

Chapter 10

Appendix A Diversity Interview Schedule

Exercise:

Use the below schedule to interview one or more diversity managers. These interviews should then be thematically analysed according to the framework described in this chapter.

Explanation:

The aim of this research is to investigate the impact of diversity management at organizational level. Different stakeholders will be interviewed about their experiences and opinions regarding diversity management. I will ask you questions under seven headings: you and your organization; diversity and equality in your organization; mainstreaming and involvement; monitoring; appraisal, recruitment and training; the future; your personal details. No individual names will be revealed and they will be kept strictly confidential. Transcripts of the interview will be sent to the interviewees to enable them to make the necessary corrections.

You and your organization

1. What is your responsibility or job role in relation to diversity and management in this organization?

Probe: Have you been promoted to this position?

Probe: If yes, what was your previous job role?

Probe: How many years (approximately) have you been in your current role?

2. How do you fit in the organizational structure?

Probe: What are you responsible for?

Probe: To whom are you reporting?

Probe: Who are reporting to you?

Probe: Do you have open access to the CEO of your company?

Probe: Do you sit in on strategy meetings?

Diversity and equality in your organization

3. How did your organization reach its current position in diversity and equality?

Probe: Who first proposed the idea of diversity management?

Probe: Initially, what measures were parts of your diversity strategy?

Probe: How did the scope of the effort expand over time? What precipitated these changes?

Probe: Who were the key people in the different stages of this process?

4. Could you describe your organization's current diversity structure to me?

Probe: Does your organization have someone or a specialised office whose main responsibility is managing diversity?

Probe: If yes, to what extent does this person have power and prestige within the organization?

Probe: How do you relate equal opportunities issues to diversity management strategies?

5. What are the specific facilities that are available for certain groups of employees?

Probe: Accessibility for the disabled, complaining mechanism for the cases of discrimination and harassment, child care facilities, training, mentoring, career development programmes, flexible hours and work schedules?

6. What are the activities/initiatives/programmes that are implemented in order to reach diversity goals?

Probe: Who are in the target groups of the diversity activities? (In other words who attends them?)

7. Which initiatives do you consider more successful?

Probe: Why?

Probe: Which initiatives have been meet with opposition/resistance?

Probe: Why?

8. In promoting diversity do you use different messages for different groups of employees?

Probe: What is the most pronounced/welcome justification for the diversity policies in the organization?

Probe: What types of justifications for the strategic imperative of managing diversity tend to be accepted by top management?

9. Who in the company was the most avid champion of diversity?

Probe: Most opposed?

10. How would you describe the impact of diversity management policies and practices on organizational culture?

Probe: How do you think diversity efforts have initiated a process of organizational change?

Mainstreaming and involvement

- 11. How do diversity management policies or initiatives relate to the overall corporate objectives and strategies?**

Probe: In mission statements, strategy planning, across different functions in the organization?

- 12. The literature suggests that it is difficult to involve line managers in diversity efforts. How do you get them to contribute actively to and take responsibility for the diversity efforts?**

Probe: Are they well informed and conscious about diversity management policy?

Probe: What does your organization do to ensure they have the skills necessary to manage diverse employees effectively?

Probe: Are they held accountable for their diversity efforts? How?

- 13. How do you get senior managers to contribute actively to and take responsibility for the diversity efforts?**

Probe: How are they informed and made conscious about diversity management policy?

Probe: Are they held accountable for their diversity efforts? How?

Probe: How would you define top management's attitude towards diversity?

- 14. How are the employees involved in the design and implementation of diversity policies and practices?**

Probe: How are employee responses included in the decisions to optimise diversity policies?

15. What would you say about the reactions of different groups of employees to diversity programmes?

Probe: Are some groups of employees predictably more receptive to diversity efforts than others?

Probe: Opponents?

Probe: How do you evaluate the impact of diversity management policies and practices on employees' equal opportunities attitudes and behaviours?

Monitoring

16. How are diversity initiatives evaluated/monitored?

Probe: By whom, which measures, how often, and to whom are the results of these monitoring activities reported?

17. Do you have employee attitude surveys to monitor the impact of diversity efforts?

Probe: Could you please explain the coverage of them?

Probe: Can I have a copy of the survey form?

