

# AMERICAN SOCIOLOGICAL REVIEW

OFFICIAL JOURNAL OF THE AMERICAN SOCIOLOGICAL ASSOCIATION

---

**ONLINE SUPPLEMENT  
to article in**

AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589-617)

## Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies

Alexandra Kalev  
*University of California, Berkeley*

Frank Dobbin  
*Harvard University*

Erin Kelly  
*University of Minnesota*

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S1.** Means and Standard Deviations of Variables Used in the Analysis of Managerial Workforce Composition. N=16,265

	Mean	S.D.	Min	Max	Type	Data
Outcome Variables						
Proportion of managers who are						
White men	.700	.236	0	1	Continuous	EEO-1
White women	.222	.212	0	1	Continuous	EEO-1
Black women	.014	.042	0	.667	Continuous	EEO-1
Black men	.024	.059	0	1	Continuous	EEO-1
Affirmative Action and Diversity Measures						
Affirmative action plan	.422	.494	0	1	Binary	Survey
Full time EEO/diversity staff	.045	.206	0	1	Binary	Survey
Diversity committee	.052	.222	0	1	Binary	Survey
Diversity training	.064	.244	0	1	Binary	Survey
Diversity evaluations of managers	.102	.303	0	1	Binary	Survey
Networking programs	.064	.244	0	1	Binary	Survey
Mentoring programs	.033	.179	0	1	Binary	Survey
Legal Environment						
Affirmative action status (government contract)	.455	.498	0	1	Binary	EEO-1
Compliance review	.149	.356	0	1	Binary	Survey
Discrimination lawsuits	.341	.474	0	1	Binary	Survey
EEOC charges	.314	.464	0	1	Binary	Survey
Organizational Structures						
Percent managers in establishment	.124	.090	.002	.789	Continuous	EEO-1
Establishment size	702	827	10	12866	Continuous	EEO-1
Union agreement	.254	.436	0	1	Binary	Survey
Formal human resources policies <sup>a</sup>	4.917	2.516	0	9	Count <sup>1</sup>	Survey
In-house attorney	.277	.448	0	1	Count <sup>2</sup>	Survey
Special recruitment for women and minorities	.156	.363	0	1	Binary	Survey
Work-family accommodations <sup>b</sup>	.912	.978	0	4	Count <sup>2</sup>	Survey
Top Management Composition <sup>c</sup>						
Percent of top managers who are						
Minorities	3.471	10.239	0	100	Continuous <sup>3</sup>	Survey
Women	16.445	23.575	0	100	Continuous <sup>3</sup>	Survey
Labor Market and Economic Environment						
Proportion of non-managers who are						
White men	.406	.252	0	1	Continuous	EEO-1
White women	.385	.251	0	1	Continuous	EEO-1
Black women	.059	.101	0	.893	Continuous	EEO-1
Black men	.053	.093	0	.940	Continuous	EEO-1

*(continued)*

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S1. Continued**

	Mean	S.D.	Min	Max	Type	Data
Labor Market and Economic Environment						
Proportion in core job who are						
White men	.382	.318	0	1	Continuous	EEO-1
White women	.385	.251	0	1	Continuous	EEO-1
Black women	.062	.116	0	1	Continuous	EEO-1
Black men	.056	.111	0	.963	Continuous	EEO-1
Not in management						
White men	.006	.078	0	1	Binary	EEO-1
White women	.120	.325	0	1	Binary	EEO-1
Black women	.712	.453	0	1	Binary	EEO-1
Black men	.561	.496	0	1	Binary	EEO-1
Proportion industry labor force that is						
White men	.444	.155	.145	.742	Continuous	CPS
White women	.328	.146	.103	.624	Continuous	CPS
Black women	.042	.025	.004	.119	Continuous	CPS
Black men	.040	.019	.009	.106	Continuous	CPS
Proportion state labor force that is						
White men	.388	.060	.116	.595	Continuous	CPS
White women	.354	.063	.093	.496	Continuous	CPS
Black women	.048	.035	.000	.201	Continuous	CPS
Black men	.043	.030	.000	.186	Continuous	CPS
Proportion industry members that are contractors						
	.483	.228	0	.821	Continuous	EEO-1
Industry employment (in '000,000)	3,782	2784	996	11458	Continuous	CPS
State unemployment rate	6.158	2.035	2.0	18	Continuous	BLS
Year	1989	8.629	1971	2001	Continuous	EEO-1

