

Looking Around The Corner

The View From the Front Line

The New York Times

June 2007

The New York Times Company 

Looking Around the Corner

Online Survey of 265 HR professionals and diversity specialists

- ▶ Corporate Diversity Resources and Constraints
- ▶ Corporate Diversity Commitment
- ▶ Chief Diversity Officer Profile and Activities
- ▶ Current Diversity Activities
- ▶ “Around the Corner” Perspectives

Conducted January 30 – March 26, 2007 by Virtcom Enterprises

Wide Range of Industries Represented

23% Manufacturing

13% Finance and Insurance

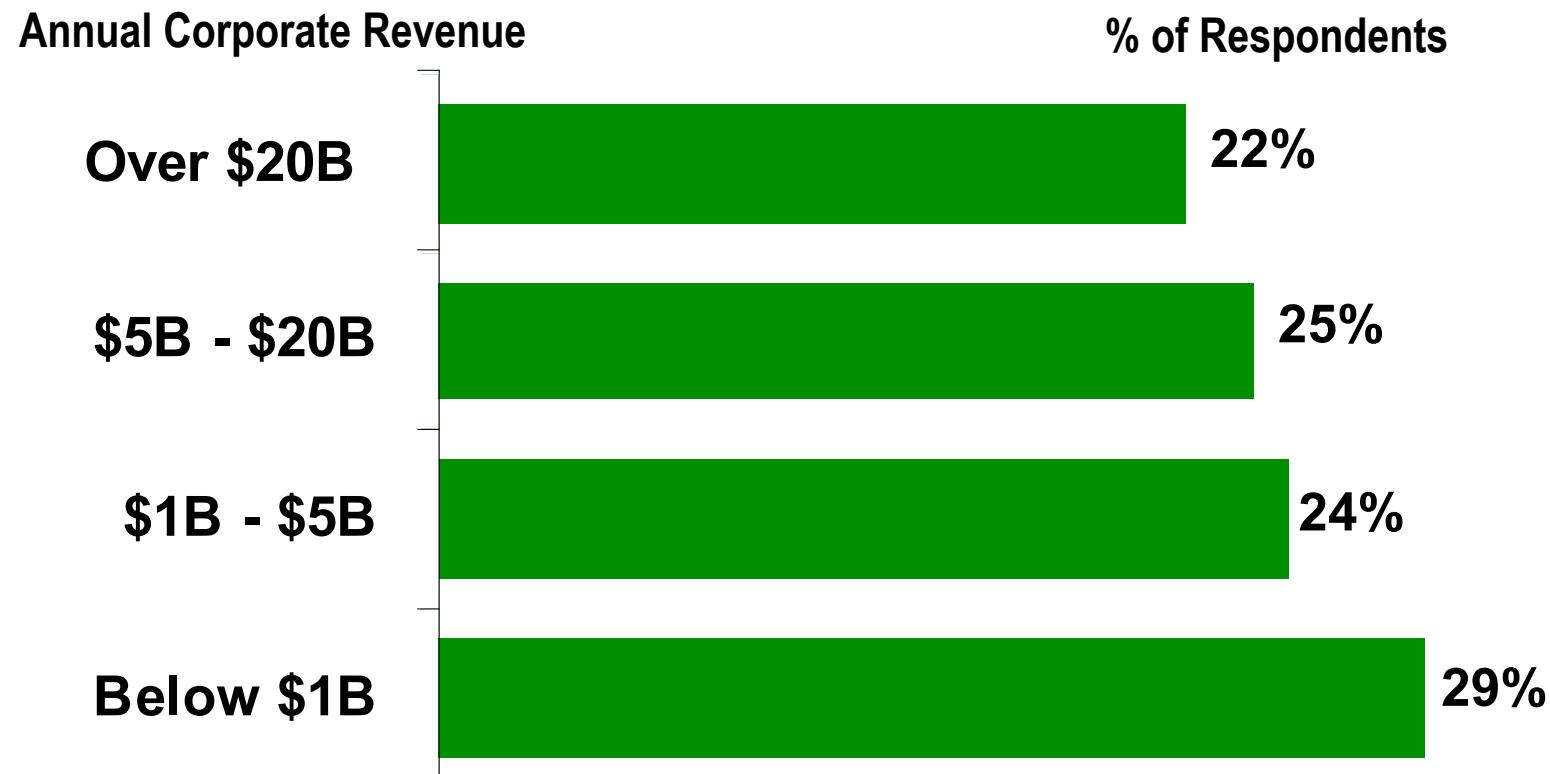
8% Health Care and Social Assistance

8% Professional, Scientific, and Technical Services

6% Information Technology

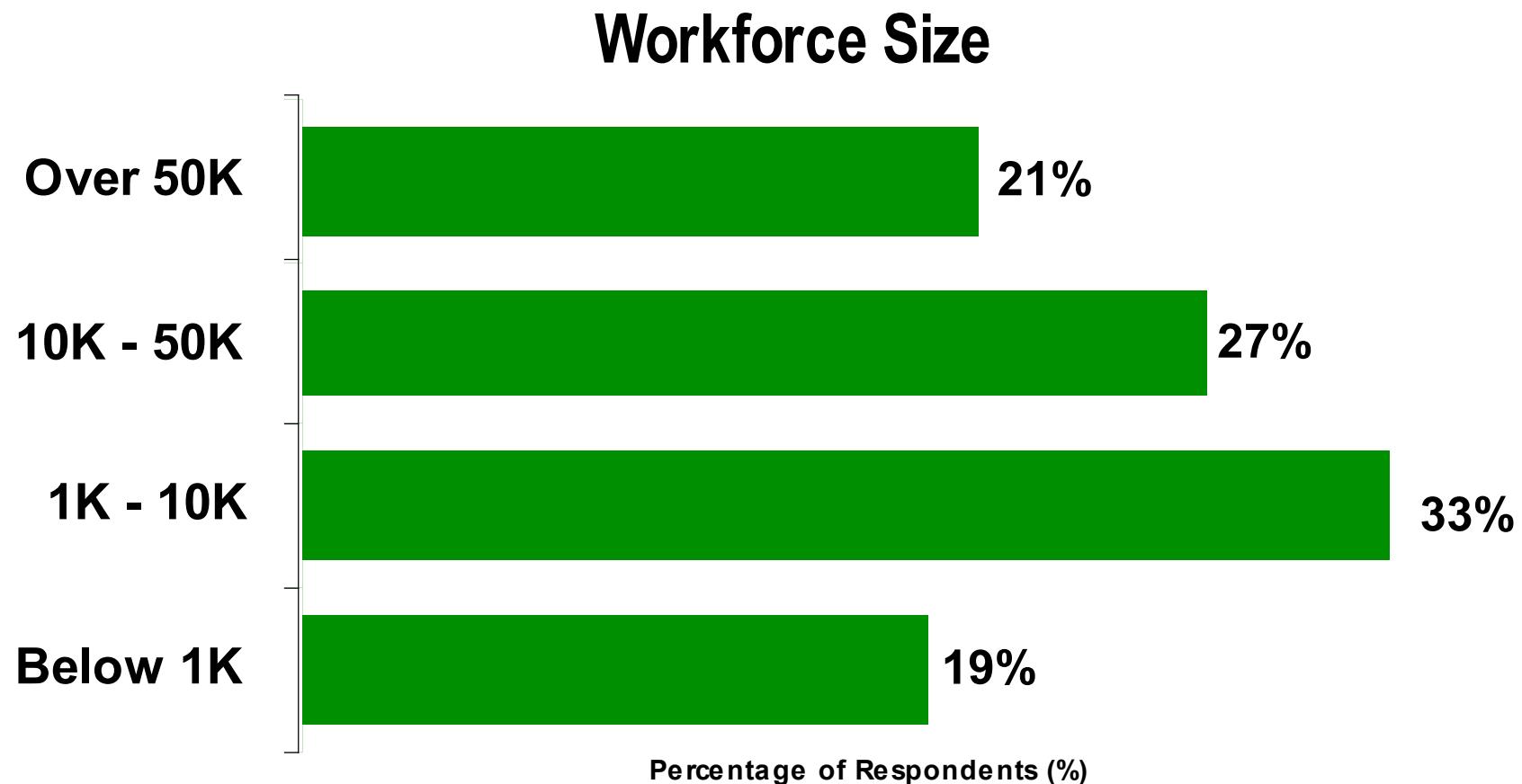
Wide Range of Revenue

Mean company revenue \$1 - \$5 billion



And, a Range of Workforce Size

Mean workforce size 5,000 – 10,000 employees

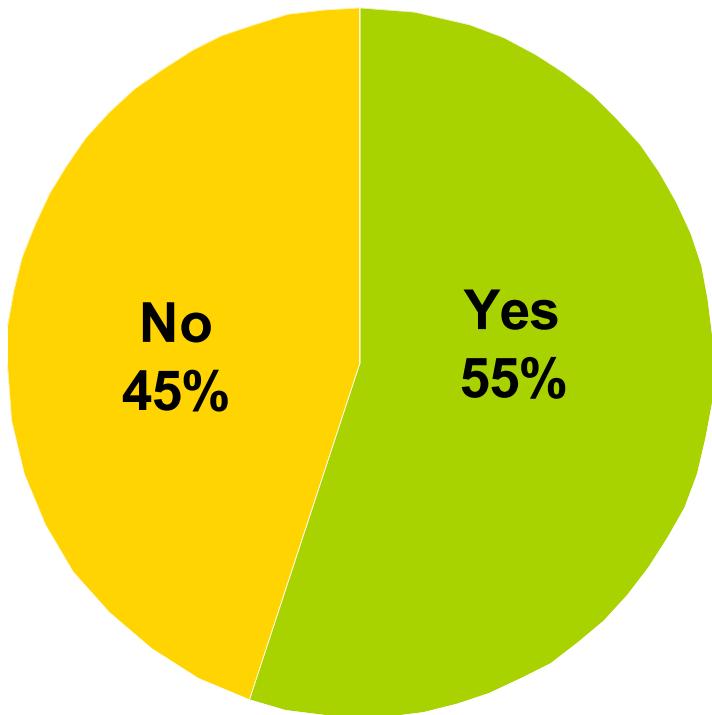




Corporate Resources and Constraints

Most Have a Diversity Office or Department

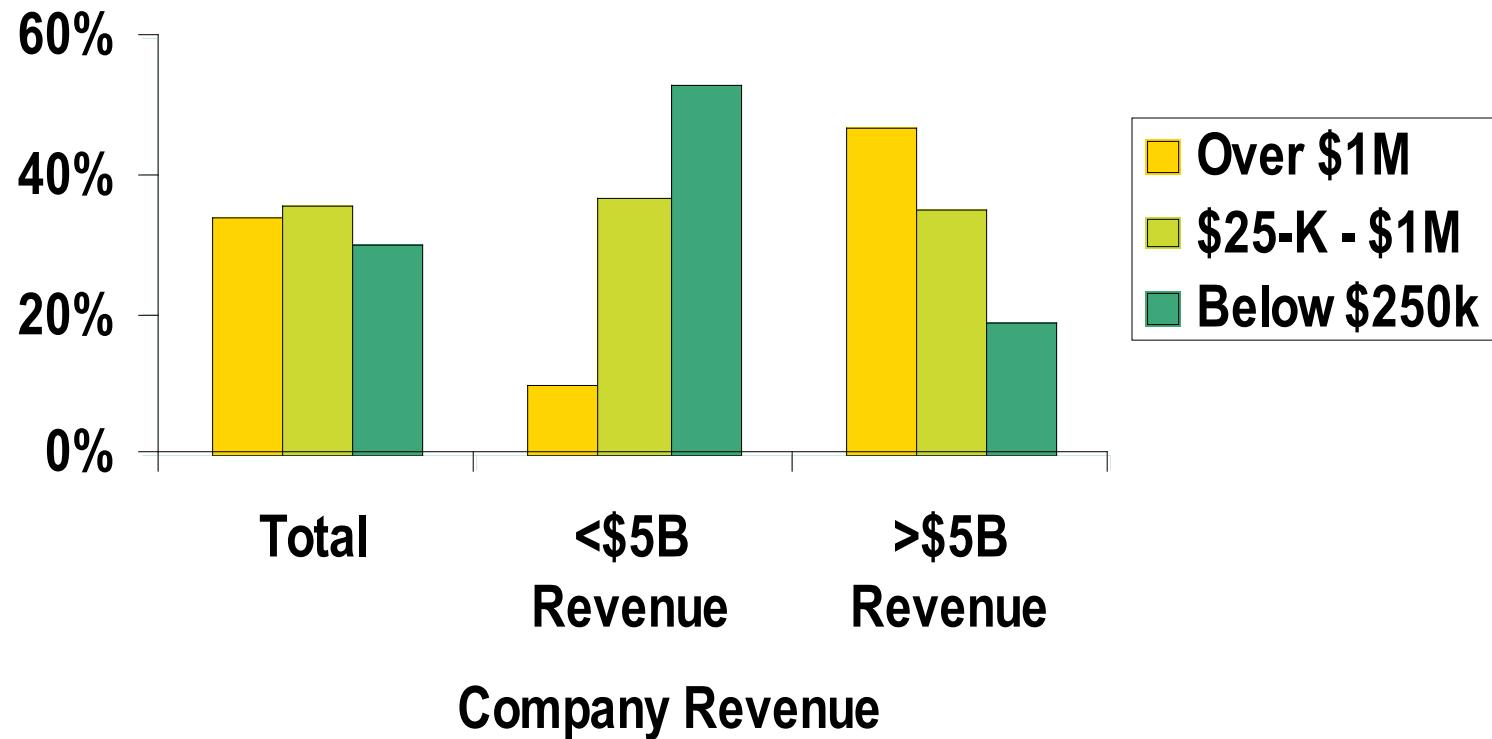
Do You Have a Diversity Department?



