

## **APPENDIX**

### **SURVEY INSTRUMENT**

#### **LIST OF FIGURES**

Figures 1-11

## Introduction

1. Thank you for participating in our study "The Impact of Corporate Restructuring and Downsizing on the Managerial Careers of Minorities and Women: Lessons Learned from Nine Corporations"
2. Please be assured that all of the data will be held in the strictest confidence. None of the corporations will be identified in the final report or any other public document. We will maintain complete anonymity of all respondents.
3. We expect the interview will take 30 to 60 minutes.
4. If you don't finish in the time allotted we can reschedule a new time.
5. Did you convene a group to help answer these questions?

Let's begin



**The Impact of Corporate Restructuring and Downsizing on the  
Managerial Careers of Minorities and Women: Lessons Learned  
from Nine Corporations**

**Telephone Questionnaire**

**This research focuses on women and minorities who hold  
management positions throughout your company.**

1. What is your company's organizational structure? (Please send us a copy of your organizational chart.)

Has your company's organizational structure changed since 1990 in a way that is reflected on the organizational chart?

If YES, what changes were made?

2. What are the levels of management in your company? Please give us the number of levels and the general titles corresponding to each level of management. (For example, six levels of management: vice president, regional manager, division manager, group manager, assistant group manager, first line manager.)

Have your company's levels of management changed since 1990?

If YES, what have been the changes?

in the number of levels of management\_\_\_\_\_

in the position titles\_\_\_\_\_



3. Using the attached worksheet, what is the breakdown (in numbers and percentages) of your management personnel at each management level in terms of gender and race/ethnicity within each function listed on your organizational chart?

For example, in hypothetical Company A, in the Sales function there may be six levels of management from sales unit manager at the lowest level to Vice President of Sales who reports directly to the CEO. At the lowest level there may be 60 women (37.5%) and 100 men (62.5%); of which 40 women and 80 men are White, 10 women and 15 men are African American, 5 women and 3 men are Asian Pacific American, 5 women and 2 men are Hispanic/Latino, and no men or women who are American Indian/Alaskan Natives. At the next higher level of management in Sales....

Please make extra copies of this worksheet to organize the information of different management levels in all corporate functions.

4. Have changes in organizational structure and/or levels of management since 1990 altered the numbers (and percentages) of women and minorities at each level of management in different functions?

If YES, what are the changes?

Using (+) to show increase and (-) to show decrease, please indicate on the worksheet each function listed on your organizational chart.

- 5a. If there has been a decrease in the number of management employees, what strategies have been used to achieve downsizing?

(Please give percentages of exempt employees who left since 1990 through the following mechanisms.)

	White men	White women	Minority men	Minority women
1. Attrition (not replacing retirees)	_____	_____	_____	_____
2. Buy-out packages	_____	_____	_____	_____
3. Lay-offs	_____	_____	_____	_____

4. Redeployment (in another job or site) \_\_\_\_\_
5. Outplacement \_\_\_\_\_
6. Other strategy (please describe) \_\_\_\_\_

5b. What is the gender \_\_\_\_\_ and race/ethnicity \_\_\_\_\_ breakdown of personnel in management positions who no longer work for the company due to downsizing since 1990?\*

6. Does your company use temporary personnel and/or independent contractors, to fill managerial positions? \_\_\_\_Yes \_\_\_\_No

If yes, do you provide benefits for them?

What are they?

If YES, what is the gender \_\_\_\_\_ and race/ethnicity \_\_\_\_\_ breakdown of people who are employed on a temporary or independent contractor basis?\*

7. What have you learned from the experience of downsizing and restructuring about hiring and retaining white women, minority women and minority men?

8. What recommendations would you make to other companies beginning this process to insure they retain competent white women, minority women, and minority men?

9. Do you have any questions or comments

Thank you.

\*You may want to use extra copies of the worksheet to organize the information for questions 5B and 6 also.

GENDER & RACE/ETHNICITY BREAKDOWN FOR EACH  
MANAGEMENT LEVEL FOR EACH FUNCTION

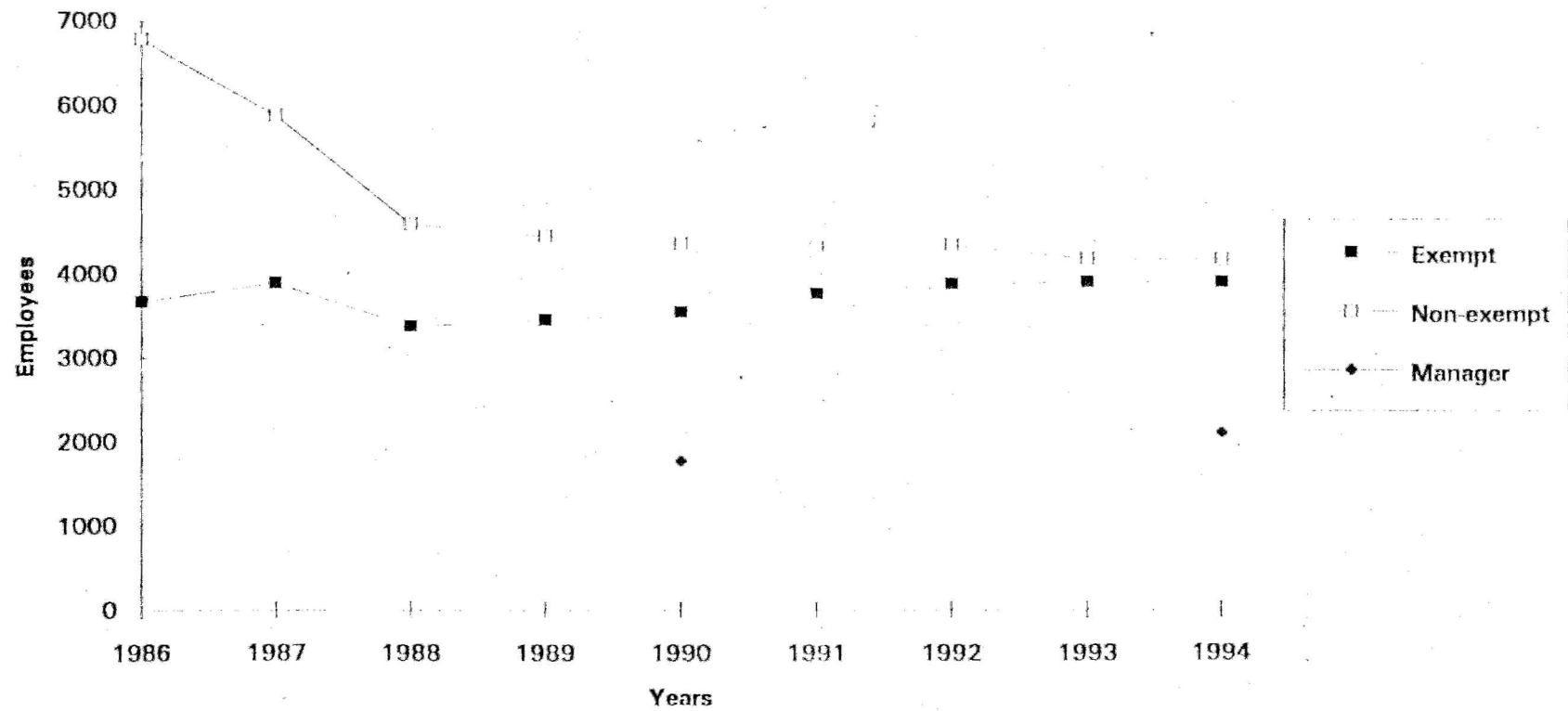
Management Level		White +/-	African American +/-	Asian Pacific American +/-	Hispanic/Latino +/-	American Indian/Alaskan Native +/-
	Male					
	Female					

