

Institute of Leisure and Amenity Management
Research-based policy

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gender equity

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in leisure management

by Cara Aitchison, Celia Brackenridge and Fiona Jordan

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Contents

	Page
Executive Summary	4
1 Recommendations at a glance.	5
1.1 Gender equity in the leisure industry and leisure management	5
1.2 Gender equity in the Institute of Leisure and Amenity Management	6
2 Introduction	8
2.1 The research brief	8
2.2 Structure of the report	8
2.3 Aims and objectives	9
2.4 Research methodology	9
3 Gender Equity in Service Sector Industries	10
3.1 Introduction	10
3.2 Health Services	11
3.3 Education	12
3.4 Retail Services	13
3.5 Financial Services	13
3.6 Tourism and Hospitality Services	13
3.7 Summary	14
4 Gender Equity in the Leisure Industry and Leisure Management	15
4.1 Introduction	15
4.2 Previous research	15
4.3 Demographic profile of ILAM respondents	16
4.4 Employment details	18
4.5 Education, training and career development	19
4.6 Equal opportunities policies and practices	20
4.7 Summary	23
4.8 Recommendations	24
5 Gender Equity in the Institute of Leisure and Amenity Management	26
5.1 Introduction	26
5.2 Previous research	26
5.3 ILAM Membership	28
5.4 Summary	32
5.5 Recommendations	33
6 References	35
7 Appendices	38
7.1 Questionnaire	38

Executive Summary

In 1995 ILAM formed an Equal Opportunities Working Party which produced a report titled *Gender Equity in Leisure Management* (1996). The report made a series of key recommendations designed to improve gender equity within ILAM and the wider leisure industry and it also outlined a work programme for further research and initiatives designed to enhance gender equity. The rationale behind commissioning further research was therefore two-fold: first, there was a perceived need for information relating to the position of women within leisure management, and, secondly, there was a recognition that comprehensive data were required to illustrate the position of women within ILAM itself.

The aims and objectives of the research were to:

- provide an overview of the female ILAM membership
- examine constraints to women's career progression within leisure management
- make comparisons with other service sector industries
- analyse the effectiveness of the Institute in assisting the career development of women




A combination of quantitative and qualitative methods of research were employed including:

- a self-administered postal questionnaire of all women members of ILAM
- secondary research of relevant research in leisure management
- secondary research of relevant research in other services sector industries
- qualitative research of middle and senior women leisure managers not in membership of ILAM or whose membership had lapsed

The report is structured to guide the reader from the wider context of gender equity in service sector management, through issues specific to leisure management, to the particular environment of gender equity within the Institute of Leisure and Amenity Management. The first section of the report outlines the status of gender equity in relation to five sectors of the service industry: health services, education, retail services, financial services, and tourism and hospitality services. Distributive research has identified similar patterns of *vertical* and *horizontal sex segregation* within each industry whilst relational research has highlighted the presence and influence of *sex role stereotyping* and *sex role spill-over* in determining women's employment patterns and career paths.

The second section of the report addresses issues of gender equity in the leisure industry and leisure management. Results confirm the presence of a number of *structural* and *cultural* constraints to women's career progression within leisure management. The structural constraints experienced by women include inflexibility in employment practices and lack of provision for the needs of women employees with children. Cultural constraints include the male dominated nature of leisure management and the lack of women role models and mentors within organisations. In spite of these constraints, however, women demonstrate a high level of optimism about their career progress within leisure management. There are indications that this optimism may be misplaced, as women appear to be taking on a large amount of senior management responsibility for middle management salaries and with unclear routes to promotion. Simultaneously, women appear to be prioritising their leisure management careers over having children as they perceive management careers and family responsibilities to be incompatible. The final section of the report presents findings related to gender equity within the Institute of Leisure and Amenity Management. The female membership of ILAM lacks diversity with over-representation of young, white and able-bodied women. The membership is also over-represented by women in sport, physical recreation and sport development and by public sector employees working in local government. Members join ILAM in order to receive training and employment benefits that will enhance their career progress: they place a high value on the information and education services provided by the Institute. Members perceive ILAM to be a centralised organisation with limited local involvement.

1 Recommendations at a glance

 = Keep up the good work  = Could improve  = Must improve

1.1 Gender Equity in the Leisure Industry and Leisure Management



Employee profiles

- Recruit and retain more women over 40
- Recruit and retain more women from ethnic minority groups
- Recruit and retain more disabled women
- Recruit and retain more women with children

A Overall, increase diversity in social composition



Employee status

- Create more part-time management positions
- Move towards salaries commensurate with management responsibilities in other service sectors

B Overall, be more responsive to women's management status



Education, training and career development

- Create transparent career routes for leisure managers
- Identify senior women role models in leisure management

C Overall, make it easier for women to work towards promotion



Annual appraisals and performance reviews

- Implement annual schemes for all employees
- Train all employees in appraisal (both reviewers and reviewees)
- Conduct regular and detailed reviews within clearly defined procedures
- Provide clear goals agreed by both reviewer and reviewee
- Provide written record of review
- Link annual review to training needs and opportunities
- Carry out on-going review of progress in relation to set goals

D Overall, adopt robust systems of monitoring



Equal opportunities policies and practices

- Develop visible equal opportunities policies in all leisure organisations
- Show more clearly how policy translates into practical measures
- Increase representation of women, particular in senior management
- Increase provision of workplace childcare facilities
- Increase provision of opportunities for career breaks
- Increase provision of women mentors
- Increase provision of opportunities to undertake workplace shadowing
- Increase provision of opportunities to undertake secondments
- Increase provision of job share opportunities
- Increase provision of flexible working hours

E Overall, adapt structures to accommodate women's career needs



Sex discrimination and harassment

- Train all employees to raise awareness of the cultural nature of sex discrimination
- Train managers in how to respond to complaints of sex discrimination and harassment

F Overall, develop harassment-free workplaces

1.2 Gender Equity in the Institute of Leisure and Amenity Management



ILAM Membership

- Recruit and retain more women over 40
- Recruit and retain more women from ethnic minority groups
- Recruit and retain more disabled women

G Overall, increase diversity



Information services

- Raise awareness of the employment needs of women with dependents
- Continue to focus on high quality information about job opportunities
- Give more information on training and seminars
- Produce more specific fact sheets about aspects of ILAM's services
- Produce fact sheets about specific aspects of leisure management
- Give a higher profile to 'good practice' guides for leisure managers
- Give more systematic feedback to ILAM candidates
- Provide members' 'discount card' offering reductions in leisure-related services

H Overall, make information services even better



Sector-differentiated ILAM services

- Provide more sector-differentiated services for tourism, heritage, arts, countryside recreation and water-based leisure
- Provide more information and services related to commercial sector leisure

I Overall, enhance services for different interest groups



Geographically-differentiated ILAM services

- Arrange more local seminars and events

J Overall, enhance regional and local services



ILAM operations

- Pursue merger discussions with ISRM

K Examine industry collaboration



ILAM marketing

- Improve marketing to non-members in both leisure management and leisure education
- Target marketing to those local authorities traditionally linked with or loyal to ISRM
- Target marketing to sector-specific professional associations and management institutes

L Overall, broaden the base of marketing activities

2 INTRODUCTION

2.1 The research brief

In 1995 ILAM formed an Equal Opportunities Working Party which was:

charged with (1) recommending to the ILAM Council an appropriate policy by which the Institute might address the apparent under-representation of women in leisure management and (2) reviewing other areas of possible under-representation in leisure management, such as disabled people and other minority groups (ILAM, 1997).

The Working Party produced a report titled *Gender Equity in Leisure Management* which made a series of key recommendations for improving gender equity within ILAM and the wider leisure industry. The report also outlined a work programme for further research and initiatives designed to enhance gender equity (ILAM, 1996). Following the publication of *Gender Equity in Leisure Management*, by the ILAM Equal Opportunities Working Party in November 1996, ILAM invited:

tenders for the preparation of extensive research into gender equity as part of the Institute's work to address the major issues affecting the industry. The research will also explore the gender issues relevant to the affairs of the Institute itself (ILAM, 1997).

