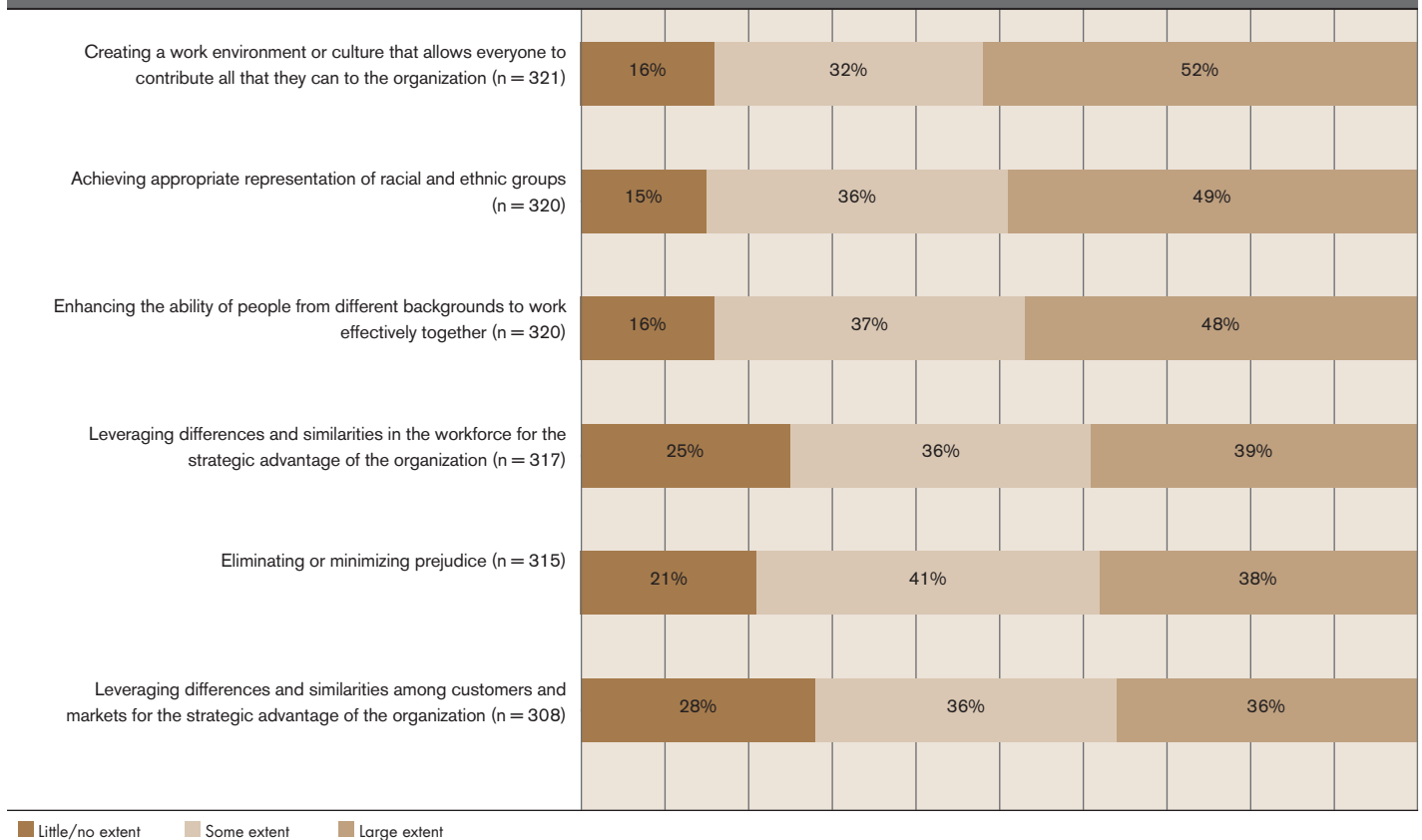


Note: Diversity practitioners who indicated “don’t know” were excluded from this analysis. This analysis is sorted by “extremely important” responses. Percentages may not total 100% due to rounding.  
 Source: 2007 State of Workplace Diversity Management Survey Report

(49% compared with 35%), and leveraging differences and similarities among customers and markets for the strategic advantage of the organization (49% compared with 29%).

When analyzed by organization sector, differences were identified for three objectives. Diversity practitioners from private for-profit organizations (60%) were more likely to indicate to a “large extent” that their organizations focused on creating a work environment or culture that allows everyone to contribute all that they can to the organization, compared with diversity practitioners from public/government organizations (41%). According to diversity practitioners, private for-profit organizations (57%) were more likely than those from private nonprofit (42%) and public government (40%) organizations to indicate to a “large extent” that their organization focused on enhancing the ability of people from different backgrounds to work effectively together. Private for-profit organizations (49%) were more likely than those from private nonprofit (33%) and public government (29%) organizations to report their organizations focused on leveraging differences and similarities in the

**Figure 11 | The Extent Diversity Practices Accomplished Specific Objectives (Diversity Practitioners)**



Note: Respondents who indicated “don’t know” were excluded from this figure. This figure is sorted by “large extent” responses. Percentages may not total 100% due to rounding.  
 Source: 2007 State of Workplace Diversity Management Survey Report

workforce for the strategic advantage of the organization. Although the differences were not statistically significant, diversity practitioners from private for-profit organizations were also more likely to report their organizations focused on achieving appropriate representation of racial and ethnic groups, eliminating (or minimizing) prejudice, and leveraging differences and similarities among customers and markets for the strategic advantage of the organization. These data are shown in Table 15b.

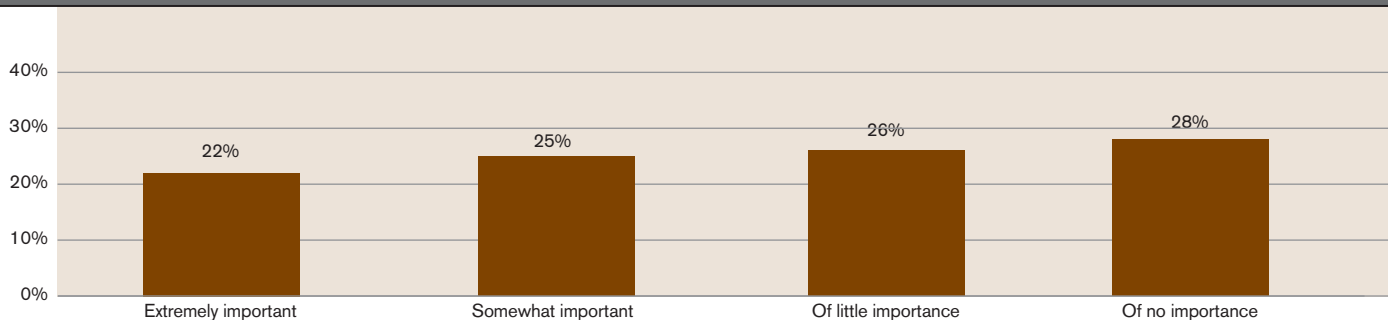
Small-sized and private for-profit organizations tend to be less structured and more innovative and flexible; therefore, these organizations may be more likely to have developed a culture allowing them to leverage differences and similarities of their workforce and customers.

### GLOBALIZATION, THE HR PROFESSION AND DIVERSITY

The current global and multicultural business environment has created many growth opportunities for organizations. Along with these opportunities, however, there are various new obstacles and challenges facing today’s organizations, such as cultural differences, compliance with international rules and regulations, different approaches to time, divergent expectations and communication styles, and dissimilar belief systems. As this global marketplace continues to increase in complexity, HR is the obvious choice to provide their organizations with the necessary tools to better understand, engage and utilize the similarities and differences in this new environment.

HR professionals were asked about the importance of global HR skills in their current positions. As shown in Figure 12, 22% indicated global HR skills were “extremely important” in their current position, 25% reported “somewhat important,” 26% “of little importance” and 28% indicated “of no importance.” A greater proportion of HR professionals from large-staff-sized organizations (54%), compared with those from small-staff-sized (38%) and medium-staff-sized (37%) organizations, indicated global

Figure 12 | Importance of Global HR Skills in Current Positions



HR Professionals (n = 873)

Note: Respondents who indicated “undecided” were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

HR skills were extremely or somewhat important in their current position. These data are depicted in Table 16a.