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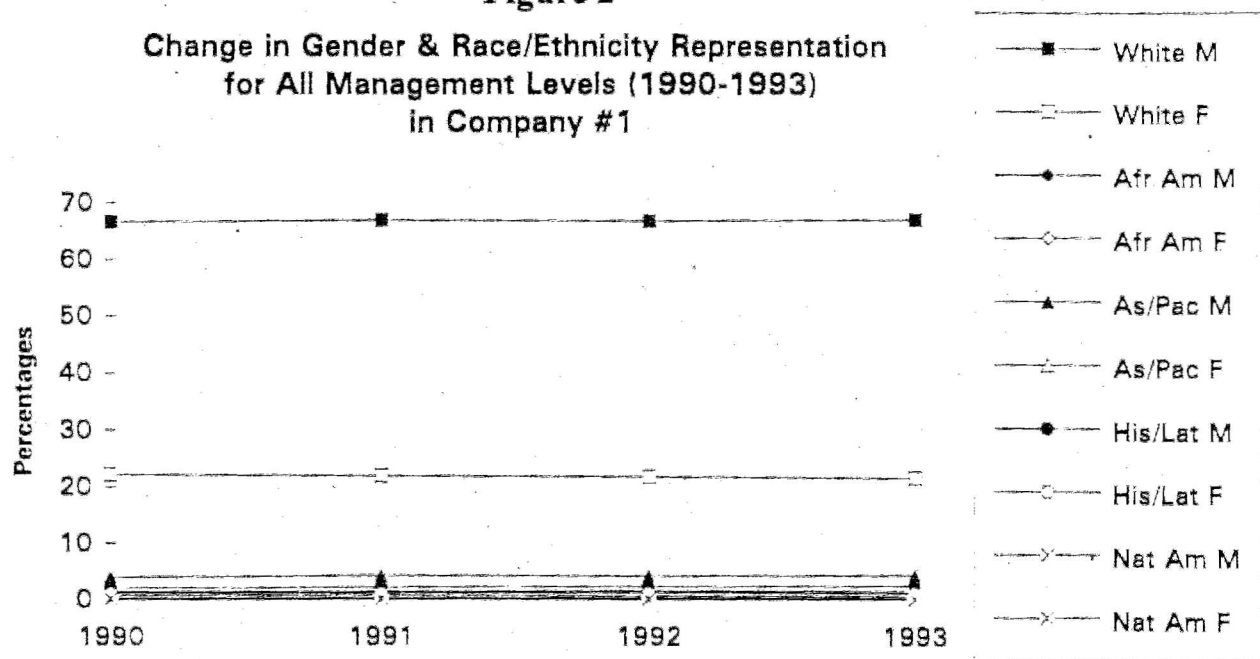
**Figure 1**

