

APPENDIX

Appendix A Survey Instrument

Diversity Management Training Effectiveness Survey

Part I - Company and Work Environment Profile

Please indicate which response best describes your current work situation.

1. Property Ownership:

International Chain Franchise	National Chain Independently owned
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2. Property Location:

Airport	Downtown	Resort	Suburb	Highway
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3. Property Size: How would you describe the size of your property?

0 –150 rooms	151- 300 rooms	301-450 rooms
451- 600 rooms	more than 600 rooms	

4. Approximately how many employees work at your property

Less than 150	150 - 299	300 - 449
450 - 600	more than 600	

Part II -Personal Outputs: General Satisfaction and Organizational Commitment

Please state your level of satisfaction or dissatisfaction with regard to your personal outputs. Circle the number indicating your satisfaction level.

- | | | Very
Dissatisfied | | Satisfied | | Very |
|--|---|----------------------|---|-----------|---|------|
| 1. All in all, how satisfied are you with the people in your workgroup? | 1 | | 2 | 3 | 4 | 5 |
| 2. All in all, how satisfied are you with your supervisor? | 1 | | 2 | 3 | 4 | 5 |
| 3. All in all, how satisfied are you with your job? | 1 | | 2 | 3 | 4 | 5 |
| 4. All in all, how satisfied are you with your present organization? | 1 | | 2 | 3 | 4 | 5 |
| 5. Considering your skills and effort you put into work, how satisfied are you with your pay? | 1 | | 2 | 3 | 4 | 5 |
| 6. How satisfied are you with the progress you have made in this organization up to now? | 1 | | 2 | 3 | 4 | 5 |
| 7. How satisfied are you with your chances for getting ahead in this organization in the future? | 1 | | 2 | 3 | 4 | 5 |

Please state your level of agreement or disagreement with regard to your organizational commitment.

		Strongly Agree			Strongly Disagree		
1. I am quite proud to be able to tell people who I work for.	1	2	3	4	5	6	7
2. I sometimes feel like leaving this organization for good.	1	2	3	4	5	6	7
3. I'm not willing to put myself out just to help the organization.	1	2	3	4	5	6	7
4. Even if the firm were not doing too well financially, I would be reluctant to change to another employer.	1	2	3	4	5	6	7
5. I feel that I am a part of the organization.	1	2	3	4	5	6	7
6. In my work I like to feel I am making some effort, not just for myself but for the organization as well.	1	2	3	4	5	6	7
7. The offer of a bit more money with another employer would not seriously make me think of changing my job.	1	2	3	4	5	6	7
8. I would not recommend joining our staff to a close friend.	1	2	3	4	5	6	7
9. To know that my own work had made a contribution to the good of the organization would please me.	1	2	3	4	5	6	7

Part III - Diversity Management Training Initiative Importance and Involvement Profile

In your opinion: How important is each of the following initiative to the overall success of a diversity management program? Which of the following initiatives does your present company have?

Address the above two questions by circling the number that indicates the level of importance you place on each initiative. Circle "Y" (yes), "N" (no), and "DK" (don't know) to indicate whether your company offers this initiative.

	Very Unimportant			Very Important		Offered by Company		Don't Know
1. Speeches by the CEO/senior executives on diversity management	1	2	3	4	5	Y	N	DK
2. Videos by CEO on diversity management	1	2	3	4	5	Y	N	DK
3. Teleconferencing or closed circuit television programs on diversity management	1	2	3	4	5	Y	N	DK
4. Executive forum on diversity management	1	2	3	4	5	Y	N	DK
5. Corporate vision statement on diversity management	1	2	3	4	5	Y	N	DK
6. Corporate mission statement on diversity management	1	2	3	4	5	Y	N	DK
7. Corporate policy on diversity management	1	2	3	4	5	Y	N	DK
8. Written materials on diversity management (brochure/letter/memo from CEO)	1	2	3	4	5	Y	N	DK
9. Senior management behavior modeling regarding diversity management	1	2	3	4	5	Y	N	DK
10. A section in the employee handbook on diversity	1	2	3	4	5	Y	N	DK
11. Employee newspaper/periodical articles on diversity	1	2	3	4	5	Y	N	DK
12. Second language communication programs	1	2	3	4	5	Y	N	DK
13. Special diversity news letter/status report	1	2	3	4	5	Y	N	DK
14. New manager orientation discussions on diversity	1	2	3	4	5	Y	N	DK
15. Diversity briefings for senior management	1	2	3	4	5	Y	N	DK
16. Sexual harassment training	1	2	3	4	5	Y	N	DK
17. Diversity awareness integrated into executive education	1	2	3	4	5	Y	N	DK
18. Diversity awareness training programs for managers	1	2	3	4	5	Y	N	DK
19. Integrating diversity into various training programs								
20. Cross-race/gender training teams	1	2	3	4	5	Y	N	DK