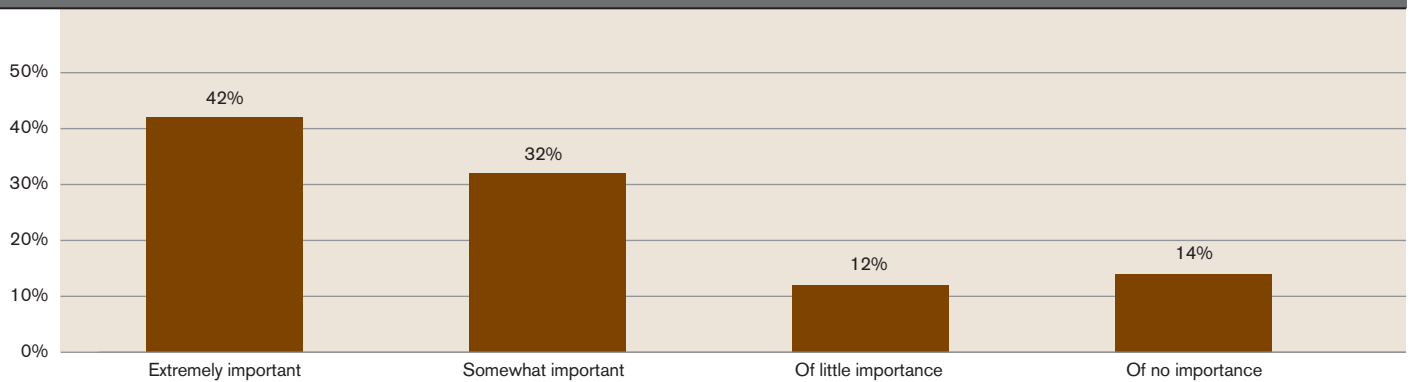
Organization sector also had an effect on the likelihood that an HR professional would indicate global HR skills are important. As depicted in Table 16b, HR professionals from private for-profit and public/government organizations (47%) were more likely than those from private nonprofit organizations (34%) to indicate global HR skills were either extremely or somewhat important in their current positions.

HR professionals were asked how important they believed global HR skills would be to their future professional development. The largest percentage of HR professionals (42%) indicated these skills would be “extremely important” in their professional development. Almost one-third (32%) reported global HR skills would be “somewhat important,” 12% indicated “of little importance” and 14% reported these skills would be “of no importance.” These data are illustrated in Figure 13.

Not surprisingly, organization staff size and sector affected the likelihood that HR professionals perceived global HR skills would be important for their professional development in the future. HR professionals from large-staff-sized organizations and those from private for-profit and public/government organizations were significantly more likely to report these skills will be either extremely or somewhat important to their future professional development. These data are depicted in Tables 17a and 17b.

HR professionals were asked about the importance of competence in diversity management for global HR managers. The overwhelming majority (73%) responded that competence in diversity management was “extremely important” for a global HR manager. Nearly one-fifth (19%) reported diversity management was “somewhat important,” 3% indicated “of little importance,” and small percentage of respondents, only 6%, felt it was “of no importance.” These data are displayed in Figure 14.

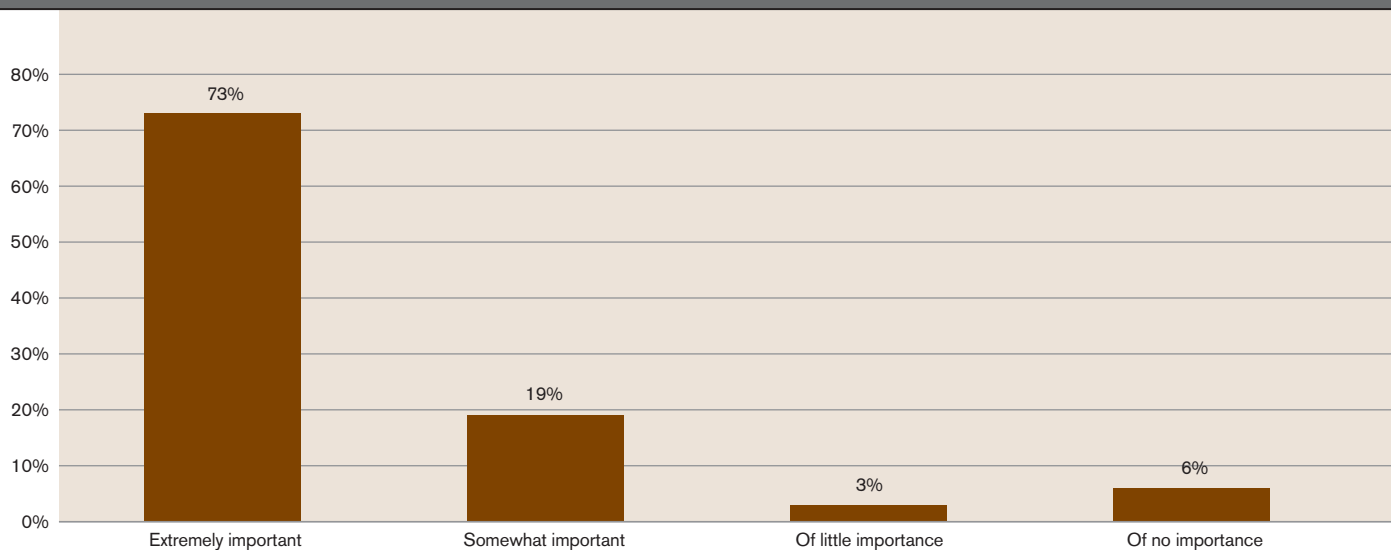
**Figure 13 | Importance of Global HR Skills in Future Professional Development**



HR Professionals (n = 805)

Note: Respondents who indicated “undecided” were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

Figure 14 | Importance of Competence in Diversity Management for Global HR Managers

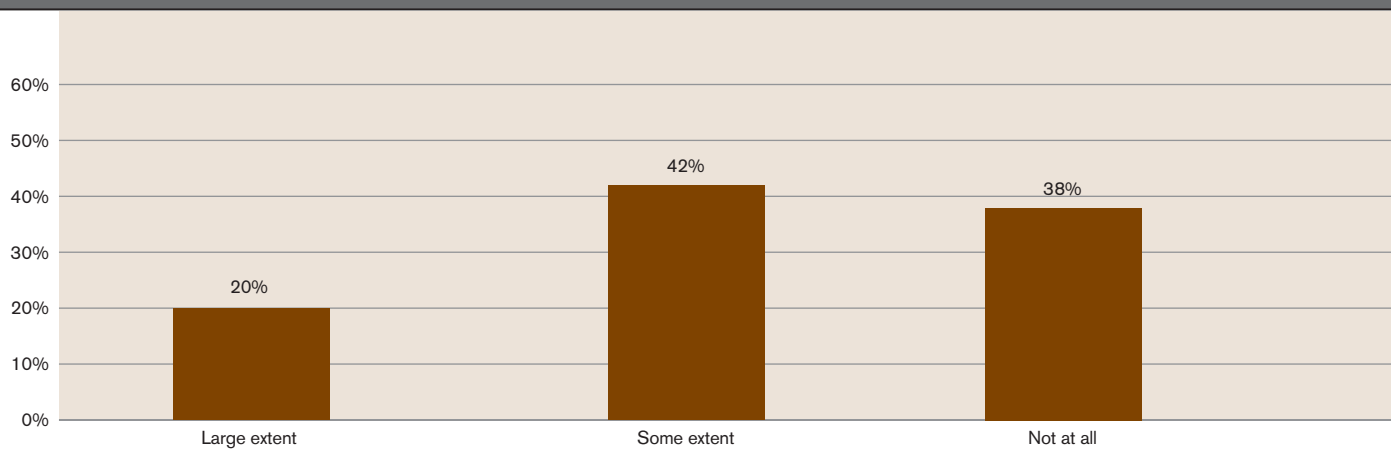


HR Professionals (n = 876)

Note: Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

Figure 15 | Involvement in Organization's Global or International Activities



Diversity Practitioners (n = 314)

