

DIVERSITY SURVEY

Adapted from Gardenswartz & Rowe (1993)

APPENDIX 1

This survey is based on international studies on the perceptions of managers of how the management of diversity among employees have evolved in their companies. The aim of the Diversity survey is to establish your perceptions of the present level of diversity management in your company.

THE DIVERSITY OPINION QUESTIONNAIRE

Definition of Diversity: any visible or non-visible factors causing differences between people, e.g. gender, religion, physical disability and characteristics, family situation and status, sexual orientation, class, ethnicity, age, race, marital and status, language, education, profession and lifestyle. To manage diversity means planning and implementing organisational systems and practices that recognise and so that the potential advantages are maximised and the potential disadvantages minimised. Managing diversity in an organisation goes beyond affirmative action and equal Employment Opportunity guidelines.

Your participation is highly appreciated. Please complete the survey and return it to the administrator on the specified date. (There are no right or wrong answers)

DATE: / /

Return to:

Card number:

A. DEMOGRAPHICS

A. How long have you worked for your employer?
(Please tick one box)

Less than 1 year

2 - 5 years

6 - 10 years

More than 10 years

Self-employed

Unemployed

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This survey is part of international studies on the perceptions of managers of how the management of diversity among employees have evolved in their companies. The aim of the Diversity survey is to establish your perceptions of the present level of diversity management in your company.

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Your participation is highly appreciated. Please complete the survey and return it to the administrator on the specified date. (There are no right or wrong answers.)

		OFFICE USE
Respondent number		V1 <input type="text"/> <input type="text"/> <input type="text"/> 1-3
Card number		V2 <input type="text"/> 4
A. DEMOGRAPHICS		
A ₁ How long have you worked for your employers? (Please tick one box)		
Less than 1 year	<input type="checkbox"/>	1
2 - 5 years	<input type="checkbox"/>	2
6 - 10 years	<input type="checkbox"/>	3
More than 10 years	<input type="checkbox"/>	4
Self-employed	<input type="checkbox"/>	5
Unemployed	<input type="checkbox"/>	6
		V3 <input type="text"/> 5

A₂ Which industry describes your employer's main operation?

- Agriculture, forestry, fishing
- Mining
- Manufacturing
- Electricity, gas, water supply
- Construction
- Wholesale trade
- Retail
- Hospitality, cafes and restaurants
- Transport, Storage
- Communications
- Business services, property
- Government administration/ defence
- Education
- Health, community services
- Cultural and recreational services
- Personal services
- Other (Please specify)

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	16

V4 6-7

A₃ In what area do you mainly work?

- Distribution
- Engineering
- Finance/accounting
- General management
- HRM/personnel
- Information systems
- Marketing/sales
- Office administration
- Production/operations
- Purchasing
- Research and development/design
- Training/education
- Other

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	12
	13

V5 8-9

A₄ Approximately how many employees does your company have?

Less than 10	<input type="checkbox"/>	1	V6 <input type="text"/> 10
10 - 50	<input type="checkbox"/>	2	
51 - 100	<input type="checkbox"/>	3	
101 - 500	<input type="checkbox"/>	4	
501 - 1000	<input type="checkbox"/>	5	
1001 - 5000	<input type="checkbox"/>	6	
Over 5000	<input type="checkbox"/>	7	
Don't know	<input type="checkbox"/>	8	

A₅ What is your age group?

Less than 25 years	<input type="checkbox"/>	1	V7 <input type="text"/> 11
25 - 30 years	<input type="checkbox"/>	2	
31 - 40 years	<input type="checkbox"/>	3	
41 - 50 years	<input type="checkbox"/>	4	
51 - 60 years	<input type="checkbox"/>	5	
More than 60 years	<input type="checkbox"/>	6	

A₆ What is your gender?

Female	<input type="checkbox"/>	1	V8 <input type="text"/> 12
Male	<input type="checkbox"/>	2	

A₇ What is your course description? (Please tick one box)

MBL	<input type="checkbox"/>	1	V9 <input type="text"/> 13
Graduate Diploma in Management	<input type="checkbox"/>	2	
Other degree (PhD, DBL, DBA)	<input type="checkbox"/>	3	

A₈ In which sector are you currently employed?

Private sector	<input type="checkbox"/>	1	V10 <input type="text"/> 14
Public sector - department	<input type="checkbox"/>	2	
Public sector - government-business enterprise	<input type="checkbox"/>	3	
Public sector other (school, hospital)	<input type="checkbox"/>	4	
Non-profit organisation	<input type="checkbox"/>	5	

A₉ What is the management level of your current position?

University of Pretoria Ltd – Feldman, J.A. (2006)

Chief Executive officer

Manager reporting to CEO

Senior manager

Middle manager

First line supervisor/manager

Other (please specify)....

	1
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	3
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	5
	6

V11

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15

B. EXTEND OF DIVERSITY - RELATED PROBLEMS

Evaluate each of the following statements by ticking the box which best reflects your opinion of the specific statement (Please tick one box for each, if not applicable, write NA in column 5)

OFFICE USE

In our organisation or company these is:		Present everywhere	Present to a certain extent	Neutral	Not really present	Not present at all		
B ¹	Diversity in the staff composition	1	2	3	4	5	V12	16
B ²	Complaints about staff speaking other languages at work	1	2	3	4	5	V13	17
B ³	Resistance to working with other groups (ethnic, gender, physical ability)	1	2	3	4	5	V14	18
B ⁴	Difficulty in communicating due to limited or heavily accented foreign language	1	2	3	4	5	V15	19
B ⁵	Difficulty in communicating due to limited or heavily accented English	1	2	3	4	5	V16	20
B ⁶	Ethnic, racial or gender slurs or jokes	1	2	3	4	5	V17	21
B ⁷	Complaints about discrimination in promotions, pay and performance reviews	1	2	3	4	5	V18	22
B ⁸	Lack of social interaction between members of diverse groups	1	2	3	4	5	V19	23
B ⁹	Increase in grievances by members of minority groups	1	2	3	4	5	V20	24
B ¹⁰	Difficulty in recruiting and retaining members of different groups	1	2	3	4	5	V21	25
B ¹¹	Open donflict between groups or individuals from different groups	1	2	3	4	5	V22	26
B ¹²	Mistakes and productivity problems due to staff not understanding directions	1	2	3	4	5	V23	27
B ¹³	Exclusion of people who are different from others	1	2	3	4	5	V24	28
B ¹⁴	Barriers in promotion for diverse employees	1	2	3	4	5	V25	29
B ¹⁵	Frustrations resulting from cultural differences	1	2	3	4	5	V26	30

C. EXTENT OF ORGANISATIONAL CHANGE?

Evaluate each of the following statements by ticking the box which best reflects your opinion on the specific statement (Please tick one box for each, of Not Applicable, write NA in column 5)