The rationale behind the research was therefore two-fold: first, there was a perceived need for information relating to the position of women within leisure management, and, secondly, there was a recognition that comprehensive data were required to illustrate the position of women within ILAM itself. The research brief from ILAM required a methodology which encompassed both distributive (quantitative) and relational (qualitative) research to identify issues of gender equity within leisure management.

In commissioning the research, ILAM's intention was that, 'by establishing an awareness of the issues facing women in leisure management careers, the Institute hopes that it will be better equipped to:

- work to support the recruitment and career development of women within its own membership and the wider leisure industry
- establish and maintain the Institute as an example of good practice in promoting and implementing gender equity principles in all of its activities and operations
- demonstrate commitment to equality issues on behalf of individuals within the leisure management industry and its membership, consult with them and actively seek their involvement and participation' (ILAM, 1997).

2.2 Structure of the report

This report is structured to guide the reader from the wider context of gender equity in service sector management, through issues specific to leisure management, to the particular environment of gender equity within the Institute. In this way, the report moves from the general to the specific by contextualising gender equity within the Institute and leisure management within the wider service sector industry.

Section 2 provides an introduction to the research brief, sets out the aims and objectives of the research project and explores some expected outcomes.

Section 3 examines gender equity in a range of service sector industries in an attempt to give a comparative context for the data on leisure management. Previous research is summarised from: health services, education, retail services, financial services, and tourism and hospitality services.

Section 4 examines gender equity in the leisure industry and leisure management. Previous research is outlined and evaluated before the primary research is introduced. This section presents a range of quantitative and qualitative results and findings from the primary research before summarising the main findings and suggesting recommendations for promoting greater gender equity within leisure management.

Section 5 examines gender equity in the Institute of Leisure and Amenity Management. Again, relevant previous research is outlined and evaluated before the results of the primary research are introduced. The quantitative and qualitative results and findings from the research are then followed by a set of recommendations for improving ILAM services and gender equity within the Institute.

2.3 Aims and objectives

The aims and objectives of the research are encapsulated in the list of expected outcomes highlighted by the Institute:

- an overview of employment status within the female ILAM membership
- actual and perceived barriers to career progression for women in the leisure industry
- analysis of any likely causal relationships affecting career progression
- identification of demonstrable links between any actual and perceived barriers and demographic factors, employment circumstances, education and training, and geographic factors
- comparison of findings with those reported in other research conducted within or outside the leisure industry
- analysis of the effectiveness of the Institute's current services in assisting the career development of its female membership and recommendations for action
- analysis of the attractiveness of ILAM membership to women managers

2.4 Research methodologies

A combination of quantitative and qualitative data capture methods were employed as follows:

- a self-administered postal questionnaire of all women members of ILAM
- collation and analysis of data from returned questionnaires
- secondary research of relevant research in leisure management
- secondary research of relevant research in other service sector industries
- qualitative research of middle and senior women leisure managers not in membership of ILAM or whose membership has lapsed

3 GENDER EQUITY IN SERVICE SECTOR INDUSTRIES

3.1 Introduction

This section examines gender equity in a range of service sector industries in an attempt to give a wider comparative context for the leisure management data. An evaluation of published research is undertaken in relation to health services, education, retail services, financial services, and tourism and hospitality services.

Previously, *distributive research* has emphasised the numbers and positions occupied by men and women within particular industries and organisations. This approach has been associated with a liberal analysis of equality of opportunity, one which relates equality to equal numerical representation. Distributive research maps patterns of sex segregation to show men's and women's vertical and horizontal positions in an organisation's *structure*. More recently, *relational research* has added to the distributive approach by exploring the construction and negotiation of gender relations within the workplace. This second approach recognises that gender and sexuality are not fixed categories but are *culturally* produced within industries and organisations. This section of the report draws upon secondary sources which outline both distributive *and* relational research addressing issues of gender equity within the service sector.

Whilst it is not the purpose of this report to provide detailed empirical evidence relating to either sex discrimination or vertical and horizontal sex-segregation throughout the service sector as a whole, a brief summary is useful to contextualise leisure management in relation to other service sector industries. Stockdale (1991: 57) has defined occupational sex-segregation as follows:

the jobs that women do are different from those done by men (horizontal segregation) and women work at lower levels than men in the occupational hierarchy (vertical segregation).

Further explanations for the differential pay and conditions experienced by women are provided by concepts of *sex role spill-over* and *sex role stereotyping*. Stockdale (1991: 57) defines *sex role spill-over* as, 'the assumption that people in particular jobs and the jobs themselves have the characteristics of only one gender'. Both sex role spill-over and sex role stereotyping of women can have detrimental impacts on their working conditions and career prospects. Women may be viewed as committed primarily to the private/domestic sphere and thus less interested in pursuing a career (Kanter, 1989; Cockburn, 1985; Hicks, 1990). Identifying women in biological terms as child bearers requiring career breaks may also adversely prejudice their chances of promotion (Skinner, 1988). As Frean (1998: 5) comments, employers '... often write off pregnant women as too emotional and too woolly-headed to do their jobs properly'. These findings are supported by Buxton (1998) who points out that women with children also encounter prejudice, fueled by media stereotypes, when they endeavour to return to the workforce. Some male (and female) employers still seem to disapprove of working mothers, believing that they are putting children at risk or are simply bad mothers (Frean, 1998; Buxton, 1998). Brownell (1994) considers that this type of attitude can be prevalent in industries, such as leisure, tourism, and hospitality, which are associated with having to work anti-social hours. *Sex role stereotyping*, whereby decisions are made based on preconceptions of character traits or physical differences, may also have a negative impact on women's career progression. The appropriate characteristics of a manager are often deemed to be those associated with men, for example leadership, objectivity and aggressiveness. Traits traditionally ascribed to women, such as caring and emotion, are not only considered to be irrelevant to leadership positions but actually detrimental to effective management.

Comparative information of both a distributive and relational nature, drawn from other services sector industries and organisations including education, health, retail services, and financial services serves to provide an overview of the gendered structure of work, sex role spill-over, sex role stereotyping, and related gender differences in power and pay (Acker, 1994; Alvesson and Billing, 1997; Broadbridge, 1995; Cockburn, 1983, 1985, 1991; Hearn *et al.*, 1989; Ledwith and Colgan, 1996; Morley and Walsh, 1995; Savage and Witz, 1992; Spencer and Podmore, 1987; Walby, 1986, 1997; Wearing 1996; Witz, 1992). There is also a growing body of literature examining the gendered construction of employment and management within tourism and hospitality which has not been mirrored by similar literature reflecting the gendered nature of the leisure industry and leisure management (Adkins, 1994; Bagguley, 1990; Enloe, 1989; Hicks, 1990; Jordan, 1997; Kinnaird and Hall, 1994; and Richter, 1994).

This report is principally concerned with gender equity in leisure *management* rather than throughout the industry *per se*. It is necessary, therefore, to contextualise leisure management within the wider sphere of service sector management where:

women are under-represented in all the top jobs; for example, in 1992 only 5 out of 1,370 managing directors or chief executives were women, and in 1994 only 5 per cent of judges were women. Some 9 per cent of MPs and less than 6 per cent of university professors were women and, despite some notable exceptions, women are under-represented in the upper echelons of the civil service (Perrons and Shaw, 1995: 19)

Whilst we can identify examples of progress, such as an increasing percentage of women MPs, with 119 women returned to parliament after the 1997 general election, advances towards gender equity in other spheres of management have been less obvious. Perrons and Shaw (1995: 28) point to an Institute of Management and Remuneration Economics survey which found that, 'the proportion of management jobs held by women fell from 10.2 per cent in 1993 to 9.5 per cent in 1994 and the proportion of directors has remained at 2.8 per cent'. Likewise, Holton (1995) has revealed that only 4 per cent of directors of the UK's top 200 companies are women. These figures are illustrative of distributive data which demonstrate a lack of gender equity throughout management as a whole. The following section attempts to provide a more detailed analysis of gender equity in relation to specific service sector industries.