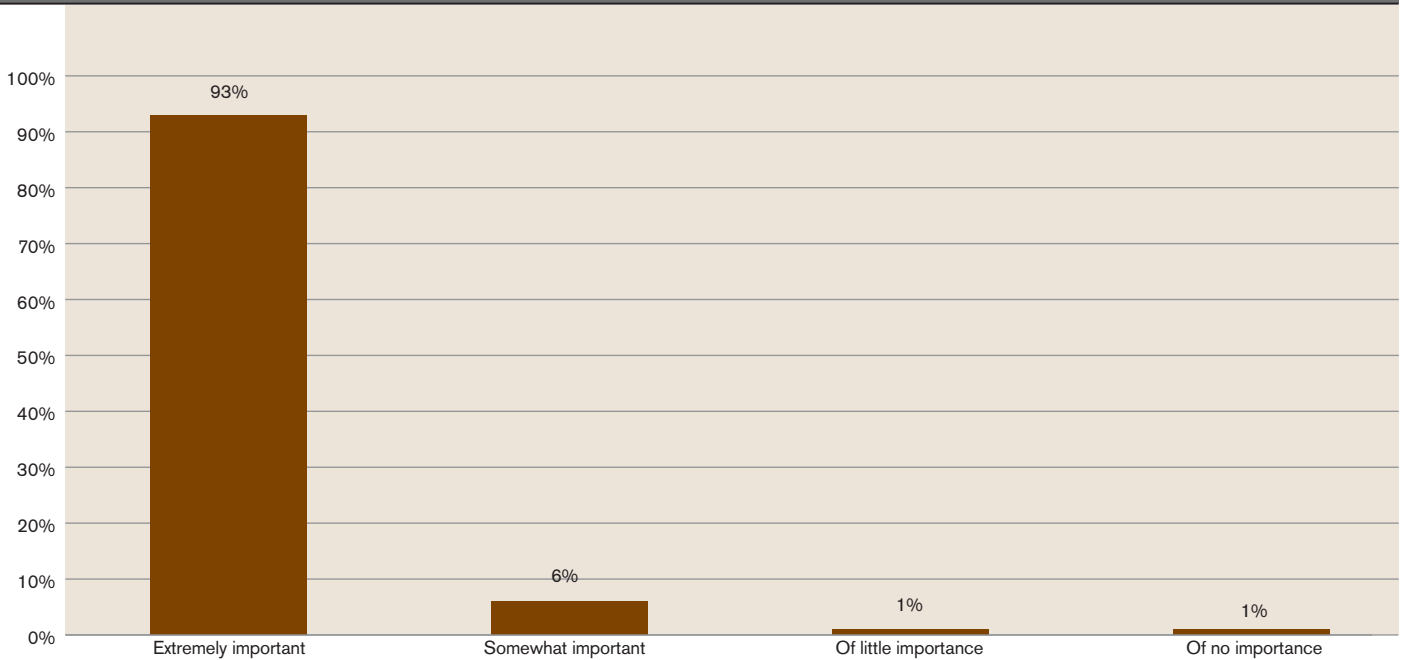
Source: 2007 State of Workplace Diversity Management Survey Report

Compared with HR professionals from small-staff-sized organizations, a significantly larger proportion of those from large-staff-sized organizations felt competence for a global HR manager in diversity management was extremely or somewhat important. Although a higher percentage of HR professionals from public/government organizations reported competence in diversity management was important for global HR managers, these differences were not statistically significant. These data are shown in Tables 18a and 18b.

Diversity practitioners were asked the extent to which they were involved in their organization’s global or international activities (Figure 15). Overall, 20% reported their involvement in these activities was to a “large extent,” 42% reported to “some extent” and 38% indicated they were “not at all” involved.

Diversity practitioners who indicated they were involved to a large or some extent with their organization’s global or international activities were asked about the importance of competence in diversity management for those involved in global/international activities. The vast majority of diversity practitioners (93%) reported this competence was “extremely important,” 6% reported “somewhat important,” and only 1% felt competence in diversity management was “of little importance.” These data are depicted in Figure 16.

**Figure 16 | Importance of Diversity Management Competence for Involvement in Global/International Activities**



Diversity Practitioners (n = 193)

Note: Respondents who indicated “don’t know” and those “not familiar at all” with global or international activities were excluded from this analysis. Percentages do not total 100% due to rounding.  
 Source: 2007 State of Workplace Diversity Management Survey Report



“There is a significant need for leaders to reduce ethnocentrism, and to experience living in other cultures, learn other languages and gain cultural knowledge that can inform their decision making and enable them to approach business from a more global perspective,” says Anita M. Zanchettin, Director of Global Inclusion at Aperian Global. “This cannot be accomplished by training alone. It requires life experience in and with other cultures.” Valda Boyd Ford, CEO of Center for Human Diversity, Inc., agrees with Zanchettin and notes: “I have seen so many representatives of major organizations continue with American-centric behavior while in the international arena. Of the utmost importance is the need for U.S.-based organizations to recognize the potential vulnerability of their position with present and prospective clients and to work to ensure that their representatives are, at a minimum, open-minded to new experiences and life ways.”

To gain a better understanding of global diversity issues facing organizations, HR professionals and diversity practitioners were asked an open-ended question to elicit their views of the most important global diversity issues facing their organizations today. Overall, HR professionals and diversity practitioners provided several main themes, but the most frequent issues reported were cultural issues and operating effectively in global markets. The most frequent issues noted by HR professionals and diversity practitioners are displayed in Tables 20a and 20b.

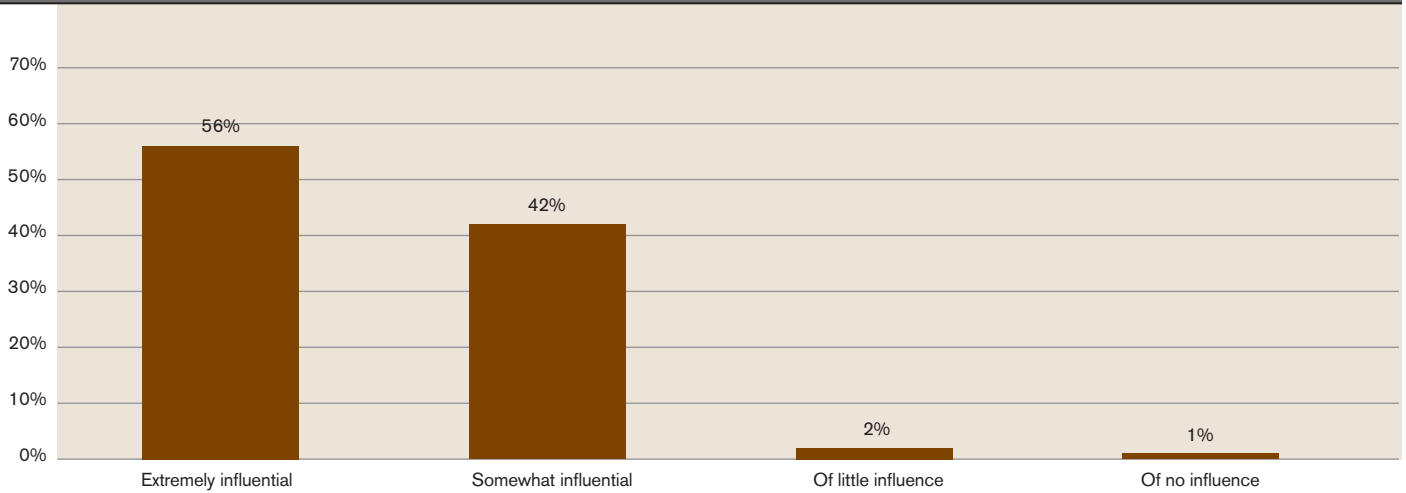
Margaret Regan agrees with issues that the HR professionals and diversity practitioners provided but believes it is important for organizations to view global diversity by region. “Gender crosses all regions; so do cultural issues. Generational issues are already important in the U.S. and becoming increasingly important in Europe and Asia. Globalization will impact everything we do as economic and power shifts from the North Atlantic nations to the Western Pacific nations, and world cultural influence will shift from Christian values to Confucian and Islamic values—making religion an increasingly important diversity issue. Europe will also need to cope with the increasing negative reaction to multiculturalism as India will have to cope with the inequities of the caste system. The aging workforce will be an issue that faces the developed countries, and responding to people with disabilities will impact Europe, Asia and the U.S.”

## **SHRM'S ROLE IN DIVERSITY MANAGEMENT**

HR professionals were asked how influential SHRM should be in the development of practice in the diversity field. The majority (56%) responded that SHRM should be “extremely influential” in the development of practice in the diversity arena. Nearly half (42%) reported SHRM should be “somewhat influential,” 2% indicated “of little influence,” and only 1% felt SHRM should have “no influence.” These data are displayed in Figure 17.

To gain a better understanding of what SHRM could do to become more influential in the diversity field, HR professionals were asked an open-ended question to elicit their opinions of what changes they would like to see in SHRM’s diversity activities. The most frequently cited recommendations were more focus on the business case of diversity, more information on best practices, practical tools for implementing diversity and more educational materials.

