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Bylaag A



QUESTIONNAIRE

Diversity Management in South African Sport Organisations

The information obtained from this questionnaire will only be used for research purposes and will only be reported on collectively. This survey is undertaken in collaboration with the Department of Biokinetics, Sport and Leisure Sciences and the Center for Leisure Studies at the University of Pretoria.

It would be appreciated if this questionnaire can be completed by the chairperson, CEO and/or all members of the executive committee of the sport organisation.

Please answer all questions. All answers will be treated in a confidential manner.

Please note the following:

Management is defined as the process of planning, organising, leading and controlling the resources of the organisation to achieve stated organisational goals as efficiently as possible.

The management of an organisation not only consists of employees, but also of elected committee members.

Designated groups include people who belong to various cultural groups or people with different human qualities. Therefore, designated groups can be characterised by the following: gender, ethnicity, sexual orientation, race, physical ability, marital and parental status and religious beliefs.

This questionnaire distinguishes between two racial categories:

- Caucasian (person of the light-skinned division)
- People of different colour (all races excluding the Caucasian race)

SECTION A: DEMOGRAPHIC INFORMATION

1. On what level is the sport organisation functional?

Provincial	
National	

2. What is the demographic profile of **management** and/or **employment** within your sport organisation?

Designated Groups	%
Female	
People of colour	
Single-working parents	
Disabled persons	

Designated Groups	Please indicate with a cross (X)	
Ethnicity	Yes	No
Diverse religious beliefs	Yes	No
Diverse sexual orientation	Yes	No
Other (please specify):.....	Yes	No

3. South African sport has to reflect the diversity of the South African reality. How would you define diversity management?

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4. Does your sport organisation regard diversity management as a necessary element of its management strategy?

Yes	
No	

5. Please provide concise reasons to justify your answer given in question 4.

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SECTION B: AFFIRMATIVE ACTION

6. Please indicate your level of agreement with an **X** in the appropriate box on the following statements on a scale of 1-5 on the following scale:

1 I disagree completely	2 I do not really agree	3 I am not sure	4 I agree to a certain extent	5 I fully agree
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Statement	1	2	3	4	5
Our sport organisation reflects the character of the country's diversity as a whole	1	2	3	4	5

The sport organisation has formal policies on previously disadvantaged individuals to gain access to opportunities based on their potential	1	2	3	4	5
Special training activities are provided in the sport organisation aimed at minority groups, such as women and the disabled	1	2	3	4	5
Quantitative targets are set annually in order for minority and designated groups to be developed and promoted	1	2	3	4	5
Affirmative action is implemented in your sport organisation for legal reasons	1	2	3	4	5
Affirmative action is implemented in your sport organisation for moral reasons	1	2	3	4	5
Affirmative action is implemented in your sport organisation for social reasons	1	2	3	4	5
Affirmative action is implemented in your sport organisation for political reasons	1	2	3	4	5
Affirmative action is implemented in your sport organisation for business reasons	1	2	3	4	5
Our sport organisation regards affirmative action as a synonym for managing diversity	1	2	3	4	5

7. Is the character of the South African population in your sport organisation reflected on all management levels?

Yes	
No	

8. Please provide concise reasons to justify your answer given in question 7.

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9. Does your sport organisation have policies formulated for resolving and handling racial conflict?

Yes	
No	

10. Please provide concise reasons to justify your answer given in question 9.

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11. Which policies does your sport organisation have to correct imbalances, which might occur due to shortcomings in diversity management?

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12. Which mentoring programs does your sport organisation provide? Please specify.

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SECTION C: ECONOMIC EMPOWERMENT

13. Please indicate your **level of agreement** with an **X** in the appropriate box on the following statements on a scale of 1-5 on the following scale:

1 I disagree completely	2 I do not really agree	3 I am not sure	4 I agree to a certain extent	5 I fully agree
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Statement	1	2	3	4	5
Our sport organisation is represented by stakeholders from designated groups	1	2	3	4	5
Our sport organisation employs / works with service providers from designated groups	1	2	3	4	5
Our sport organisation has members, consumers and clients from designated groups	1	2	3	4	5

There is an increasing pace of empowerment for people from designated groups in our sport organisation	1	2	3	4	5
Economic empowerment entails that people from designated groups will develop their skills and their abilities to be able to successfully fill top level positions	1	2	3	4	5
Our sport organisation follows the guidelines of the Employment Equity Act regarding the eradication of unfair discrimination in the election, the empowerment and training of the employees	1	2	3	4	5

14. How does your sport organisation tender for people from designated groups?

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15. To what extent does your sport organisation make economic empowerment possible to the designated groups?

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SECTION D: MANAGING PHILOSOPHY IN HUMAN RESOURCES

16. Please indicate your **level of agreement** with an **X** in the appropriate box on the following statements on a scale of 1-5 on the following scale:

1 I disagree completely	2 I do not really agree	3 I am not sure	4 I agree to a certain extent	5 I fully agree
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Statement	1	2	3	4	5
Women are regarded as a designated group in our sport organisation	1	2	3	4	5
Men and women are equally represented on top management levels	1	2	3	4	5
Men and women are equally represented on middle management levels	1	2	3	4	5
Men and women are equally represented on lower management levels	1	2	3	4	5
Provision within the sport organisation's management and participant schedule is made for ethnic and cultural differences, such as religious holidays	1	2	3	4	5

17. What is your sport organisation's language policy?

Afrikaans only	
English only	
Other (please specify):.....	