Revenue Size Drives Diversity Budget Size

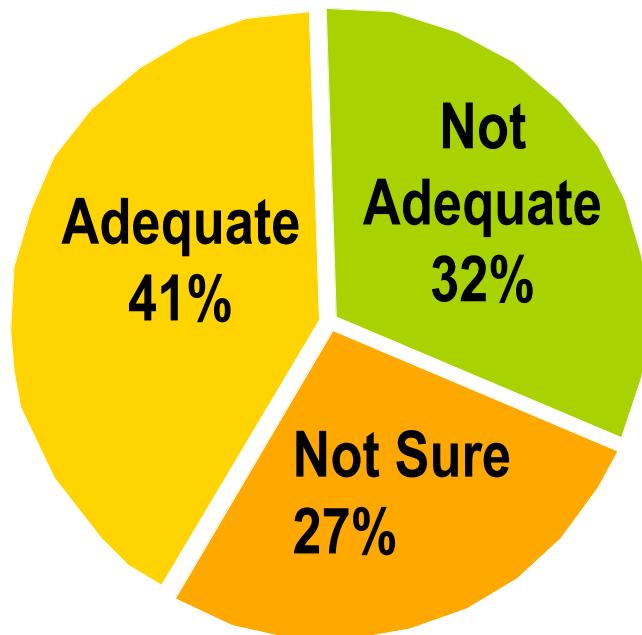
Average Budget \$500,000 - \$750,000

Annual Diversity Budget



Only 4 out of 10 Believe Their Budget is Adequate

Is the Annual Diversity Budget Adequate?



20% to 30% Increase is the Threshold for an Adequate Budget

What increase would you need to raise your budget to “adequate?”