**Changes in Number of Exempt and Non-exempt Employees 1986-1994 in Company #8**



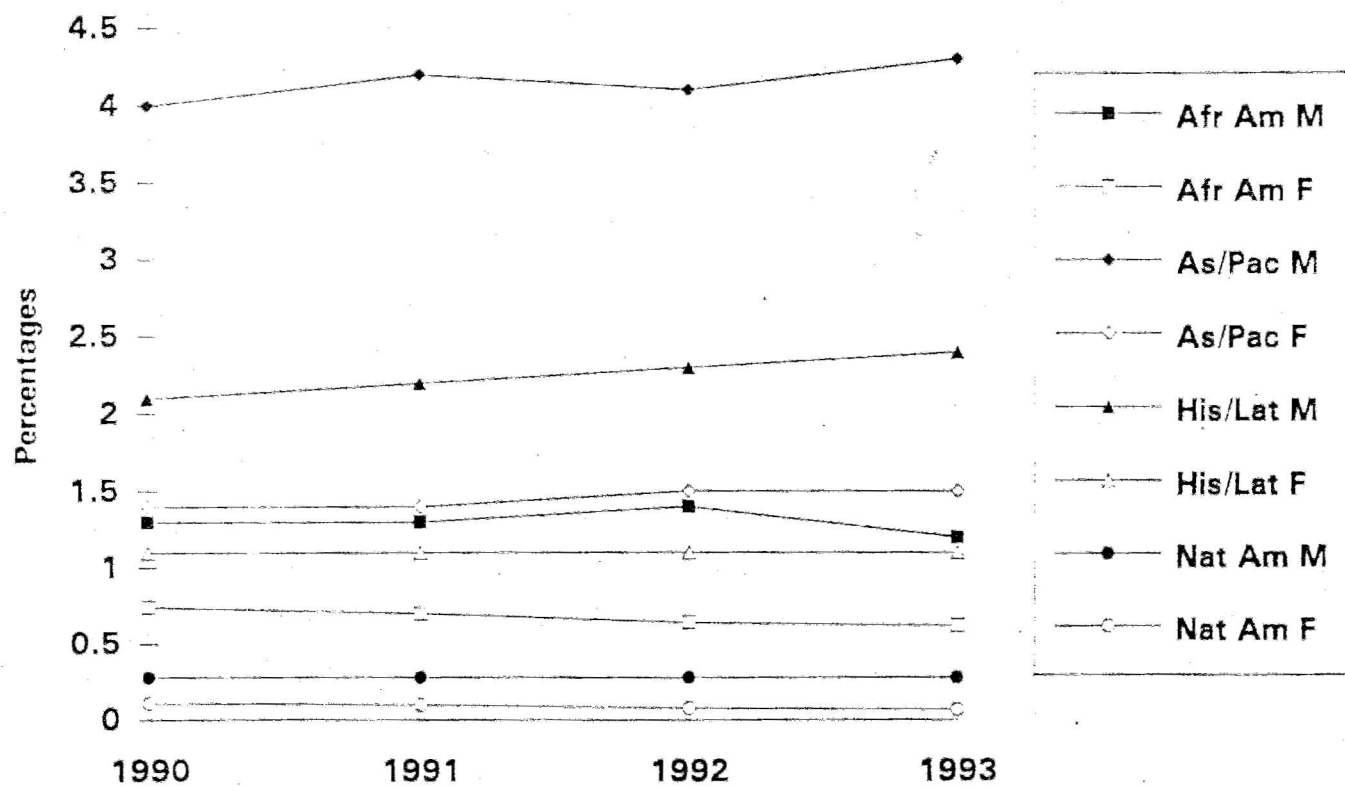
**Figure 2**

**Change in Gender & Race/Ethnicity Representation  
for All Management Levels (1990-1993)  
in Company #1**



**Figure 3**

**Changes in Representation in Management  
by Gender & Race/Ethnicity  
for All Management Levels for MINORITIES  
(1990-1993) in Company #1**