<sup>a</sup> Includes adoption of a formal HR department, written hiring, promotion and discharge guidelines, written job description, written promotion ladder, written performance evaluations, pay grade system and internal posting of jobs.

<sup>b</sup> Includes paid maternity leave, paid paternity leave, policy allowing flexible work hours and top management support for work-family balance.

<sup>c</sup> Percents were obtained in 10 years intervals (2002, 1992 and 1982). Values for the years in between were interpolated using a linear function.

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S2.** Pearson Correlations and Joint Distribution of AA plans and Diversity Programs. N=16,265

	Affirmative Action Plan	Diversity Committee	Diversity Staff	Diversity Training	Diversity Evaluations	Networking Programs	Mentoring Programs
Affirmative Action Plan	1						
Diversity Committee	.1592 3.5%	1					
Diversity Staff	.1992 4.4%	.2348 1.3%	1				
Diversity Training	.1686 6.8%	.4190 3.1%	.1493 1.5%	1			
Diversity Evaluations	.2033 5.1%	.2327 1.5%	.1683 1.2%	.2787 2.7%	1		
Networking Programs	.1438 4.4%	.2822 1.7%	.2085 1.5%	.3211 3.0%	.2629 2.0%	1	
Mentoring Programs	.1106 2.4%	.2257 1.0%	.1951 1.0%	.2567 1.7%	.2598 1.3%	.3855 1.9%	1

*Note:* All the correlation coefficients and joint frequencies are significant at the level of  $p < .01$ .

ONLINE SUPPLEMENT

to article in

AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589-617)

**Table S3.** Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA plans and Diversity Programs, 1971-2002. Additional Controls for Models Presented in Table 2.

	White Men	White Women	Black Women	Black Men
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	1.375** .063	1.481** .069	1.370** .168	1.795** .193
Proportion of focal group in core-job	-.162** .038	-.186** .040	-.483** .109	.153 .133
No focal group in management	-.459** .049	-.234** .012	-.636** .011	-.574** .011
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.508** .081	-.449** .083	-.033 .069	.245** .074
White women in industry labor force (log)	.066 .063	-.001 .065	-.032 .054	.028 .058
Black women in industry labor force (log)	-.136** .021	.084** .022	-.004 .018	.088** .019
Black men in industry labor force (log)	-.101** .026	.069* .027	.036 .022	.028 .024
White men in state labor force	1.662** .303	-1.899** .312	-.610* .258	.027 .277
White women in state labor force	-2.229** .249	2.191** .258	-1.141** .213	-.500* .229
Black men in state labor force	1.899* .747	-1.340 .771	-2.612** .639	-3.949** .686
Black women in state labor force	-2.557** .595	3.461** .614	3.058** .509	2.611** .546
Percent contractors in industry	.808** (.129)	-.898** (.133)	-.389** (.110)	.201 (.118)
Industry employment (in '000,000)	.021** (.005)	-.049** (.005)	-.011** (.004)	-.015** (.004)
State unemployment rate	.019** (.004)	-.031** (.004)	-.008* (.003)	.001 (.004)
R-sq	.3335	.3146	.3636	.2799
Log Likelihood Ratio test	Chi-sq (28) = 405.66		$p < .001$	

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. The analyses include establishment and year fixed effects (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 64. N (organization-year; organizations) = 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S4.** Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA and Diversity Programs, 1971-2002. Controls for Count Model Presented in Table 4.