**Figure 17 | How Influential Should SHRM Be in the Development of Practice in the Diversity Field?**



HR Professionals (n = 810)

Note: Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report



# Conclusions and Implications

A number of conclusions can be gleaned from this study. One conclusion is that there is no single definition of diversity. When asked, some HR professionals defined diversity in terms of “what it is,” its dimensions, traits and the characteristics that make us different and similar. Others focused on “what you do with diversity,” such as recognizing, appreciating and embracing diversity, or on “how you do it,” with a focus on training, awareness programs, communications, development, recruitment and retention. Others focused on “the desired state” when asked to define diversity, referring to “a respectful, collegial environment that promotes team building and leadership while fostering creative solutions/resolutions to business problems and effective strategies.”

The various definitions and foci offered by members and diversity practitioners tended to fall into schools of thought that can be characterized by the following:

- Compliance and representation (focuses on achieving the desired workforce numerical profile with respect to various demographic categories such as race, gender and ethnicity.)
- Harmony in the workplace (focuses on achieving respectful and harmonious relationships across racial, gender, ethnic and cultural groupings; in other words, “Can’t we all just get along.”)
- Inclusive work environment (focuses on creating an organizational culture that embraces a broader mixture of diversity; leverages and values the skills, abilities, experience and contributions of all of the organization’s talent; and ensures opportunities for all to reach their full potential.)
- Strategic business integration (focuses on integrating diversity management practices throughout the organization and externally, including vendors and suppliers, customers, communities, new business ventures, new products/services, mergers and acquisitions, etc.)

Another conclusion is that the practice of diversity management lags behind the evolution of diversity management thought. While definitions can vary widely among the schools of thought, practice realities still cluster closely to compliance and representation.

While much remains to be done to continue the field’s evolution, the progress to date provides a foundation for further advancement.

A third conclusion is that, without a doubt, increasing attention is being given to global diversity management. As this global marketplace continues to increase in complexity, HR is the obvious choice to provide organizations with the necessary tools to better understand, engage and leverage the similarities and differences within these new surroundings. It remains to be seen, however, whether global diversity will be just an additional focus of diversity management or if it will generate new methodologies as well. It is not clear when organizations announce that they are now doing global diversity work whether they have grown methodologically and graduated to a grander scale, or whether they are using the same methodology to address a different topical arena.

Finally, an inescapable conclusion is that further growth of the field will require professionalization. The characteristics of professionalization, according to research findings, could include:

- Common language/terminology.
- Foundational body of knowledge.
- Metrics.
- Requirements for mastery.
- Sharing of information.
- Entry requirements.
- Fostering of thought, theory and practice.
- Self-governing mechanisms.

Study respondents cited poor definitions of the field; too much focus on compliance; too much emphasis on ethnicity and/or gender; too narrow an outlook; lack of focus; stagnation; and too much attention on awareness rather than action as major concerns for the field. Professionalization directly or indirectly would address all of these issues.

Similar to concerns expressed above, diversity experts noted additional core flaws in the field, such as the possibility that the field will become obsolete and irrelevant; a chasm between state-of-the-art theories and practice; a lack of agreement on terms, models and requirements for certification/standards; and a lack of a code of ethics. Clearly, one could conclude that the field is at a crossroad with its identity in question.

An implication of these conclusions is that as HR professionals and diversity practitioners design and develop diversity efforts, they will have to understand the various schools of thought, differentiate among them and determine the relevancy of each with respect to the needs and issues in question. A failure to utilize each school appropriately will generate limited progress and indeed hinder the further development of the field.

A second implication is that HR professionals and diversity practitioners should place a priority on fostering the professionalization of the diversity field. This will be the path to future advancement.

Collectively, the study's findings, conclusions and implications represent a call to action for those wishing to advance the field of diversity management. While much remains to be done to continue the field's evolution, the progress to date provides a foundation for further advancement. The critical question now is whether HR professionals and diversity practitioners will accept the challenge of pioneering and furthering the professionalization of diversity management. Their willingness to step forward will determine how quickly the field of diversity management moves forward.



# Organizational Profile and Demographics of Respondents

## HR PROFESSIONAL SAMPLE

Gender	
Female	77%
Male	24%
(n = 993) Note: Percentages do not total 100% due to rounding.	

Age	
Under 35 years of age	18%
36-45	29%
46-55	35%
56+ years of age	19%
(n = 993) Note: Percentages do not total 100% due to rounding.	

Race/Ethnicity	
White, not of Hispanic origin	69%
Black or African American, not of Hispanic origin	16%
Hispanic	6%
Asian or Pacific Islander	4%
Multicultural	4%
Other	2%
(n = 993) Note: Percentages do not total 100% due to rounding.	

Job Function	
HR Generalist	47%
Administrative	9%
Diversity	9%
EEO/Affirmative Action	8%
International Human Resource Management	5%
Benefits and Compensation	4%
Employee Relations	3%
Consultant	2%
Employment/Recruitment	2%
HRIS	1%
Health, Safety, Security	1%
Legal	1%
Organizational Development	1%
Training/Development	1%
Communications	*
Employee Assistance Programs	*
Labor/Industrial Relations	*
Research	*
Other	7%
(n = 993) * Less than 1%. Note: Percentages do not total 100% due to rounding.	



Job Title	
Manager	31%
Director	24%
Specialist	12%
Vice President	7%
Administrator	5%
Consultant	4%
Assistant or Associate Director	3%
Assistant or Associate Vice President	2%
Representative	2%
Supervisor	2%
Academician	1%
Legal Counsel	1%
President/CEO	1%
Librarian	*
Other	7%

(n = 993)

\* Less than 1%.

Note: Percentages do not total 100% due to rounding.

Organization Staff Size	
Small organization (1-99 employees)	24%
Medium organization (100-499 employees)	25%
Large organization (500 or more employees)	52%

(n = 954)

Note: Percentages do not total 100% due to rounding.

Organization Sector	
Private for-profit organization	56%
Public/government	21%
Private nonprofit organization	16%
Other	7%

(n = 993)

Organizational Scope	
Local organization	23%
Statewide organization	11%
Regional organization	16%
Nationwide organization	19%
International organization	31%

(n = 993)

## DIVERSITY PRACTITIONER SAMPLE

Gender	
Female	61%
Male	39%

(n = 309)

Race/Ethnicity	
White, not of Hispanic origin	45%
Black or African American, not of Hispanic origin	33%
Hispanic	6%
Asian or Pacific Islander	5%
Multicultural	7%
Other	5%

(n = 310)

Note: Percentages do not total 100% due to rounding.

Age	
Under 35 years of age	5%
36-45	19%
46-55	40%
56+ years of age	37%

(n = 309)

Note: Percentages do not total 100% due to rounding.

Job Function	
Executive Management	30%
Consultant	17%
Diversity Professional	15%
Organizational Development	7%
Academic	6%
Line Management/Supervisor	4%
Human Resource Generalist	3%
Training/Development	3%
EEO/Affirmative Action	1%
International Human Resource Management	1%
Board of Directors	*
Other	13%

(n = 309)  
\* Less than 1%.

Organization Size	
Small organization (1-99 employees)	34%
Medium organization (100-499 employees)	8%
Large organization (500 or more employees)	58%

(n = 261)

Organizational Scope	
Local organization	14%
Statewide organization	7%
Regional organization	13%
Nationwide organization	27%
International organization	39%

(n = 294)

Organization Sector	
Private for-profit organization	45%
Private nonprofit organization	23%
Public/government	18%
Other	15%

(n = 309)  
Note: Percentages do not total 100% due to rounding.