OFFICE USE

In our organisation or company:		Almost always	Often to a large extent	Neutral	Seldom	Almost never			
C ¹	Change is viewed as a challenge and opportunity	1	2	3	4	5	V27		31
C ²	Policies are reviewed annually	1	2	3	4	5	V28		32
C ³	Rewards are handed out to suit the preference of the person rewarded	1	2	3	4	5	V29		33
C ⁴	There is an openness to suggestions from all people in the company	1	2	3	4	5	V30		34
C ⁵	Our strategic plan is revised as needed	1	2	3	4	5	V31		35
C ⁶	"We have always done it this way" is a reflection of how our company responds to new ideas	1	2	3	4	5	V32		36
C ⁷	When problems emerge, there is a willingness to fix them	1	2	3	4	5	V33		37
C ⁸	Our training and services reflect awareness of a diverse customer base	1	2	3	4	5	V34		38
C ⁹	My supervisor values new ideas and implements them quickly	1	2	3	4	5	V35		39
C ¹⁰	Performance evaluation here measures staffs adaptation to change	1	2	3	4	5	V36		40
C ¹¹	Our top managers are visionary and approachable	1	2	3	4	5	V37		41
C ¹²	We can bring about changes very easily	1	2	3	4	5	V38		42
C ¹³	There is little variation in style of dress among staff	1	2	3	4	5	V39		43
C ¹⁴	People at all levels can build or refine structures	1	2	3	4	5	V40		44

D. STATUS QUO AT YOUR COMPANY RE-DIVERSITY MANAGEMENT?

In each set of three possibilities, please select the alternative (1 or 2 or 3) that is true of your company

OFFICE USE

In our company or organisation:

D ¹ There is a standard way to dress and look <i>or</i> There is no dress code but most staff dress within a conventional range <i>or</i> There is much variety in employee's style of dress	1	V41	<input type="checkbox"/>	45
	2			
	3			
D ² Family and parenting problems like day-care and care of aged relatives are treated as women's problems <i>or</i> There are flexible systems to accommodate the needs of diverse staff <i>or</i> Many options are available to support staff with children and dependants	1	V42	<input type="checkbox"/>	46
	2			
	3			
D ³ Newcomers are expected to adapt to existing forms <i>or</i> There is some flexibility to accommodate the needs of diverse staff <i>or</i> Norms are flexible enough to include everyone	1	V43	<input type="checkbox"/>	47
	2			
	3			
D ⁴ Diversity is an issue that stirs irritation and resentment <i>or</i> Attention is paid to meeting equal employment opportunity guidelines <i>or</i> Working towards a diverse staff is seen as a strategic advantage	1	V44	<input type="checkbox"/>	48
	2			
	3			
D ⁵ Dealing with diversity is not a top priority <i>or</i> Dealing with diversity is the responsibility of the Personnel Department <i>or</i> Dealing with diversity is considered part of every manager's job	1	V45	<input type="checkbox"/>	49
	2			
	3			
D ⁶ People downplay or ignore differences among employees <i>or</i> People tolerate differences and the needs they imply <i>or</i> People value differences and want to see diversity cultivated	1	V46	<input type="checkbox"/>	50
	2			
	3			
D ⁷ There is diversity among staff at lower levels <i>or</i> There is diversity among staff at lower and middle levels <i>or</i> There is diversity among staff at all levels	1	V47	<input type="checkbox"/>	51
	2			
	3			
D ⁸ motivating staff to increase productivity <i>or</i> avoiding equal opportunity and discrimination grievances <i>or</i> working effectively with a diverse staff	1	V48	<input type="checkbox"/>	52
	2			
	3			
D ⁹ <i>Managers are held accountable for</i> motivating staff to increase productivity <i>or</i> avoiding equal opportunity and discrimination grievances <i>or</i> working effectively with a diverse staff	1	V49	<input type="checkbox"/>	53
	2			
	3			

OFFICE USE

D ¹⁰ <i>Managers are held accountable for</i> maintaining a stable staff and maintaining existing norms <i>or</i> meeting affirmative action goals and identifying promotable talent <i>or</i> building productive work teams with a diverse staff			
	1	V50	<input type="text"/> 54
	2		
3			
D ¹¹ <i>In our company it is an advantage</i> to be a white male <i>or</i> learning to be like the old guard <i>or</i> to be unique and find new ways of doing things			
	1	V51	<input type="text"/> 55
	2		
3			

E. POTENTIAL ORGANISATIONAL BARRIERS TO DIVERSITY

This list includes potential obstacles that are often found in organisations. Rank the obstacles as they may occur in your company. Use the box to indicate the ranking. the scale is:

Most important obstacle = 1

Least important obstacle = 8

OFFICE USE

OBSTACLES	RANK		
E ¹ Cost of implementation of diversity management system		V52	<input type="text"/> 56
E ² Fear of hiring unskilled, uneducated employees		V53	<input type="text"/> 57
E ³ Strong belief in a system that favours merit		V54	<input type="text"/> 58
E ⁴ Annoyance at reverse discrimination		V55	<input type="text"/> 59
E ⁵ Perception that there is a lot of progress		V56	<input type="text"/> 60
E ⁶ Diversity is not seen as top-priority issue		V57	<input type="text"/> 61
E ⁷ The need to dismantle existing systems to accommodate diversity		V58	<input type="text"/> 62
E ⁸ The size of our company		V59	<input type="text"/> 63

OFFICE USE

Respondent number	V60	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1-3
Card number	V61	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4

F. HOW MUCH IS DIVERSITY VALUED IN YOUR COMPANY?

Evaluate each of the following statements to indicate the extent to which you agree with the statement as it applies to your company (Please tick one box for each)

OFFICE USE

In our organisation or company:		Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
F ¹	Every staff member should be required to speak English	1	2	3	4	5	V62	<input type="checkbox"/>	5
F ²	Diversity brings creativity and energy to a workgroup	1	2	3	4	5	V63	<input type="checkbox"/>	6
F ³	Minority group members should be expected to forsake their own cultures and adapt to our ways	1	2	3	4	5	V64	<input type="checkbox"/>	7
F ⁴	Multi-cultural teams can be stimulating and productive	1	2	3	4	5	V65	<input type="checkbox"/>	8
F ⁵	People should leave their differences at home and conform to company standards at work	1	2	3	4	5	V66	<input type="checkbox"/>	9
F ⁶	Showing flexibility to people's individual needs increase commitment and motivation of employees	1	2	3	4	5	V67	<input type="checkbox"/>	10
F ⁷	Diversity only brings unnecessary conflict and problems in a work group	1	2	3	4	5	V68	<input type="checkbox"/>	11
F ⁸	Women are under-represented at higher levels in the company	1	2	3	4	5	V69	<input type="checkbox"/>	12
F ⁹	People of different ethnic groups are under-represented at higher levels in the company	1	2	3	4	5	V70	<input type="checkbox"/>	13
F ¹⁰	People are motivated and productive when they feel they are accepted for who they are	1	2	3	4	5	V71	<input type="checkbox"/>	14
F ¹¹	Women and minorities are oversensitive to prejudice and discrimination	1	2	3	4	5	V72	<input type="checkbox"/>	15
F ¹²	Stereotypes exist about minority groups	1	2	3	4	5	V73	<input type="checkbox"/>	16
F ¹³	Minority groups tend to stick together	1	2	3	4	5	V74	<input type="checkbox"/>	17
F ¹⁴	Differences often make people feel uncomfortable	1	2	3	4	5	V75	<input type="checkbox"/>	18
F ¹⁵	Some minority groups are more suited for certain jobs	1	2	3	4	5	V76	<input type="checkbox"/>	19

F ¹⁶	There should be no double standards - the rules should be the same for everyone	1	2	3	4	5	V77		20
F ¹⁷	This country would be a better place if people would assimilate into one culture	1	2	3	4	5	V78		21
F ¹⁸	This country would be a better place if people were allowed to preserve their own cultures	1	2	3	4	5	V79		22
F ¹⁹	People are reluctant to disagree with minority group employees for fear of being called prejudiced	1	2	3	4	5	V80		23
F ²⁰	Training is needed to help employees understand each other and overcome communication barriers	1	2	3	4	5	V81		24

G. HOW IS DIVERSITY MANAGED IN YOUR COMPANY?

Evaluate each statement by ticking the box which best reflects your opinion of that statement.