18%

60% + increase

30%

40 – 60% increase

26%

20 – 40% increase

26%

0 – 20% increase

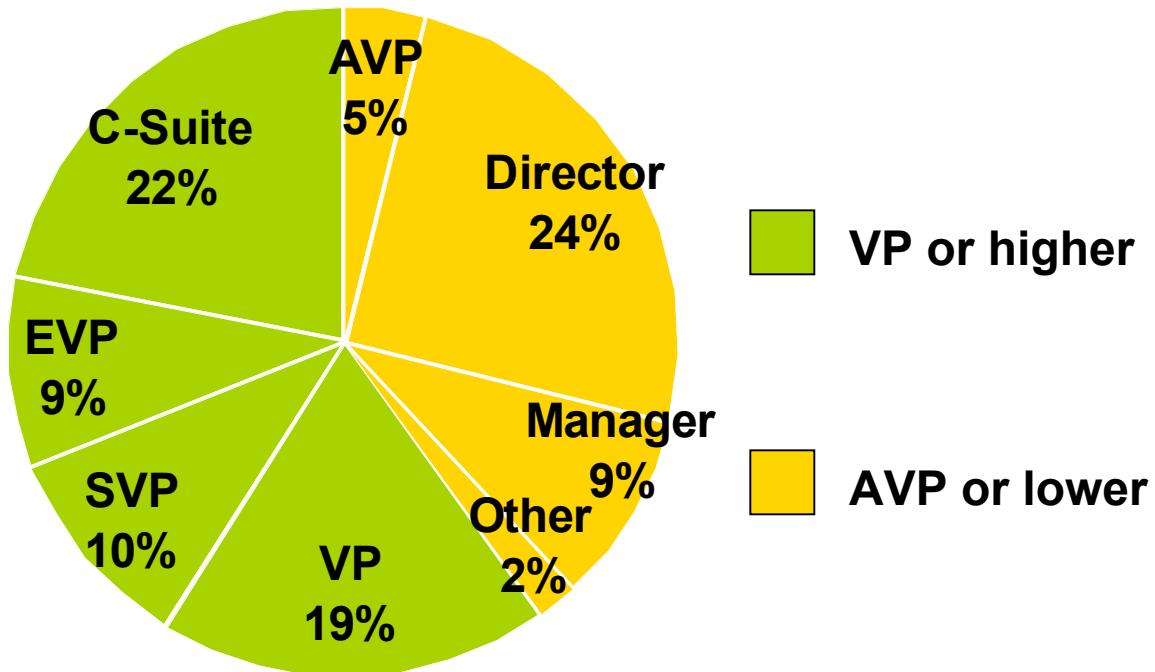


Corporate Commitment

Most Departments headed by VP's or Higher

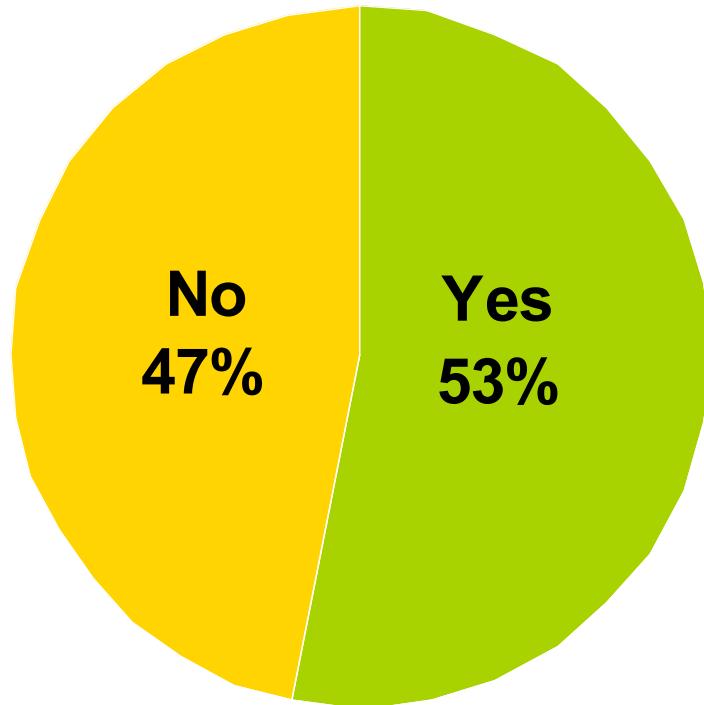
Profile of Heads of Diversity Departments

60% hold the title of Vice President or higher



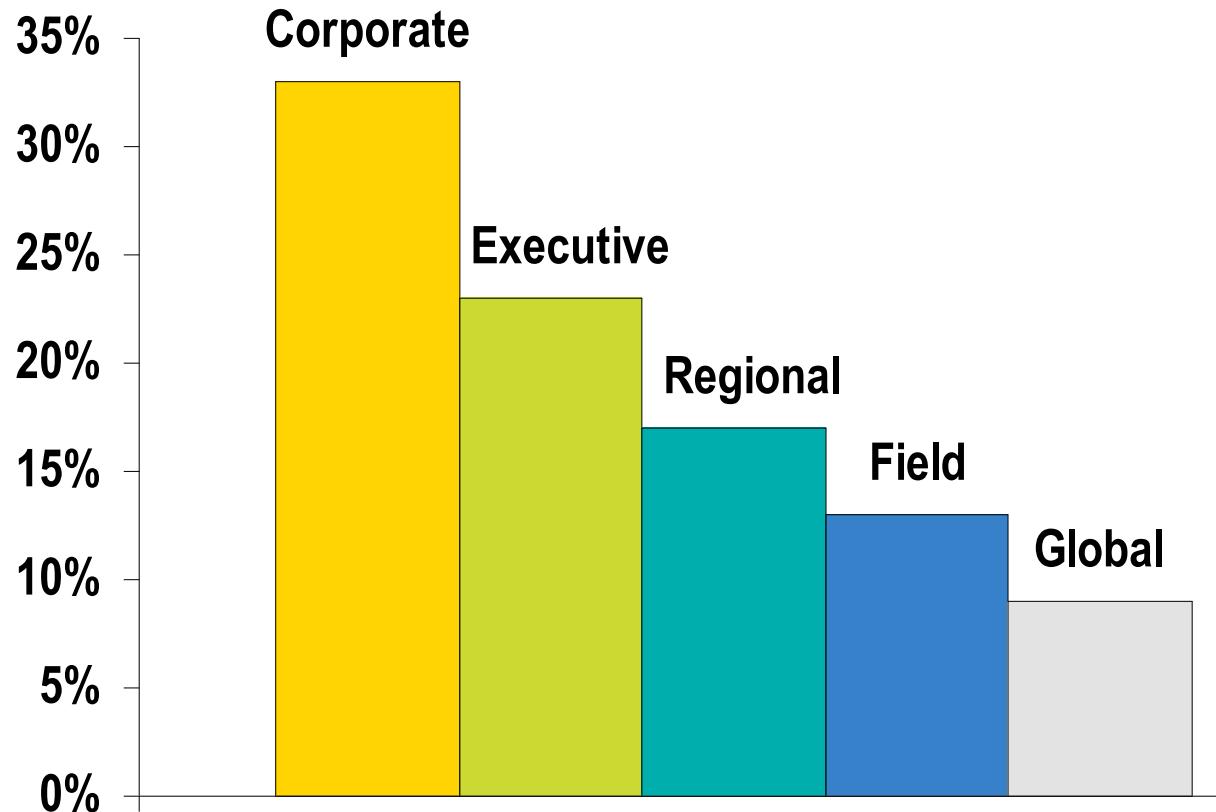
A Slim Majority Have Diversity Councils

Do you have a diversity council?



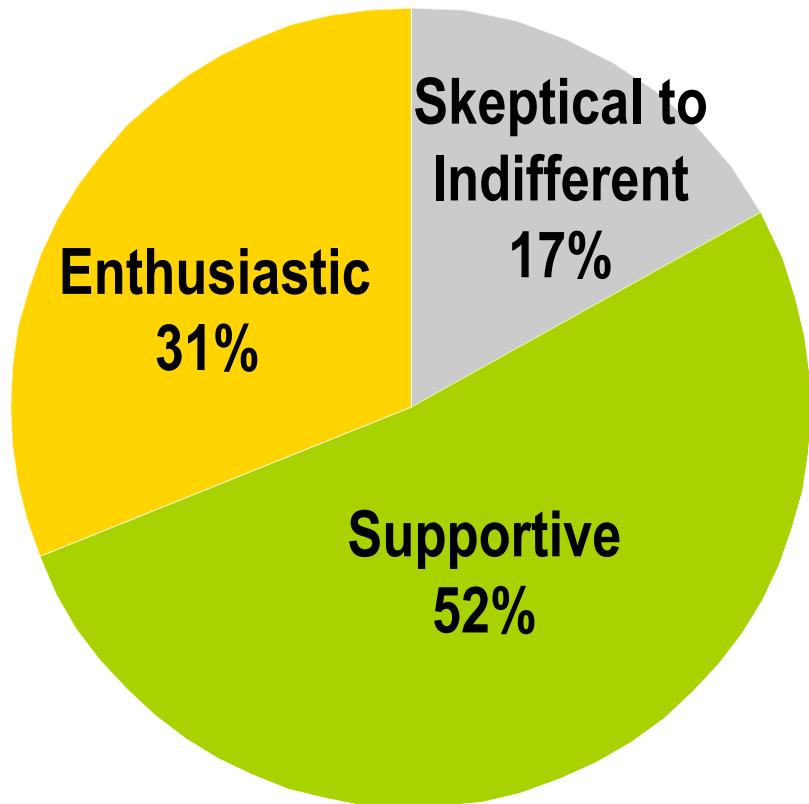
Most Have Corporate and Executive Diversity Councils