3.2 Health Services

The Head of the National Health Service's Women's Unit, Caroline Langridge, has commented that,

The 1991 Equal Opportunities Commission's highly critical report on Women's Employment in the NHS showed that, despite the widespread adoption by health authorities of equal opportunities policies, very little progress had occurred after a decade of such policies. Although women accounted for 79 per cent of NHS staff, they were heavily concentrated in the lowest managerial grades, with very few women in senior management. The position in medicine was even worse, with only 15 per cent of women achieving consultant status, although more and more women entered medical school following the outlawing by the Sex Discrimination Act of 1975 of restricting women to 30 per cent of medical school places. (Wyatt and Langridge, 1996: 213).

Following the publication of the 1991 report, the NHS became a founder member of Opportunity 2000, an initiative set up by Business in the Community in 1991 in an attempt to improve both the quality and quantity of women's employment conditions and prospects

throughout British industry and to meet European Community targets for women's economic development. The Department of Health became the first government department to sign up to Opportunity 2000 and in 1991 the NHS Management Executive for England established the NHS Women's Unit together with a series of eight goals designed to improve women's careers within the NHS. Wyatt and Langridge (1996: 213-214) states that:

The result has been a shift from a traditional equal opportunities policy framework with its concepts of social justice embedded in the language of rights, to a new business-focused approach based on competitive advantage, seeing women as a resource and not a problem. An early priority was to identify and publicise the existence of credible role models, especially increasing the percentage of top women managers and of women medical consultants. To enhance visibility a profile of 27 top women managers was published, together with guidelines for aspiring women managers.

3.3 Education

Sex-segregation within education has been well documented by researchers from management studies, education studies and gender studies (Acker, 1994; Hall, 1996; Ouston, 1993; Ozga, 1993; Wilson, 1997). Sex-role stereotyping and sex-role spillover have also been evaluated as useful concepts for an analysis of 'engendered education' (Acker, 1994). The pattern of increasing sex-segregation with increasing level of educational organisation has also been noted and this clearly has a bearing on women's career progression and their role within educational management. Wilson (1997), drawing on data from Eurostat (1995), points to the dual pattern of increasing sex-segregation with increasing level of education and increasing status within a particular level of education: 'Thus in 1991-92, women represented 80 per cent of primary school teachers, around 50 per cent of secondary school teachers and 20-30 per cent of teachers in higher education in the European Union'.

Higher education therefore presents the most striking patterns of sex segregation in education, with the old universities demonstrating a higher level of sex-segregation than the new universities (Higher Education Statistics Agency, 1996). Whilst there is ample distributive research pointing to the concentration of women in the lower grade posts in higher education, there are also relational data which demonstrate that women perform more of the unacknowledged administrative support work even when employed on the same grade as men:

In a recent diary-keeping exercise, it was shown that academics already work an average 53.5 hours per week, that administrative duties take up as much as 17-18 hours of this, and that the bulk of personal research, nearly 40 per cent, was being squeezed into evenings and weekends. It was also clear that women carried a greater administrative load than men. Furthermore, women at every level actually worked longer hours than men. The average working week of a woman professor was 64.5 hours compared with an average for male professors of 58.6 hours. (Davies and Holloway, 1995: 16).

3.4 Retail Services

Although retail services employ more women than men, the culture of retailing has been variously described as masculine and paternalistic or dominated by women and managed by men (Brockbank and Traves: 1996; Howe *et al.*, 1992). There is significant vertical and horizontal sex-segregation within the retail sector with women concentrated in low-paid, part-time positions and in particular sectors such as food and clothing where sex role spill-over from domestic roles is evident. Collins (1990) emphasised that in Sainsbury's 291 stores there were only five women store managers and in 461 stores operated by WH Smith there were only 26 women store managers.

A high street retail operation was one of four organisational case studies in which Cockburn investigated 'men's resistance to sex equality in organisations'. Here, Cockburn was more concerned with relational data than distributive data. Cockburn (1991: 69) points out that where women had made it into management positions their 'relation to power was problematised'. This situation came about, she states, because women were positioned in a type of Catch-22 situation where men either perceived them as being too authoritative or not being sufficiently authoritative.

There are, however, some examples of good practice, with 50% of management positions in Littlewoods held by women following the introduction of job sharing, flexible working, career breaks, and a nursery at its head office, whilst Boots introduced job sharing at supervisory and management level in 1989 (Brockbank and Traves, 1996; MccGwire, 1992). In addition, many retail employers have signed up to Opportunity 2000.

3.5 Financial services

Whilst the financial services sector continues to be a major employer of women, the proportion of full-time posts occupied by women has decreased from 53 per cent in 1980 to 42 per cent in 1994 (EOC, 1995). This change is reflective of a casualisation of the female labour force across the service sector where part-time workers often do not enjoy the same rates of pay or employment benefits as full-time workers. Whilst retail services have also been subject to casualisation, it is the financial service sector which has demonstrated the highest levels of restructuring in recent years.

Several research studies have demonstrated that restructuring within the financial services sector has had a negative impact on women with men's careers promoted and prioritised over women's (Crompton and Sanderson, 1990, 1994; Halford, Savage and Witz, 1997). For example, McInnes (1988) has argued that in banking it has now become more important to be employed at head office than as a Branch Manager in order to ensure career progression. As the status of Branch Manager has become reduced so more women have begun to occupy this role thereby creating a *feminisation* of the role of Branch Manager. It can be argued that whilst women have entered management positions in increasing numbers, many of these management positions have been restructured in such a way as to reduce their status.

3.6 Tourism and Hospitality Services

Like retail services, tourism and hospitality are sectors which are dominated by women and managed by men (Bagguley, 1992; Hicks, 1990; Jordan, 1997; Wood, 1992). Diaz and Umbreit (1995: 48) point out that, although the American hospitality industry 'has virtually achieved gender neutrality' in lower and middle management, less than one half of one per cent of senior managers are women. Similarly, research undertaken in the United Kingdom

revealed that only four per cent of middle/senior management and only one per cent of top management are women (Jones, 1992: 12). However, research by Burnell, Manfredi and Rollin (1997), comparing equality of opportunity in hospitality employment for women in four European countries, found that the situation in the UK was relatively favourable, with a small majority of women in supervisory and lower level management positions. They point out that this reflects the findings of the Labour Force Survey which showed that, in 1992, 54% of hotel managers and 49% of restaurant managers were women (Burrell, Manfredi and Rollin, 1997: 174). However, Brownell (1994) argues that whilst the number of women managers is increasing, women are concentrated in the management of smaller properties in comparison with their male counterparts.

The area of tourism employment has 'not been subjected to widespread academic analysis' (Baum, 1994: 259). Thus, there is limited empirical evidence concerning the position of women. However, studies which have been carried out reveal employment patterns which mirror those in hospitality (Adkins, 1994; Ireland, 1993; Richter, 1994). Kinnaird and Hall (1994) comment that women fulfill the majority of jobs in tourism, especially those which are poorly paid, low skilled and part-time. They point out that this situation has been created and supported by gender stereotyping and traditional notions of what constitutes appropriate work for women.

Jordan (1997) has presented both distributive and relational findings which illustrate the sex-segregated nature of the tourism industry and the impact of the *sexuality of organisation* upon women's careers (Hearn *et al.*, 1989). Jordan (1997: 532) puts forward conclusions from her research which, 'suggest that the majority of the tourism organisations studied do reproduce and rationalise sex segregation'.

3.7 Summary

This section of the report has outlined the status of gender equity in five sectors of the service industry: health services, education, retail services, financial services, and tourism and hospitality services. Distributive research has identified similar patterns of *vertical* and *horizontal sex segregation* within each industry whilst relational research has highlighted the presence and influence of *sex role stereotyping* and *sex role spill-over* in determining women's employment patterns and career paths.

The following section of the report examines issues of gender equity and employment in relation to leisure services and leisure management.

4 GENDER EQUITY IN THE LEISURE INDUSTRY AND LEISURE MANAGEMENT

4.1 Introduction

This section of the report outlines previous research undertaken in relation to women's employment status and gender equity in the leisure industry and women's career patterns and paths in leisure management. Reference is made to a range of findings relating to women in leisure management in both the UK and the US. This review of secondary research is designed to provide a context for the primary research findings and analysis which follow.

