



Welcome!

Thank you for participating in Diversity MBA Magazine's "Best Places for Diverse Managers to Work" 2011 survey. The data collected in this survey will provide benchmarks for organizations across a wide span of industries. You will be able to see how you are doing relative to other organizations and pinpoint areas of excellence and areas that may need improvement. The final report will outline best practices for recruiting and retaining diverse talent.

Once you begin the survey, please use the arrows at the bottom of each page to move between pages. Please do not use the forward and back arrows in your browser. You can stop working on the survey by closing your browser and return to it by clicking the link that originally brought you to it. You must be at the same computer where you started the survey. After you begin, you will have one month to finish the survey.

#### Recruitment

Do you actively recruit diverse management talent?

- Yes
- No

Do you recruit diverse candidates with MBA degrees, undergraduate degrees, or both?

- Primarily MBA
- Primarily undergraduate
- Both MBA and undergraduate

Do you actively recruit persons with disabilities?

- Yes
- No

Do you actively recruit veterans?

- Yes
- No

**With which of the following professional organizations do you have a strategic partnership for the purpose of recruiting?**

- National Black MBA Association
- National Society of Hispanic MBAs
- National Asian MBA Association
- National Women's MBA Association
- National Association of Black Accountants
- Association of Latino Professionals in Finance and Accounting
- National Association of Hispanic Accountants
- National Society of Black Engineers
- National Society of Hispanic Engineers
- Other: please indicate below
- No such relationships

**Other professional organizations**

**List the top 3 organizations you work with for hiring veterans.**

**List the top 3 organizations you work with for hiring people with disabilities.**

**Does your organization sponsor campus activities for the purpose of recruiting women and people of color?**

- Yes
- No

From how many colleges and universities does your organization recruit diverse employees?

How many do you hire from these colleges and universities?

### Representation

How many full-time employees does your organization employ in the United States?

How many of your full-time U.S. employees are female?

How many of your full-time US employees are veterans?

How many of your full-time U.S. employees are there in each of the following categories?

African American

Asian American / Pacific  
Islander

Hispanic

Native American

White

Other

We do not track this.

The next set of questions asks about representation at different levels of management in your organization.

Please indicate the number of people in each category. If there are none, please enter 0.

How many people in each category hold a "C-level" title (CEO, CFO, CIO, etc.)?

	Women	Men
African American	_____	_____
Asian American	_____	_____
Asian Indian	_____	_____
Asian Pacific Islander	_____	_____
Hispanic	_____	_____
Native American	_____	_____
White	_____	_____
Other	_____	_____
We do not track this.	_____	_____

How many people in each category hold the title "President"?

	Women	Men
African American	_____	_____
Asian American / Pacific Islander	_____	_____
Hispanic	_____	_____
Native American	_____	_____
White	_____	_____
Other	_____	_____
We do not track this.	_____	_____

How many people in each category hold the most senior VP title (i.e., "Executive Vice President" or "Senior Vice President")?

	Women	Men
African American	_____	_____

Asian American / Pacific Islander	<input type="text"/>	<input type="text"/>
Hispanic	<input type="text"/>	<input type="text"/>
Native American	<input type="text"/>	<input type="text"/>
White	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

**How many people in each category hold a title of "Vice President"?**

	Women	Men
African American	<input type="text"/>	<input type="text"/>
Asian American / Pacific Islander	<input type="text"/>	<input type="text"/>
Hispanic	<input type="text"/>	<input type="text"/>
Native American	<input type="text"/>	<input type="text"/>
White	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

**How many people in each category hold the title Director (i.e., Senior Director, Managing Director, Executive Director)?**

	Women	Men
African American	<input type="text"/>	<input type="text"/>
Asian American / Pacific Islander	<input type="text"/>	<input type="text"/>
Hispanic	<input type="text"/>	<input type="text"/>
Native American	<input type="text"/>	<input type="text"/>
White	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

**How many people in each category hold the title Manager (i.e., supervisor, senior manager, middle manager)?**

|

	Women	Men
African American	<input type="text"/>	<input type="text"/>
Asian American / Pacific Islander	<input type="text"/>	<input type="text"/>
Hispanic	<input type="text"/>	<input type="text"/>
Native American	<input type="text"/>	<input type="text"/>
White	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

**Board Diversity**

**How many people serve on your organization's Board of Directors?**

**How many people in each category are on the Board of Directors?**

	Women	Men
African American	<input type="text"/>	<input type="text"/>
Asian American / Pacific Islander	<input type="text"/>	<input type="text"/>
Hispanic	<input type="text"/>	<input type="text"/>
Native American	<input type="text"/>	<input type="text"/>
White	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>

**Training, Mentorship and Retention**

**How is diversity addressed in your organization's succession planning?**

**How soon after hiring do new managers participate in training opportunities?**

- Within 30 days
- Between 31 - 90 days
- 91 - 180 days
- 181 day - 1 year
- No consistent time frame

**Does your organization have a formal mentoring program?**

- Yes
- No

**How soon after hiring are mentors assigned to managers?**

- Within 30 days
- Between 31 - 90 days
- 91 - 180 days
- 181 day - 1 year
- No consistent time frame

**Which of the following are used for further management development?  
Select using the mouse. Use the CTRL key for multiple selections.**

- Coaching
- Outside education
- Internal education
- Management rotation program
- Sponsorship program for executives
- Board development
- Other (please explain below)

**If you entered "Other" above, please explain in this space.**

**Which of the following competencies does your organization look for when filling leadership positions?  
Use the mouse to select. Use the CTRL key for multiple selections.**