	White Men	White Women	Black Women	Black Men
<b>Legal Environment</b>				
Government contract	.028 (.019)	.005 (.019)	-.037** (.016)	-.024 (.017)
Compliance review	-.091** (.020)	.088** (.020)	.022 (.017)	.088** (.018)
Title VII law suit	-.106** (.015)	.138** (.016)	.038** (.013)	.030* (.014)
EEOC charge	-.005 (.016)	.012 (.017)	.015 (.014)	.031* (.015)
<b>Organization Structures</b>				
Proportion managers in establishment	-.906** (.108)	.323** (.112)	-4.439** (.093)	-3.970** (.099)
Establishment size (log)	-.024* (.011)	-.020 (.012)	-.657** (.010)	-.509** (.011)
Union agreement	-.058 (.033)	-.063 (.034)	.005 (.028)	-.019 (.030)
Formal personnel policies	-.002 (.004)	-.003 (.004)	-.017** (.003)	-.015** (.003)
Targeted recruitment policy	-.072** (.021)	.108** (.021)	.141** (.018)	.099** (.019)
In-house attorney	-.104** (.023)	.133** (.024)	-.029 (.020)	.030 (.021)
Work-family accommodations	-.081** (.008)	.067** (.008)	.028** (.007)	.003 (.008)
<b>Top Management Composition</b>				
Proportion minorities in top management	-.001 (.001)	-.002 (.001)	.007** (.001)	.011** (.001)
Proportion women in top management	-.002** (.001)	.004** (.001)	.002** (.001)	-.002* (.001)
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	1.389** (.063)	1.509** (.069)	1.388** (.169)	1.812** (.193)
Proportion of focal group in core-job	-.168** (.038)	-.195** (.040)	-.498** (.110)	.156 (.134)
No focal group in management	-.460** (.049)	-.234** (.012)	-.638** (.011)	-.576** (.011)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.507** (.081)	-.448* (.083)	-.048 (.069)	.245** (.074)
White women in industry labor force (log)	.052 (.063)	.017 (.065)	-.036 (.054)	.032 (.058)
Black women in industry labor force (log)	-.139** (.021)	.087** (.022)	.003 (.018)	.092** (.019)
Black men in industry labor force (log)	-.102** (.026)	.073** (.027)	.041 (.022)	.029 (.024)
White men in state labor force	1.720** (.303)	-1.995** (.313)	-.712** (.259)	-.036 (.278)
White women in state labor force	-2.247** (.249)	2.190** (.259)	-1.149** (.214)	-.510* (.229)

*(continued)*

**Table S4.** *Continued*

	White Men	White Women	Black Women	Black Men
External Labor Pool (proportions)				
Black men in state labor force	1.922* (.747)	-1.264 (.772)	-2.453** (.642)	-3.854** (.687)
Black women in state labor force	-2.590** (.595)	3.445** (.615)	3.005** (.512)	2.494** (.547)
Percent contractors in industry	.808** (.129)	-.876** (.133)	-.389** (.110)	.202 (.118)
Industry employment (in '000,000)	.021** (.005)	-.049** (.005)	-.010* (.004)	-.014** (.004)
State unemployment rate	.019** (.004)	-.031** (.004)	-.008* (.003)	.001 (.004)
R-sq	.3323	.3124	.3569	.2767

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. The analyses include establishment and year fixed effects (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 60. N (organization-year; organizations) = 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**Table S5.** Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA and Diversity Programs, 1971-2002. Controls for Responsibility Interaction Model Presented in Table 4.

	White Men	White Women	Black Women	Black Men
Legal Environment				
Government contract	.032 (.019)	.002 (.019)	-.043** (.016)	-.030 (.017)
Compliance review	-.082** (.020)	.081** (.020)	.024 (.017)	.087** (.018)
Title VII law suit	-.107** (.015)	.140** (.016)	.042** (.013)	.027* (.014)
EEOC charge	-.009 (.016)	.014 (.017)	.018 (.014)	.033* (.015)
Organization Structures				
Proportion managers in establishment	-.924** (.108)	.350** (.112)	-4.426** (.093)	-3.978** (.100)
Establishment size (log)	-.022 (.012)	-.021 (.012)	-.658** (.010)	-.513** (.011)
Union agreement	-.043 (.033)	-.066 (.034)	-.002 (.028)	-.022 (.030)
Formal personnel policies	-.004 (.004)	-.003 (.004)	-.016** (.003)	-.015** (.003)
Targeted recruitment policy	-.068** (.021)	.109** (.021)	.138** (.018)	.105** (.019)
In-house attorney	-.103** (.023)	.136** (.024)	-.030 (.020)	.030 (.021)
Work-family accommodations	-.076** (.008)	.067** (.009)	.028** (.007)	.004 (.008)