The 1998 Institute of Leisure and Amenity Management Survey of Gender Equity was sent to all 1151 women members of the Institute (Appendix 1 includes a copy of the questionnaire). A 30.1% response rate was achieved and the results entered and analysed using SPSS for Windows. This section of the report outlines the main results and findings from the primary research.

Quantitative and qualitative findings are presented from the survey of women members of ILAM and qualitative findings are presented from the interviews with women non-members. Recommendations for improving gender equity in leisure management are highlighted in 4.8.

4.2 Previous research

There has been limited research on gender equity in the field of leisure management. In the UK, research by White revealed that leisure services were 'masculine' in nature (1988). In 1992, research conducted by Loughborough University identified that the large proportion of women at the lower levels of sports management was not reflected in senior positions and Aitchison (1997) later demonstrated that the implementation of Compulsory Competitive Tendering in sport and leisure services had exacerbated pre-existing problems of sex role stereotyping and gender inequity in leisure management.

In the United States, Bialeschki and Henderson (1984) and Henderson and Bialeschki (1993, 1995) examined the status of women and their career development in leisure management (1984). In their earlier research, they found that women reported a number of factors related to gender which made competition for senior management posts problematic. These factors included low pay, inadequate childcare and family conflicts. Frisby and Brown (1991) found that women had lower aspirations of their career progress than their male colleagues. Research by Henderson and Bialeschki (1993) concurred with this finding with over half of women respondents stating that they perceived that they had fewer opportunities for career advancement than their male colleagues. Many of these findings were developed in recent research of *Gender Equity in the Leisure Services Field* conducted by Shinew and Arnold (1998).

In both the UK and the US, therefore, the leisure industry demonstrates similar patterns to the service sector industries outlined earlier. Within the leisure industry it is estimated that the UK sector, encompassing recreational, cultural and sporting services, now provides 289,600 full-time jobs and a further 209,600 part-time jobs (Central Statistical Office, 1995). Although leisure services now employ approximately equal numbers of men and women, the industry continues to be sex-segregated in type and level of employment. Across all recreational, cultural and sporting services men occupy 48.3% of all jobs but 62.2% of all full-time jobs whilst women occupy 51.6% of all jobs but only 37.7% of all full-time jobs

(C.S.O., 1995). There appears to be widespread variation in the degree of sex-segregation, with sporting and recreational services providing a lower proportion of full-time posts occupied by women than entertainments and cultural services. Only 16.7% of the sport and recreation labour force is made up of full-time female employees whilst more than double this proportion of men occupy full-time posts (C.S.O., 1995). Even in the area of cultural services, libraries and museums - areas traditionally seen as favouring female employees - women and men occupy roughly equal numbers of full-time posts but women are between five and six times more likely to be employed in part-time posts than their male colleagues (C.S.O., 1995).

In addition to horizontal sex-segregation, leisure services are also sex-segregated by vertical level of employment. Within the public sector as a whole women occupy only 4.9% of Chief Executive posts - the most senior positions in local government - and only 6.9% of Chief Officer posts (Local Government Management Board, 1995). In UK leisure services only seven out of 146, or less than five per cent, of local authority Leisure Services Departments are headed by women (Local Government Management Board, 1995). At the level of facility management men still dominate and there is evidence to suggest that up to 80% of posts such as client manager which are related specifically to management changes introduced as a result of compulsory competitive tendering in the late 1980s, have been awarded to men (Aitchison, 1997).

4.3 Demographic profile of ILAM respondents

4.3.1 Age

The age profile of respondents illustrated that 78.4% of women members of ILAM were aged between 21 and 40 years indicating that leisure services is still a 'young industry'. The age breakdown of respondents was as follows:

Fig. 1 Age of respondents

Age range	%
16 - 20	2.7
21 - 30	36.4
31 - 40	42.0
41 - 50	15.4
51 - 60	3.3
60+	.3
n = 352	

4.3.2 Ethnicity

When asked to describe their ethnic origin, 92.3% of respondents stated that they were 'White (UK)'. Only five respondents out of 352 described themselves as either African (2), Bangladeshi (1), Black Caribbean (1), or Black UK (1). No respondents identified as Indian, Pakistani or Chinese. Twenty one respondents, or 6.2%, described their ethnicity as 'Other' and this would include those identifying as white but from outside the UK.

Women respondents to the ILAM survey do not reflect the diversity of the UK population, which is 6% ethnic minority (Annual Abstract of Statistics, 1998).

4.3.3 Disability

Four respondents, or 1.2%, stated that they were registered as disabled. Again, this does not reflect the population at large and disabled women are therefore under-represented.

4.3.4 Domestic Patterns

In addition to indicating that leisure services was a 'young industry', the responses to the survey also contained a disproportionately high number of single women and women without children, and a disproportionately low number of co-habiting and married couples. Single respondents made up 31.7% whilst 58.6% stated that they lived with a partner.

The breakdown of results was as follows:

Fig. 2 Domestic living arrangements of respondents

Domestic living arrangements	%
Living with partner and child/children (18 years and under)	18.6%
Living with partner and adult dependent(s) (19 years and over)	3.0%
Living with partner and no dependent(s)	37.0%
Single parent living with child/children	2.4%
Single and living with adult dependent(s)	3.3%
Single and sharing with other adult(s)	13.9%
Single and living alone	7.4%
	n = 338

4.3.5 Children

Although the age profile of respondents illustrated that 78.4% of women members of ILAM were aged between 21 and 40 years, only 13.3% had children under five years of age and only 21% had children eighteen years and under. These figures indicate that the ILAM respondents were less likely to have children than women in the population at large. Both the quantitative and qualitative data also indicate that women in leisure management are not a homogeneous group but a diverse group within which some women are more disadvantaged than others:

Unfortunately my own desire to spend more time with my children will probably ensure that I stay where I am for convenience. I guess many capable women will not make it into the positions of influence for these reasons. Unfortunately, the women making it are usually childless and are therefore less aware of the work conditions that need to change. (Survey respondent).

4.4 Employment details

4.4.1 Employment status

Over 80% of respondents described their employment status as 'full-time paid' whilst only 3.8% were 'part-time paid'. These figures are clearly unrepresentative of an industry where women working part-time make up 28.5% of all recreational, cultural and sporting services employees (Labour Force Survey, 1998).

4.4.2 Employment sector

More than 50% of respondents were employed in the public sector with 17.2% working on the contracting side and 34.6% working on the client side. Only 13.9% were employed in the commercial sector and only 2.4% in the voluntary sector.

4.4.3 Employment area within leisure

Although respondents were offered a list of ten different areas or sectors of leisure-related employment when asked, 'In which of the following areas do you principally work?', half stated that they belonged to *Sport, physical recreation and sports development* which was just one of the sectors. *Education and training* accounted for 8.3% of respondents and *Parks, open spaces and countryside* for a further 7.4%. Less than 4% belonged to the two combined categories of *Heritage* and *Tourism*.

4.4.4 Employment level

Almost 40% of respondents stated that they held middle management positions with a further 27.4% belonging to senior management. There were few technical or administrative staff (less than three per cent in each category) and only 11.2% of respondents identified themselves as supervisory staff.

4.4.5 Management responsibility

In relation to line management responsibility, 22.2% of respondents stated that they had no line management responsibility, 34% stated that they had responsibility for between one and ten staff, 10.9% had responsibility for between eleven and twenty staff, and over twelve per cent (12.7) had responsibility for over fifty staff.

4.4.6 Earnings

Only 3% of respondents earned more than £40,000 per annum indicating that a large number of women had significant management responsibilities (line management for over fifty staff) and earned less than £40,000. The earnings bracket of £10,000 - £19,999 contained the highest number of respondents at 36.7%, with a further 33.7% earning between £20,000 and £29,999. Thus, many respondents identifying themselves as middle and senior management earned less than £30,000 per annum.

4.5 Education, Training and Career Development

4.5.1 Education

In relation to education and training, 7.7% of respondents were currently in full-time education, 14.7% were currently in part-time education, and 6.2% were currently registered on ILAM's Continuing Professional Development (CPD) scheme.