- Vision strategy
- Emotional intelligence
- Cross-cultural competence
- Team empowerment and mobilization
- Results focused
- Communication
- Change innovation leadership
- Rapid decision making
- Thought leadership

**Please rank these competencies from 1 (highest priority) to 10 (lowest priority) according to their importance in your organization. (For benchmarking purposes only. No ties, please.)**

- Vision strategy
- Emotional intelligence
- Cross-cultural competence
- Team empowerment and mobilization
- Results focused
- Communication
- Change innovation leadership
- Rapid decision making
- Thought leadership

**What are your annual retention rates and retention goals for people in each of the following categories? Please use the most recent data and goals available. If you do not track retention data or set retention goals, please enter NA.**

	Retention	
	Rate	Goal
African American	_____	_____
Asian American	_____	_____
Asian Indian	_____	_____
Asian Pacific Islander	_____	_____
Hispanic	_____	_____
Native American	_____	_____

White

Other

We do not track this.

_____	_____
_____	_____
_____	_____

### Inclusion

**Is there a dominant ethnic group at your company?**

- Yes
- No

**If yes, please enter the name of the group.**

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**Do you offer cultural sensitivity / diversity training?**

- Yes, mandatory
- Yes, optional
- No

**If you offer optional cultural sensitivity / diversity training, what percentage of employees and what percentage of managers take the training? Please use the most recent data available.**

% Employees

\_\_\_\_\_

% Managers

\_\_\_\_\_

**How often are women and people of color publicly acknowledged by the company?**

- Monthly
- Quarterly
- Semi-annually
- Annually
- Never
- Other

If you answered Other, what is the frequency at your company?

Does your organization have or sponsor employee affinity groups?

- Yes  
 No

Do your employee resource and/or affinity groups have executive sponsors?

- Yes  
 No

Which of the following types of employee resource / affinity groups does your organization have?

Select using the mouse. Use the CTRL key for multiple selections.

- African American
- Hispanic
- Asian
- Native American
- Disabled
- LGBT
- Veterans
- Working parents
- Generational
- Women

If you checked Other, please list any other employee resource / affinity groups in your organization.

On average, how frequently do affinity groups meet?

- Monthly  
 Quarterly  
 2-3 times a year  
 Once a year  
 As needed, no set schedule

**How often does your company host or participate in innovation think tanks (when people come together for problem solving on behalf of the company)?**

- Monthly
- Quarterly
- Semi-annually
- Annually
- Never
- Other

**What levels of employees usually attend the think tanks?  
Select using the mouse. Use the CTRL key for multiple selections.**

Everyone  
Junior managers  
Senior managers  
Executives  
Other

**Does your organization offer flexible work hours at management levels?**

- Yes
- No

#### **Accountability**

**Is commitment to diversity one of the strategic objectives of your company?**

- Yes
- No

**Does your organization have a formal supplier diversity program?**

- Yes
- No

**From a corporate social responsibility perspective, for which of the following leadership development activities does your organization support manager participation? Use the mouse to select activities. Use the CTRL key for multiple selections.**

Not for profit board service  
Community service  
Leading internal community focused projects  
Other

**If you checked Other, what are the other activities your company supports?**

**Does your organization regularly assess the effectiveness of its diversity efforts?**

- Yes  
 No

**What tools does your organization use to measure effectiveness and results of its diversity and inclusion efforts?**

**Select using the mouse. Use the CTRL key for multiple selections.**

Scorecard  
Engagement survey  
Diversity-specific survey  
Other

**If your organization assesses the effectiveness of its diversity efforts, what are the measures of success?**

- Representation  
 Retention  
 Participation in conferences  
 Management of employee resource / affinity groups  
 Rate of participation in diversity training  
 External partnerships with diverse groups / organizations  
 Participation with minority or women owned businesses

Other  
\_\_\_\_\_

**Do you have a Chief Diversity Officer or other executive charged with oversight of diversity issues?**

- Yes  
 No

**If yes, to whom does this person report?**

- CEO  
 Board of Directors  
 HR  
 No official reporting  
 Other

**Are business units held accountable for representation and diversity goals?**

- Yes  
 No

**If yes, how is achieving these goals rewarded?**

- Reflected in annual bonus  
 Reflected in merit pay  
 Point system  
 Recognition  
 Other  
\_\_\_\_\_

**How does your CEO engage and support your diversity initiatives?**

- Regular interaction with employee groups  
 CEO engagement in programs  
 Clear strategy communicated from CEO in multiple venues  
 Other  
\_\_\_\_\_

**Is your organization's diversity strategy approved by the Board of Directors?**

- Yes
- No

**What else would you like us to know about your organization's diversity strategy and its implementation practices to drive inclusion?**

### Your organization

**Which of the following best describes your industry?**

- Airline
- Automotive
- Banking / Financial Services
- Consulting
- Consumer Packaged Goods
- Consumer Services
- Education
- Equipment Leasing
- Healthcare
- Insurance
- Media
- Pharmaceutical
- Retail
- Technology
- Telecommunications
- Transportation
- Utilities
- Wholesale

**Please complete the following information.**

Company Name \_\_\_\_\_

Company Address (street ) \_\_\_\_\_

Company Address (city,  
state, zip) \_\_\_\_\_

Contact Name \_\_\_\_\_

Contact email address \_\_\_\_\_

Contact Phone # \_\_\_\_\_

**THIS IS THE END OF THE SURVEY.**

**IF YOU WOULD LIKE TO REVIEW YOUR ANSWERS BEFORE SUBMITTING THEM, PLEASE DO  
SO NOW.**

**USE THE BACK ARROW TO REVIEW YOUR ANSWERS.**

**MANY THANKS FOR YOUR HELP!**

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