*(continued)*

**Table S5. Continued**

	White Men	White Women	Black Women	Black Men
<b>Top Management Composition</b>				
Proportion minorities in top management	-.002 (.001)	-.002 (.001)	.007** (.001)	.011** (.001)
Proportion women in top management	-.002** (.001)	.004** (.001)	.003** (.001)	-.002* (.001)
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	1.366** (.063)	1.489** (.069)	1.300** (.169)	1.811** (.193)
Proportion of focal group in core-job	-0.159** (.038)	-.193** (.040)	-.443** (.109)	.157 (.133)
No focal group in management	-.457** (.049)	-.234** (.012)	-.637** (.011)	-.574** (.011)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.515** (.081)	-.459** (.083)	-.026 (.069)	.245** (.074)
White women in industry labor force (log)	.064 (.063)	.008 (.065)	-.027 (.054)	.029 (.058)
Black women in industry labor force (log)	-.137** (.021)	.086** (.022)	.000 (.018)	.090** (.019)
Black men in industry labor force (log)	-.102** (.026)	.073** (.027)	.042 (.022)	.033 (.024)
White men in state labor force	1.674** (.302)	-1.940** (.312)	-.655* (.259)	-.035 (.278)
White women in state labor force	-2.198** (.249)	2.156** (.259)	-1.128** (.214)	-.516* (.229)
Black men in state labor force	1.857* (.746)	-1.192 (.771)	-2.417** (.640)	-3.816** (.686)
Black women in state labor force	-2.552** (.594)	3.369** (.614)	2.956** (.510)	2.526** (.546)
Percent contractors in industry	0.810** (.129)	-.901** (.133)	-.390** (.110)	.202 (.118)
Industry employment (in '000,000)	.020** (.005)	-.048** (.005)	-.008* (.004)	-.013** (.004)
State unemployment rate	.020** (.004)	-.031** (.004)	-.009** (.003)	.001 (.004)
<b>R-sq</b>	.3347	.3136	.3602	.2785

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. The analyses include establishment and year fixed effects (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 66. N (organization-year; organizations) = 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S6.** Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA and Diversity Programs, 1971-2002. Controls for Contractor Interaction Model Presented in Table 5.