Use the scale: True = 1 Neither true nor untrue = 2 not true = 3

OFFICE USE

In this company or organisation		Very true	Neither true nor untrue	Not true		
G ¹	I am at ease with people of diverse backgrounds	1	2	3	V82	25
G ²	There is diverse staff at all levels	1	2	3	V83	26
G ³	Managers have a track record of hiring and promoting diverse staff	1	2	3	V84	27
G ⁴	In general I find change stimulating, exciting and challenging	1	2	3	V85	28
G ⁵	Gender, ethnic and racial jokes are tolerated in informed groups	1	2	3	V86	29
G ⁶	Managers hold all people equally accountable	1	2	3	V87	30
G ⁷	I know about the cultural norms of different groups	1	2	3	V88	31
G ⁸	The formation of female only groups is encouraged	1	2	3	V89	32
G ⁹	The formation of ethnic groups is encouraged	1	2	3	V90	33
G ¹⁰	Managers are flexible and structure benefits and rules that work for everyone	1	2	3	V91	34
G ¹¹	I am afraid to disagree with members of other groups for fear of being called prejudiced	1	2	3	V92	35
G ¹²	There is a mentoring programme that identifies and prepares women for promotion	1	2	3	V93	36
G ¹³	There is a mentoring programme that identifies and prepares people of diverse backgrounds for promotions	1	2	3	V94	37

OFFICE USE

G ¹⁴	Appreciation of differences can be seen in the rewards managers give	1	2	3	V95		38
G ¹⁵	I feel there is more than one right way of doing things	1	2	3	V96		39
G ¹⁶	Members of minority groups feel that they belong	1	2	3	V97		40
G ¹⁷	One criterion of a manager's performance is developing the diversity of his/her staff	1	2	3	V98		41
G ¹⁸	I think that different points of view create diversity	1	2	3	V99		42
G ¹⁹	There is a high turnover among women	1	2	3	V100		43
G ²⁰	There is a high turnover among people of diverse backgrounds	1	2	3	V101		44
G ²¹	Managers give feedback and evaluate performance so staff do not lose face	1	2	3	V102		45
G ²²	I am aware of my own assumptions and stereotypes	1	2	3	V103		46
G ²³	Policies are flexible enough to accommodate everyone	1	2	3	V104		47
G ²⁴	Managers get active participation from all staff in meetings	1	2	3	V105		48
G ²⁵	There is enough common ground to hold staff together	1	2	3	V106		49
G ²⁶	Speaking a language other than English is frowned upon	1	2	3	V107		50
G ²⁷	Multi-cultural work teams exist and are working harmoniously	1	2	3	V108		51
G ²⁸	Staff spend their lunch hour and breaks in mixed groups	1	2	3	V109		52
G ²⁹	Resources are spent on diversity development	1	2	3	V110		53
G ³⁰	Managers effectively use problem-solving skills to deal with language differences or other culture clashes	1	2	3	V111		54
G ³¹	Working in a diverse group enriches me	1	2	3	V112		55
G ³²	Top management backs up its value on diversity with action	1	2	3	V113		56
G ³³	Managers have effective strategies to use when one group refuses to work with another	1	2	3	V114		57

NAME OF EMPLOYER

APPENDIX 2

Extent of diversity related problems

RESULTS OF FREQUENCY ANALYSIS

COL PCT.	1	2	3	4	5	TOTAL
Criterion	78	123	11	20	9	241
	42.86	39.64	35.71	32.79	56.25	40.10
Reference	104	190	37	41	23	395
	57.14	60.32	64.29	67.24	47.75	60.00
TOTAL	182	315	47	61	32	637
	29.55	51.34	6.82	9.90	5.260	100.00

Factor V13 – Complaints about staff speaking other languages at work

FREQUENCY						TOTAL
COL PCT.	1	2	3	4	5	TOTAL
Criterion	18	55	31	83	59	246
	55.25	31.54	27.39	41.39	19.07	40.00
Reference	14	100	32	119	25	190
	43.75	64.36	32.65	47.51	19.75	40.00
TOTAL	32	154	63	202	84	535
	5.20	26.67	13.31	32.27	15.70	100.00

The purpose of the frequency analysis is to enable the researcher to determine the sample statistics, from which the organization form can be established as required by research question 1.

SECTION B : Extent of diversity related problems

Factor V12 – Diversity in the staff composition

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	78	125	15	20	9	247
	42.86	39.68	35.71	32.79	56.25	40.10
Reference	104	190	27	41	7	369
	57.14	60.32	64.29	67.21	43.75	59.90
TOTAL	182	315	47	61	16	616
	29.55	51.14	6.82	9.90	2.60	100.00

Factor V13 – Complaints about staff speaking other languages at work

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	18	55	31	83	59	246
	56.25	33.54	37.35	41.09	44.03	40.00
Reference	14	109	52	119	75	369
	43.75	66.46	62.65	58.91	55.97	60.00
TOTAL	32	164	83	202	134	615
	5.20	26.67	13.50	32.85	21.79	100.00

Factor V14 – Resistance to working with other groups

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	13	60	38	83	53	247
	52.00	37.74	39.58	38.79	43.44	40.10
Reference	12	99	58	131	69	369
	48.00	62.26	60.42	61.21	56.56	59.90
TOTAL	25	159	96	214	122	616
	4.06	25.81	15.58	34.74	19.81	100.00

Factor V15 – Difficulty in communicating due to limited or heavily accented foreign language

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	7	31	30	92	85	245
	70.00	40.79	48.39	40.17	35.86	39.90
Reference	3	45	32	137	152	369
	30.00	59.21	51.61	59.83	64.14	60.10
TOTAL	10	76	62	229	237	614
	1.63	12.38	10.10	37.30	38.60	100.00

Factor V16 – Difficulty in communicating due to limited or heavy accented

English

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	8	43	28	95	71	245
	80.00	44.33	46.67	37.70	36.41	39.90
Reference	2	54	32	157	124	369
	20.00	55.67	53.33	62.30	63.59	60.10
TOTAL	10	97	60	252	195	614
	1.63	15.80	9.77	41.04	31.76	100.00

Factor V17 – Ethnic, racial or gender slurs or jokes

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	14	66	43	88	34	245
	56.00	31.88	49.43	43.14	37.36	39.90
Reference	11	141	44	116	57	369
	44.00	68.12	50.57	56.86	62.64	60.10
TOTAL	25	207	87	204	91	614
	4.07	33.71	14.17	33.22	14.82	100.00