**Figure 4**

**Percent Change in Gender & Race/Ethnicity Groups (1990-1993) Relative to Their Numbers in 1990 in Company #1**

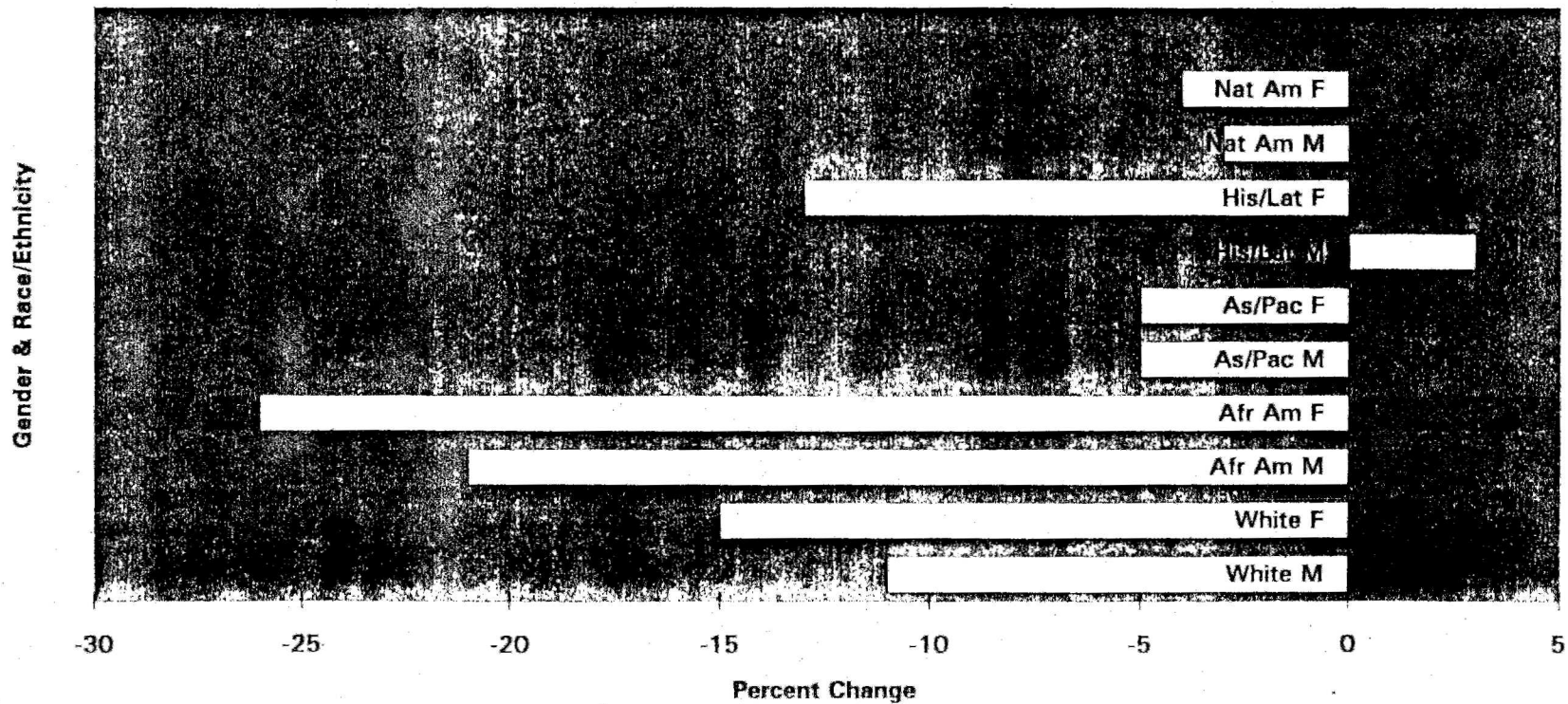
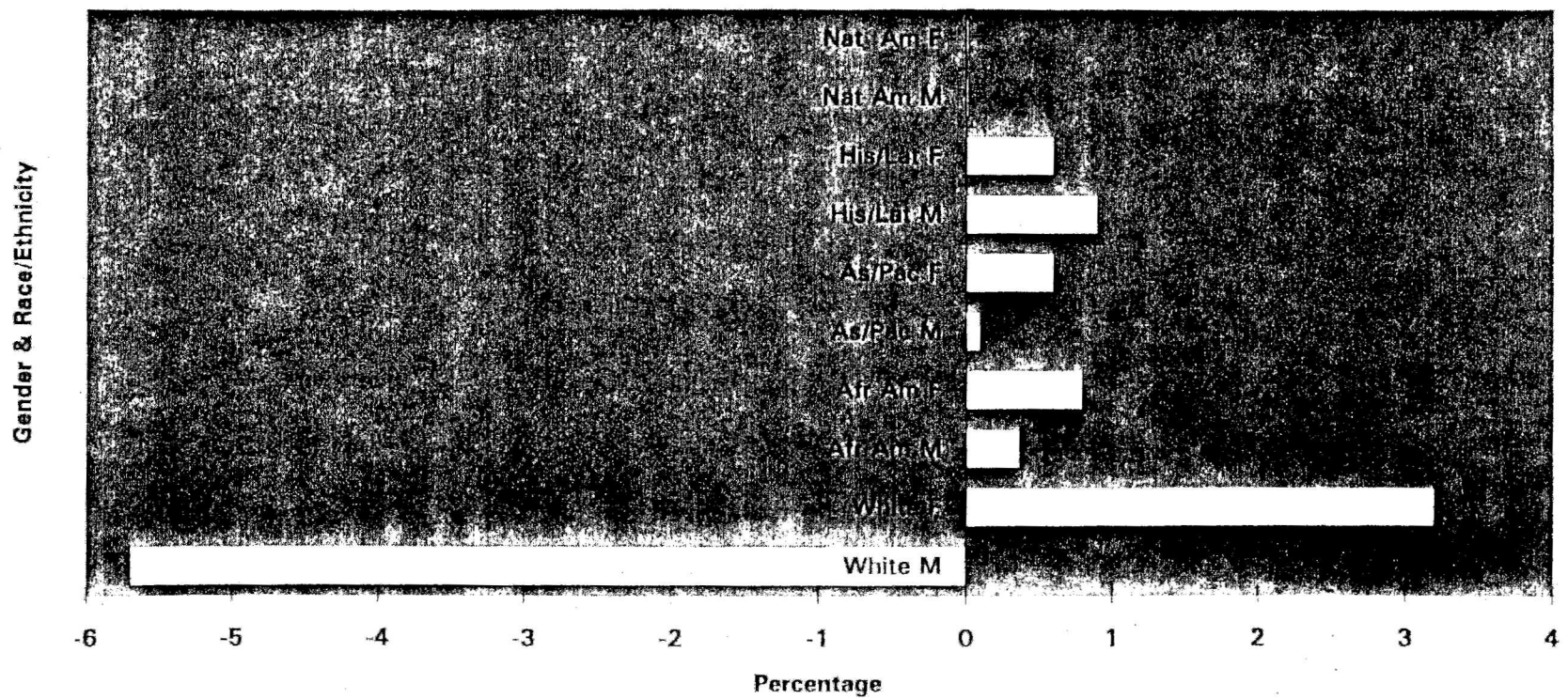


Figure 5

Percent Change in Gender and Race/Ethnicity Groups in 1993 Relative to Their Representation in 1986 in Company #9