21. Diversity task forces and teams	1	2	3	4	5	Y	N	DK
22. Diversity issue study groups	1	2	3	4	5	Y	N	DK
23. Focus groups on diversity	1	2	3	4	5	Y	N	DK
24. The existence of a diversity council	1	2	3	4	5	Y	N	DK
25. Corporate advisory committees on diversity	1	2	3	4	5	Y	N	DK
26. Business unit steering committees on diversity management	1	2	3	4	5	Y	N	DK
27. Networking groups specifically for minority employees	1	2	3	4	5	Y	N	DK
28. Identification process for "high potential" employees	1	2	3	4	5	Y	N	DK
29. Public posting for all positions up to the VP Levels	1	2	3	4	5	Y	N	DK
30. Developmental assignments (lateral, rotational & task forces)	1	2	3	4	5	Y	N	DK
31. Career path planning	1	2	3	4	5	Y	N	DK
32. Individual development plans	1	2	3	4	5	Y	N	DK
33. Executive MBA programs for minority employees	1	2	3	4	5	Y	N	DK
34. Minority internships	1	2	3	4	5	Y	N	DK
35. Self development planning	1	2	3	4	5	Y	N	DK
36. Development programs for "non-traditional" employees	1	2	3	4	5	Y	N	DK
37. English as a Second Language (ESOL) Courses	1	2	3	4	5	Y	N	DK
38. Remedial educational training programs	1	2	3	4	5	Y	N	DK
39. Linking diversity performance to other corporate objectives	1	2	3	4	5	Y	N	DK
40. Developing diversity performance measures	1	2	3	4	5	Y	N	DK
41. Defining and rewarding behaviors that reinforce diversity	1	2	3	4	5	Y	N	DK
42. Diversity performance tied to team bonuses, individual incentives, direct compensation, and other rewards and benefits	1	2	3	4	5	Y	N	DK
43. Internal diagnostic studies or audits on the glass ceiling, equity ceiling, or corporate culture	1	2	3	4	5	Y	N	DK
44. Employee attitude surveys containing diversity items	1	2	3	4	5	Y	N	DK
45. Diversity benchmarking with other companies	1	2	3	4	5	Y	N	DK
46. Integration of diversity into total quality strategy	1	2	3	4	5	Y	N	DK
47. Establishment of a stand alone diversity position	1	2	3	4	5	Y	N	DK
48. Diversity responsibilities added to EEOC and AA positions	1	2	3	4	5	Y	N	DK
49. Flexible managerial style, not one size fits all	1	2	3	4	5	Y	N	DK
50. Policies /benefits to support diverse needs	1	2	3	4	5	Y	N	DK

Part IV - Demographics

Please answer the following questions. Your answers will be kept strictly confidential and will only be used by the researcher for statistical purposes.

1. Year of birth _____
2. Gender Female Male
3. Racio-ethnicity
Asian (Those of Primarily Asian Descent)
Black (Those of Primarily African Descent)
Hispanic/Latino (Those with Primarily Spanish Descent)
Native American
White (Those of Primarily European Descent)
Other (please specify)_____
4. Highest educational level completed:
High school/GED or less Technical/Vocational degree

Bachelors degree
Other: _____

Masters degree

5. Length of time with your present company _____
6. Current Position: _____
7. Current annual salary
- | | | |
|----------------------|----------------------|----------------------|
| Under \$20,000 | \$20,000 to \$39,999 | \$40,000 to \$59,999 |
| \$60,000 to \$79,999 | \$80,000 to \$99,999 | \$100,000 or more |
8. Do you consciously think of yourself as a member of an identifiable (diverse) group?
Yes No (If no, please go to question 10.)
9. Which of the following (diverse) group categories do you identify yourself with? Please check all that apply.
- | | | | |
|------------------------------|-----------------|-----------------------|------------------|
| Gender | Racio-ethnicity | Sexual orientation | Physical ability |
| Mental ability | Health | Religious affiliation | Nationality |
| Other (please specify) _____ | | | |
10. In your opinion, how effective are diversity management training programs on **minority** employees?
Very ineffective Ineffective Neither ineffective nor effective Effective Very effective
11. In your opinion, how effective are diversity management training programs on **non-minority** employees?
Very ineffective Ineffective Neither ineffective nor effective Effective Very Effective
12. In your opinion, does your company offer a diversity management training program?
Yes No
13. If someone were to ask your human resource manager "Do you offer a diversity management training program?" In your opinion, what would their response be?
Yes No

Thank you for your time.

Don't forget your business card so you will be included in the drawing!!