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most contemporary scholarship, Williams interpreted slavery as a major factor suppressing the African influence on their descendants, as it severed them from their cultural past. Williams also argued that an alternative community emerged from the spirituality, courage, and vision of the African Americans who survived the brutality of slavery, emerging as a “new” people, full of hope and courage and with a new vision of the role of Christianity as a guide to their future in the United States. Williams was, moreover, a central, founding figure in sociology and in the feminist pragmatism created primarily by women who lived and worked in communities and outside the academy.

Williams’s writings are scattered in now-obscure newspapers and African American journals. In 2002 a significant set of her speeches and articles was edited for the contemporary reader and scholar for the first time, and analyses of her life and ideas have increased since then. She influenced the early roots of the black Chicago renaissance. Williams was a fascinating woman whose voice remains politically and intellectually in tune with contemporary life. In her later years Williams returned to Brockport, New York, to live with her sister. They lived together until Williams’s death of heart disease on March 4, 1944. She was laid to rest in the Barrier family plot.

SEE ALSO: Black Feminist Thought; Double Consciousness; Marginality

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Workforce Diversity, Internal Labor Market Approach to

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Workforce diversity is a central concern of many organizations. This concern is driven by many forces, including legal requirements to ensure fair treatment of and equal opportunity for minorities, women, and other “protected” demographic groups. Countries vary considerably in such requirements but the overall trend among western nations has been toward laws and guidelines to protect identified groups from harm in the form of such things as harassment or unwarranted disparities in pay, promotion, and job security.

Increasingly, however, workforce diversity is an evolving concern that goes well beyond traditional matters of compliance or solving interpersonal relationship problems that have roots in differences in race, gender, and ethnicity. For example, large corporations and many government agencies not only monitor their own workforce diversity but also demand the same of their suppliers and contractors. Many companies recognize workforce diversity as a potential business

asset and so create “employee resource groups” of ethnicity- or sexual-identity-based affiliations. These communities can serve several purposes, such as providing social support and an inclusive environment for members as well as delivering to the business potentially valuable perspectives on workplace and customer issues. And for many organizations diversity is now explicitly attached to the broader objective of “sustainability,” in which traditional goals such as profitability are joined up with environmental and social-impact concerns. Workforce diversity not only has become a part of the public face of many organizations—as a scan of their websites quickly confirms—but also is now a vital element of strategic business objectives and the workforce practices to achieve those objectives.

This shift in diversity’s importance had coincided with other business changes, such as exposure to greater diversity of cultures through globalization and an increasing emphasis on the use of data and analytics to guide decision making. The coemergence of diversity as a strategic objective and the rise of data analytics in business has created a growing demand for disciplined, fact-based assessments of workforce diversity and of the factors that determine the success with which organizations meet their diversity objectives and achieve those objectives’ hoped-for business benefits. Thus, there is a strong demand for securing workforce diversity along with a strong demand for rigorous data-analytics methods to identify, and make the business case for, those workforce-management practices that will best meet the objectives. This is where the internal labor market approach and methodology comes into play.

The diversity of an organization’s workforce is the outcome of three dimensions of workforce dynamics in organizations: who the organization attracts and selects; what happens to those people once inside the

organization—that is, what they experience and how they develop as they move through assignments, roles, geographies and/or career levels; and who stays and who leaves. These three forms of talent “flow”—which strongly shape an organization’s workforce—are the core dynamics of an organization’s internal labor market. They are what “produce” the unique combination of knowledge, skills, capabilities, experience, occupations, attitudes, and mix of demographic attributes that define a workforce and thus the productive potential of human capital in an organization. Organizations that use data to understand the details of these flows and their consequences are better positioned to secure desired attributes of workforce diversity and achieve strategic goals.