4.5.2 Career plans

Just over a third of respondents stated that their career plan for the next 3-5 years was to seek promotion in another organisation whilst a further 25.2% stated that they planned to seek promotion in their current organisation. Only 18.4% stated that they planned to maintain their current position, indicating that the majority of women were aiming to secure promotion. In spite of the high percentage of women of child-bearing age but without children, only 1.2% stated that they intended to leave their organisation temporarily during the next three to five years for any purpose, including having children.

When asked why they were seeking a change to their current employment position the reasons were ranked as follows:

Fig. 3 Reasons for seeking change in employment

Reason seeking change	%
To gain more experience	65.7
To gain a higher salary	65.6
It is the next logical step in my career path	61.7
To have a more challenging job	60.9
To have more responsibility	54.5
To spend more time with my family	8.8
I don't like my job	5.6
I don't get on with my superiors	4.7
My current job is too stressful	4.7
To get away from sexual harassment or discrimination	2.8

(Note: respondents could give more than one reason)

The responses indicate clearly that women were seeking change for career motivated reasons and were optimistic about their career paths. Very few women were seeking change because of negative conditions at work.

When asked why they were *not* seeking a change to their current employment position women stated that they were either satisfied with their current position or that they needed more qualifications and experience to gain promotion. Very few women stated that they were not seeking promotion because of family circumstances such as childcare or partner's jobs. Again, the responses indicate an optimism about the industry and women's role within it.

4.5.3 Annual appraisals and performance reviews

When asked about the issue of annual staff development appraisals or performance reviews, 67.3% of respondents stated that their organisation employed such a scheme. However, only 40.5% said that they were satisfied with the operation of the scheme. Women highlighted a series of experiences which reflected both good practice and bad practice in relation to annual appraisals and performance reviews. These positive and negative experiences were highlighted in relation to *social support* and *procedural matters* with more good practice identified in relation to procedural factors and more bad practice identified in relation to social factors. Thus, whilst adequate structures may be in place, social and cultural practices appeared to produce less positive results than could or should be possible.

Good social support included: having a supportive line manager, having plenty of time to undertake the review, experiencing two-way communication, placing the emphasis on the employee being reviewed, and being given a chance to achieve. Good procedural practice included: being part of the Investors in People programme, having links between the review and pay, identifying training needs and being linked to training opportunities, experiencing the review as both detailed and regular, and seeing links between the review and promotion.

Poor social support included: lack of knowledge on the part of the reviewer, poor organisation of the review process, poor communication, reviews being hurried, agreements from the review not being implemented, and having to remind line managers about the need for the review and the need to implement agreed outcomes. Poor procedures included: irregular and unstructured reviews, lack of documentation relating to the review, and a lack of clear goals emanating from the review process.

4.6 Equal Opportunities Policies and Practices

4.6.1 Equal opportunities policies

Whilst 86.6% of respondents stated that their employing organisation had an equal opportunities policy, only slightly more than half (55.7%) felt that their policy was effective. Reasons for thinking the policy was effective included: workforce statistics that showed equal numbers of male and female employees in some organisations; evidence that management took the policy seriously; and evidence that awareness of equal opportunities had been raised. Reasons given for thinking that their organisation's policy was *ineffective* included: lack of value and respect for the policy within the organisation, lack of visibility of the policy, minimal implementation of the policy, and lack of evidence of any increase in the representation of women within the organisation:

I have never seen a copy and doubt that anybody else has so it's unlikely that anyone abides by it. (Survey respondent)

4.6.2 Equal opportunities practices

Women were asked if their organisations employed a series of work-related practices which were sympathetic to the needs of women employees. The presence of these measures within the respondent's organisation was as follows:

Fig. 4 Presence of flexible employment practices within respondent's organisations

Flexible employment practices	% of respondents stating practices present
Funding for out of house training	72.7
In-house training for professional development	69.7
Flexible working hours	67.4
In service training (provided by external organisation)	64.6
Job share opportunities	47.7
Mentoring	21.5
Career breaks	19.4
Creche/childcare facilities	18.8
Term-time employment	13.1

The responses outlined above indicate that, whilst the majority of employers provided education and training designed to enhance women's career prospects, only a minority of employers provided the practical or structural support required to enable women, and particularly women with children, to progress in their careers. Even where employers had provided support for some women, this was often at the expense of favourable working conditions of other women:

My employer provided flexible hours to help part-time staff with children but this meant longer hours for the manager as she had to cover late starts and early finishes. (Survey respondent).

When asked to suggest additional measures which their employers could take to enhance women's prospects of career progression, responses were made in relation to three broad categories. First, women suggested that *cultural change* was needed and this change should involve greater recognition and allowance for family commitments, better consultation and communication, more respect and recognition for women employees from senior management and local authority councillors, more encouragement to women returners, more encouragement for personal development, and greater opportunities for informal networking. Secondly, women suggested a series of *training-related measures* to enhance their career prospects. These measures included: mentoring, training for women managers, awareness training for men, more information on training opportunities, and more help with career planning. Thirdly, a series of measures related to improving *working conditions* for women were suggested. These included: the employment of more women managers; more flexible working conditions with more home-working; flexi-time; job-sharing; workplace childcare; career breaks and flexible contracts; the identification of role models through team working; workplace job shadowing and secondments; a greater focus on job specifications rather than person specifications; and the restructuring of bonus schemes.

4.6.3 Gender equity within leisure management

Respondents were presented with a series of statements about specific aspects of gender equity within their organisation and asked whether they agreed or disagreed with each. The results were as follows:

Fig. 5 Views on gender equity within leisure management

Statement	% Agree	% Disagree
What my organisation needs is more women managers	44.4	14.2
Women in my organisation have adequate informal networks	31.8	30.8
Women work harder than men to achieve equal recognition in my organisation	52.3	18.8
Men get ahead more easily than women in my organisation	41.3	47.4
There are enough women mentors for female staff in my organisation	24.9	50.8
Men treat women as their equals in my organisation	37.5	50.2
Women with family responsibilities are disadvantaged in my organisation	33.3	51.7
Sexual harassment of women is uncommon in my organisation	60.9	11.4
Women in my organisation do not need more female role models	23.3	42.2
The rules of behaviour in my organisation are more relaxed for men	13.3	53.3
Prejudice against gays and / or lesbians in my organisation is common	12.9	45.5
Women in my organisation eventually hit a 'glass ceiling'	32.3	32.0

4.6.4 Sex discrimination within leisure management

When asked about their knowledge and experience of sex discrimination within their organisation, 16.3% of women claimed to know of someone in their organisation who had been discriminated against and 14.7% claimed to have personal experience of sex discrimination within their organisation. Rather than identifying discriminatory *structures* within their organisations, many respondents referred to their organisational *cultures* as colluding with discriminatory practices:

I've had difficulties with male colleagues who have been in post for years, coping with a female of equal standing but a lot younger (Survey respondent).

Discrimination is difficult to identify in a 'recruitment, selection and promotion' situation as there are many reasons which could be 'smoke screens'. I feel that discrimination takes place in a more informal day-to-day manner, such as attitudes of usually elderly males to women in more senior positions. Respect is often slow in coming - you are likely to be treated as 'fluff'. There is often an underlying attitude of 'don't worry your pretty little head about it (Survey respondent).

Assertive, confident male candidates are more likely to be considered for parks posts than diffident or 'too assertive' female counterpart (Survey respondent).

Many councillors expect a male to work in sport and have limited understanding of female sporting structures (Survey respondent).

The Assistant Director did not want a 'woman as manager' of the leisure centre (Survey respondent).

The most common response to personal experience of sex discrimination was for the complainant to make an informal verbal complaint to her manager(s). The least common response was to make a formal written complaint to a manager. Even when complaints were made, however, the responses were often perceived to be weak or ineffectual. One woman described the attitude of her employer as 'well that's life and get on with it' and another stated that there was no response to her complaint apart from 'that's how it is'. Other respondents stated:

No one was prepared to take up the case - even the personnel department showed no interest. (Survey respondent).




