

TABLE 2
Qualitative Data of Participant Responses
(n = 15)

Interview Topic	Open-Ended Questions^a	Number of Participants Indicating “No”	Common Sentiments
Working in Teams	• Do you believe your experiences working with your colleagues are similar to (non-Black) others? If not, how so?	14	<ul style="list-style-type: none"> • Feeling like an outsider • Insensitive questions • Lack of respect from colleagues • Feeling “dumped” on • Not being given equal opportunities
	• Do you believe you are assigned projects of equal importance as your non-Black colleagues? If not, why not?	8	
	• Do you believe your experiences working with those you supervise are similar to others? If not, how so?	6 ^b	
Interacting with Clients	• Do you believe your experiences working with clients are similar to (non-Black) others? If not, how so?	13	<ul style="list-style-type: none"> • Being stereotyped • Insensitive questions • Lack of respect from clients
Networking for Promotion	• Do you believe the criteria upon which your promotions are decided are equal to others? If not, how so?	10	<ul style="list-style-type: none"> • Feeling excluded • Feeling “tokenized” • Lack of mentors
	• Do you believe you receive the same support as your colleagues in pursuing your career goals? If not, how so?	8	
	• Do you feel included in informal, job-related social networks? If not, how so?	10	

^a Not all participants responded to all questions.
^b Not applicable to staff auditors (4 of 15 participants).

questions of their leaders or team members. In turn, this could lead to substandard work creating a negative feedback loop and perpetuating DEI issues. For example, this story was shared by an experienced staff auditor (Big 4, Mid-Atlantic):

Going into the business world and working with people who don't look like me, it was hard to relate. I felt kind of siloed and so didn't really open up. I got my work done and moved on. I think having relationships with your coworkers makes a big difference because we're so team oriented. Not having those relationships my first year made it hard for me to feel comfortable to ask questions, and I think this put me behind the curve in terms of experiences that you need to be successful.

Nearly all the participants, including the men, shared a story about being made to feel different because of their hair. A staff (Big 4, Northwest) described:

I was busy so wasn't straightening my hair. [My supervisor] said my hair was bushy. I remember being so upset and being so ashamed that I had let my hair be frizzy and that it was unprofessional. I had to start using a relaxer again.

Several participants described being made to feel inadequate in other ways as described in this story told by a former senior (Big 4, South):

Although I was identified as a high performer, one of the [White] managers I worked with would undermine my authority. There were [White] team members that joined the firm a year or two after me who he put complete faith in. He was always checking my work, but not theirs.

There are also times when Black public accountants are made to feel their successes are merely the result of reverse discrimination as described by this former partner (Top-10, Midwest):

I had an opportunity to work on a very large client in New York. A colleague said, "The only reason you're going is because you're black and you're a woman." I knew I was picked for the team because I could do the work and responded, "Regardless of what you think, I'm still going and you're not."

Interacting with Clients

Of our participants, 13 (87 percent) shared stories of experiences they believe differ from their non-Black colleagues when working with clients. Common themes were being stereotyped, being asked insensitive questions, and not being respected. These experiences could negatively impact audit quality by making Black professionals feel uncomfortable questioning clients. For example, a senior (Big 4, Mid-Atlantic) shared:

I was a first-year associate so coordinating dinner for the team was kind of my responsibility. It was "tie-Tuesdays"—days when everyone wore a suit and tie. Around six o'clock I let the caterer in the building for set up. As one of the client contacts is leaving for the day, she made a comment like, "I didn't know that security worked late during the week." I was like, "I'm not in security, I'm in accounting." She started to make it an "oops" moment, which is funny because there isn't any security at the site we were working.

A manager (Big 4, South) shared a different stereotyping story from when s/he was a senior:

A [White] manager and I had a meeting with a client's [White] controller. As meetings usually go, we started with a little small talk. The conversation led to discussing politics and the client and other manager ended up having an exchange on the side. Then the controller makes eye contact with me and says, "I'm sorry—it's just that most accountants aren't Democrats"—the implication being that because I'm Black, I'm a Democrat. I know she wouldn't have said it to one of my White colleagues, and it made me very uncomfortable. I didn't know what to say, and the manager just sat there and looked at me but didn't say anything. Four or five years later, the controller and I became closer and joked about it. She apologized and said she really put her foot in her mouth because at the time she had no clue what my political affiliation was.

And a manager (Top-20, South) described:

I've had experiences where clients either take me for granted or they don't think that I'm smart enough to do the job. They would always go to the White person to ask questions, treating them as if they were the manager, even when I'm the manager. Instead of covering for them, I wish my White counterparts and supervisors would tell clients that if they have questions or need anything, go to me.

There are also times when microaggressions are more obvious, as a former senior (Top-10, Midwest) related:

I was a Black woman leading a team of older White men reporting a client issue. A client gentleman, I use that term loosely, called me the N-word in the meeting. Protecting me, a subcontractor-auditor physically put himself between me and the client. [The client-employee was subsequently fired].