The concept of an internal labor market dates back to the 1950s though the idea was most fully developed in the seminal book of Peter B. Doeringer and Michael J. Piore (1971). In its original formulation, the term is used to describe a particular set of workforce practices and processes that actually supplant external labor market forces in allocating and pricing labor. In its more modern incarnation, the idea of the internal labor market has been vastly broadened (Nalbantian et al. 2004). The newer construct comprises the entire range of management practices that govern how talent is recruited, selected, developed, evaluated, rewarded, managed, retained, or terminated. An internal labor market analysis—a data-intensive approach to establishing facts about workforce dynamics and consequences that are often unique to each organization—endows organizations with the heightened ability to manage their internal labor market to produce the diverse workforce they seek, in an efficient and durable way.

A useful device for understanding diversity-related talent flows in an organization—and often a starting point for a more

thorough analysis of those flows and their consequences—is a simple mapping of talent flows within a given period of time. Figure 1 is a representative example of an internal labor market map drawn from three years of workforce data for a mid-sized US regional bank.

In this instance, talent flows are displayed by ethnicity. The numbers inside the horizontal bars reflect the balance of whites and nonwhites within each career level. Similarly, the bars coming in from the left show the ethnic representation of new hires entering each career level and the arrows on the right indicate the numbers of each subpopulation exiting the organization on average each year. Upward arrows show average annual promotions of whites and nonwhites out of the adjacent lower level. Typically internal labor market maps of this kind depict average annual representation and talent flows over a three-to-five-year period.

Internal labor market maps can be revealing. For instance, they can quickly identify whether an organization tends to “build” or “buy” its workforce. In the example above, it is evident that the organization tends to buy its talent. That is, mid- and higher-level positions are substantially filled by new hires rather than by promotions. Internal labor market maps can also quickly identify whether there are career “choke points.” As seen in Figure 1, minorities appear to experience career choke points at levels 5 and 4 in this retail bank, where promotion rates are below 5 percent and are decidedly lower than those of their white colleagues. These choke points are not an attribute of the bank’s overall internal labor market; they are a phenomenon experienced only by their minority populations. They required immediate attention as they constituted a significant threat to the bank’s ability to meet its diversity goals.

But descriptive data alone can be limiting. For one thing, differences in raw descriptive counts can be misleading. There are multiple factors, beyond dimensions of diversity, that may contribute to any one of these talent flows. Consider tenure. Tenure often influences attrition, with longer-tenured employees less likely to exit than less-tenured counterparts. If ethnic minorities are “over-represented” in terms of recency of hire, they will have lower tenure relative to nonminorities and thus, in this example, higher rates of turnover. Tenure, not ethnicity, is the driver of exits in this example. More generally, the point here is that differences in race, ethnicity, nationalism, and other dimensions of diversity are often comingled with other important factors (e.g., recency of hire, occupational skill set). Only after the impact of these potentially confounding factors is accounted for it is possible to decipher the impact of dimensions of diversity in an organization’s internal labor market.

An internal labor market analysis of workforce diversity thus goes beyond “mere” descriptive data and involves analytic techniques such as statistical modeling to isolate the impact of employee diversity from other influences on outcomes such as promotions and turnover. Specifically, internal labor market analysis involves simultaneous statistical modeling of the “drivers” of retention, promotion, development, mobility, performance, and pay (see Nalbantian et al. 2004). Applied to longitudinal data, such models improve confidence that causal relationships are detected. Further, comparative assessment of results for multiple outcomes can deliver a holistic, coherent view of internal labor market dynamics as they relate to workforce diversity. These more sophisticated analyses enhance the ability to “tell the story” of an organization’s workforce diversity dynamics and inform the choice of actions to best meet diversity objectives.

