Bibliografie


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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?

<table>
<thead>
<tr>
<th>Provincial</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>National</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Designated Groups</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td></td>
</tr>
<tr>
<td>People of colour</td>
<td></td>
</tr>
<tr>
<td>Single-working parents</td>
<td></td>
</tr>
<tr>
<td>Disabled persons</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Designated Groups</th>
<th>Please indicate with a cross (X)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethnicity</td>
<td>Yes</td>
</tr>
<tr>
<td>Diverse religious beliefs</td>
<td>Yes</td>
</tr>
<tr>
<td>Diverse sexual orientation</td>
<td>Yes</td>
</tr>
<tr>
<td>Other (please specify):…………………</td>
<td>Yes</td>
</tr>
</tbody>
</table>

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?

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<tbody>
<tr>
<td>Yes</td>
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<tr>
<td>No</td>
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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:

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<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Statement</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Our sport organisation reflects the character of the country’s diversity as a whole</td>
<td>1</td>
<td>2</td>
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</tr>
</tbody>
</table>
The sport organisation has formal policies on previously disadvantaged individuals to gain access to opportunities based on their potential

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<th>1</th>
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</table>

Special training activities are provided in the sport organisation aimed at minority groups, such as women and the disabled

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</table>

Quantitative targets are set annually in order for minority and designated groups to be developed and promoted

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</table>

Affirmative action is implemented in your sport organisation for legal reasons

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</table>

Affirmative action is implemented in your sport organisation for moral reasons

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<th>5</th>
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</table>

Affirmative action is implemented in your sport organisation for social reasons

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<th>5</th>
</tr>
</thead>
</table>

Affirmative action is implemented in your sport organisation for political reasons

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<th>5</th>
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</table>

Affirmative action is implemented in your sport organisation for business reasons

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<th>5</th>
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</thead>
</table>

Our sport organisation regards affirmative action as a synonym for managing diversity

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<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>


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?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</thead>
</table>

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.

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:

<table>
<thead>
<tr>
<th></th>
<th>1 I disagree completely</th>
<th>2 I do not really agree</th>
<th>3 I am not sure</th>
<th>4 I agree to a certain extent</th>
<th>5 I fully agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our sport organisation is represented by stakeholders from designated groups</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our sport organisation employs / works with service providers from designated groups</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our sport organisation has members, consumers and clients from designated groups</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<td>-------------------------------------------------------------------------</td>
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<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>There is an increasing pace of empowerment for people from designated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>groups in our sport organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic empowerment entails that people from designated groups will</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>develop their skills and their abilities to be able to successfully</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>fill top level positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our sport organisation follows the guidelines of the Employment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Equity Act regarding the eradication of unfair discrimination in the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>election, the empowerment and training of the employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women are regarded as a designated group in our sport organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Men and women are equally represented on <strong>top</strong> management levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Men and women are equally represented on <strong>middle</strong> management levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Men and women are equally represented on <strong>lower</strong> management levels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Provision within the sport organisation’s management and participant schedule is made for ethnic and cultural differences, such as religious holidays</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Language Policy</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afrikaans only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>English only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please specify):………………….</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
18. Does your sport organisation have a policy on sexual orientation?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</thead>
</table>

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?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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</table>

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?

<table>
<thead>
<tr>
<th>Yes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td></td>
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</table>

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?

<table>
<thead>
<tr>
<th>Yes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

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

................................................................................................................................................
................................................................................................................................................
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.

- ...
- ...
- ...
- ...
- ...

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?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

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

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................................................................................................................................................
................................................................................................................................................
................................................................................................................................................

UU niivv ee rrss iittyy oo ff PP rree ttoo rriiaa ee ttdd –– W W ee llmm aa nn ,, NN ((22 00 00 55 ))
UU niivv ee rrss iittyy oo ff PP rree ttoo rriiaa ee ttdd –– W W ee llmm aa nn ,, NN ((22 00 00 55 ))
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.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eurocentric</td>
<td>Afrocentric</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

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?

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


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


YOUR VALUABLE INPUT IS APPRECIATED

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

Tel: 012 - 420 6043
Fax: 012 - 362 8773

Email: goslin@sport.up.ac.za
Bylaag B
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  
Tel: 084 515 6224  
Email: natashawelman@yahoo.com

**Supervisor**  
Prof. A E. Goslin  
Department of Biokinetics, Sport and Leisure Sciences  
University of Pretoria  
Tel: 012 420 6043  
Email: goslin@sport.up.ac.za