It was eventually resolved but it took nine months and much perseverance. (Survey respondent).

4.7 Summary

The results confirm the presence of a number of *structural* and *cultural* constraints to women's career progression within leisure management. The structural constraints experienced by women include inflexibility in employment practices and lack of provision for the needs of women employees with children. Cultural constraints include the male dominated nature of leisure management and the lack of women role models and mentors within organisations.

In spite of these constraints, however, women demonstrate a high level of optimism about their career progress within leisure management. There are indications that this optimism may be misplaced, as women appear to be taking on a large amount of senior management responsibility for middle management salaries and with unclear routes to promotion. Simultaneously, women appear to be prioritising their leisure management careers over having children as they perceive management careers and family responsibilities to be incompatible.

1 RECOMMENDATIONS AT A GLANCE

 = Keep up the good work  = Could improve  = Must improve

1.1 Gender Equity in the Leisure Industry and Leisure Management

Employee profiles

- Recruit and retain more women over 40
- Recruit and retain more women from ethnic minority groups
- Recruit and retain more disabled women
- Recruit and retain more women with children

A Overall, increase diversity in social composition

Employee status

- Create more part-time management positions
- Move towards salaries commensurate with management responsibilities in other service sectors

B Overall, be more responsive to women's management status

Education, training and career development

- Create transparent career routes for leisure managers
- Identify senior women role models in leisure management

C Overall, make it easier for women to work towards promotion

Annual appraisals and performance reviews

- Implement annual appraisal schemes for all employees
- Train all employees in appraisal (both reviewers and reviewees)
- Conduct regular and detailed reviews within clearly defined procedures
- Provide clear goals agreed by both reviewer and reviewee
- Provide written record of review
- Link annual review to training needs and opportunities
- Carry out on-going review of progress in relation to set goals

D Overall, adopt robust systems of monitoring



Equal opportunities policies and practices

- Develop visible equal opportunities policies in all leisure organisations
- Show more clearly how policy translates into practical measures
- Increase representation of women, particularly in senior management
- Increase provision of workplace childcare facilities
- Increase provision of opportunities for career breaks
- Increase provision of women mentors
- Increase provision of opportunities to undertake workplace shadowing
- Increase provision of opportunities to undertake secondments
- Increase provision of job share opportunities
- Increase provision of flexible working hours

E Overall, adapt structures to accommodate women's career needs



Sex discrimination and harassment

- Train all employees to raise awareness of the *cultural* nature of sex discrimination
- Train managers in how to respond to complaints of sex discrimination and harassment

F Overall, develop harassment-free workplaces

5 GENDER EQUITY IN THE INSTITUTE OF LEISURE AND AMENITY MANAGEMENT

5.1 Introduction

There are two main professional organisations which aim to represent the leisure industry as a whole: The Institute of Leisure and Amenity Management (ILAM) and The Institute of Sport and Recreation Management (ISRM). There are also numerous professional associations such as The Museums Association, The Tourism Society, and the British Association of Sport and Exercise Sciences which aim to represent specific *segments* of the leisure industry, as well as other organisations such as The Chief Leisure Officers Organisation (CLOA) which represent employees at a specific *level* within the leisure industry.

ILAM defines itself as '*The professional Institute for the leisure industry*' and introduces itself and its objectives as follows (ILAM, 1997):

The Institute of Leisure and Amenity Management is the professional Institute for leisure professionals. ILAM embraces every aspect of leisure, cultural and recreation management and is committed to the improvement of management standards. The growing importance of leisure pursuits to the quality of life demands that financial, human, physical and other resources are managed in the most effective, productive and beneficial way. ILAM, the major body involved in the pursuit of these objectives, plays a key role in the development of leisure management, through education, research, information, debate and discussion with Government and national agencies. The Institute, the major voice and key player in the profession of leisure management, operates a voluntary regional network throughout the UK.

ILAM was formed in 1983 following the amalgamation of four leisure and recreation associations/institutes: The Association of Recreation Managers, The Institute of Municipal Entertainment, The Institute of Park and Recreation Administration, and The Institute of Recreation Management. At the time of the amalgamation, Bill Breeze, the Chair of The Association of Recreation Managers was quoted as saying:

We are delighted that members of all four bodies have voted in favour of amalgamation particularly as the ARM was instrumental in establishing the initial discussions some five years ago. For far too long the profession has been represented by a jungle of organisations with no centralised co-ordinating body. Now the recreation management profession as a whole will be represented by ILAM with obvious benefits to members and the profession alike, and with the opportunity to forge closer and more effective links with government, academic associations and other bodies. (Leisure Studies Association Newsletter, January 1983).

5.2 Previous research

The Institute has recognised elements of sex discrimination, gender stereotyping and inequity within the leisure industry and has also acknowledged the role that ILAM itself

plays in shaping gender relations within wider leisure management. In 1991 ILAM published a report titled *Women's Experience in Leisure Management: an analysis of the views of female members of the Institute of Leisure and Amenity Management* which outlined the findings of a research project into gender equity within ILAM (Bacon/ILAM, 1991). At the time of the research there were 568 women members of ILAM, forming nearly ten per cent of the membership, compared with 1151 or 21.6% of the total ILAM membership in 1998. In 1991, however, over half the women members were student members (53%), nearly a fifth were associate members (19%) and only 28% were eligible for full membership. The 1991 report concluded that 'very large numbers of younger women have either moved into junior management training roles, or certainly aspire to make a career within the leisure industry once they complete their college training' (Bacon, 1991: 2). The first section of the 1991 report then concluded with an optimistic vision of gender equity towards the twenty-first century:

We are witnessing the onset of a slow but inexorable revolution in that women are beginning to colonise managerial work in ever increasing numbers. By the end of the century, given present trends, it is probable that half of all leisure managers will be women. Reciprocally many women are now seeking to join ILAM in large numbers. However, as yet very little is known about their motivations for doing so or even the kinds of services they most value. Equally, we lack systematic data concerning their experiences or work in what remains a male dominated industry (Bacon, 1991: 7).

The 1991 report then went on to examine these issues under four separate headings and it is worth outlining the main findings in relation to each of the four sections of the report:

- Why women joined ILAM
- Services to members
- Discrimination and harassment
- Training and professional development

In relation to women's motivations for joining ILAM, the report appears to provide evidence to support the assertion that women are less aware of the significance of networking than their male counterparts:

Women join ILAM because they want to be associated with a professional body which provides a sense of focus and co-ordination for their industry. They look to the organisation to provide them with a range

The report summarised the services required by women members of ILAM as belonging to two types; traditional and radical (Bacon, 1991: 19). The traditional services were seen as of updating services, and many of them (44%) also want to become actively involved with the work of the Institute. They generally attach less importance to institutional certification or "status badging" since many have first and often higher degrees in leisure or a related subject competence. Similarly less importance is attached to institutional membership as a means of "impressing their current employers" or as a source of making contacts to "gain influence" and perhaps career advancement (Bacon, 1991: 14).

those which encompassed the original objectives of the Institute and which were focused on the establishment of 'classic professionalism' where hierarchies of membership categories, a committee structure, a formalised system of qualifications, the distribution of information, and the increased professional profile of leisure management were seen as paramount. Radical services were seen as those which would 'impact on traditional

structures and policies: research, lobbying, promotion of equal opportunity policies, monitoring or good practice and so on' (Bacon, 1991: 20). These two sets of objectives can be seen as conflicting as the first is concerned with maintaining the status quo and the second is committed to advocating and achieving transformation.

The 1991 report identified discrimination and harassment in relation to: differences in the physical working environment and conditions offered to men and women; discrimination in the form of sexist language and behaviour from male colleagues; negative perceptions about women and management roles; and discrimination in relation to domestic responsibilities. In addition, the specific characteristics of the leisure industry and its association with informality, sociability, alcohol, and different states of dress and undress related to sport were also seen as exacerbating the difficulties which women might experience in other sectors of the service industry. Sport was singled out as the area where women experienced most discrimination and harassment as a result of the particular culture of masculinity prevalent in sport.