Types of Diversity Councils



Corporate Support is More Supportive Than Enthusiastic

Perception of Corporate Commitment to Diversity Initiatives



If There is Training, It's For Everyone

Levels of Diversity Training Within Respondents' Companies

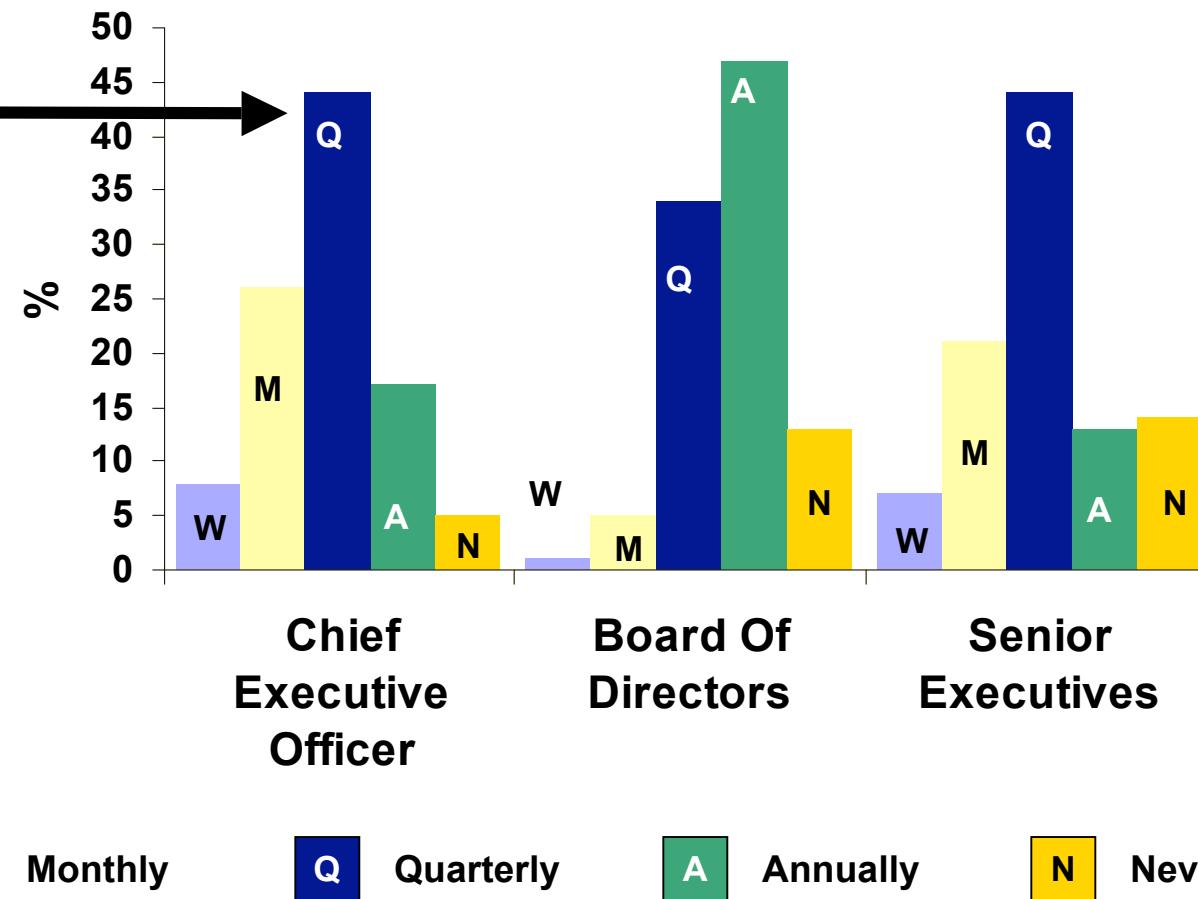
	Mandatory Training	Voluntary Training	No Training Available
Top-level executives (CEO, CFO)	45%	36%	19%
Managerial-level (non-executive)	49%	34%	17%
Employee (non-managerial)	41%	42%	17%

Insight: Diversity training is applied in a similar manner across employee groups

CEO's Are Kept Informed With Diversity Updates

Frequency of Diversity Updates to Senior Management

78%
of CEO's
receive
diversity
updates at
least
quarterly.