# Appendix

**Table 1a | Organizations Having an Official Definition of Diversity by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 880)</b>	<b>Small (1-99 employees) (n = 208)</b>	<b>Medium (100-499 employees) (n = 210)</b>	<b>Large (500 or more employees) (n = 433)</b>	<b>Differences by Organization Staff Size</b>
Yes	30%	14%	16%	43%	Large > small, medium
No	71%	86%	84%	57%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Respondents who indicated "don't know" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 1b | Organizations Having an Official Definition of Diversity by Organization Sector (HR Professionals)**

	<b>Overall (n = 880)</b>	<b>Private For-Profit Organization (n = 499)</b>	<b>Private Nonprofit Organization (n = 143)</b>	<b>Public/ Government (n = 184)</b>	<b>Other (n = 54)</b>	<b>Differences by Organization Sector</b>
Yes	30%	26%	25%	39%	41%	Public/government > private for-profit organization, private nonprofit organization
No	71%	74%	76%	61%	59%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Respondents who indicated "don't know" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 2a | Terminology That Best Describes Diversity in the Workplace  
by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 993)</b>	<b>Small (1-99 employees) (n = 225)</b>	<b>Medium (100-499 employees) (n = 236)</b>	<b>Large (500 or more employees) (n = 493)</b>	<b>Differences by Organization Staff Size</b>
Diversity	41%	47%	45%	34%	Small, medium > large
Workplace culture	22%	26%	31%	16%	Medium > large
Diversity and inclusion	20%	9%	7%	33%	Large > small, medium
Global diversity	6%	6%	3%	8%	
Diversity management	5%	5%	6%	5%	
Other	6%	6%	10%	5%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Data sorted in descending order by "overall" column. Blank cells indicate that no statistically significant differences were found.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 2b | Terminology That Best Describes Diversity in the Workplace  
by Organization Sector (HR Professionals)**

	<b>Overall (n = 993)</b>	<b>Private For-Profit Organization (n = 560)</b>	<b>Private Nonprofit Organization (n = 155)</b>	<b>Public/Government (n = 211)</b>	<b>Other (n = 67)</b>	<b>Differences by Organization Sector</b>
Diversity	41%	41%	41%	39%	42%	
Workplace culture	22%	23%	27%	19%	9%	
Diversity and inclusion	20%	20%	15%	22%	28%	
Global diversity	6%	7%	3%	7%	6%	
Diversity management	5%	4%	7%	6%	5%	
Other	6%	5%	7%	8%	10%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Data sorted in descending order by "overall" column. Blank cells indicate that no statistically significant differences were found.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 2c | Terminology That Best Describes Diversity in the Workplace by Organizations With or Without an Official Definition of Diversity (HR Professionals)**

	<b>Overall (n = 880)</b>	<b>Organizations With an Official Definition of Diversity (n = 260)</b>	<b>Organizations Without an Official Definition of Diversity (n = 620)</b>	<b>Differences by Organizations With or Without an Official Definition of Diversity</b>
Diversity	41%	27%	45%	Without > with
Workplace culture	22%	10%	28%	Without > with
Diversity and inclusion	20%	44%	11%	With > without
Global diversity	6%	7%	6%	
Diversity management	5%	7%	4%	
Other	6%	5%	8%	

Note: Sample sizes are based on the actual number of respondents answering the diversity terminology question; however, the percentages shown are based on the actual number of respondents by diversity terminology who answered the question using the provided response options. Data sorted in descending order by "overall" column. Blank cells indicate that no statistically significant differences were found.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 3a | The Current State of Workplace Diversity (HR Professionals and Diversity Practitioners)**

- 1 Concern about the current state of the field of diversity
- 2 The field is evolving, emerging
- 3 The field is making progress, growing

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 3b | Main Concerns With the Current State of Workplace Diversity (HR Professionals and Diversity Practitioners)**

- 1 The field is not well-defined or understood
- 2 The field has a long way to go and there is much work left to be done
- 3 Too much focus is on compliance
- 4 Too much emphasis on ethnicity and/or gender
- 5 The field needs a broader outlook
- 6 The field is unfocused
- 7 The field is stagnant
- 8 The field is dominated by awareness rather than action

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 4a | Strengths of Workplace Diversity (HR Professionals)**

- |   |   |
|---|---|
| 1 | Greater awareness   |
| 2 | Emphasis on strategic benefits                            |
| 3 | Visibility  |
| 4 | Fresh perspectives  |
| 5 | Increase in amount of information and expertise available |

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 4b | Strengths of Workplace Diversity (Diversity Practitioners)**

- |   |   |
|---|---|
| 1 | Emphasis on strategic benefits                            |
| 2 | Greater awareness   |
| 3 | Expansion of understanding beyond race and gender         |
| 4 | Fresh perspectives  |
| 5 | Increase in amount of information and expertise available |
| 6 | Visibility  |

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 5a | Weaknesses of Workplace Diversity (HR Professionals)**

- |   |                                       |
|---|---------------------------------------|
| 1 | Focus only on ethnicity and/or gender |
| 2 | Field is not well-defined             |
| 3 | Focus only on compliance              |
| 4 | Management fails to support it        |

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 5b | Weaknesses of Workplace Diversity (Diversity Practitioners)**

- |   |  |
|---|--|
| 1 | Lack of awareness                        |
| 2 | Failure to show relevance to bottom line |
| 3 | Field is not well-defined                |
| 4 | Focus only on compliance                 |

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 6a | Future Changes (HR Professionals)**

1	Greater emphasis on relationship to business results
2	Expand focus away from affirmative action
3	Identification of true professional credentials

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 6b | Future Changes (Diversity Practitioners)**

1	Greater emphasis on relationship to business results
2	Expand focus away from affirmative action
3	Better definition of diversity
4	Identification of professional credentials

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 7a | Importance of Diversity Management Skills for the HR Profession  
by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Small (1-99 employees) (n = 206)</b>	<b>Medium (100-499 employees) (n = 226)</b>	<b>Large (500 or more employees) (n = 481)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	96%	91%	97%	97%	Large, medium > small
Of Little Importance/ Not Important At All	5%	9%	4%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 7b | Importance of Diversity Management Skills for the HR Profession  
by Organization Sector (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Private For-Profit Organization (n = 536)</b>	<b>Private Nonprofit Organization (n = 146)</b>	<b>Public/ Government (n = 206)</b>	<b>Other (n = 64)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	96%	95%	95%	96%	100%	
Of Little Importance/ Not Important At All	5%	5%	5%	4%	0%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report



**Table 7c | Importance of Diversity Management Skills for the HR Profession by Age (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>35 and Under (n = 164)</b>	<b>36-45 (n = 280)</b>	<b>46-55 (n = 334)</b>	<b>56 and Over (n = 174)</b>	<b>Differences by Age</b>
Extremely/ Somewhat Important	96%	98%	96%	95%	94%	
Of Little Importance/ Not Important At All	5%	2%	4%	5%	6%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 7d | Importance of Diversity Management Skills for the HR Profession by Gender (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Male (n = 219)</b>	<b>Female (n = 733)</b>	<b>Differences by Gender</b>
Extremely/ Somewhat Important	96%	93%	96%	
Of Little Importance/ Not Important At All	5%	7%	4%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 7e | Importance of Diversity Management Skills for the HR Profession by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>White (n = 630)</b>	<b>Black (n = 159)</b>	<b>Hispanic (n = 61)</b>	<b>Asian (n = 37)</b>	<b>Multicultural (n = 36)</b>	<b>Other (n = 29)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	96%	95%	98%	97%	95%	97%	90%	
Of Little Importance/ Not Important At All	5%	5%	2%	3%	5%	3%	10%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 8a | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 960)</b>	<b>Small (1-99 employees) (n = 216)</b>	<b>Medium (100-499 employees) (n = 229)</b>	<b>Large (500 or more employees) (n = 478)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	96%	94%	95%	97%	
Of Little Importance/ Not Important At All	4%	6%	5%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 8b | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development by Organization Sector (HR Professionals)**

	<b>Overall (n = 960)</b>	<b>Private For-Profit Organization (n = 538)</b>	<b>Private Nonprofit Organization (n = 151)</b>	<b>Public/ Government (n = 206)</b>	<b>Other (n = 65)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	96%	96%	96%	96%	100%	
Of Little Importance/ Not Important At All	4%	5%	4%	4%	0%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 8c | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development by Age (HR Professionals)**

	<b>Overall (n = 960)</b>	<b>35 and Under (n = 167)</b>	<b>36-45 (n = 279)</b>	<b>46-55 (n = 337)</b>	<b>56 and Over (n = 177)</b>	<b>Differences by Age</b>
Extremely/ Somewhat Important	96%	97%	95%	96%	96%	
Of Little Importance/ Not Important At All	4%	3%	5%	4%	5%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 8d | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development by Gender (HR Professionals)**

	<b>Overall (n = 960)</b>	<b>Male (n = 221)</b>	<b>Female (n = 739)</b>	<b>Differences by Gender</b>
Extremely/Somewhat Important	96%	92%	97%	
Of Little Importance/Not Important At All	4%	8%	3%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 8e | Importance of Personally Developing Competence in Managing Diversity for Personal Career Development by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 960)</b>	<b>White (n = 636)</b>	<b>Black (n = 161)</b>	<b>Hispanic (n = 59)</b>	<b>Asian (n = 38)</b>	<b>Multicultural (n = 37)</b>	<b>Other (n = 29)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/Somewhat Important	96%	95%	100%	98%	100%	95%	97%	
Of Little Importance/ Not Important At All	4%	6%	0%	2%	0%	5%	3%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 9a | Importance of Personally Managing Diversity Effectively by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 973)</b>	<b>Small (1-99 employees) (n = 219)</b>	<b>Medium (100-499 employees) (n = 229)</b>	<b>Large (500 or more employees) (n = 487)</b>	<b>Differences by Organization Staff Size</b>
Extremely/Somewhat Important	96%	92%	95%	98%	Large > small
Of Little Importance/ Not Important At All	4%	8%	5%	2%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 9b | Importance of Personally Managing Diversity Effectively by Organization Sector (HR Professionals)**