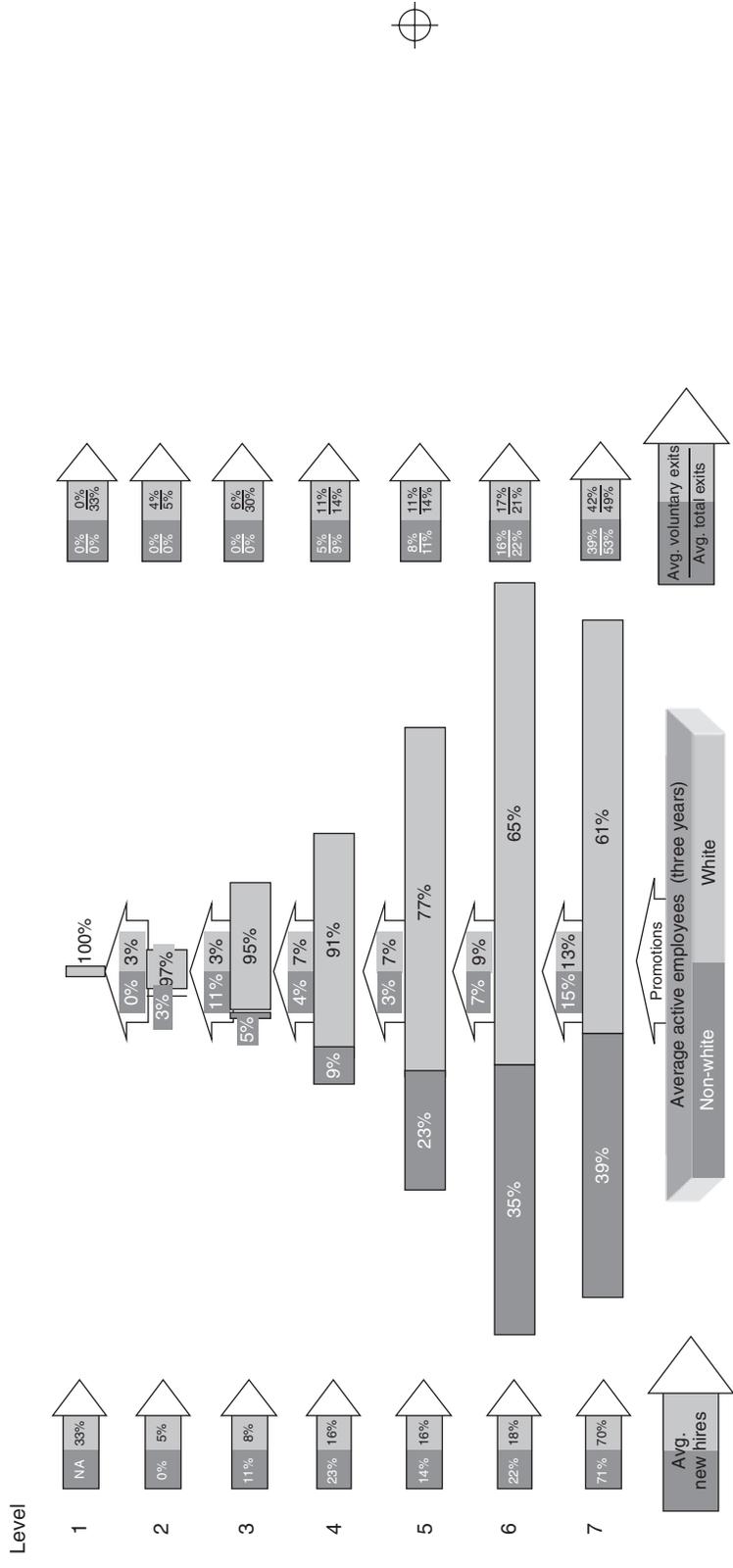


Figure 1 Internal labor market map for employees in the retail banking division of FinanceCo, broken down by ethnicity. Excludes demotions and promotions in excess of one level.
 Source: © 2014, Mercer Human Resource Consulting LLC.

CASE EXAMPLE: COMPANY A

Company A is a large US consumer goods company. The company leadership views workforce diversity as an important component of the company's strategy for greater global growth and a central feature of its global brand. The company is very proactive in using data analysis to develop a coherent diversity strategy and monitor results.

At the time the company launched its first internal labor market analysis, minorities made up about 35 percent of its US workforce. However, minority representation dropped considerably in the middle and upper career levels; minority representation in the top two career levels was about half that observed in the bottom two levels.