Networking for Promotion

As described by one of the participants, "Probably 70 percent of the job and your success is being able to make connections with clients, your colleagues, managers, and partners. It's a very, very social business." Likewise, the results of a 2017 survey suggest 67 percent of Black accountants believe mentoring benefits their careers (Dey, Lim, Little, and Ross 2019).⁸ Of the participants, ten (67 percent) reported experiencing differences in the criteria for promotions, eight (53 percent) reported not having the same support for their career goals as their non-Black colleagues, and ten (67 percent) felt excluded from informal, job-related social networks. Challenges include feeling excluded, feeling tokenized, and having difficulty identifying mentors. As an example, a manager (Top-20, South) said:

At the time, I was the only Black guy in the office, which can be intimidating. Maybe intimidating is not the right word, but it's definitely harder. [Public accounting] is a tough transition because it's hard to make connections with people that don't really share your same life experiences and background. You feel like you have to mute yourself in certain ways because you worry about stereotyping. I don't want to seem aggressive.

While Black public accountants want to be included in non-work social events, they want to feel inclusion is genuine. A former senior (Top-10, Midwest) shared a story about being invited to a partner's home for a group event. Because a relative had recently passed away, she would be unable to attend:

The [White] partner said, "I was really hoping you were going to come so then my neighbor could see that I know Black people." I felt as if he were telling me that if I didn't show up, it would reflect badly on me.

When no one in a supervisory role looks like you, it is hard to visualize being successful. Underrepresentation in accounting starts early. As recently as 2018, only 3 percent of all fulltime faculty in degree-granting postsecondary institutions were Black;⁹ and Brown-Liburd

⁸ Dey and Lim (2021) provide evidence that key factors to obtain high-profile assignments include the professional having access to social networks, ability to establish social networks, and having a mentor to open doors to challenging assignments, all of which are challenging to Black public accountants.

⁹ Data are provided by the National Center for Education Statistics, available at <https://nces.ed.gov/fastfacts/display.asp?id=61>.

and Joe (2020) report that collectively, Black, Hispanic/LatinX, and Native American people comprise fewer than 5 percent of U.S. accounting faculty. These data do not bode well for Black students developing an interest in public accounting careers. A manager (Top-20, South) shared:

I think having Black seniors and managers helps with diversity. Otherwise, it's a vicious cycle of staff turnover. Seniors and managers drive the culture and help retain the incoming staff.

V. ADVICE FROM PARTICIPANTS

Solving the problem of underrepresentation of Black professionals in public accounting requires a focus on both hiring and retention. As suggested by the above stories, microaggressions may play a role in the retention. Hosting a firm party at a pre-Civil War Virginia plantation, an experience shared by one of our participants, is not likely to help retain Black professionals. Not all microaggressions are intentional, making understanding how our words and actions can wound others critical to improving the workplace.

We asked participants to suggest ways their Black colleagues might respond to inequities and microaggressions in public accounting.¹⁰ They responded with advice for both their Black and non-Black colleagues. First, Black professionals should “get comfortable being uncomfortable.” Have tough skin. Because of geography or socio-economic background, some of their non-Black colleagues may have had limited interactions with people who do not look like them. They may, unknowingly, ask offensive questions. Try to give them the benefit of ignorance, not malice. On the other hand, non-Black professionals must remember that “not all Black people are alike. Not all like Rap music or basketball or watch Black television shows.” Like their non-Black colleagues, they have different interests, grew up in different areas of the country, and come from different socio-economic backgrounds.

Second, they suggest their Black colleagues find someone to advocate on their behalf. Because partners and managers are more likely to be White, Black professionals should not limit themselves to seeking out advice from other Black professionals. As described by one of the participants, “You need a Godfather in the workplace, someone who will tell you the truth.” Non-Black professionals should mentor and advocate for Black professionals beyond firm-sponsored programs. You do not have to be Black to mentor a Black professional.

Third, Black professionals should seek out employer-firms with diverse senior leadership teams. “You will always have to work hard to succeed, but you may need to work a little less hard if your firm already has a more inclusive environment.” Non-Black professionals should be cognizant of different forms of inequity. Summarizing stories of five participants, sometimes Black public accountants feel they are overloaded to see if they will break, sometimes good projects are withheld to keep them from succeeding, and sometimes constructive criticism is withheld over fears that suggestions will be perceived as racist.

VI. CONCLUSION

Public accounting is a challenging work environment with long hours, deadlines, rotating team assignments, and high turnover (e.g., [Hermanson, Houston, Stefaniak, and Wilkins 2016](#)). In

¹⁰ The specific questions were: What advice would you give other Blacks about working with others? And, what advice would you give other Blacks about networking to get promoted?

addition to managing these challenges, the stories we collected revealed the unique challenges Black public accountants also face when working in teams, interacting with clients, and networking for promotion.

We hope their stories and suggestions help to advance the DEI initiatives of public accounting firms and lead to increased hiring and retention of all minority accountants. DEI initiatives could include increased recruiting efforts at historically Black colleges and universities (HBCUs),¹¹ monitoring diversity metrics to increase awareness of the potential for unequal treatment, encouraging safe and frank conversations about race issues in the workplace, encouraging employees to report inappropriate client behaviors and acting on those reports, speaking out against racism and other forms of discrimination, and sponsoring diversity-promoting activities (e.g., AAA Diversity Section meeting, AICPA Minority Initiatives Committee meeting).

We also hope our findings are used by academics to stimulate discussions about DEI issues, enhance accounting education, and motivate additional research.

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¹¹ Of the 84 U.S. HBCUs, 66 offer accounting degree programs. Of these institutions, ten are in Alabama, eight are in North Carolina, and five are in Texas. Data are available at <https://hbcu-colleges.com/>.

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