	<b>Overall (n = 973)</b>	<b>Private For-Profit Organization (n = 548)</b>	<b>Private Nonprofit Organization (n = 153)</b>	<b>Public/ Government (n = 206)</b>	<b>Other (n = 66)</b>	<b>Differences by Organization Sector</b>
Extremely/Somewhat Important	96%	95%	97%	96%	100%	
Of Little Importance/ Not Important At All	4%	5%	3%	4%	0%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 9c | Importance of Personally Managing Diversity Effectively by Age (HR Professionals)**

	<b>Overall (n = 973)</b>	<b>35 and Under (n = 166)</b>	<b>36-45 (n = 280)</b>	<b>46-55 (n = 343)</b>	<b>56 and Over (n = 184)</b>	<b>Differences by Age</b>
Extremely/Somewhat Important	96%	96%	97%	96%	96%	
Of Little Importance/Not Important At All	4%	4%	3%	4%	4%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 9d | Importance of Personally Managing Diversity Effectively by Gender (HR Professionals)**

	<b>Overall (n = 973)</b>	<b>Male (n = 226)</b>	<b>Female (n = 747)</b>	<b>Differences By Gender</b>
Extremely/Somewhat Important	96%	92%	97%	
Of Little Importance/Not Important At All	4%	8%	3%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 9e | Importance of Personally Managing Diversity Effectively by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 973)</b>	<b>White (n = 647)</b>	<b>Black (n = 161)</b>	<b>Hispanic (n = 61)</b>	<b>Asian (n = 38)</b>	<b>Multicultural (n = 37)</b>	<b>Other (n = 29)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	96%	95%	99%	98%	97%	95%	97%	
Of Little Importance/ Not Important At All	4%	5%	1%	2%	3%	5%	3%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 10a | Importance of Managers Effectively Managing Diversity in Their Organizations by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 946)</b>	<b>Small (1-99 employees) (n = 212)</b>	<b>Medium (100-499 employees) (n = 220)</b>	<b>Large (500 or more employees) (n = 476)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	88%	84%	86%	90%	
Of Little Importance/ Not Important At All	12%	16%	14%	10%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 10b | Importance of Managers Effectively Managing Diversity in Their Organizations by Organization Sector (HR Professionals)**

	<b>Overall (n = 946)</b>	<b>Private For-Profit Organization (n = 529)</b>	<b>Private Nonprofit Organization (n = 151)</b>	<b>Public/ Government (n = 203)</b>	<b>Other (n = 63)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	88%	85%	89%	91%	94%	
Of Little Importance/ Not Important At All	12%	15%	11%	9%	6%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 10c | Importance of Managers Effectively Managing Diversity in Their Organizations by Age (HR Professionals)**

	<b>Overall (n = 946)</b>	<b>35 and Under (n = 163)</b>	<b>36-45 (n = 275)</b>	<b>46-55 (n = 333)</b>	<b>56 and Over (n = 175)</b>	<b>Differences by Age</b>
Extremely/ Somewhat Important	87%	88%	87%	88%	87%	
Of Little Importance/ Not Important At All	12%	12%	13%	12%	13%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 10d | Importance of Managers Effectively Managing Diversity in Their Organizations by Gender (HR Professionals)**

	<b>Overall (n = 946)</b>	<b>Male (n = 216)</b>	<b>Female (n = 730)</b>	<b>Differences by Gender</b>
Extremely/ Somewhat Important	88%	86%	88%	
Of Little Importance/ Not Important At All	12%	14%	12%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 10e | Importance of Managers Effectively Managing Diversity in Their Organizations by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 946)</b>	<b>White (n = 626)</b>	<b>Black (n = 158)</b>	<b>Hispanic (n = 59)</b>	<b>Asian (n = 37)</b>	<b>Multicultural (n = 37)</b>	<b>Other (n = 29)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	88%	86%	91%	88%	97%	87%	86%	
Of Little Importance/ Not Important At All	12%	14%	10%	12%	3%	14%	14%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 11a | Importance of Organizations Enhancing Their Employees' Diversity Management Skills by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 945)</b>	<b>Small (1-99 employees) (n = 206)</b>	<b>Medium (100-499 employees) (n = 226)</b>	<b>Large (500 or more employees) (n = 475)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	94%	90%	95%	95%	
Of Little Importance/ Not Important At All	6%	10%	5%	5%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “undecided” were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 11b | Importance of Organizations Enhancing Their Employees' Diversity Management Skills by Organization Sector (HR Professionals)**

	<b>Overall (n = 945)</b>	<b>Private For-Profit Organization (n = 529)</b>	<b>Private Nonprofit Organization (n = 150)</b>	<b>Public/ Government (n = 199)</b>	<b>Other (n = 67)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	94%	94%	93%	95%	96%	
Of Little Importance/ Not Important At All	6%	6%	7%	5%	5%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 11c | Importance of Organizations Enhancing Their Employees' Diversity Management Skills by Age (HR Professionals)**

	<b>Overall (n = 945)</b>	<b>35 and Under (n = 162)</b>	<b>36-45 (n = 273)</b>	<b>46-55 (n = 332)</b>	<b>56 and Over (n = 178)</b>	<b>Differences by Age</b>
Extremely/ Somewhat Important	94%	93%	95%	95%	93%	
Of Little Importance/ Not Important At All	6%	7%	6%	5%	7%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 11d | Importance of Organizations Enhancing Their Employees' Diversity Management Skills by Gender (HR Professionals)**

	<b>Overall (n = 945)</b>	<b>Male (n = 218)</b>	<b>Female (n = 727)</b>	<b>Differences by Gender</b>
Extremely/Somewhat Important	94%	94%	94%	
Of Little Importance/ Not Important At All	6%	6%	6%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 11e | Importance of Organizations Enhancing Their Employees' Diversity Management Skills by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 945)</b>	<b>White (n = 623)</b>	<b>Black (n = 159)</b>	<b>Hispanic (n = 61)</b>	<b>Asian (n = 37)</b>	<b>Multicultural (n = 37)</b>	<b>Other (n = 28)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	94%	93%	98%	93%	100%	89%	93%	
Of Little Importance/ Not Important At All	6%	7%	3%	7%	0%	11%	7%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 12a | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 969)</b>	<b>Small (1-99 employees) (n = 214)</b>	<b>Medium (100-499 employees) (n = 229)</b>	<b>Large (500 or more employees) (n = 487)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	96%	94%	96%	97%	
Of Little Importance/ Not Important At All	4%	6%	4%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 12b | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management by Organization Sector (HR Professionals)**

	<b>Overall (n = 969)</b>	<b>Private For-Profit Organization (n = 545)</b>	<b>Private Nonprofit Organization (n = 149)</b>	<b>Public/ Government (n = 208)</b>	<b>Other (n = 67)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	96%	95%	96%	98%	97%	
Of Little Importance/ Not Important At All	4%	5%	4%	2%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report



**Table 12c | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management by Age (HR Professionals)**

	<b>Overall (n = 969)</b>	<b>35 and Under (n = 166)</b>	<b>36-45 (n = 278)</b>	<b>46-55 (n = 346)</b>	<b>56 and Over (n = 179)</b>	<b>Differences by Age</b>
Extremely/ Somewhat Important	96%	98%	96%	96%	94%	
Of Little Importance/ Not Important At All	4%	2%	4%	4%	6%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 12d | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management by Gender (HR Professionals)**