Probe: Can I have a copy of the reports on the results of the surveys?

18. What are the benefits of workforce diversity?

Probe: Up to now, what benefits are derived from the diversity programme?

Probe: How would you evaluate the impacts of diversity management policies on:

- Employees' level of commitment and belongingness, perceptions of fairness/justice
- Employees' performance and satisfaction

- Communication and interaction between employees from diverse backgrounds
- Organizational performance, creativity/innovation, problem solving and decision making
- Cost of labour turnover, absenteeism, recruitment, discrimination lawsuits
- Business success with regard to market penetration, diversification of customer base and level of customer satisfaction

Probe: How do you measure the impact of diversity policies on these areas?

Probe: Can I have a copy of the reports on these?

19. Up to now, what are the costs associated with diversity management?

Probe: What kind of unforeseen costs are brought about by diversity policies?

Probe: What kind of problems did you encounter during your diversity efforts?

20. What is the customer base of the organization (diversity of customer base)?

21. How common are the incidents of sexual and ethnic harassment in your organization?

Probe: Are they frequently reported?

Probe: Are there perceived repercussions for reporting such incidents? What are they?

Probe: To what extent is harassment tolerated?

Appraisal, recruitment and training

22. What is the proportion of women, racial and ethnic minorities, gay men and lesbians and people with disabilities within the workforce?

Probe: Within senior management?

Probe: Can I have a copy of employee statistics?

Probe: What is the role of diversity management efforts on these figures?

23. Are there targeted recruitment efforts?

Probe: What are they? (contacting the minority alumni associations, advertising jobs in minority or women's publications)

24. Are hiring, promotion and compensation practices monitored with respect to their conformity with equal opportunities principles?

Probe: What are the mechanisms for monitoring?

25. How are performance appraisals related to diversity effort?

26. Does your organization offer diversity awareness training?

Probe: Are they mandatory?

Probe: How is its effectiveness evaluated?

Probe: What is the focus of this training?

Probe: Who receives it?

Probe: Can I have a copy of the training guidelines?

Probe: May I observe some of the training?

The future

27. In summary, how would you define the current state of your organization with regard to embracing diversity and supporting equality?

28. How would you define your role and responsibility in reaching the diversity and equality goals in the organization and as change agents?

Probe: Are they given the necessary tools and resources for reaching these goals?

Probe: What resources are available for diversity management programmes and initiatives?

Probe: What kind of problems/challenges did you yourself encounter during your diversity efforts?

29. How do you ensure the sustainability of your diversity programmes?

30. How do you plan to modify the diversity programme in the future?

31. Considering your experience what would be your recommendations to others in the field?

Personal details

We are trying to build a profile. May I lastly ask you some personal details?

32. What are your educational qualifications?

Probe: How does your education contribute to the needs of your current job?

33. What is your functional background/training?

Probe: How does your functional background/training contribute to the needs of your current job?

34. Did you have any specific training on diversity management? Could you elaborate?

- 35. How does your previous employment experience contribute to the needs of your current job?**
- 36. In summary, how did you gain the expertise required for your current role in diversity management?**
- 37. Age:**
- 38. Ethnicity:**
- 39. Nationality:**
- 40. Do you practise a religion?**
Probe: Which one do you practise?
- 41. Do you have a disability?**
Probe: What is it?
- 42. How do you think people will react if I ask about their sexuality?**
Probe: Would you mind telling me about your sexuality?
- 43. How do you think your demographic background (e.g. gender/race/ethnicity) has affected your career progression?**
Probe: Did it have any impact on your decision to pursue your career in the diversity/equality field? How?
Probe: Did it have any impact on your understanding of the diversity/equality field?
- 44. Are you a member of any voluntary groups/non-governmental organizations? Could you elaborate?**
- 45. What would you say about your interest/involvement in politics?**

46. Are you a member of any networks or groups on diversity/equality?

Could you elaborate?

Probe: Within your organization?

Probe: Outside your organization?

47. Do you have regular contact with the other institutions/companies who are implementing diversity policies and programmes? Could you elaborate?

48. Could you please tell me any additional comments you feel are relevant to our understanding of the diversity management strategy of your organization?

49. Who else can I talk to about diversity management in your organization?

Probe: May I have their contact details?

Probe: Could you introduce me to them?