**Figure 6**

**Gender & Race Ethnicity at each Management Level in Company #5 in 1993**

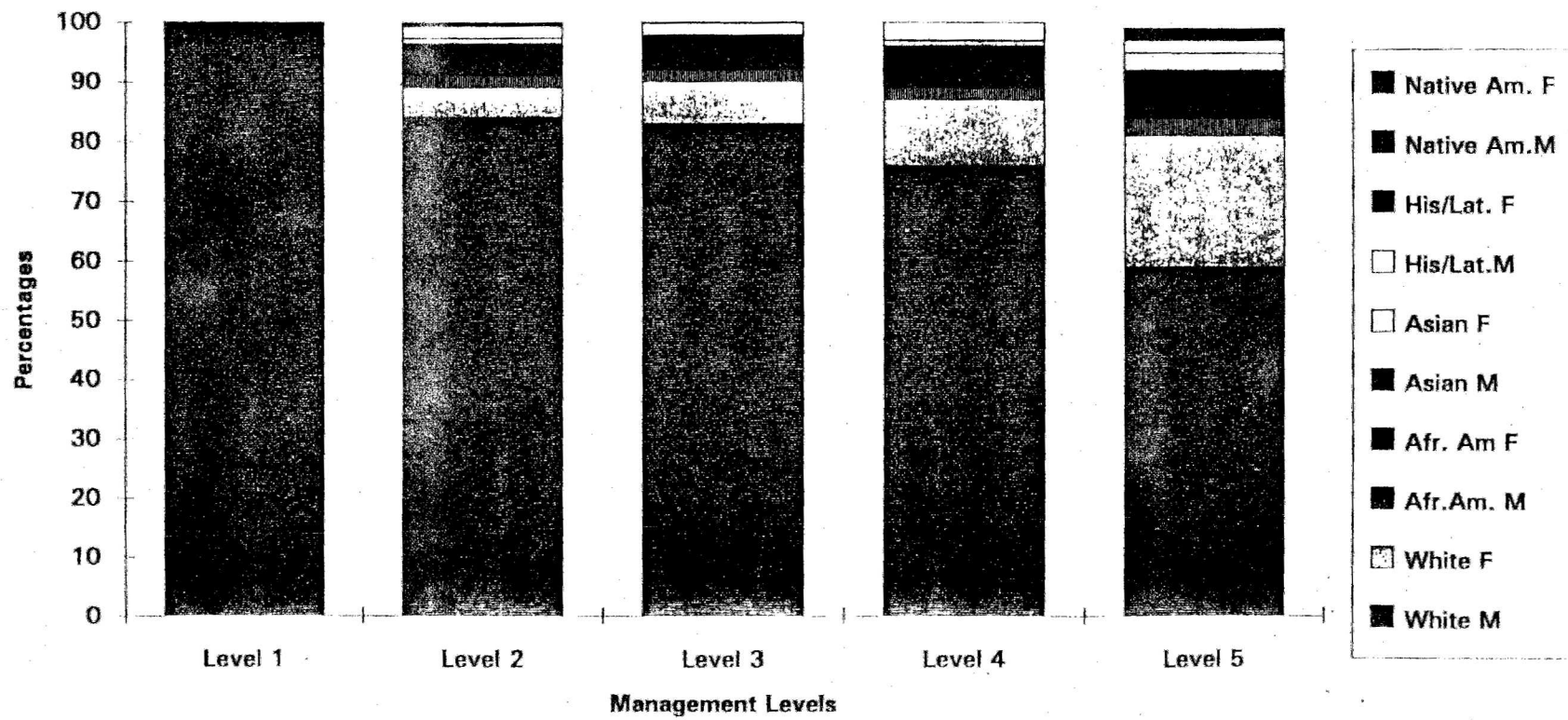
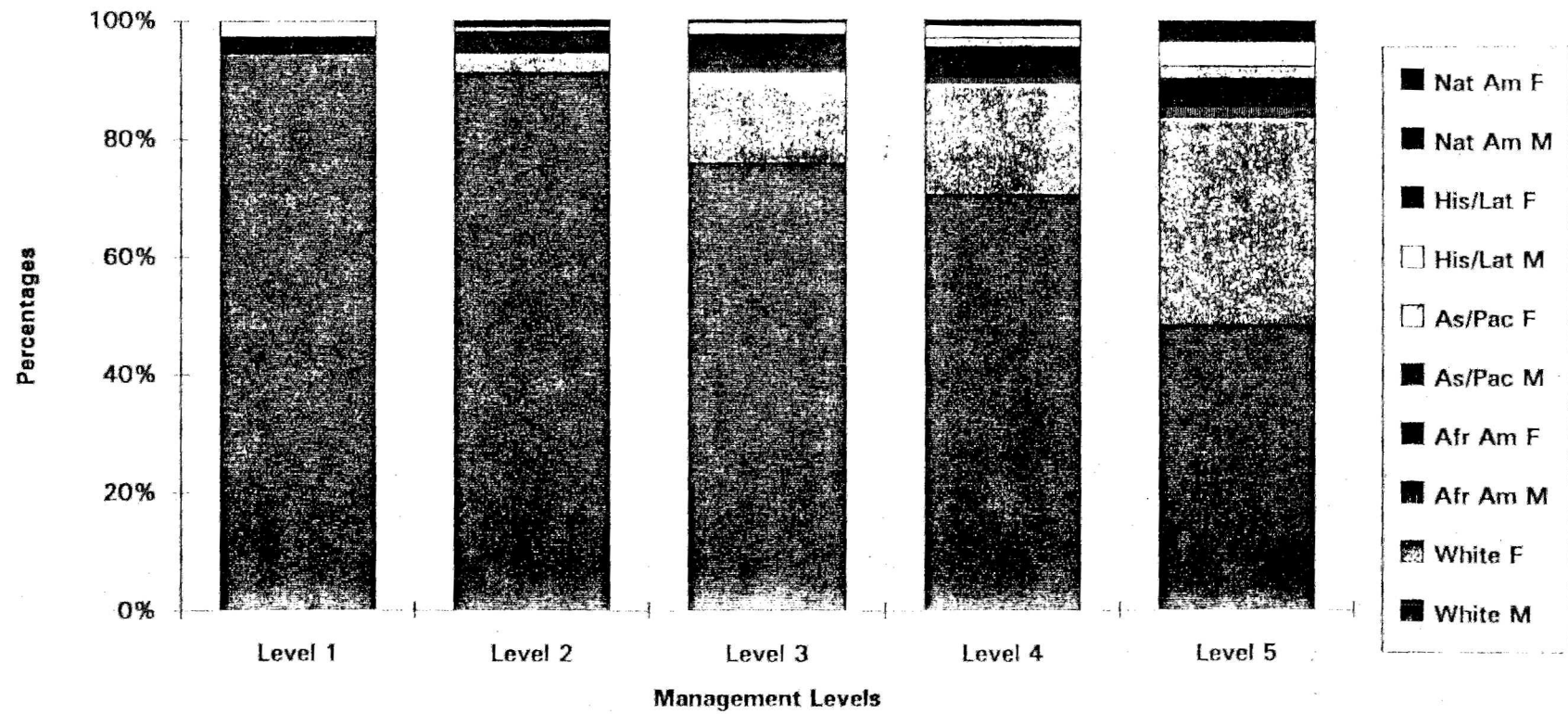