Factor V18 – Complaints about discrimination in promotions, pay and performance reviews

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	54	77	37	49	28	245
	50.06	31.95	43.53	39.20	40.00	39.90
Reference	39	264	48	76	42	369
	41.94	68.05	56.47	60.80	60.00	60.10
TOTAL	95	241	85	125	70	616
	15.15	39.25	13.84	20.36	11.40	100.00

Factor V19 – Lack of social interaction between members of diverse groups

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	54	104	28	43	17	246
	45.00	38.66	34.15	41.75	41.46	40.00
Reference	66	165	54	60	24	369
	55.00	61.34	45.85	58.25	58.54	60.00
TOTAL	120	269	82	103	41	615
	19.51	43.74	13.33	16.75	6.67	100.00

Factor V20 – Increase in grievances by members of minority groups

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	28	61	49	74	33	245
	56.00	38.61	35.25	41.57	37.08	39.90
Reference	22	97	90	104	56	369
	44.00	61.39	64.75	58.43	62.92	60.10
TOTAL	50	158	139	178	89	614
	8.14	25.73	22.64	28.99	14.50	100.00

Factor V21 – Difficulty in recruiting and retaining members of different groups

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	37	84	38	54	33	246
	41.57	38.53	37.62	39.71	46.48	40.00
Reference	52	134	63	82	38	369
	58.43	61.47	62.38	60.29	53.52	60.00
TOTAL	89	218	101	136	71	615
	14.47	35.45	16.42	22.11	11.54	100.00

Factor V22 – Open conflict between groups or individuals from different groups

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	13	54	35	87	56	245
	68.42	46.96	36.84	36.71	37.84	39.90
Reference	6	61	60	150	92	369
	31.58	53.04	63.16	63.29	62.16	60.10
TOTAL	19	115	95	237	148	614
	3.09	18.73	15.47	38.60	24.10	100.00

Factor V23 – Mistakes and productivity problems due to staff not understanding directions

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	19	85	46	76	20	246
	67.86	37.61	39.32	41.30	33.33	40.00
Reference	9	141	71	108	40	369
	32.14	62.39	60.68	58.70	66.67	60.00
TOTAL	28	226	117	184	60	615
	4.55	36.75	19.02	29.92	9.76	100.00

Factor V24 – Exclusion of people who are different from others

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	22	57	38	79	50	246
	59.46	39.86	33.93	38.54	42.37	40.00
Reference	15	86	74	126	68	369
	40.54	60.14	66.07	61.46	57.63	60.00
TOTAL	37	143	112	205	118	615
	6.02	23.25	18.21	33.33	19.19	100.00

Factor V25 – Barriers in promotion for diverse employees

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	32	68	33	64	48	245
	55.17	42.50	36.67	34.04	40.68	39.90
Reference	26	92	57	124	70	369
	44.83	57.50	43.33	65.96	59.32	60.10
TOTAL	58	160	90	188	118	614
	9.45	26.06	14.66	30.62	19.22	100.00

Factor V26 – Frustrations resulting from cultural differences

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	29	78	44	63	32	246
	45.31	38.05	37.61	40.13	44.44	40.00
Reference	35	127	73	94	40	369
	54.69	61.95	62.39	59.87	55.56	60.00
TOTAL	64	205	117	157	72	615
	10.41	33.33	19.02	25.53	11.71	100.00

SECTION C : *Extent of organisational change*

Factor V27 – Change is viewed as a challenge and opportunity

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	35	89	49	65	12	250
	33.02	38.36	42.24	46.10	52.17	40.45
Reference	71	143	67	76	11	368
	66.98	61.64	57.76	53.90	47.83	59.55
TOTAL	106	232	116	141	23	618
	17.15	37.54	18.77	22.82	3.72	100.00

Factor V28 – Policies are reviewed annually

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	34	65	50	73	28	250
	37.78	35.91	40.65	43.71	49.12	40.45
Reference	56	116	73	94	29	368
	62.22	64.09	59.35	56.29	50.88	59.55
TOTAL	90	181	123	167	57	618
	14.56	29.29	19.90	27.02	9.22	100.00

Factor V29 – Rewards are handed out to suit the preference of the person rewarded

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	17	34	63	84	52	250
	53.13	31.19	37.28	42.42	47.71	40.52
Reference	15	75	106	114	57	367
	46.88	68.81	62.72	57.58	52.29	59.48
TOTAL	32	109	169	198	109	617
	5.19	17.67	27.39	32.09	17.67	100.00

Factor V30 – There is an openness to suggestions from all people in the company

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	30	73	59	60	28	250
	35.29	33.33	43.48	45.11	60.87	40.39
Reference	55	146	77	73	18	369
	64.71	66.67	56.62	54.89	39.13	59.61
TOTAL	85	219	136	133	46	619
	13.73	35.38	21.97	21.49	7.43	100.00

Factor V31 – Our strategic plan is revised as needed

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	42	81	45	54	28	250
	36.21	33.75	30.14	54.55	62.22	40.45
Reference	74	159	73	45	17	368
	63.79	66.25	61.86	45.45	37.78	59.99
TOTAL	116	240	118	99	45	618
	18.77	38.83	19.09	16.02	7.28	100.00

Factor V32 – “We have always done it this way” is a reflection of how our company responds to new ideas

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	32	67	41	79	31	250
	58.18	44.08	34.75	37.62	36.90	40.39
Reference	23	85	77	131	53	369
	41.82	55.92	65.25	62.38	63.10	59.61
TOTAL	55	152	118	210	84	615
	8.89	24.56	19.06	33.93	13.57	100.00

Factor V33 – When problems emerge, there is a willingness to fix them

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	49	108	55	34	4	250
	31.61	38.57	53.40	49.28	33.33	40.39
Reference	106	172	48	35	8	369
	68.39	61.43	46.60	50.72	66.67	59.61
TOTAL	155	280	103	69	12	619
	25.04	45.23	16.64	11.15	1.94	100.00

Factor V34 – Our training and services reflect awareness of a diverse customer base

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	36	84	61	46	23	250
	38.30	37.33	38.13	46.94	57.50	40.52
Reference	58	141	99	52	17	367
	61.70	62.67	61.88	53.06	42.50	59.48
TOTAL	94	225	160	98	40	617
	15.24	36.47	25.93	15.88	6.48	100.00

Factor V35 – My supervisor values new ideas and implements them quickly

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	33	84	63	48	22	250
	28.70	37.17	42.86	49.48	68.75	40.52
Reference	82	142	84	49	10	367
	71.30	62.83	57.14	50.52	31.25	59.48
TOTAL	115	226	147	97	32	617
	18.64	36.63	23.82	15.72	5.19	100.00

Factor V36 – Performance evaluation here measures staff's adaptation to change

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	9	47	76	65	53	250
	36.00	30.52	38.97	45.14	53.54	40.52
Reference	16	107	119	79	46	367
	64.00	69.48	61.03	54.86	46.46	59.48
TOTAL	25	154	195	144	99	617
	4.05	24.96	31.60	23.34	16.05	100.00

