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determined what equal opportunity meant in practice designing changes in how employers hire promote and fire workers and ultimately defining what discrimination is and is not in the American imagination Dobbin shows how Congress and the courts merely endorsed programs devised by corporate personnel He traces how the first measures were adopted by military contractors worried that the Kennedy administration would cancel their contracts if they didn t take affirmative action to end discrimination These measures built on existing personnel programs many designed to prevent bias against unionists Dobbin follows the changes in the law as personnel experts invented one wave after another of equal opportunity programs He examines how corporate personnel formalized hiring and promotion practices in the 1970s to eradicate bias by managers how in the 1980s they answered Ronald Reagan s threat to end affirmative action by recasting their efforts as diversity management programs and how the growing presence of women in the newly named human resources profession has contributed to a focus on sexual harassment and work life issues Inventing Equal Opportunity reveals how the personnel profession devised and ultimately transformed our understanding of discrimination

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