W Weekly

M Monthly

Q Quarterly

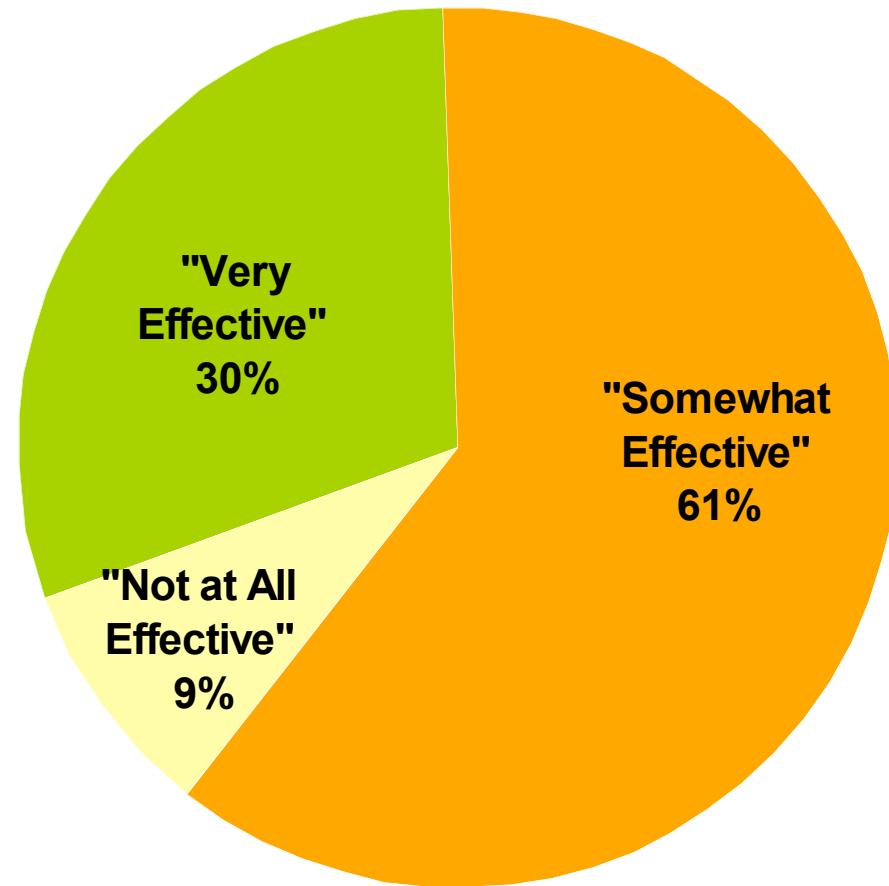
A Annually

N Never

Positive Perception of Effectiveness

Perception of Effectiveness of Company Diversity Programs

Three times as many respondents believe their company's diversity program is very effective versus not at all effective.



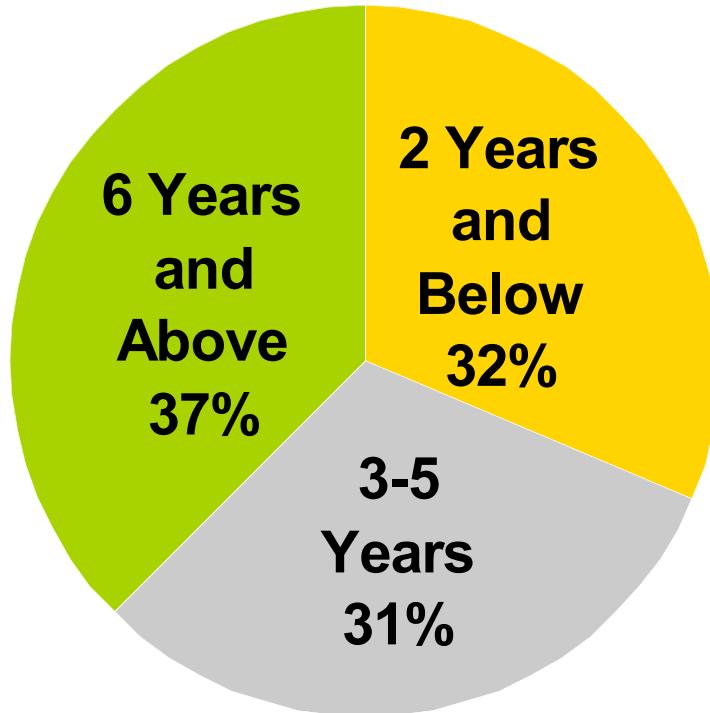


CDO Profile

Most CDO Offices are Less Than 5 Years Old

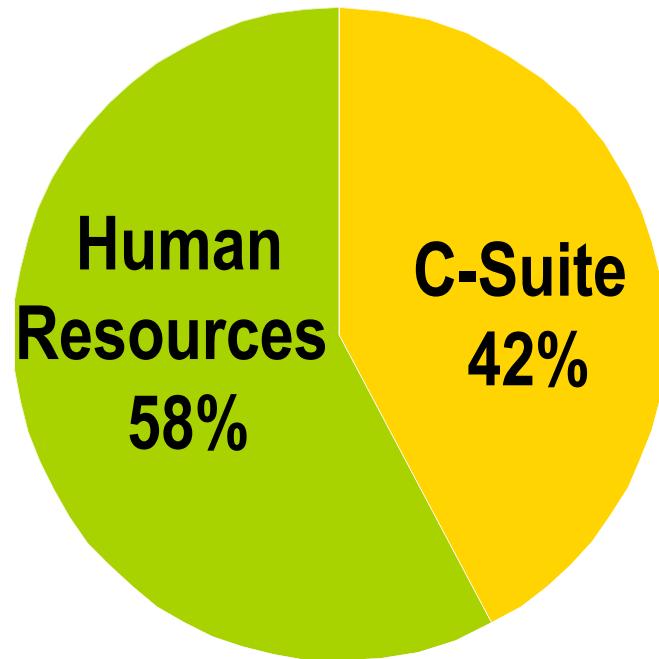
Number of Years CDO Offices Have Been Established

3 – 5 Years on Average



Four Out of Five CDO's Report to the C-Suite

Who Chief Diversity Officers Report To



CDO's Focus on Overall Strategy and Planning

Most Common Responsibilities of the CDO or Highest Ranking Diversity Official

Diversity strategy and planning	68%
Linking the diversity strategy with the company's overall strategy	67%
Communication of diversity initiatives and policies to all employees	55%
Development of company-wide diversity policy	53%
Attraction and retention of diverse employees	52%

Training And Tactical Programs Are Also Important

Less Common Responsibilities of the CDO or Highest Ranking Diversity Official

Senior and mid-level management diversity training	46%
Community relationships and partnerships with diverse organizations	44%
Developing diversity scorecard(s) and metrics	44%
Mentoring programs	36%
Affinity employee networking groups	36%

More Tactical Issues Receive Less Attention

Least Common Responsibilities of the CDO or Highest Ranking Diversity Official

Global diversity initiatives	33%
Diverse employees career development	30%
Supplier Diversity	30%
Linking diversity objectives to management compensation	24%
Ethnic Marketing	15%

Not Tying In Philanthropy With Diversity Efforts

The least involvement at all is...

Philanthropy 20%



Current Activities

Building Metrics and Outreach Lead Diversity Activities

Top 10 Surveyed Companies' Diversity Activities

1	Diversity metrics/measurement	53%	6	Supplier diversity	48%
2	Community outreach or philanthropy	52%	7	Mandatory diversity training	40%
3	Accommodations for disabled workers	53%	8	Affinity groups	38%
4	Same-sex partners benefits	51%	9	Mentorship/coaching programs	38%
5	Religious or cultural holiday accommodations	49%	10	Accommodations for working parents	26%

Strides Have Been Made in Workplace Inclusion

87% of surveyed companies believe that workforce inclusion is an important issue

Provide benefits for same-sex partners of employees

54%

Provide special accommodations for disabled workers

54%

Provide accommodations for employees who celebrate religious or cultural holidays not observed by the company as a whole

49%

But, More Work To Do In Other Areas

Have affinity groups/employee resources networks	42%
Provide mandatory diversity awareness/cultural sensitivity training	39%
Provide accommodations for working parents (e.g., on-site childcare services)	25%

Employers Target Supplier Diversity

Percentage who consider it a high priority to attract and retain the following groups as suppliers

Minority-owned 59%

Women-owned 53%

Disabled-owned 39%

Veteran-owned 36%

GLBT-owned 25%



A Look Around The Corner

Actions in Concern of an Aging Work Force

38% of respondents' companies have a plan in place for dealing with the potential talent shortage of many older employees retiring in the near future.