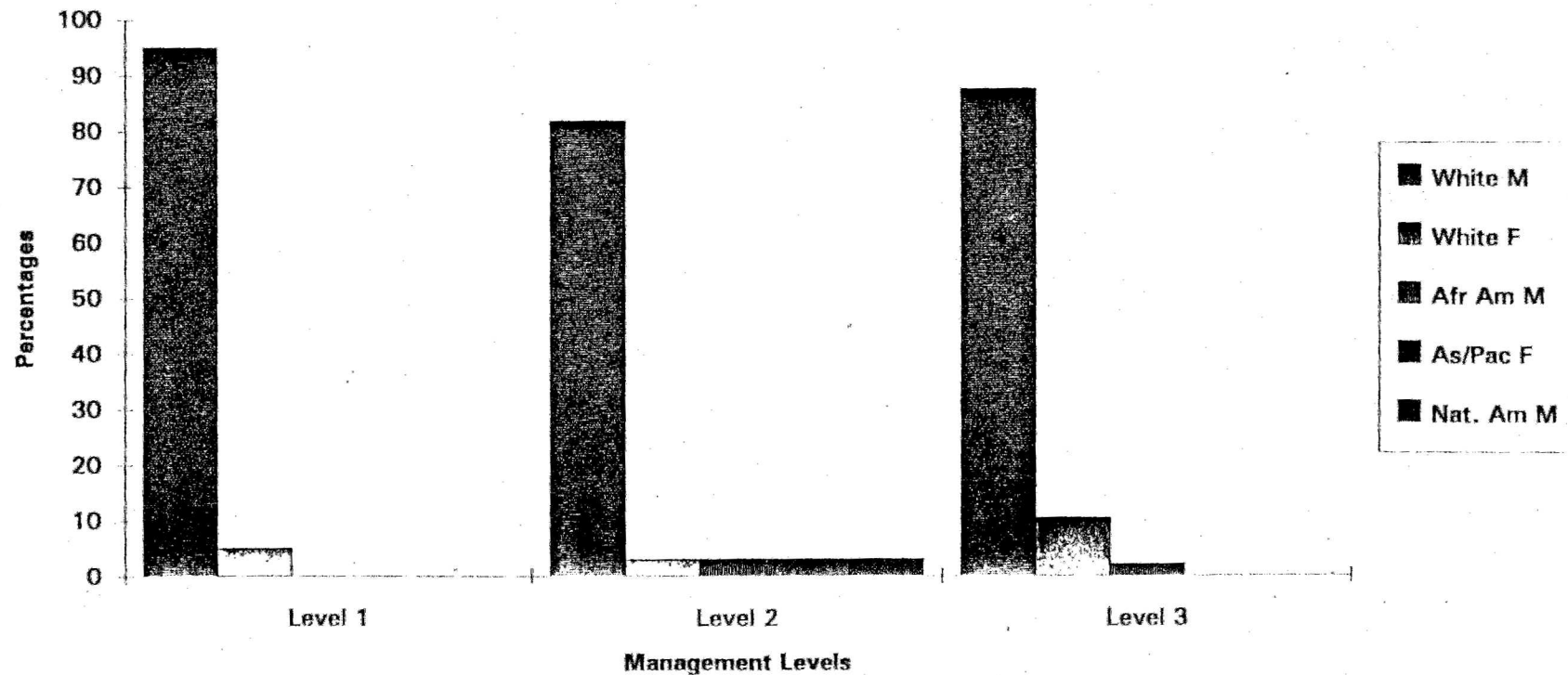
Figure 7

Gender & Race/Ethnicity at each Management Level in 1993 at Company #1



**Figure 8**

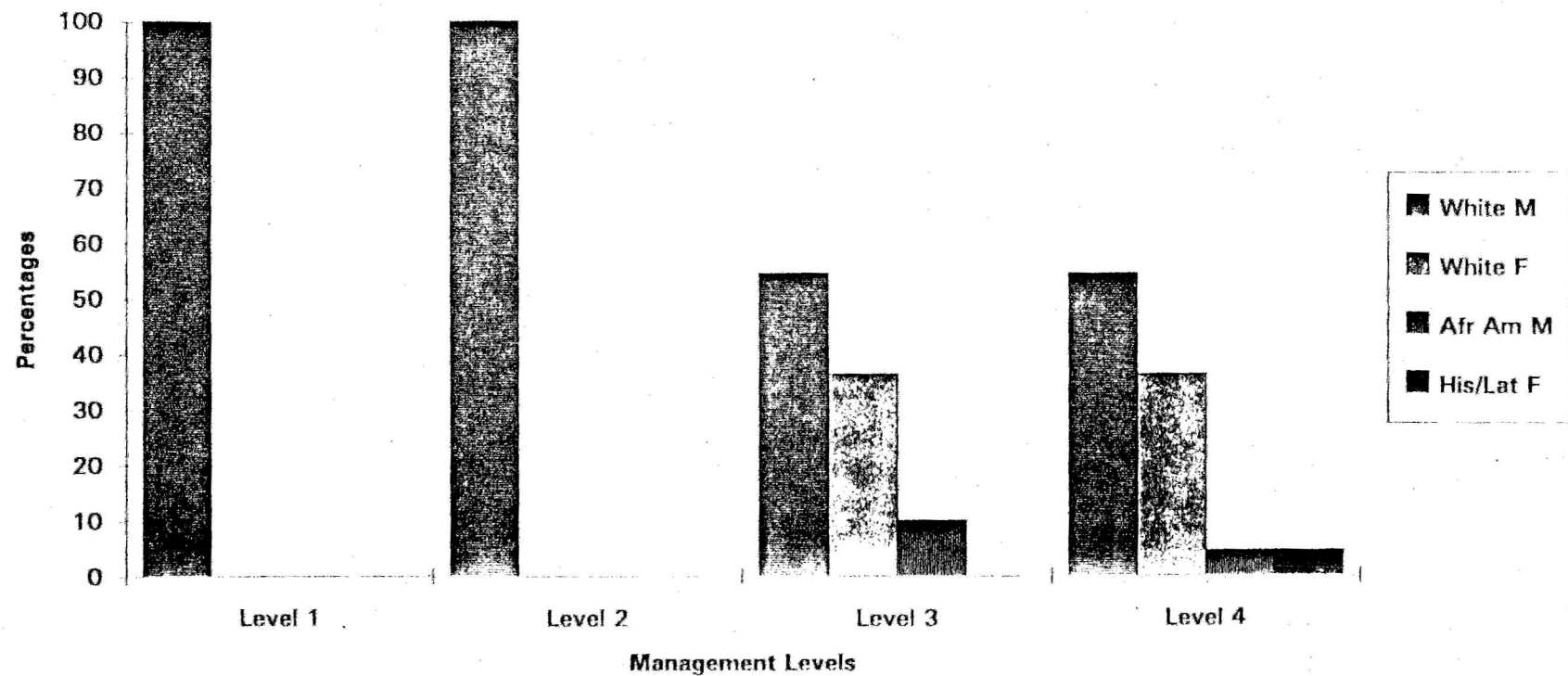
**Gender & Race/Ethnicity Breakdown for Each Management Level in the Personal Sales  
Division of Company #3 in 1994**