Significant career "choke points" for minorities existed at pivotal points of career transition, especially that from senior management into executive levels. These were also career levels where the voluntary turnover of minorities was significantly higher than that of whites. Proportionally greater rates of hiring of minorities into the career levels immediately above these choke points appeared to be a contributing blocking factor that reduced promotions from below; the resort to outside minority hires suggested dissatisfaction with the internal pipeline for future company leaders.

Aside from choke points, disparities in promotion probability were found to exist for minorities overall. Statistical modeling showed that, all else being equal, minorities were about 20 percent less likely to be promoted than their white counterparts. The largest disparities were for African Americans, who were also found to experience modest but statistically significant shortfalls in pay. Asian employees also experienced notable disparities in promotion, though they

were actually paid more than comparable white employees.

What were the sources of these ethnicity-related disparities in promotion? Company A's internal labor market analysis revealed a number of contributing factors, such as disparities in performance ratings and a higher incidence of lateral moves. But one factor stood out most as strongly inhibiting the promotion of minorities: access to supervisory roles. Employees in supervisory roles fared significantly better than did comparable "individual contributors," especially with regard to promotions. Supervisors also were 51 percent more likely to stay with the company (see Table 1).

Yet minorities were about 30 percent less likely to be in such roles than their white counterparts. Once in those roles, minorities fared just as well as comparable whites in terms of career advancement and pay. The problem was insufficient minority access to this important channel for success, not individuals' performance as supervisors. Getting high-performing and high-potential minorities into supervisor roles early in their career thus became one key leverage point for Company A to act on to secure the greater workforce diversity that it regarded as strategically important.

By affording minority talent more experience in supervisory roles, the company would improve its internal pipeline of minority talent and, it was demonstrated, reduce the costs of staffing senior positions by avoiding the significant premiums in pay for senior hires relative to homegrown talent.

In retrospect, these learnings seemed obvious to the company: in an organization that so values supervisors and where the extent and quality of supervision are key to business success, an effective diversity strategy must open pathways to those roles, motivate minority employees to take those

Table 1 At Company A, being a supervisor is associated with highly favorable outcomes, all else being equal.

	Promotion	Turnover	Performance rating	Base pay	Pay growth
Supervisor versus individual contributor	+130%	-51%	+35%	+2.5%	+1.3%

Results of statistical modeling of the drivers of each outcome, after accounting for multiple other individual, organizational, and labor market factors that also influence these outcomes. Models are based on three years of data and coefficients are significant at the 95 percent level of confidence.

roles, and ensure those roles deliver for them in the same way they do for whites. Yet the leadership was unaware of this issue. It took careful analysis of data and weaving together the story for them to understand both the dimension and main sources of the problem as well as the likely solution. The fact that the solution was intimately linked to a key dynamic of the company’s underlying talent strategy—emphasizing the importance and value of supervisors—made it all the more compelling to Company A’s leadership.

SEE ALSO: Diversity; Diversity and Organizational Change/Performance; Diversity in Work Teams; Social Networks and Racial and Ethnic Boundaries in Organizations

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Workplace, Race and Ethnicity in

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The concept of *race* has been a contentious issue throughout its history. Banton (1998) outlines the definition of race in terms of three key phases. Race was first defined and documented in the eighteenth century. Racial identity markers such as skin color, the texture and color of hair, bodily proportions, and various other physical features were used to differentiate between groups of people. During this period there was not a clear idea of the meaning of the term. Its definition was revised during the second phase, in the nineteenth century, at a time when western scholars were beginning to emphasize what they saw as the unequal development in human societies. Scientists were faced with new challenges, such as assessing the influence of the environment on human history, and new explanations of human societies emerged being based on “moral” reasons, especially with the discovery of the critical importance of social institutions and cultures on societal and group development. During this period, race came to be regarded as a permanent category when grouping humans and it gave birth to the crude typology of Caucasian (white), Negroid (Black), and Mongoloid (brown, red) races. These

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THE WILEY BLACKWELL ENCYCLOPEDIA OF RACE, ETHNICITY, AND NATIONALISM



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