Preparing young workers for leadership positions 36%

Explicit succession plan 27%

Flexibility/retention incentive 23%

Hire former employees as independent consultants 20%

The U.S. economy will be faced by a number of serious challenges in the near future

An Aging Workforce: By 2010

- ▶ The U.S. workforce will see a 29% increase in the 45-64 age group
- ▶ 14% increase in the 65+ age group
- ▶ 1% decline in the 18-44 age group
- ▶ A result of the Baby Boomers (born 1946-64) not leaving the labor force completely but, rather, moving to nontraditional post-retirement jobs.

Source: Hewitt Associates

The U.S. economy will be faced by a number of serious challenges in the near future

A Shrinking Workforce: In the next 10 years

- ▶ 32 million jobs will be vacated and 20 million new jobs will be created
- ▶ However, projected labor-force availability will only be 29 million, leaving a 23 million-job gap.

Source: Hewitt Associates

Hewitt Associates also sees challenges in the face and geography of the U.S. economy

A More Diverse Workforce

- ▶ By 2008, 70% of new workers will be women and minorities
- ▶ By 2010, 34% nonwhite

Globalization of the Workforce

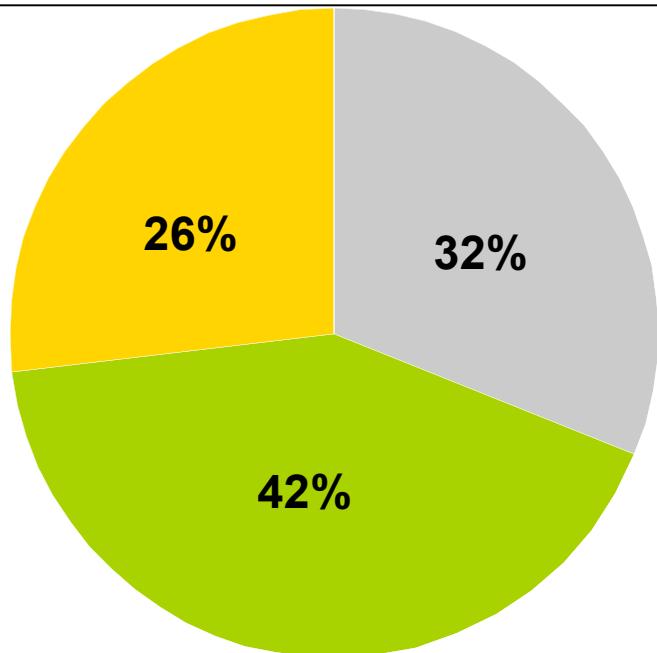
- ▶ By 2007 North America and Europe will only produce 3% of the world's entering labor force
- ▶ 75% of these new workers will come from Asia

Source: Hewitt Associates

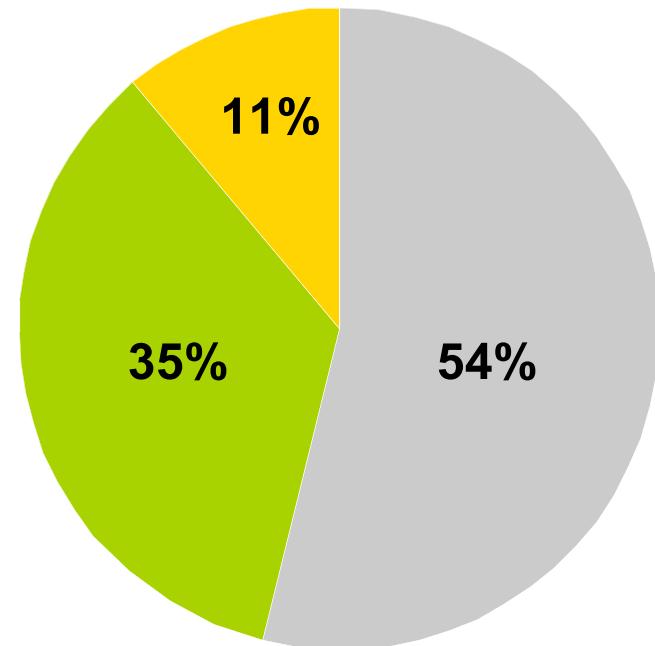
Aging Workforce More Pressing than Globalization

Perceived Importance of Key Diversity Issues

An increasingly older U.S. workforce



Declining supply of new workers from the US and Europe relative to those from Asia