*Note: There were no African American female, Asian Pacific male, Hispanic/Latino male, Hispanic/Latino female, or Native American female managers employed in this division.*

**Figure 9**

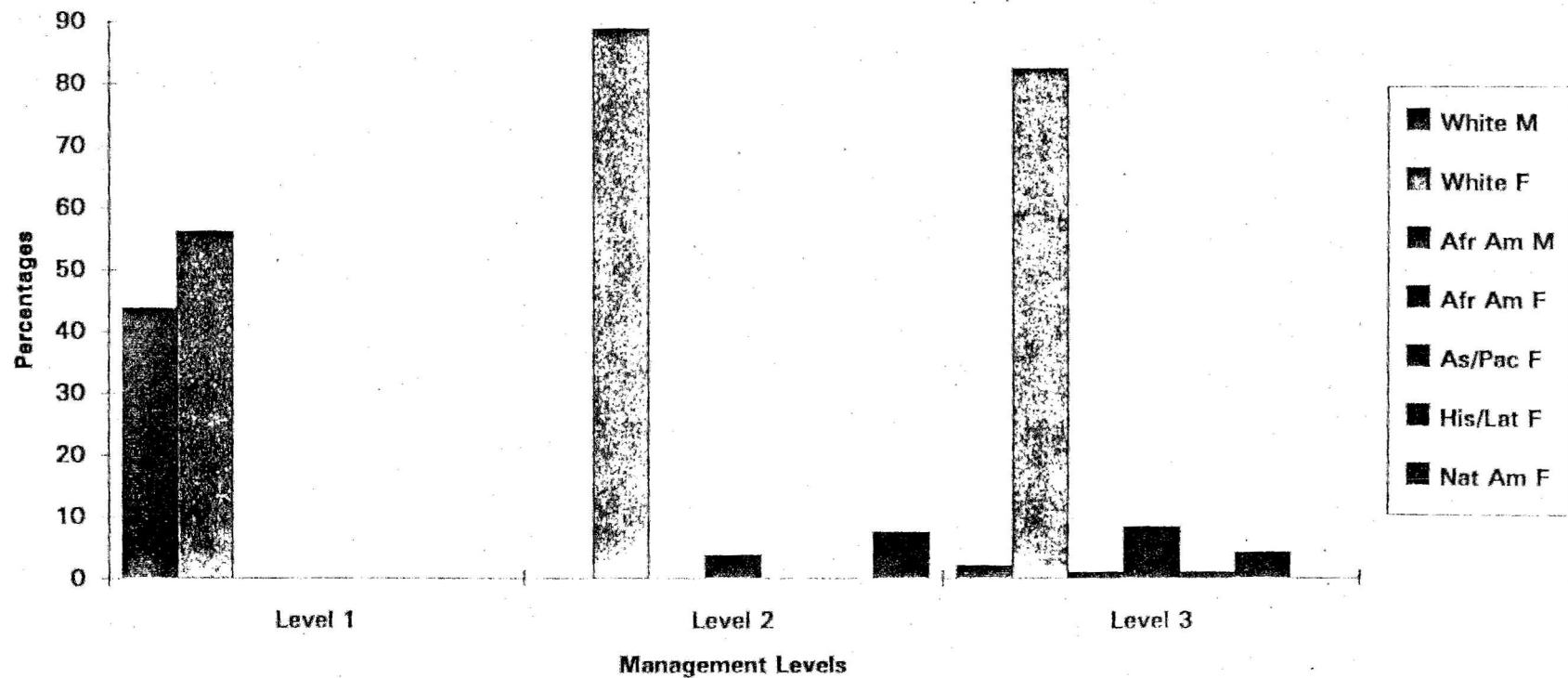
**Gender & Race/Ethnicity Breakdown for Each Management Level in the Personal Underwriting Division of Company #3 in 1994**



*Note: There were no African American female, Asian Pacific male or female, Hispanic/Latina male, or Native American male or female managers employed in this division.*