	<b>Overall (n = 969)</b>	<b>Male (n = 228)</b>	<b>Female (n = 741)</b>	<b>Differences by Gender</b>
Extremely/Somewhat Important	96%	92%	97%	
Of Little Importance/Not Important At All	4%	8%	3%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 12e | Importance of Organizations Creating and Maintaining a Work Culture That Fosters Effective Diversity Management by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 969)</b>	<b>White (n = 641)</b>	<b>Black (n = 161)</b>	<b>Hispanic (n = 61)</b>	<b>Asian (n = 38)</b>	<b>Multicultural (n = 38)</b>	<b>Other (n = 30)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	96%	95%	99%	97%	100%	87%	97%	
Of Little Importance/ Not Important At All	4%	5%	1%	3%	0%	13%	3%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 13a | Importance of Organizations Leveraging the Diverse Talents of Their Workforce by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Small (1-99 employees) (n = 206)</b>	<b>Medium (100-499 employees) (n = 225)</b>	<b>Large (500 or more employees) (n = 483)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	96%	95%	94%	98%	
Of Little Importance/ Not Important At All	4%	5%	6%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 13b | Importance of Organizations Leveraging the Diverse Talents of Their Workforce by Organization Sector (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Private For-Profit Organization (n = 533)</b>	<b>Private Nonprofit Organization (n = 145)</b>	<b>Public/ Government (n = 209)</b>	<b>Other (n = 65)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	96%	96%	98%	96%	99%	
Of Little Importance/ Not Important At All	4%	4%	2%	4%	2%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 13c | Importance of Organizations Leveraging the Diverse Talents of Their Workforce by Age (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>35 and Under (n = 166)</b>	<b>36-45 (n = 275)</b>	<b>46-55 (n = 332)</b>	<b>56 and Over (n = 179)</b>	<b>Differences by Age</b>
Extremely/Somewhat Important	96%	98%	96%	98%	94%	
Of Little Importance/Not Important At All	4%	2%	4%	2%	7%	

Note: Sample sizes are based on the actual number of respondents answering the age question; however, the percentages shown are based on the actual number of respondents by age who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 13d | Importance of Organizations Leveraging the Diverse Talents of Their Workforce by Gender (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>Male (n = 211)</b>	<b>Female (n = 728)</b>	<b>Differences by Gender</b>
Extremely/Somewhat Important	96%	94%	97%	
Of Little Importance/Not Important At All	4%	6%	3%	

Note: Sample sizes are based on the actual number of respondents answering the gender question; however, the percentages shown are based on the actual number of respondents by gender who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 13e | Importance of Organizations Leveraging the Diverse Talents of Their Workforce by Race/Ethnicity (HR Professionals)**

	<b>Overall (n = 952)</b>	<b>White (n = 634)</b>	<b>Black (n = 158)</b>	<b>Hispanic (n = 59)</b>	<b>Asian (n = 36)</b>	<b>Multicultural (n = 36)</b>	<b>Other (n = 29)</b>	<b>Differences by Race/Ethnicity</b>
Extremely/ Somewhat Important	96%	95%	100%	98%	97%	92%	97%	
Of Little Importance/ Not Important At All	4%	5%	0%	2%	3%	8%	3%	

Note: Sample sizes are based on the actual number of respondents answering the race/ethnicity question; however, the percentages shown are based on the actual number of respondents by race/ethnicity who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 14a | Importance of Selected Workplace Diversity Outcomes Organization by Organization Staff Size (Diversity Practitioners)**

		<b>Overall</b>	<b>Small (1-99 employees) (n = 89)</b>	<b>Medium (100-499 employees) (n = 22)</b>	<b>Large (500 or More employees) (n = 150)</b>	<b>Differences by Organization Staff Size</b>
Creating a work environment or culture that allows everyone to contribute all that they can to the organization	Extremely important	96%	91%	100%	98%	
	Somewhat important	4%	8%	0%	1%	
	Of little or no importance	1%	1%	0%	1%	
Enhancing the ability of people from different backgrounds to work effectively together	Extremely important	91%	90%	100%	91%	
	Somewhat important	9%	10%	0%	8%	
	Of little or no importance	1%	0%	0%	1%	
Leveraging differences and similarities in the workforce for the strategic advantage of the organization	Extremely important	84%	78%	91%	87%	
	Somewhat important	14%	19%	5%	11%	
	Of little or no importance	2%	2%	5%	1%	
Eliminating or minimizing prejudice	Extremely important	78%	73%	91%	82%	
	Somewhat important	20%	23%	10%	17%	
	Of little or no importance	2%	5%	0%	1%	
Leveraging differences and similarities among customers and markets for the strategic advantage of the organization	Extremely important	73%	72%	64%	73%	
	Somewhat important	23%	20%	27%	24%	
	Of little or no importance	5%	8%	9%	4%	
Achieving appropriate representation of racial and ethnic groups	Extremely important	54%	50%	32%	55%	
	Somewhat important	40%	39%	64%	39%	
	Of little or no importance	7%	11%	5%	5%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "don't know" were excluded from this table. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 14b | Importance of Selected Workplace Diversity Outcomes by Organization Sector (Diversity Practitioners)**

		<b>Overall</b>	<b>Private For-Profit Organization (n = 138)</b>	<b>Private Nonprofit Organization (n = 70)</b>	<b>Public/ Government (n = 54)</b>	<b>Other (n = 47)</b>	<b>Differences by Organization Sector</b>
Creating a work environment or culture that allows everyone to contribute all that they can to the organization	Extremely important	96%	97%	91%	96%	98%	
	Somewhat important	4%	3%	9%	2%	0%	
	Of little or no importance	1%	0%	0%	2%	2%	
Enhancing the ability of people from different backgrounds to work effectively together	Extremely important	91%	93%	87%	89%	91%	
	Somewhat important	9%	6%	13%	9%	9%	
	Of little or no importance	1%	1%	0%	2%	0%	
Leveraging differences and similarities in the workforce for the strategic advantage of the organization	Extremely important	84%	91%	80%	78%	83%	Private for-profit organization > public/government, private nonprofit organization
	Somewhat important	14%	9%	20%	17%	15%	
	Of little or no importance	2%	1%	0%	6%	2%	
Eliminating or minimizing prejudice	Extremely important	78%	73%	86%	87%	79%	Public/government, private nonprofit organization > private for-profit organization
	Somewhat important	20%	25%	15%	13%	15%	
	Of little or no importance	2%	2%	0%	0%	6%	
Leveraging differences and similarities among customers and markets for the strategic advantage of the organization	Extremely important	73%	76%	69%	63%	83%	
	Somewhat important	23%	20%	28%	28%	11%	
	Of little or no importance	5%	4%	3%	9%	7%	
Achieving appropriate representation of racial and ethnic groups	Extremely important	54%	51%	50%	59%	54%	
	Somewhat important	40%	39%	44%	41%	39%	
	Of little or no importance	7%	10%	6%	0%	7%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated “don’t know” were excluded from this table. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 15a | The Extent Diversity Practices Accomplished Specific Objectives by Organization Staff Size (Diversity Practitioners)**

		<b>Overall (n = 261)</b>	<b>Small (1-99 employees) (n = 89)</b>	<b>Medium (100-499 Employees) (n = 22)</b>	<b>Large (500 or More Employees) (n = 150)</b>	<b>Differences by Organization Staff Size</b>
Creating a work environment or culture that allows everyone to contribute all that they can to the organization	Large extent	52%	66%	48%	47%	Small > large
	Some extent	32%	23%	38%	34%	
	Little/No extent	16%	11%	14%	19%	
Achieving appropriate representation of racial and ethnic group	Large extent	49%	44%	52%	50%	
	Some extent	36%	34%	48%	35%	
	Little/No extent	15%	22%	0%	15%	
Enhancing the ability of people from different backgrounds to work effectively together	Large extent	48%	59%	41%	41%	
	Some extent	37%	30%	36%	42%	
	Little/No extent	16%	11%	23%	18%	
Leveraging differences and similarities in the workforce for the strategic advantage of the organization	Large extent	39%	49%	27%	35%	Small > large
	Some extent	36%	38%	32%	36%	
	Little/No extent	25%	13%	41%	29%	
Eliminating or minimizing prejudice	Large extent	38%	41%	41%	38%	
	Some extent	41%	44%	32%	38%	
	Little/No extent	21%	15%	27%	24%	
Leveraging differences and similarities among customers and markets for the strategic advantage of the organization	Large extent	36%	49%	32%	29%	Small > large
	Some extent	36%	33%	27%	35%	
	Little/No extent	28%	18%	41%	36%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "don't know" were excluded from this table. This table is sorted by "large extent" responses. Percentages may not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 15b | The Extent Diversity Practices Accomplished Specific Objectives by Organization Sector (Diversity Practitioners)**