Factor V37 – Our top managers are visionary and approachable

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	36	91	49	46	28	250
	30.77	41.18	38.28	43.40	60.87	40.45
Reference	81	130	79	60	18	368
	69.23	58.82	61.72	56.60	39.13	59.55
TOTAL	117	221	128	106	46	618
	18.93	35.76	20.71	17.15	7.44	100.00

Factor V38 – We can bring about changes very easily

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	9	52	78	75	36	250
	21.95	31.14	45.61	42.37	58.06	40.45
Reference	32	115	93	102	26	368
	78.05	68.86	54.39	57.63	41.94	59.55
TOTAL	41	167	171	177	62	618
	6.63	27.02	27.67	28.64	10.03	100.00

Factor V39 – There is little variation in style of dress among staff

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	30	88	63	43	26	250
	41.10	52.07	35.20	32.33	41.27	40.52
Reference	43	81	116	90	37	367
	58.90	47.93	64.80	67.67	58.73	59.48
TOTAL	73	169	179	133	63	617
	11.83	27.39	29.01	21.56	10.21	100.00

Factor V40 – People at all levels can build or refine structures

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	10	37	61	79	63	250
	31.25	28.68	40.13	42.70	53.39	40.58
Reference	22	92	91	106	55	366
	68.75	71.32	59.87	57.30	46.61	59.42
TOTAL	32	129	152	185	118	616
	5.19	20.94	24.68	30.03	19.16	100.00

SECTION D : Status Quo at your company re Diversity Management?

Factor V41

1. There is a standard way to dress and look *or*
2. There is no dress code but most staff dress within a conventional range *or*
3. There is much variety in employee's style of dress

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	78	115	56	249
	39.00	42.59	37.84	40.29
Reference	122	155	92	369
	61.00	57.41	62.16	59.71
TOTAL	200	270	148	618
	32.36	43.69	23.95	100.00

Factor V42

1. Family and parenting problems like day-care and care of aged relatives are treated as women's problems, *or*
2. There are flexible systems to accommodate the needs of diverse staff *or*
3. Many options are available to support staff with children and dependants

FREQUENCY	1	2	3	TOTAL
COL PCT	1	2	3	TOTAL
Criterion	131	91	27	249
<i>Reference</i>	42.81	36.49	43.55	40.29
Reference	175	159	35	369
<i>TOTAL</i>	57.19	63.60	56.45	59.71
TOTAL	306	250	62	618
	49.51	40.45	10.03	100.00

Factor V42

Factor V43

1. Newcomers are expected to adapt to existing forms *or*
2. There is some flexibility to accommodate the needs of diverse staff *or*
3. Norms are flexible enough to include everyone

FREQUENCY	1	2	3	TOTAL
COL PCT	1	2	3	TOTAL
Criterion	151	54	44	249
<i>Reference</i>	46.18	36.00	31.43	40.36
Reference	176	96	98	368
<i>TOTAL</i>	53.82	64.00	68.57	59.64
TOTAL	327	150	140	617
	53.00	24.31	2.69	100.00

Factor V44

1. Diversity is an issue that stirs irritation and resentment *or*
2. Attention is paid to meeting equal employment opportunity guidelines *or*
3. Working towards a diverse staff is seen as a strategic advantage

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	73	110	64	247
	46.20	39.71	35.36	40.10
Reference	85	167	117	369
	53.80	60.29	64.64	59.90
TOTAL	158	277	181	616
	25.65	44.97	29.38	100.00

Factor V45

1. Dealing with diversity is not a top priority *or*
2. Dealing with diversity is the responsibility of the Personnel Department *or*
3. Dealing with diversity is considered part of every manager's job

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	79	48	120	247
	50.32	48.48	33.33	40.10
Reference	78	51	240	369
	49.68	51.52	66.67	59.90
TOTAL	157	99	360	616
	25.49	16.07	58.44	100.00

Factor V46

More time is spent on training programs to help employees

Factor V46 is our company's culture to learn the way to do things here in

1. People downplay or ignore differences among employees *or*
2. People tolerate differences and the needs they imply *or* *real barriers*
3. People value differences and want to see diversity cultivated

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	85	128	34	247
	49.71	39.75	27.64	40.10
Reference	86	194	89	369
	50.29	60.25	72.36	59.90
TOTAL	171	322	123	616
	27.76	52.27	19.97	100.00

Factor V47

1. There is diversity among staff at lower levels *or*
2. There is diversity among staff at lower and middle levels *or*
3. There is diversity among staff at all levels

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	68	86	93	247
	41.98	39.09	39.91	40.16
Reference	54	134	140	368
	58.02	60.91	60.09	59.84
TOTAL	162	220	233	615
	26.34	35.77	37.89	100.00

Factor V48

More time is spent on training programs to help employees:

1. adapt to our company's culture to learn the way to do things here *or* develop diverse staff's ability to move up the company ladder
2. *or* communicate effectively across gender and cultural barriers
3. There is much variety in employee's style of dress

FREQUENCY COL PCT	1	2	3	TOTAL
Criterion	112	88	48	248
	39.16	39.46	45.28	40.33
Reference	174	135	58	367
	60.84	60.54	54.72	59.67
TOTAL	286	223	106	615
	46.50	36.26	17.24	100.00

Factor V49

Managers are held accountable for:

1. motivating staff to increase productivity *or*
2. avoiding equal opportunity and discrimination grievances *or*
3. working effectively with a diverse staff

FREQUENCY COL PCT	1	2	3	TOTAL
Criterion	142	35	70	247
	41.40	46.05	35.90	40.23
Reference	201	41	125	367
	58.60	53.95	64.10	59.77
TOTAL	343	76	195	614
	55.86	12.38	31.76	100.00

Factor V50

Managers are held accountable for:

1. maintaining a stable staff and maintaining existing norms *or*
2. meeting affirmative action goals and identifying promotable talent *or*
3. building productive work teams with a diverse staff

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	101	51	95	247
	45.29	33.77	39.58	40.23
Reference	122	100	145	367
	54.71	66.23	60.42	59.77
TOTAL	223	151	240	614
	36.32	24.59	39.09	100.00

Factor V51

In our company it is an advantage:

1. to be a white male *or*
2. learning to be like the “old guard” *or*
3. to be unique and find new ways of doing things

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	57	73	118	248
	50.89	47.71	33.62	40.26
Reference	55	80	233	368
	49.11	52.29	66.38	59.74
TOTAL	112	153	351	616
	18.18	24.84	56.98	100.00

SECTION E : Potential Organisational barriers to Diversity

SECTION E : Potential Organisational barriers to Diversity

Factor V52 – Cost of implementation of diversity management system

FREQUENCY								
COL PCT	1	2	3	4	5	6	7	8
Criterion	27	24	34	21	34	31	26	40
	36.49	36.92	46.58	25.93	50.00	42.47	33.77	47.62
Reference	47	41	39	60	34	42	51	44
	63.51	63.08	53.42	74.07	50.00	57.53	66.23	52.38
TOTAL	74	65	73	81	68	73	77	84
	12.44	10.92	12.27	13.61	11.43	12.27	12.94	14.12