	White Men	White Women	Black Women	Black Men
<b>Legal Environment</b>				
Government contract	.058** (.022)	-.005 (.023)	-.052** (.019)	-.046* (.020)
Compliance review	-.067** (.021)	.062** (.021)	.006 (.018)	.068** (.019)
Title VII law suit	-.107** (.015)	.139** (.016)	.043** (.013)	.028* (.014)
EEOC charge	-.005 (.016)	.013 (.017)	.020 (.014)	.033* (.015)
<b>Organization Structures</b>				
Proportion managers in establishment	-.905** (.108)	.328** (.112)	-4.497** (.092)	-3.983** (.099)
Establishment size (log)	-.021 (.012)	-.024* (.012)	-.660** (.010)	-.515** (.011)
Union agreement	-.053 (.033)	-.069* (.034)	-.003 (.028)	-.026 (.030)
Formal personnel policies	-.002 (.004)	-.002 (.004)	-.015** (.003)	-.015** (.003)
Targeted recruitment policy	-.070** (.021)	.108** (.021)	.129** (.018)	.099** (.019)
In-house attorney	-.099** (.023)	.128** (.024)	-.042* (.020)	.021 (.021)
Work-family accommodations	-.080** (.008)	.068** (.009)	.027** (.007)	.005 (.008)
<b>Top Management Composition</b>				
Proportion minorities in top management	-.002 (.001)	-.002 (.001)	.007** (.001)	.012** (.001)
Proportion women in top management	-.002** (.001)	.004** (.001)	.002** (.001)	-.002* (.001)
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	1.373** (.063)	1.474** (.069)	1.367** (.168)	1.807** (.192)
Proportion of focal group in core-job	-.163** (.038)	-.189** (.040)	-.478** (.109)	.144 (.133)
No focal group in management	-.461** (.049)	-.233** (.012)	-.633** (.011)	-.574** (.011)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.509** (.081)	-.442** (.083)	-.036 (.069)	.240** (.074)
White women in industry labor force (log)	.064 (.063)	.006 (.065)	-.029 (.054)	.033 (.058)
Black women in industry labor force (log)	-.138** (.021)	.086** (.022)	-.001 (.018)	.087** (.019)
Black men in industry labor force (log)	-.103** (.026)	.073** (.027)	.039 (.022)	.031 (.024)
White men in state labor force	1.642** (.303)	-1.905** (.312)	-.575* (.258)	.058 (.278)
White women in state labor force	-2.226** (.249)	2.186** (.258)	-1.121** (.213)	-.491* (.229)

*(continued)*

**Table S6. Continued**

	White Men	White Women	Black Women	Black Men
External Labor Pool (proportions)				
Black men in state labor force	1.842* (.747)	-1.285 (.770)	-2.582** (.638)	-3.907** (.685)
Black women in state labor force	-2.546** (.595)	3.440** (.613)	3.115** (.509)	2.591** (.546)
Percent contractors in industry	.818** (.129)	-.914** (.133)	-.392** (.110)	.207 (.118)
Industry employment (in '000,000)	.021** (.005)	-.048** (.005)	-.009* (.004)	-.014** (.004)
State unemployment rate	.020** (.004)	-.031** (.004)	-.008* (.003)	.001 (.004)
R-sq	.3341	.3165	.3650	.2811

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. The analyses include establishment and year fixed effects (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 71. N (organization-year; organizations) = 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S7.** Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA plans and Diversity Programs, 1971-2002. AR(1) Models.

	White Men	White Women	Black Women	Black Men
<b>Organizational Responsibility</b>				
Affirmative action plan	-.037 (.019)	.035 (.020)	.005 (.018)	.048* (.019)
Diversity committee	-.045 (.030)	.118** (.031)	.216** (.028)	.064** (.029)
Diversity staff	-.069 (.037)	.104** (.039)	.100** (.035)	.086** (.037)
<b>Managerial Bias</b>				
Diversity training	-.022 (.023)	-.017 (.024)	-.064** (.021)	.035 (.022)
Diversity evaluations	.017 (.030)	.054 (.032)	-.005 (.028)	-.062** (.030)
<b>Social Isolation</b>				
Networking programs	-.057* (.029)	.056 (.031)	.002 (.027)	-.080** (.029)
Mentoring programs	-.035 (.036)	.013 (.038)	.182** (.034)	.036 (.036)
<b>Legal Environment</b>				
Government contract	.006 (.022)	.025 (.023)	-.019 (.021)	.001 (.022)
Compliance review	-.029 (.022)	.021 (.023)	.018 (.021)	.065** (.022)
Title VII law suit	-.042* (.017)	.070** (.018)	.032* (.016)	.016 (.017)
EEOC charge	.004 (.018)	.006 (.019)	.027 (.017)	.030 (.018)
<b>Organization Structures</b>				
Proportion managers in establishment	-1.114** (.113)	.656** (.119)	-3.675** (.105)	-3.295** (.111)
Establishment size (log)	-.021 (.014)	-.013 (.015)	-.459** (.013)	-.340** (.014)
Union agreement	-.061 (.039)	-.040 (.041)	-.002 (.037)	-.046 (.039)
Formal personnel policies	.000 (.004)	-.007 (.005)	-.017** (.004)	-.012** (.004)
Targeted recruitment policy	-.059* (.023)	.083** (.025)	.126** (.022)	.065** (.023)
In-house attorney	-.070* (.028)	.084** (.029)	-.043 (.026)	.037 (.027)
Work-family accommodations	-.039** (.009)	.033** (.010)	.034** (.009)	.003 (.009)
<b>Top Management Composition</b>				
Proportion minorities in top management	.001 (.002)	-.004 (.002)	.008** (.002)	.011** (.002)
Proportion women in top management	-.003** (.001)	.004** (.001)	.001 (.001)	-.003** (.001)