Four years after the 1991 report, the ILAM Equal Opportunities Working Party was set up. That group subsequently commissioned this report, the remainder of which sets out findings in relation to ILAM itself.

5.3 ILAM Membership

5.3.1 Membership category

The table below illustrates the membership of ILAM in November 1998:

Fig. 6 ILAM Membership

Category	Male	%	Fem	%
Full Member	2722		564	
Associate Member	549		285	
Student Member	467		290	
Retired Annual Member	98		4	
Retired Life Member	207		4	
Honorary Fellow	9		0	
Fellow	104		3	
Complimentary	9		1	
Total	4165	78.35	1151	21.65
n = 5316				

Respondents to the survey belonged to the following membership categories:

Fig. 7 Membership category of respondents

Category	Number	%
Full Member	190	56.7
Associate Member	72	21.5
Student Member	61	18.2
Retired Annual Member	5	1.5
Retired Life Member	1	0.3
Honorary Fellow	4	1.2
Fellow	2	0
Complimentary	0	0
Total n = 335		

Respondents had been members of ILAM for an average of five years but length of membership ranged from one month to twenty eight years. Members claiming to have belonged to ILAM for more than fifteen years were assumed to be referring to membership of one of the professional associations which merged to form ILAM in 1983. However, 25.4% of respondents had been members for one year or less, 37.3% for two years or less and 45.6% for three years or less.

Respondents were geographically spread across the fourteen ILAM regions. With the exception of Northern Ireland and the Republic of Ireland all regions returned between eleven and thirty four questionnaires or between 3.2% and 10% of the final responses.

In relation to the method of payment of ILAM subscriptions, 65.5% of respondents paid for their membership personally and 31.6% had their membership paid by their employer in full. However, only 27% of those with subscriptions paid by their employers said they would continue to pay personally if their employer stopped paying their subscription.

5.3.2 Reasons for joining ILAM

The reasons for joining ILAM were clearly instrumentalist and related to career aspirations as members were most interested in receiving information about training and employment opportunities. The following figure (Fig. 8) shows reasons for joining ILAM ranked in order of importance:

Fig. 8 Reasons for joining ILAM

Reason	%
To receive information about job opportunities	89.3
To improve my career prospects	79.1
To make use of training opportunities	69.6
To meet other people in leisure management	41.6
To make contact with potential employers	40.6
Because my tutor/lecturer recommended joining	32.4
Because my manager/employer recommended joining	12.7
To make contact with potential clients	11.7
Because my employer pays for my membership	10.6
Because my colleague(s) recommended joining	7.0
Because my manager/employer asked me to join	3.3
To relieve the boredom of my job	0.5
Other	20.3

(Note: respondents could give more than one reason)

The reasons given by non-members for not joining ILAM were largely the result of perceptions that ILAM would not meet their needs. However, when non-members were asked what they thought a professional association should provide, their responses were almost identical to the ranked list of responses given by ILAM members to question A5 of the questionnaire and outlined in Fig. 8 above. A mismatch between the perception non-members have of ILAM and what ILAM actually provides seems to exist within some areas of both leisure management and leisure education. This suggests a need for clearer marketing by ILAM.

Within local authority leisure management there is also an historical legacy which associates many leisure services departments with one or other of ILAM or ISRM:

Local authorities tend to be quite clearly divisioned. Broomdale was always an ISRM town . . . and when you go off to conferences you are taken out for a meal by Rowtown elected members - that's a culture sent down from the Director or Assistant Director - there's loyalty linked to area (Interviewee, places anonymised).

5.3.3 Membership of other professional bodies

Members cited a range of other professional bodies of which they were members. The most common membership was of the Institute of Sport and Recreation Management and 7.9% of respondents were members of ISRM. Other professional associations mentioned included sector specific bodies and management-related institutes. Sector specific professional associations included Fitness Professionals (5.2%), the Chief Leisure Officers Association (2.9%), the Tourism Society (1.4%), the Tourism Management Institute (1.4%), the British Association of Sport and Exercise Sciences (2.4%), the Museums Association (0.5%), the Women's Sports Foundation (1.0%), and the National Coaching Foundation (1.4%). Management-related institutes included the Chartered Institute of Management (5.1%), the Institute of Management Consultants (5.2%), the Institute of Personnel and Development (1.4%), and the Institute of Directors (0.5%).

5.3.4 Most valued aspects of ILAM membership

The most valued aspects of ILAM membership were again related to career prospects and the search for alternative employment opportunities. In an open-ended question respondents listed the following aspects of membership in order of importance:

Fig. 9 Important aspects of ILAM membership

Aspect of ILAM membership	%
Information of job opportunities/careers (the ILAM 'job sheets')	66.7
The Leisure Manager	57.7
The weekly bulletin	40.3
Information on training, conferences and seminars	35.9
Information on leisure issues	30.4

(Note: respondents could give more than one reason)

5.3.5 Recommendations for improvements to ILAM membership

When asked 'Which aspects of your ILAM Membership would you like to see improved?' respondents suggested a range of measures which can be grouped under the following four themes, ranked in order of importance: information services, sector differentiated services, geographically differentiated services, and ILAM operations.

Suggested improvements in information services included:

- the production of fact sheets
- the production of good practice guides
- articles by and for women
- articles on legal matters affecting leisure
- more information on leisure research
- more information on job opportunities
- information on overseas employment
- more sophisticated design and production of information

Respondents were especially keen to see ILAM cater for the needs of a diverse leisure industry which embraces more than simply sport. Particular areas which could be targeted for information and services included: tourism, heritage, water-based leisure, the environment and countryside, arts, sports development and sports governing bodies.

In relation to the need for more geographical representativeness, respondents commented on what they perceived to be a 'Reading-centred' organisation which focused too heavily on the needs of the south-east of England. Many respondents stated that there was '*not enough local contact*' and also called for '*more local and cheaper events*'.

Improvements to ILAM operations were recommended including the merger of ILAM and ISRM. One respondent stated, '*I would like to see ISRM and ILAM join in order that the strengths of both organisations could be shared*'. Respondents also requested the provision of a discount card and an 'idiot's guide' to ILAM services and leisure

management, a broadening of what was perceived to be the current local authority focus, more feedback following ILAM examinations, and improvements to ILAM marketing.




Interestingly, cost of membership was not mentioned as something which members felt was too expensive but the cost of ILAM seminars and events was seen as being restrictive by some respondents:

The current cost of many seminars and conferences is restrictive. My employer's training budget for all employees is very small. I'd have to pay for any attendance at seminars myself' (Survey respondent).

5.4 Summary

The membership of ILAM lacks diversity with over-representation of young, white and able-bodied women. The membership is also over-represented by women in sport, physical recreation and sport development and by public sector employees working in local government. Members join to receive training and employment benefits designed to enhance their career progress and they place a high value on these information services provided by the Institute. Members perceive ILAM to be a centralised organisation with limited local involvement.

5.5 RECOMMENDATIONS FOR GENDER EQUITY IN THE INSTITUTE OF LEISURE AND AMENITY MANAGEMENT

 = Keep up the good work  = Could improve  = Must improve

 **ILAM membership**

- Recruit and retain more women over 40
- Recruit and retain more women from ethnic minority groups
- Recruit and retain more disabled women

G Overall, increase diversity

 **Information services**

- Raise awareness of the employment needs of women with dependents
- Continue to focus on high quality information about job opportunities
- Give more information on training and seminars
- Produce more specific fact sheets about aspects of ILAM's services
- Produce fact sheets about specific aspects of leisure management
- Give a higher profile to 'good practice' guides for leisure managers
- Give more systematic feedback to ILAM candidates
- Provide members 'discount card' offering reductions in leisure-related services

H Overall, make information services even better

 **Sector-differentiated ILAM services**

- Provide more sector-differentiated services for tourism, heritage, arts, countryside recreation and water-based leisure
- Provide more information and services related to commercial sector leisure

I Overall, enhance services for different interest groups

 **Geographically-differentiated ILAM services**

- Arrange more local seminars and events

J Overall, enhance regional and local services

 **ILAM operations**

- Pursue merger discussions with ISRM

K Examine industry collaboration



ILAM marketing

- Improve marketing to non-members in both leisure management and leisure education
- Target marketing to those local authorities traditionally linked with or loyal to ISRM
- Target marketing to sector-specific professional associations and management institutes

L Overall, broaden the base of marketing activities

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Appendix 1

Gender Equity in Leisure Management Survey

Questionnaire on following pages

Gender Equity in Leisure Management Survey

An ILAM questionnaire run in conjunction with the Leisure and Sports Research Unit of Cheltenham and Gloucester College of Higher Education

Thank you for taking the time to participate in this important piece of research. A summary of the results of the research will be published in *The Leisure Manager*.

