

## Women's Representative in Management

Research that recently appeared in the *ILR Review* shows that the hierarchical rank of the individual certifying the company's required, confidential Federal EEO-1 report (the compliance survey mandated by federal statute that reports company employment data categorized by race/ethnicity, gender and job category) is related to the percentage of women in management. These results appear to be meaningful. For example, increasing the hierarchical level of the certifier from a non-executive to an executive is associated with a higher proportion of women in management by between 5.4% and 8.4%.

### Key Takeaways:

- The seniority level of the person responsible for certifying the confidential federal EEO-1 report is positively associated with a company's gender diversity in management.
- In contrast, a merely symbolic gesture of having HR representation on the top management team does not seem to influence gender diversity in management.

Using data from 2002 that consists of 81 companies with 2,015 establishments and an average of 13,878 employees, researchers found a positive relationship between the hierarchical level of the individual certifying the EEO-1 report, and these researchers found that there were larger effects when considering directors than managers.

The research team also searched for, but did not find a similar effect for the mere

presence of an HR professional on the executive management team, suggesting that HR leader effectiveness requires specific actions and not merely symbolic activities.

Their analysis statistically controlled for environmental level variables (like relevant labor market and proportion of women managers in similar establishments), the firm (like the proportion of women within establishments, company age, and company growth rates), and the company's internal diversity culture (like percentage of women on the top management team).

The research team notes that future research will want to replicate these findings with longitudinal data and in a more recent time period. Additionally, the research team suggests that it would be useful to examine the role of the EEO-1 signer's gender too.

Source: Graham, M.E., Belliveau, M.A., & Hotchkiss, J.I. (2017). The view at the top or signing at the bottom? Workplace diversity responsibility and women's representation in management. *ILR Review*.