Factor V53 – Fear of hiring unskilled, uneducated employees

FREQUENCY								
COL PCT	1	2	3	4	5	6	7	8
Criterion	65	36	31	23	14	18	17	35
	39.39	37.11	41.33	41.07	33.33	41.86	37.17	46.05
Reference	100	61	44	33	28	25	30	41
	60.61	62.89	58.67	58.93	66.67	58.14	63.83	53.95
TOTAL	165	97	75	56	42	43	47	76
	27.45	16.14	12.48	9.32	6.99	7.15	7.82	12.65

Factor V54 – Strong belief in a system that favours merit

FREQUENCY										
COL PCT	1	2	3	4	5	6	7	8	TOTAL	
Criterion	42	37	34	28	25	22	25	27	240	
	46.15	42.53	38.64	35.90	35.21	33.85	39.06	48.21	40.00	
Reference	49	50	54	50	46	43	39	29	360	
	53.85	57.47	61.36	64.10	64.79	66.15	60.94	51.79	60.00	
TOTAL	91	87	88	78	71	65	64	56	600	
	15.17	14.50	14.46	13.00	11.83	10.83	10.67	9.33	100.00	

Factor V55 – Annoyance at reverse discrimination

FREQUENCY										
COL PCT	1	2	3	4	5	6	7	8	TOTAL	
Criterion	42	28	28	31	28	22	27	30	236	
	52.50	40.58	33.73	31.00	38.89	34.38	40.30	49.18	39.60	
Reference	38	41	55	69	44	42	40	31	360	
	47.50	59.42	66.27	69.00	61.11	65.63	59.70	50.82	60.40	
TOTAL	80	69	83	100	72	64	67	61	596	
	13.42	11.58	13.93	16.78	12.08	10.74	11.24	10.23	100.00	

Factor V56 – Perception that there is a lot of progress

FREQUENCY COL PCT	1	2	3	4	5	6	7	8	9	TOTAL
Criterion	25	34	32	29	36	24	24	33	0	237
	48.08	55.7	45.0	32.95	39.5	26.6	37.5	41.25	0.00	39.63
Reference	27	27	39	59	55	66	40	47	41	361
	51.92	44.2	54.9	67.05	60.4	73.3	62.5	58.75	100.0	60.37
TOTAL	52	61	71	88	91	90	64	80	1	598
	8.70	10.2	11.8	14.72	15.2	15.0	10.7	13.38	0.17	100.00

Factor V57 – Diversity is not seen as top-priority issue

FREQUENCY COL PCT	1	2	3	4	5	6	7	8	TOTAL
Criterion	39	24	29	33	24	29	20	42	240
	46.43	40.68	39.73	41.77	34.78	36.71	28.57	48.28	40.00
Reference	45	35	44	46	45	50	50	45	360
	53.57	59.32	60.27	58.23	65.22	63.29	71.43	51.72	60.00
TOTAL	84	59	73	79	69	79	70	87	600
	14.00	9.83	12.17	13.17	11.50	13.17	11.67	14.50	100.00

Factor V58 – The need to dismantle existing systems to accommodate diversity

FREQUENCY									
COL PCT	1	2	3	4	5	6	7	8	TOTAL
Criterion	35	29	19	35	27	31	27	35	238
	40.23	38.16	33.33	43.75	34.18	41.89	39.13	46.67	39.87
Reference	52	47	38	45	52	43	42	40	359
	59.77	61.84	66.67	56.25	65.82	58.11	60.87	53.33	60.13
TOTAL	87	76	57	80	79	74	69	75	597
	14.57	12.73	9.55	13.40	13.23	12.40	11.56	12.56	100.00

Factor V59 – The size of our company

FREQUENCY									
COL PCT	1	2	3	4	5	6	7	8	TOTAL
Criterion	38	25	15	20	20	22	36	62	238
	43.18	39.06	36.59	46.51	35.09	51.16	51.43	32.12	39.73
Reference	50	39	26	23	37	21	34	131	361
	56.82	60.94	63.41	53.49	64.91	48.84	48.57	67.88	60.27
TOTAL	88	64	41	43	57	43	70	193	599
	14.69	10.68	6.84	7.18	9.52	7.18	11.69	32.22	100.00

SECTION F : *How much is Diversity valued in your Company?*

Factor V62 – Every staff member should be required to speak English

FREQUENCY						TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	15	19	24	78	108	244
	34.88	31.15	34.29	39.80	44.63	39.87
Reference	28	42	46	118	134	368
	65.12	68.85	65.71	60.20	55.37	60.13
TOTAL	43	61	70	196	242	612
	7.03	9.97	11.44	32.03	39.54	100.00

Factor V63 – Diversity brings creativity and energy to a work group

FREQUENCY						TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	10	23	51	105	55	244
	50.00	51.11	46.36	36.46	36.91	39.87
Reference	10	22	59	183	94	368
	50.00	48.89	53.64	63.54	64.09	60.13
TOTAL	20	45	110	288	149	612
	3.27	7.35	17.97	47.06	24.35	100.00

Factor V64 – Minority group members should be expected to forsake their own many standards at work

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	60	109	46	23	6	244
	38.46	38.65	42.99	45.10	37.50	39.87
Reference	96	173	61	28	10	368
	61.54	61.35	57.01	54.90	62.50	60.13
TOTAL	156	282	107	51	16	612
	25.49	46.08	17.48	8.33	2.61	100.00

Factor V65 – Multi-cultural teams can be stimulating and productive

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	4	23	51	122	44	244
	33.33	60.53	41.80	38.98	34.65	39.87
Reference	8	15	71	191	83	368
	66.67	39.47	58.20	61.02	65.35	60.13
TOTAL	12	38	122	313	127	612
	1.96	6.21	19.93	51.14	20.75	100.00

Factor V66 – People should leave their differences at home and conform to company standards at work

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	8	46	46	94	50	244
	34.78	43.81	48.42	38.52	34.48	39.87
Reference	15	59	49	150	95	368
	65.22	56.19	51.58	61.48	65.52	60.13
TOTAL	23	105	95	244	145	612
	3.76	17.16	15.52	39.87	23.69	100.00

Factor V67 – Showing flexibility to people's individual needs increase commitment and motivation of employees

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	7	12	33	127	65	244
	63.64	52.17	51.56	39.94	33.16	39.87
Reference	4	11	31	191	131	368
	36.36	47.83	48.44	60.06	66.84	60.13
TOTAL	11	23	64	318	196	612
	1.80	3.76	10.46	51.96	32.03	100.00

Factor V68 – Diversity only brings unnecessary conflict and problems in a work group

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	48	118	46	25	7	244
	35.83	38.19	45.54	46.30	50.00	39.87
Reference	86	191	55	29	7	368
	64.18	61.81	54.46	53.70	50.00	60.13
TOTAL	134	309	101	54	14	612
	21.90	50.49	16.50	8.82	2.29	100.00

Factor V69 – Women are under-represented at higher levels in the company

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	8	37	30	100	698	244
	34.78	40.66	39.47	41.32	38.33	39.87
Reference	15	54	46	142	111	368
	65.22	59.34	60.53	58.68	61.67	60.13
TOTAL	23	91	76	242	180	612
	3.76	14.87	12.42	39.54	29.41	100.00

Factor V70 – People of different ethnic groups are under-represented at higher levels in the company

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	11	37	35	95	66	244
	42.31	31.15	34.29	39.80	44.63	39.87
Reference	15	67	51	140	95	368
	57.69	64.42	59.30	59.57	59.01	60.13
TOTAL	26	104	86	235	161	612
	4.25	16.99	14.05	38.40	26.31	100.00