18. Does your sport organisation have a policy on sexual orientation?

Yes	
No	

19. Please provide concise reasons to justify your answer given in question 18.

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20. Does your sport organisation have a policy on people with disabilities?

Yes	
No	

21. Please provide concise reasons to justify your answer given in question 20.

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22. Does your sport organisation have an increased awareness and a better understanding of group identities, prejudices and stereotyping that are regarded as either positive or as negative in terms of diversity management?

Yes	
No	

23. Please provide concise reasons to justify your answer given in question 22.

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24. Does your sport organisation include non-traditional work arrangements such as flexitime, homework stations, education and training programs, which are intended to reduce stereotyping and also to increase cultural sensitivity?

Yes	
No	

25. Please provide concise reasons to justify your answer given in question 24.

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26. Is the corporate or sport organisation environment one in which all employees or committee members feel comfortable and accepted?

Yes	
No	

27. Please provide concise reasons to justify your answer given in question 26.

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28. Are the individuals, which are either employed at or elected in your sport organisation, treated in an individual manner?

Yes	
No	

29. Please provide concise reasons to justify your answer given in question 28.

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30. Have appropriate changes been made in your sport organisation's systems, structures and management practices to eliminate any barriers that might keep employees , committee members and/or participants from reaching their full potential?

Yes	
No	

31. Please provide concise reasons to justify your answer given in question 30.

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32. Whilst trying to remain competitive in today's, South African sport environment, are human resource management aspects handled satisfactory by including the appropriate policies in terms of diversity management?

Yes	
No	

33. In your opinion, what are the benefits of diversity management to your sport organisation?

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34. How does your sport organisation accommodate conflicting cultural and social value systems?

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35. Would you describe your sport organisation as Eurocentric or Afrocentric, please position your organisation on the continuum below.

Eurocentric - includes characteristics of the western world, such as free market principles, integration of high technology and may seem impersonal.

Afrocentric - includes characteristics such as diverse culture sensitivity, indigenous language diversity, intercultural socialising and principles of Ubuntu.

1	2	3	4	5
Eurocentric			Afrocentric	

36. In your opinion what is the value of an Euro-African value system within the South African sports industry? How would you position the South African sports industry on the continuum in order to gain the fullest potential?

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37. Which factors inhibit effective diversity management in your sport organisation?

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38. How would your sport organisation like to address the diversity challenge?

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YOUR VALUABLE INPUT IS APPRECIATED

**Center for Leisure Studies
Department of Biokinetics, Sport and Leisure Sciences
University of Pretoria
Pretoria**

Tel: 012 - 420 6043

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Bylaag B

The Chairperson: Ethics Committee
Research Committee: Faculty of Humanities
University of Pretoria
Pretoria

Dear Sir

**INFORMED CONSENT: RESEARCH QUESTIONNAIRE ON DIVERSITY
MANAGEMENT IN SOUTH AFRICAN SPORT ORGANISATIONS**

I/We _____ (*please print full names*),
in my/our capacity as _____ (*please
indicate capacity*) of the _____ (*please
indicate name of the sport organisation*) agree to take part in the proposed
research undertaken by Miss Natasha Welman as part of a Masters degree in
the Department of Biokinetics, Sport and Leisure Sciences at the University of
Pretoria.

I/We agree to complete the research questionnaire on Diversity Management in
South African Sport Organisations and understand that participating in this
research:

- will involve providing information about:
 - my/our organisation's demographic details;
 - my/our organisation's diversity management strategies and structures, operational procedures and client philosophy;
 - my/our feelings and/or attitudes towards certain aspects and statements of my/our organisation and its diversity management;

I/We also understand that:

- completing the questionnaire will take about 45 to 60 minutes and will be filled in at a time and place that is convenient for me/us;

- I/we am/are under no obligation to participate in the study;
- my/our specific answers and comments will be kept confidential and my/our name(s) or that of my/our organisation will appear nowhere on the completed questionnaire;
- my/our organisation's anonymity will be protected at all times;
- my/our organisation's name will not be identified in any report or presentation, which may arise from the study;
- that while my/our organisation may not benefit directly from the study, the information gained may assist to improve and understand the role of diversity management in South African sport organisations;
- the study is undertaken to obtain a Masters Degree in Human Movement Sciences at the University of Pretoria;
- that a summary of the findings of the study will be sent to my/our organisation and that my/our organisation may upon request obtain a copy of the dissertation in full.

I/We understand what completing the questionnaire involves and hereby give informed agreement to participate.

Signature

Date

If you have any questions or concerns about this study, please contact the researchers:

Principle Researcher

Miss Natasha Welman

Department of Biokinetics, Sport and Leisure Sciences, University of Pretoria

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Supervisor

Prof. A E. Goslin

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