*(continued)*

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S7. Continued**

	White Men	White Women	Black Women	Black Men
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	.896** (.086)	.899** (.094)	1.139** (.195)	1.115** (.232)
Proportion of focal group in core-job	-.048 (.042)	-.094* (.045)	-.252* (.121)	.096 (.159)
No focal group in management	-.158* (.066)	-.224** (.018)	-.289** (.013)	-.255** (.013)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.091 (.085)	.032 (.090)	.011 (.079)	.125 (.084)
White women in industry labor force (log)	-.059 (.060)	.174** (.064)	.049 (.057)	-.032 (.060)
Black women in industry labor force (log)	-.034 (.019)	.006 (.020)	-.025 (.018)	.023 (.019)
Black men in industry labor force (log)	-.075** (.021)	.064** (.022)	.024 (.020)	-.002 (.021)
White men in state labor force	-.599 (.349)	.913* (.369)	-1.002** (.327)	-.136 (.345)
White women in state labor force	-.619** (.277)	.763** (.294)	-.798** (.260)	-.414 (.274)
Black men in state labor force	.424 (.675)	-.340 (.712)	-2.111** (.632)	-2.166** (.668)
Black women in state labor force	-1.343* (.583)	2.227** (.615)	1.748** (.546)	1.128 (.577)
Percent contractors in industry	.557** (.149)	-.648** (.157)	-.304* (.139)	-.040 (.147)
Industry employment (in '000,000)	.039** (.006)	-.067** (.007)	-.021** (.006)	-.023** (.006)
State unemployment rate	.006 (.004)	-.013** (.005)	-.001 (.004)	.003 (.004)
R-sq (within)	.2178	.1936	.1772	.1238

*Note:* Data shown are coefficients from ordinary least square models with correction for first order auto regression of the errors (AR(1)). Standard errors in parentheses. Establishment and year fixed effects are included (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 64. N (organization-year; organizations) = 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589-617)

**Table S8.** Non Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA plans and Diversity Programs, 1990-2002.

	White Men	White Women	Black Women	Black Men
<b>Organizational Responsibility</b>				
Affirmative action plan	-.042** (.018)	.042* (.019)	.000 (.018)	-.027 (.018)
Diversity committee	-.095** (.030)	.121** (.031)	.239** (.030)	.164** (.030)
Diversity staff	.022 (.027)	.048† (.028)	.141** (.027)	.270** (.027)
<b>Managerial Bias</b>				
Diversity training	-.006 (.022)	.032 (.022)	-.062** (.022)	.006 (.022)
Diversity evaluations	.079** (.026)	-.065* (.027)	-.083** (.026)	-.026 (.026)
<b>Social Isolation</b>				
Networking programs	-.040 (.026)	-.038 (.027)	-.008 (.026)	.022 (.026)
Mentoring programs	.051 (.035)	-.042 (.036)	.240** (.035)	.219** (.035)
<b>Legal Environment</b>				
Government contract	.003 (.020)	.008 (.020)	-.016 (.019)	-.061** (.020)
Compliance review	.103** (.022)	-.112** (.023)	-.064** (.022)	.082** (.022)
Title VII law suit	.073** (.016)	-.084** (.017)	-.020 (.016)	-.005 (.016)
EEOC charge	-.060** (.017)	.022 (.017)	-.014 (.017)	-.045** (.017)
<b>Organization Structures</b>				
Proportion managers in establishment	-.610** (.088)	.016 (.092)	-4.261** (.089)	-3.985** (.090)
Establishment size (log)	-.099** (.009)	.035** (.009)	-.687** (.009)	-.595** (.009)
Union agreement	.004 (.018)	-.070** (.018)	.091** (.018)	.123** (.018)
Formal personnel policies	.005 (.004)	-.009* (.004)	-.029** (.004)	-.027** (.004)
Targeted recruitment policy	.037 (.020)	.024 (.020)	.054** (.020)	.103** (.020)
In-house attorney	-.115** (.018)	.092** (.018)	-.021 (.018)	-.064** (.018)
Work-family accommodations	-.035** (.009)	.018 (.009)	.050** (.009)	.041** (.009)
<b>Top Management Composition</b>				
Proportion minorities in top management	-.005** (.001)	-.006** (.001)	.006** (.001)	.010** (.001)
Proportion women in top management	-.010** (.000)	.012** (.000)	.002** (.000)	.002** (.000)