Factor V71 – People are motivated and productive when they feel they are accepted for who they are

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	5	7	19	133	80	244
	50.00	43.75	46.34	40.55	36.87	39.87
Reference	5	9	22	195	137	368
	50.00	56.25	53.66	59.45	63.13	60.13
TOTAL	10	16	41	328	217	612
	1.63	2.61	6.70	53.59	35.46	100.00

Factor V72 – Women and minorities are oversensitive to prejudice and discrimination

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	11	48	68	88	29	244
<i>Reference</i>	44.00	34.04	40.96	40.37	46.77	39.87
Reference	14	53	98	130	33	368
<i>TOTAL</i>	56.00	65.96	59.04	59.63	53.23	60.13
TOTAL	25	141	166	218	62	612
	4.08	23.04	27.12	35.62	10.13	100.00

Factor V75 – Differences often make people feel uncomfortable

Factor V73 – Stereotypes exist about minority groups

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT	1	2	3	4	5	TOTAL
Criterion	6	27	57	116	38	244
<i>Reference</i>	75.00	30.34	37.50	41.28	46.34	39.87
Reference	2	62	95	165	44	368
<i>TOTAL</i>	25.00	69.66	62.50	58.72	53.66	60.13
TOTAL	8	89	152	281	82	612
	1.31	14.54	24.84	45.92	13.40	100.00

Factor V74 – Minority groups tend to stick together

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	6	17	23	155	43	244
	66.67	36.17	28.40	40.68	45.74	39.87
Reference	3	30	58	226	51	368
	33.33	63.83	71.60	59.32	54.26	60.13
TOTAL	9	47	81	381	94	612
	1.47	7.68	13.24	62.25	15.36	100.00

Factor V75 – Differences often make people feel uncomfortable

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	6	19	50	144	25	244
	60.00	35.85	45.05	38.81	37.31	39.87
Reference	4	34	61	227	42	368
	40.00	64.15	54.95	61.19	62.69	60.13
TOTAL	10	53	111	371	67	612
	1.63	8.66	18.14	60.62	10.95	100.00

Factor V76 – Some minority groups are more suited for certain jobs

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT						
Criterion	43	74	59	48	20	244
	49.43	42.77	44.03	26.67	52.63	39.87
Reference	44	99	75	132	18	368
	50.57	57.23	55.97	73.33	47.37	60.13
TOTAL	87	173	134	180	38	612
	14.22	28.27	21.90	29.41	6.21	100.00

Factor V77 – There should be no double standards – the rules should be the same for everyone

FREQUENCY	1	2	3	4	5	TOTAL
COL PCT						
Criterion	6	15	13	81	129	244
	54.55	41.67	37.14	39.90	39.45	39.87
Reference	5	21	22	122	198	368
	45.45	58.33	62.86	60.10	60.55	60.13
TOTAL	11	36	35	203	327	612
	1.80	5.88	5.72	33.17	53.43	100.00

Factor V78 – This country would be a better place if people would assimilate into one culture

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	60	95	41	33	15	244
	36.14	37.70	42.27	50.00	48.39	39.87
Reference	106	157	56	33	16	368
	63.86	62.30	57.73	50.00	51.61	60.13
TOTAL	166	252	97	66	31	612
	27.12	41.18	15.85	10.78	5.07	100.00

Factor V79 – This country would be a better place if people were allowed to preserve their own cultures

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	10	13	49	121	51	244
	52.63	36.11	43.36	39.67	36.69	39.87
Reference	9	23	64	184	88	368
	47.37	63.89	56.64	60.33	63.31	60.13
TOTAL	19	36	113	305	139	612
	3.10	5.66	18.46	49.84	22.71	100.00

Factor V80 – People are reluctant to disagree with minority group employees for fear of being called prejudiced

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	13	46	72	88	25	244
	54.17	32.86	40.45	39.46	53.19	39.87
Reference	11	94	106	135	22	368
	45.83	67.14	59.55	60.54	46.81	60.13
TOTAL	24	140	178	223	47	612
	3.92	22.88	29.08	36.44	7.68	100.00

Factor V81 – Training is needed to help employees understand each other and overcome communication barriers

FREQUENCY						
COL PCT	1	2	3	4	5	TOTAL
Criterion	6	8	28	104	98	244
	85.71	36.36	43.75	36.36	42.06	39.87
Reference	1	14	36	182	135	368
	14.29	63.64	56.25	63.64	57.94	60.13
TOTAL	7	22	64	286	233	612
	1.14	3.59	10.46	46.73	38.07	100.00

SECTION G : *How is Diversity managed in your Company?*

Factor V82 – I am at ease with people of diverse backgrounds

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	175	55	13	243
	38.21	42.31	56.52	39.77
Reference	283	75	10	368
	61.79	57.69	43.48	60.23
TOTAL	458	130	23	611
	74.96	21.28	3.76	100.00

Factor V83 – There is diverse staff at all levels

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	83	59	100	242
	40.89	37.11	40.32	39.67
Reference	120	100	148	368
	59.11	82.89	59.68	60.33
TOTAL	203	159	248	610
	33.28	26.07	40.66	100.00

Factor V84 – Managers have a track record of hiring and promoting diverse staff

FREQUENCY	1	2	3	TOTAL
COL PCT	1	2	3	TOTAL
Criterion	52	102	87	241
	41.27	38.06	40.47	39.57
Reference	74	166	128	368
	58.73	61.94	59.53	60.43
TOTAL	126	268	215	609
	20.69	44.01	35.30	100.00

Factor V87 – Managers hold all people equally accountable

Factor V85 – In general, I find change stimulating, exciting and challenging

FREQUENCY	1	2	3	TOTAL
COL PCT	1	2	3	TOTAL
Criterion	197	35	11	243
	38.86	39.77	68.75	39.77
Reference	310	53	5	368
	61.14	60.23	31.25	60.23
TOTAL	507	88	16	611
	82.98	14.40	2.62	100.00

Factor V86 – Gender, ethnic and racial jokes are tolerated in informal groups

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	94	93	55	242
	42.15	37.65	39.29	39.67
Reference	129	154	85	368
	57.85	62.35	60.71	60.33
TOTAL	223	247	140	610
	36.56	40.49	22.95	100.00

Factor V87 – Managers hold all people equally accountable

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	99	61	83	243
	37.36	38.36	44.39	39.77
Reference	166	98	104	368
	62.64	61.64	55.61	60.23
TOTAL	265	159	187	611
	43.37	26.02	30.61	100.00

Factor V88 – I know about the cultural norms of different groups

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	90	99	54	243
	43.27	34.49	46.55	39.77
Reference	118	188	62	368
	56.73	65.51	53.45	60.23
TOTAL	208	287	116	611
	34.04	46.97	18.99	100.00

Factor V89 – The formation of female only groups is encouraged

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	13	65	162	243
	33.33	37.36	41.01	39.47
Reference	26	109	233	368
	66.67	62.64	58.99	60.53
TOTAL	39	174	395	608
	6.41	28.62	64.97	100.00