**Figure 10**

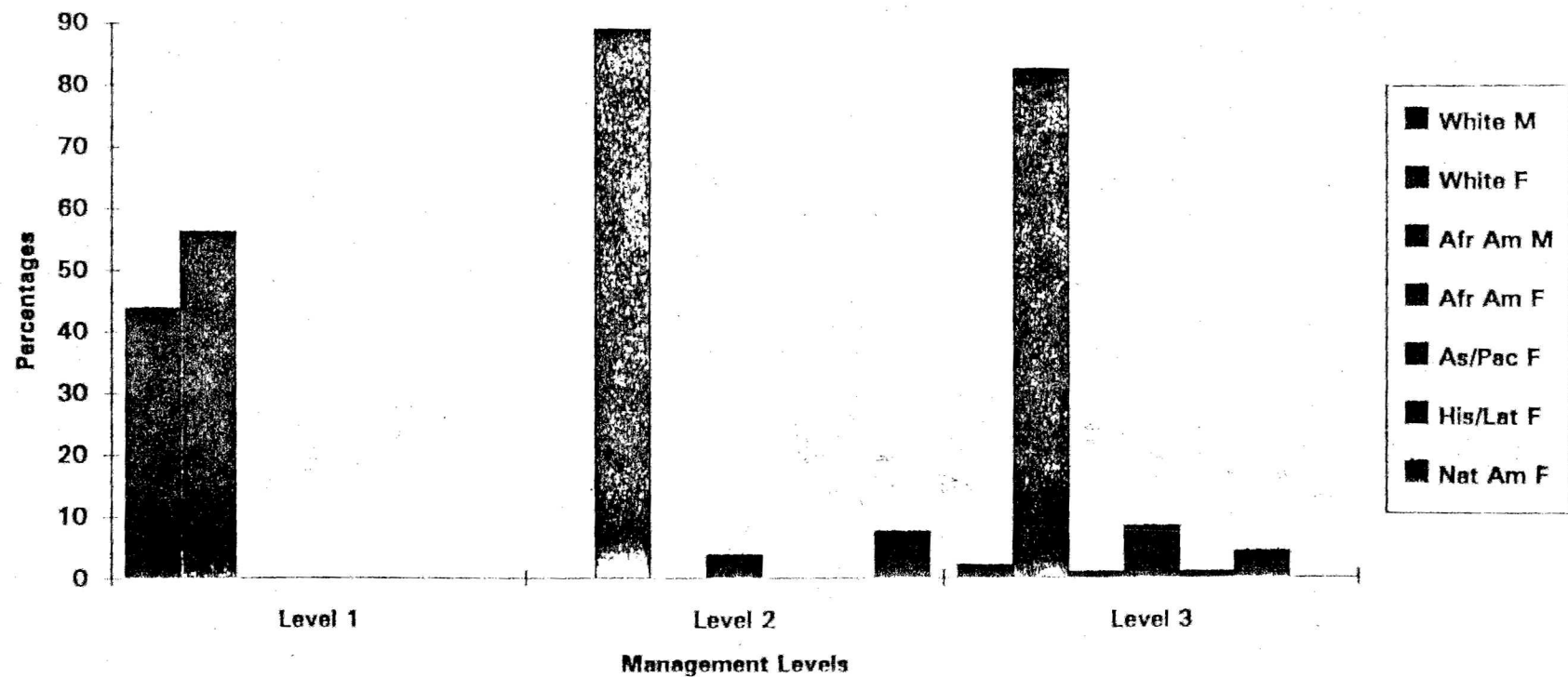
**Gender & Race/Ethnicity Breakdown for each Management Level in the Human Resources  
Division of Company #3 in 1994**



*Note: There were no Asian Pacific male, Hispanic/Latino male or Native American male managers employed in this division.*

Figure 10

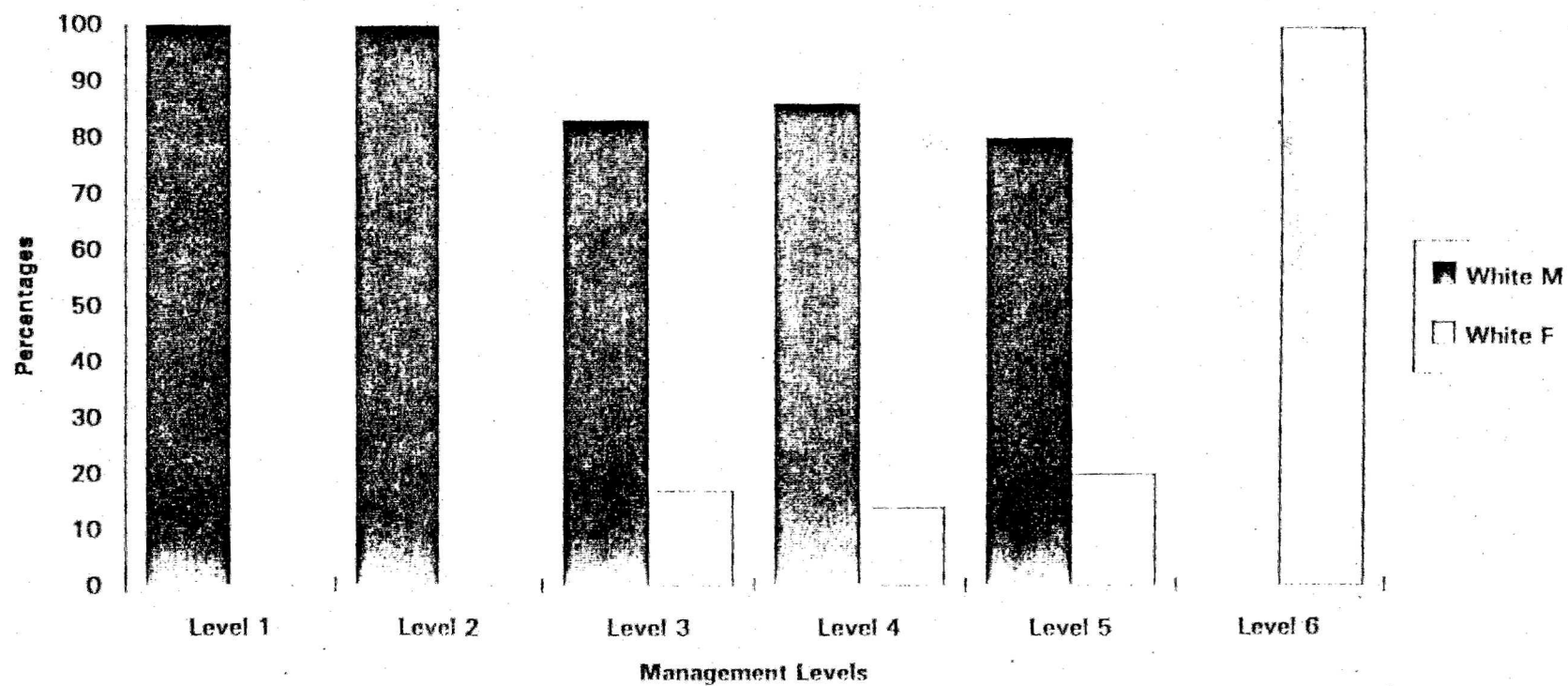
Gender & Race/Ethnicity Breakdown for each Management Level in the Human Resources  
Division of Company #3 in 1994



Note: There were no Asian Pacific male, Hispanic/Latino male or Native American male managers employed in this division.



**Figure 11**  
**Gender Breakdown for Each Management Level in the Manufacturing Division of Company # 6 in 1994**



*Note: There were no minority managers in manufacturing.*