*(continued)*

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589-617)

**Table S8. Continued**

	White Men	White Women	Black Women	Black Men
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	2.393** (.074)	2.895** (.079)	5.310** (.208)	4.835** (.237)
Proportion of focal group in core-job	-.493** (.056)	-.566** (.061)	-2.135** (.168)	-.779** (.190)
No focal group in management	-1.571** (.070)	-.389** (.023)	-.794** (.017)	-.784** (.016)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.438** (.073)	-.670** (.074)	-.145* (.072)	-.022 (.072)
White women in industry labor force (log)	-.200** (.063)	-.122 (.066)	-.195** (.064)	.072 (.064)
Black women in industry labor force (log)	.004 (.032)	-.049 (.033)	-.016 (.032)	-.041 (.032)
Black men in industry labor force (log)	.137** (.034)	-.180** (.036)	-.017 (.034)	.145** (.034)
White men in state labor force	1.035* (.499)	-.022 (.516)	-.344 (.498)	-.698 (.501)
White women in state labor force	.938* (.419)	-1.116* (.434)	-.131 (.418)	-.143 (.421)
Black men in state labor force	1.126 (1.147)	.372 (1.186)	-.880 (1.146)	1.059 (1.153)
Black women in state labor force	1.125 (.927)	-1.558 (.958)	.445 (.927)	.482 (.932)
Percent contractors in industry	-.187** (.066)	-.066 (.068)	-.405** (.066)	-.026 (.066)
Industry employment (in '000,000)	-.037** (.003)	.035** (.004)	.011** (.003)	.013** (.003)
State unemployment rate	-.023** (.008)	.004 (.008)	.005 (.008)	-.005 (.008)
R-sq	.6744	.6775	.6065	.5823

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. Only year fixed effects are included (parameters for 30 binary variables for the years 1971-2001 are not shown, 1990 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs.

Number of parameters is 45. N (organization-year; organizations) = 9,150; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S9.** Non Fixed Effects Estimates of the Log Odds of White Men and Women and Black Women and Men in Management after Adoption of AA plans and Diversity Programs, 1971-2002.