Factor V90 – The formation of ethnic groups is encouraged

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	13	70	157	240
	41.94	37.84	40.05	39.47
Reference	18	115	235	368
	58.06	62.16	59.95	60.53
TOTAL	31	185	392	608
	5.10	30.43	64.47	100.00

Factor V91 – Managers are flexible and structure benefits and rules that work for everyone

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	68	90	82	240
	33.83	37.82	48.52	39.47
Reference	133	148	87	368
	66.17	62.18	51.48	60.53
TOTAL	201	238	169	608
	33.06	39.14	27.80	100.00

Factor V92 – I am afraid to disagree with members of other groups for fear of being called prejudiced

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	31	65	144	240
	40.79	41.67	38.30	39.47
Reference	45	91	232	368
	59.21	58.33	61.70	60.53
TOTAL	76	156	376	608
	12.50	25.66	61.84	100.00

Factor V93 – There is a mentoring programme that identifies and prepares women for promotions

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	15	51	174	240
	27.27	35.17	42.65	39.47
Reference	40	94	234	368
	72.73	64.83	57.35	60.53
TOTAL	55	145	408	608
	9.05	23.85	67.11	100.00

Factor V94 – There is a mentoring programme that identifies and prepares people of diverse backgrounds for promotions

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	46	56	138	240
	33.33	32.00	46.78	39.47
Reference	92	119	157	368
	66.67	68.00	53.22	60.53
TOTAL	138	175	295	608
	22.70	28.78	48.52	100.00

Factor V95 – Appreciation of differences can be seen in the rewards managers give

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	21	98	120	239
	25.30	38.13	44.94	39.37
Reference	62	159	147	368
	74.70	61.87	55.06	60.63
TOTAL	83	257	267	607
	13.67	42.34	43.99	100.00

Factor V96 – I feel there is more than one right way of doing things

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	200	29	12	241
	40.98	35.80	30.00	39.57
Reference	288	52	28	368
	59.02	64.20	70.00	60.43
TOTAL	488	81	40	609
	80.13	13.30	6.57	100.00

Factor V97 – Members of minority groups feel that they belong

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	58	132	50	240
	39.19	38.48	42.74	39.47
Reference	90	211	67	368
	60.81	61.52	57.26	60.53
TOTAL	148	343	117	608
	24.34	56.41	19.24	100.00

Factor V98 – One criterion of a manager’s performance is developing the diversity of his/her staff

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	96	73	70	239
	32.99	40.78	51.09	39.37
Reference	195	106	67	368
	67.01	59.22	48.91	60.63
TOTAL	291	179	137	607
	47.94	29.49	22.57	100.00

Factor V99 – I think that different points of view create diversity

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	165	49	26	240
	38.64	41.53	41.27	39.47
Reference	262	69	37	368
	61.36	58.47	58.73	60.53
TOTAL	427	118	63	608
	70.23	19.41	10.36	100.00

Factor V100 – There is a high turnover among women

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	22	102	115	239
	36.67	37.64	41.67	39.37
Reference	38	169	161	368
	63.33	62.36	58.33	60.63
TOTAL	60	271	276	607
	9.88	44.65	45.47	100.00

Factor V101 – There is a high turnover among people of diverse backgrounds

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	63	91	85	229
	37.50	36.69	44.50	39.37
Reference	105	157	106	368
	62.50	63.31	55.50	60.63
TOTAL	168	248	191	607
	27.68	40.86	31.47	100.00

Factor V102 – Managers give feedback and evaluate performance so staff do not lose face

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	73	89	74	236
	36.87	36.63	45.40	39.37
Reference	125	154	89	368
TOTAL	63.13	63.37	54.60	60.63
TOTAL	198	243	163	607
	32.78	40.23	26.99	100.00

Factor V103 – Managers get active participation from all staff in meetings

Factor V103 – I am aware of my own assumptions and stereotypes

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	161	60	16	237
	38.52	38.71	50.00	39.17
Reference	257	95	16	368
TOTAL	61.48	61.29	50.00	60.83
TOTAL	418	155	32	605
	69.09	25.62	5.29	100.00

Factor V104 – Policies are flexible enough to accommodate everyone

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	92	75	69	236
	36.80	35.89	47.59	39.07
Reference	158	134	76	368
	63.20	64.11	52.41	60.93
TOTAL	250	209	145	604
	41.39	34.60	24.01	100.00

Factor V105 – Managers get active participation from all staff in meetings

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	78	71	86	235
	42.62	34.63	40.00	38.97
Reference	105	134	129	368
	57.38	65.37	60.00	61.03
TOTAL	183	205	215	603
	30.35	34.00	35.66	100.00

Factor V106 There is enough common ground to hold staff together

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	107	77	51	235
	37.94	35.48	49.04	38.97
Reference	175	140	53	368
	62.06	64.52	50.96	61.03
TOTAL	282	217	104	603
	46.77	35.99	17.25	100.00

Factor V107 – Speaking a language other than English is frowned upon

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	47	75	113	235
	40.52	38.07	38.97	38.97
Reference	69	122	177	368
	59.48	61.93	61.03	60.03
TOTAL	116	197	290	603
	19.24	32.67	48.09	100.00

Factor V108 – Multicultural work teams exist and are working harmoniously

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	96	86	52	234
	38.55	37.07	42.98	38.87
Reference	153	146	69	368
	61.45	62.93	57.02	61.13
TOTAL	249	232	121	602
	41.36	38.54	20.10	100.00

Factor V109 – Staff spend their lunch hour and breaks in mixed groups

FREQUENCY				TOTAL
COL PCT	1	2	3	TOTAL
Criterion	51	75	109	235
	41.13	37.69	38.93	38.97
Reference	73	124	171	368
	58.87	62.31	61.07	61.03
TOTAL	124	199	280	603
	20.56	33.00	46.43	100.00

Factor V110 – Resources are spent on diversity development

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	62	61	111	234
	44.29	29.05	44.05	38.87
Reference	78	149	141	368
	55.71	70.95	55.95	61.13
TOTAL	140	210	252	602
	23.26	34.88	41.86	100.00

Factor V111 – Top management backs up its value on diversity

to deal with language differences or other culture clashes

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	37	104	94	235
	30.83	38.10	44.76	38.97
Reference	83	169	119	368
	69.17	61.90	55.24	61.03
TOTAL	120	273	210	603
	19.90	45.27	34.83	100.00

Factor V112– Working in a diverse group enriches me

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	159	57	19	235
	38.59	36.77	52.78	38.97
Reference	253	98	17	368
	61.41	63.23	47.22	61.03
TOTAL	412	155	36	603
	68.33	25.70	5.97	100.00

Factor V113 – Top management backs up its value on diversity with action

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	68	99	67	234
	35.05	38.08	45.27	38.87
Reference	126	161	81	368
	64.95	61.92	54.73	61.13
TOTAL	194	260	148	602
	32.23	43.19	24.58	100.00

Factor V114 – Managers have effective strategies to use when one group refuses to work with another

FREQUENCY				
COL PCT	1	2	3	TOTAL
Criterion	47	108	79	234
	41.23	36.99	40.31	38.87
Reference	67	184	117	368
	58.77	63.01	59.69	61.13
TOTAL	114	292	196	602
	18.94	48.50	32.56	100.00