		<b>Overall (n = 309)</b>	<b>Private For-Profit Organization (n = 138)</b>	<b>Private Nonprofit Organization (n = 70)</b>	<b>Public/ Government (n = 54)</b>	<b>Other (n = 47)</b>	<b>Differences by Organization Sector</b>
Creating a work environment or culture that allows everyone to contribute all that they can to the organization	Large extent	52%	60%	55%	41%	39%	Private for-profit organization > public/government
	Some extent	32%	24%	32%	40%	48%	
	Little/No extent	16%	15%	13%	20%	14%	
Achieving appropriate representation of racial and ethnic group	Large extent	49%	52%	48%	41%	44%	
	Some extent	36%	28%	42%	46%	42%	
	Little/No extent	15%	20%	10%	13%	14%	
Enhancing the ability of people from different backgrounds to work effectively together	Large extent	48%	57%	42%	40%	36%	Private for-profit organization > private nonprofit organization, public/government
	Some extent	37%	26%	48%	45%	43%	
	Little/No extent	16%	17%	10%	15%	21%	
Leveraging differences and similarities in the workforce for the strategic advantage of the organization	Large extent	39%	49%	33%	28%	33%	Private for-profit organization > private nonprofit organization, public/government
	Some extent	36%	26%	48%	42%	43%	
	Little/No extent	25%	25%	19%	30%	24%	
Eliminating or minimizing prejudice	Large extent	38%	46%	42%	33%	21%	
	Some extent	41%	32%	44%	49%	48%	
	Little/No extent	21%	22%	15%	18%	32%	
Leveraging differences and similarities among customers and markets for the strategic advantage of the organization	Large extent	36%	43%	33%	24%	33%	
	Some extent	36%	31%	39%	41%	36%	
	Little/No extent	28%	26%	28%	35%	31%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "don't know" were excluded from this table. This table is sorted by "large extent" responses. Percentages may not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 16a | Importance of Global HR Skills in Current Position by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 873)</b>	<b>Small (1-99 employees) (n = 181)</b>	<b>Medium (100-499 employees) (n = 217)</b>	<b>Large (500 or more employees) (n = 448)</b>	<b>Differences by organization staff size</b>
Extremely/ Somewhat Important	46%	38%	37%	54%	Large > small, medium
Of Little Importance/ Not Important At All	54%	62%	63%	46%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 16b | Importance of Global HR Skills in Current Position by Organization Sector (HR Professionals)**

	<b>Overall (n = 873)</b>	<b>Private For-Profit Organization (n = 497)</b>	<b>Private Nonprofit Organization (n = 135)</b>	<b>Public/ Government (n = 179)</b>	<b>Other (n = 62)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	46%	49%	34%	47%	52%	Private for-profit organization, public/ government > private nonprofit organization
Of Little Importance/ Not Important At All	54%	51%	66%	53%	48%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.

Source: 2007 State of Workplace Diversity Management Survey Report

**Table 17a | Importance of Global HR Skills in Future Professional Development by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 805)</b>	<b>Small (1-99 employees) (n = 172)</b>	<b>Medium (100-499 employees) (n = 187)</b>	<b>Large (500 or more employees) (n = 418)</b>	<b>Differences by Organization Staff Size</b>
Extremely/ Somewhat Important	75%	64%	68%	80%	Large > small, medium
Of Little Importance/ Not Important At All	26%	36%	32%	19%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.

Source: 2007 State of Workplace Diversity Management Survey Report



**Table 17b | Importance of Global HR Skills in Future Professional Development by Organization Sector (HR Professionals)**

	<b>Overall (n = 805)</b>	<b>Private For-Profit Organization (n = 465)</b>	<b>Private Nonprofit Organization (n = 123)</b>	<b>Public/ Government (n = 159)</b>	<b>Other (n = 58)</b>	<b>Differences by Organization Sector</b>
Extremely/ Somewhat Important	75%	76%	60%	77%	81%	Private for-profit organization, public/ government > private nonprofit organization
Of Little Importance/ Not Important At All	26%	23%	40%	23%	19%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis. Percentages do not total 100% due to rounding.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 18a | Importance of Competence in Diversity Management for a Global HR Manager by Organization Staff Size (HR Professionals)**

	<b>Overall (n = 876)</b>	<b>Small (1-99 employees) (n = 178)</b>	<b>Medium (100-499 employees) (n = 212)</b>	<b>Large (500 or more employees) (n = 456)</b>	<b>Differences by Organization Staff Size</b>
Extremely/Somewhat Important	91%	83%	90%	95%	Large > small
Of Little Importance/ Not Important At All	9%	17%	10%	5%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 18b | Importance of Competence in Diversity Management for a Global HR Manager by Organization Sector (HR Professionals)**

	<b>Overall (n = 876)</b>	<b>Private For-Profit Organization (n = 495)</b>	<b>Private Nonprofit Organization (n = 135)</b>	<b>Public/ Government (n = 184)</b>	<b>Other (n = 62)</b>	<b>Differences by Organization Sector</b>
Extremely/Somewhat Important	91%	90%	89%	95%	97%	
Of Little Importance/ Not Important At All	9%	10%	11%	5%	3%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found. Respondents who indicated "undecided" were excluded from this analysis.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 19a | Involvement in Organization's Global or International Activities by Organization Staff Size (Diversity Practitioners)**

	<b>Overall (n = 309)</b>	<b>Small (1-99 employees) (n = 89)</b>	<b>Medium (100-499 employees) (n = 22)</b>	<b>Large (500 or more employees) (n = 150)</b>	<b>Differences by Organization Staff size</b>
Large extent	20%	17%	18%	19%	
Some extent	42%	46%	23%	41%	
Not at all	38%	37%	59%	40%	

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 19b | Involvement in Organization's Global or International Activities by Organization Sector (Diversity Practitioners)**

	<b>Overall (n = 309)</b>	<b>Private For-Profit Organization (n = 138)</b>	<b>Private Nonprofit Organization (n = 70)</b>	<b>Public/ Government (n = 54)</b>	<b>Other (n = 47)</b>	<b>Differences by Organization Sector</b>
Large extent	20%	25%	16%	19%	13%	
Some extent	42%	44%	33%	43%	47%	
Not at all	38%	30%	51%	39%	40%	

Note: Sample sizes are based on the actual number of respondents answering the organization sector question; however, the percentages shown are based on the actual number of respondents by organization sector who answered the question using the provided response options. Blank cells indicate that no statistically significant differences were found.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 20a | Most Important Global Diversity Issues Facing Organizations Today (HR Professionals)**

- 1 Cultural issues
- 2 Operating effectively in global markets
- 3 Tolerance and acceptance
- 4 Moving away from U.S.-centric viewpoints
- 5 Language needs

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report

**Table 20b | Important Global Diversity Issues Facing Organizations Today (Diversity Practitioners)**

- 1 Cultural issues
- 2 Operating effectively in global markets
- 3 Moving away from U.S.-centric viewpoints
- 4 Communication styles
- 5 Variations in diversity implementation/meaning in other countries

Note: Based on analysis of open-ended questions. These responses are presented in descending order by number of responses.  
Source: 2007 State of Workplace Diversity Management Survey Report



# Endnotes

- <sup>1</sup> Fegley, S. (2006, October). *SHRM 2006 workplace diversity and changes to the EEO-1 process survey report*. Alexandria, VA: Society for Human Resource Management.
- <sup>2</sup> The majority of individuals interviewed for this project were located in the United States. SHRM recognizes the importance of examining diversity outside of the United States and will undertake this work in the future.
- <sup>3</sup> AIMD designed a special purpose sample of HR professionals from SHRM's membership database.
- <sup>4</sup> This survey instrument is available upon request by contacting the SHRM Survey Program at [surveys@shrm.org](mailto:surveys@shrm.org) or by phone at 703-535-6301.
- <sup>5</sup> This survey instrument is available upon request by contacting the SHRM Survey Program at [surveys@shrm.org](mailto:surveys@shrm.org) or by phone at 703-535-6301.
- <sup>6</sup> Guerrero, A. (2002). *Silence at Boalt Hall: The dismantling of affirmative action*. University of California Press.
- <sup>7</sup> Johnson, W., & Packer, A. (1987). *Workforce 2000: Work and workers for the 21st century*. Published by Hudson Institute.
- <sup>8</sup> Jayne, M. E. A., & Dipboye, R. L. (2004, Winter). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management*, 43, 4, 409-424.
- <sup>9</sup> Hart, M. A. (1997). *Managing diversity for sustained competitiveness*. New York: The Conference Board.
- <sup>10</sup> Carr-Ruffino, N. (1999). *Diversity success strategies*. Boston: Butterworth-Heinemann.
- <sup>11</sup> The results analyzed by organizational profile and the demographics of respondents are located in the appendix of this report.



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