	White Men	White Women	Black Women	Black Men
<b>Organizational Responsibility</b>				
Affirmative action plan	-.064** (.014)	.079** (.014)	.016 (.012)	-.025* (.013)
Diversity committee	-.076* (.031)	.172** (.032)	.294** (.026)	.165** (.028)
Diversity staff	.032 (.025)	.087** (.025)	.224** (.021)	.334** (.022)
<b>Managerial Bias</b>				
Diversity training	-.005 (.022)	.037 (.023)	-.026 (.019)	.021 (.020)
Diversity evaluations	.025 (.025)	.004 (.026)	-.100** (.021)	-.096** (.023)
<b>Social Isolation</b>				
Networking programs	-.077** (.027)	-.030 (.027)	.001 (.022)	.009 (.024)
Mentoring programs	-.007 (.034)	-.058 (.035)	.301** (.029)	.297** (.031)
<b>Legal Environment</b>				
Government contract	.014 (.014)	-.006 (.015)	-.038** (.012)	-.066** (.013)
Compliance review	.040* (.020)	-.057** (.020)	-.074** (.016)	.096** (.018)
Title VII law suit	.047** (.015)	-.034* (.016)	.005 (.013)	.011 (.014)
EEOC charge	-.040** (.015)	.012 (.016)	.003 (.013)	-.004 (.014)
<b>Organization Structures</b>				
Proportion managers in establishment	-.226** (.073)	-.559** (.076)	-5.099** (.063)	-4.590** (.067)
Establishment size (log)	-.081** (.007)	-.028** (.007)	-.771** (.006)	-.633** (.006)
Union agreement	.019 (.014)	-.112** (.014)	.094** (.012)	.139** (.013)
Formal personnel policies	.028** (.003)	-.033** (.003)	-.030** (.002)	-.019** (.003)
Targeted recruitment policy	.004 (.018)	.020 (.018)	.072** (.015)	.121** (.016)
In-house attorney	-.087** (.015)	.074** (.015)	-.019 (.012)	-.060** (.013)
Work-family accommodations	-.059** (.008)	.045** (.008)	.050** (.007)	.036** (.007)
<b>Top Management Composition</b>				
Proportion minorities in top management	-.007** (.001)	-.006** (.001)	.007** (.001)	.013** (.001)
Proportion women in top management	-.009** (.000)	.010** (.000)	.001** (.000)	.002** (.000)

*(continued)*

**ONLINE SUPPLEMENT**  
to article in  
AMERICAN SOCIOLOGICAL REVIEW, 2006, VOL. 71 (AUGUST:589–617)

**Table S9. Continued**

	White Men	White Women	Black Women	Black Men
<b>Labor Market and Economic Environment</b>				
Proportion of focal group in non-managerial jobs	2.367** (.053)	2.701** (.055)	4.343** (.135)	3.253** (.160)
Proportion of focal group in core-job	-.507** (.040)	-.538** (.041)	-1.772** (.107)	.059 (.130)
No focal group in management	-1.945** (.055)	-.409** (.014)	-.857** (.011)	-.817** (.011)
<b>External Labor Pool (proportions)</b>				
White men in industry labor force (log)	.716** (.051)	-.806** (.052)	-.129** (.043)	.238** (.046)
White women in industry labor force (log)	-.180** (.046)	-.099* (.047)	-.063 (.039)	.232** (.041)
Black women in industry labor force (log)	-.028 (.022)	.050* (.022)	.022 (.018)	.056** (.019)
Black men in industry labor force (log)	.085** (.025)	-.170** (.025)	-.007 (.021)	.136** (.022)
White men in state labor force	1.644** (.336)	-1.296** (.344)	-1.075** (.282)	-1.053** (.301)
White women in state labor force	1.189** (.289)	-.444 (.296)	.438 (.243)	.123 (.259)
Black men in state labor force	4.249** (.818)	-3.509** (.838)	-4.665** (.687)	-2.403** (.736)
Black women in state labor force	-.646 (.712)	.842 (.730)	3.105** (.599)	3.004** (.639)
Percent contractors in industry	-.097 (.054)	-.309** (.055)	-.376** (.045)	-.139** (.048)
Industry employment (in '000,000)	-.030** (.003)	.029** (.003)	.010** (.003)	.014** (.003)
State unemployment rate	.007 (.004)	-.022** (.004)	-.002 (.004)	-.003 (.004)
R-sq	.6806	.6900	.6755	.5961

*Note:* Data shown are coefficients from seemingly unrelated regression with standard errors in parentheses. Only year fixed effects are included (parameters for 30 binary variables for the years 1972-2001 are not shown, 1971 is the omitted year and 2002 is included only for calculating the outcome variable). All independent variables are lagged by one year, excluding proportion of managerial jobs. Number of parameters is 64. N (organization-year; organizations)= 16,265; 708.

\*  $p < .05$ ; \*\*  $p < .01$  (two tailed test).