Serious or Top Issue



Important Issue

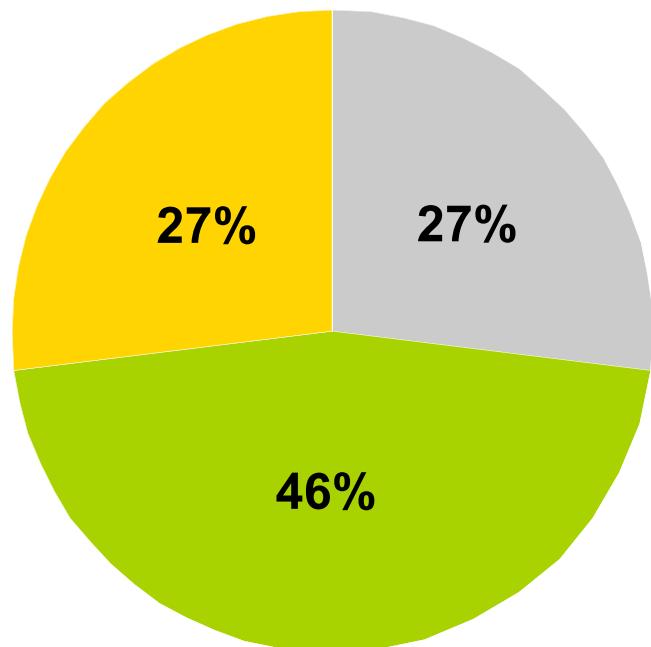


Minor or Not an Issue

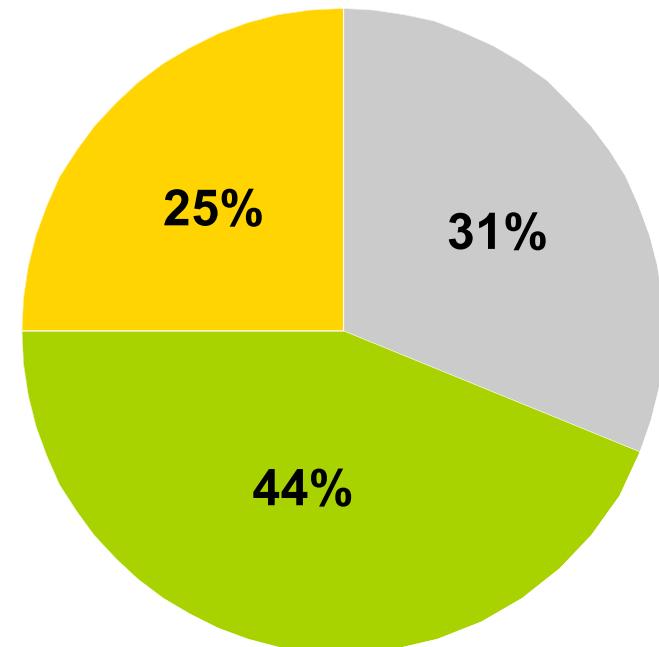
Concern Over Shrinking and Changing Workforce

Perceived Importance of Key Diversity Issues

Shrinking Supply of Workers



Increasingly Minority and Female Workforce



Serious or Top Issue



Important Issue



Minor or Not an Issue

Women and Ethnic Employees and Customers Lead as Priorities For Recruitment and Retention

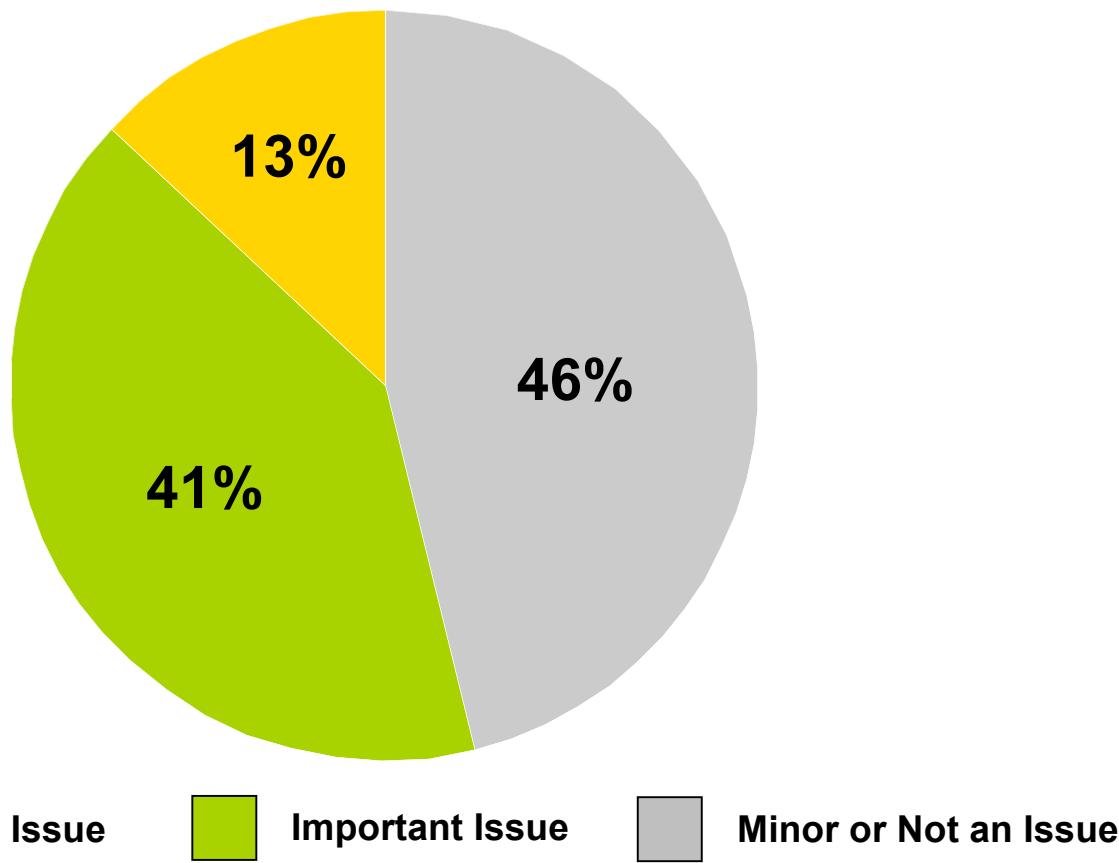
Q24/Q25

	Employees	Customers
Women	77%	72%
Men	42%	64%
Ethnic	77%	76%
Senior Citizens	14%	51%
Disabled	30%	48%
GLBT	26%	44%
Veterans	29%	†
Multi-lingual	48%	†

† Not asked

Immigration Poses Cultural Challenges

Importance of Religious Accommodation as a Diversity Challenge





final thoughts

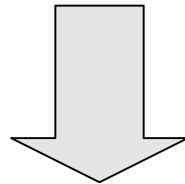
Successes and Challenges

- ▶ Strides continue to be made in the presence of diversity departments with top management support and participation
- ▶ But, there is a perceived need for larger budgets
- ▶ CDO's are able to focus on strategic issues, not just tactics
- ▶ There may be an opportunity to link philanthropy and diversity activities with overall corporate strategy

Corporate Philanthropy, Strategy and Diversity

Old Philanthropy Mode

Reactive and Unconnected



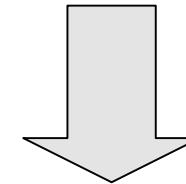
Public Relations

Advertising

Damage Control

New Philanthropy Model

Planned and Strategic



Support Corporate Goals

Connected to customers

Connected to product

Connected to recruitment

and retention

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