Please attempt to answer as many questions as possible by placing a tick (✓) in the appropriate box and writing short statements where requested. When you have completed the questionnaire please return it in the enclosed reply paid envelope.

Your returned questionnaire will trigger a donation of 25 pence to one of the following charities. Please indicate the charity you wish to receive our donation by placing a tick in the appropriate box.

- | | | | |
|---------------------------|--------------------------|--------------------------|--------------------------|
| Women's Sports Foundation | <input type="checkbox"/> | Cancer Research Campaign | <input type="checkbox"/> |
| Women's Aid | <input type="checkbox"/> | Suzy Lamplugh Trust | <input type="checkbox"/> |

A Your ILAM Membership

A1 What category of ILAM Membership do you hold?

- | | | | | | |
|-----------------|--------------------------|------------------|--------------------------|----------------|--------------------------|
| Honorary Fellow | <input type="checkbox"/> | Associate Member | <input type="checkbox"/> | Retired Annual | <input type="checkbox"/> |
| Fellow | <input type="checkbox"/> | Student | <input type="checkbox"/> | Retired Life | <input type="checkbox"/> |
| Full Member | <input type="checkbox"/> | | | | |

A2 How long have you been an ILAM Member? years

A3 Are you a member of any other professional or academic bodies?

Yes No

If yes, please state which ones

.....

.....

.....

.....

.....

A4 To which ILAM Region do you belong?

A5 Why did you join ILAM? (please tick **ALL** that apply)

- To receive information about job opportunities
- To improve my career prospects



- To meet other people in leisure management
 - To make use of training opportunities
 - To make contact with potential employers
 - To make contact with potential clients
 - To relieve the boredom of my job
 - Because my manager/employer asked me to join
 - Because my manager/employer recommended joining
 - Because my colleague(s) recommended joining
 - Because my employer pays for my membership
 - Because my tutor/lecturer recommended joining
 - Other *(please state)*
-

A6 Which aspects of your ILAM Membership do you gain most from?

.....

.....

.....

.....

A7 Which aspects of your ILAM Membership would you like to see improved or changed?

.....

.....

.....

.....

A8 How is your subscription to ILAM paid? (please tick ONE only)

- Personal payment *(if personal payment, please go straight to section B)*
 - Paid by employer in full
 - Paid by employer in part
 - Other *(please specify)*
-

A9 Would you continue to pay personally if your employer stopped paying? Yes No

B Employment

B1 Which of the following best describes your principal employment situation? *(please tick ONE only)*

- | | |
|--|---|
| <input type="checkbox"/> Full-time paid | <input type="checkbox"/> Full-time home/child or dependent care |
| <input type="checkbox"/> Part-time paid | <input type="checkbox"/> Unemployed/seeking work |
| <input type="checkbox"/> Full-time education | <input type="checkbox"/> Retired |
| <input type="checkbox"/> Part-time education | <input type="checkbox"/> Other |

B2 In which of the following sectors do you currently work? *(please tick **ONE** only)*

- | | |
|--|--|
| <input type="checkbox"/> Public sector (contracting) | <input type="checkbox"/> Commercial sector |
| <input type="checkbox"/> Public sector (client) | <input type="checkbox"/> Voluntary sector |
| <input type="checkbox"/> Other <i>(please specify)</i> | |
-

B3 In which of the following areas do you **principally** work? *(please tick **ONE** only)*

- | | |
|--|--|
| <input type="checkbox"/> Parks, Open Spaces and Countryside | <input type="checkbox"/> Cultural Industries |
| <input type="checkbox"/> Sport, Physical Recreation, Sport Development | <input type="checkbox"/> Tourism |
| <input type="checkbox"/> Contracting (commercial sector) | <input type="checkbox"/> Children's Play |
| <input type="checkbox"/> Contracting (DSO) | <input type="checkbox"/> Consultancy |
| <input type="checkbox"/> Education and Training | <input type="checkbox"/> Other <i>(please specify)</i> |
| <input type="checkbox"/> Heritage | |
-

B4 What is your current job title?

.....

B5 At which level is your current post? *(please tick **ONE** only)*

- | | |
|--|--|
| <input type="checkbox"/> Senior Management | <input type="checkbox"/> Technical |
| <input type="checkbox"/> Middle Management | <input type="checkbox"/> Administrative |
| <input type="checkbox"/> Supervisory | <input type="checkbox"/> Other <i>(please specify)</i> |

B6 How many employees are you directly responsible for in your current post? *(please tick **ONE** only)*

- | | | |
|----------------------------------|----------------------------------|------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 21 – 30 | <input type="checkbox"/> 50+ |
| <input type="checkbox"/> 1 – 10 | <input type="checkbox"/> 31 – 40 | |
| <input type="checkbox"/> 11 – 20 | <input type="checkbox"/> 41 – 5 | |

B7 Please indicate your current personal gross income group? *(please tick **ONE** only)*

- | | | |
|--|--|--|
| <input type="checkbox"/> £0 – £9,999 | <input type="checkbox"/> £20,000 – £29,999 | <input type="checkbox"/> £40,000 – £49,999 |
| <input type="checkbox"/> £10,000 – £19,999 | <input type="checkbox"/> £30,000 – £39,999 | <input type="checkbox"/> £50,000 + |

B8 Please give a brief career history in the table below, including details of your last five posts:

Dates from and to	Title of post	Type of organisation	Annual salary (nearest £1,000)
.....
.....
.....
.....
.....

C Education, Training and Career Development

C1 Are you currently in full-time education? Yes No

C2 Are you currently in part-time education, excluding short courses and seminars attended 'in-service'?
Yes No *If no, please go to C5*

C3 Please complete the table below to indicate which course(s) you are currently following.

Dates from and to	Full or part-time	Qualification Level eg BA	Qualification title eg Business Studies, Fitness Testing	Awarding body eg University, YMCA

C4 Please give details of all qualifications **completed since** leaving school and include all academic qualifications (HND, BA, MA etc.) and all vocational qualifications (e.g. NVQ, ILAM qualifications, governing body or industry awards).

Dates from and to	Full or part-time	Qualification Level eg BA	Qualification title eg Business Studies, Fitness Testing	Awarding body eg University, YMCA

C5 Are you registered on the ILAM Continuing Professional Development (CPD) Scheme?
Yes No

C6 Which of the following represents your career plans for the next 3 – 5 years? *(please tick **ONE** only)*

- Maintain my current position *(please go to question C8)*
- Retirement *(please go to question C9)*
- Seek promotion in my current organisation
- Seek another post at the same level within my organisation
- Seek promotion elsewhere
- Seek another post at the same level elsewhere
- Leave my organisation temporarily
- Other *(please specify)*

C7 Why are you seeking this change? *(please tick **ALL** that apply)*

- To gain a higher salary
- To gain more experience
- To have more responsibility
- To have a more challenging job
- It is the next logical step in my career plan
- To spend more time with my family
- I have problems with child care
- I don't like my job
- I don't get on with my superiors
- To get away from sexual harassment or discrimination
- My current job is too stressful
- Other *(please specify)*

C8 Why are you not seeking a change? *(please tick **ALL** that apply)*

- I need more practical and/or management experience
- I need more formal qualifications to gain promotion
- I have already reached the highest level in my line of work
- A new job would not allow sufficient time for my family responsibilities
- I do not want added work responsibilities
- I do not want to change my child care arrangements
- The competition process is too stressful
- I do not think there are appropriate job opportunities at present
- I am unable to relocate because of childcare
- I am unable to relocate because of partner's job
- I lack confidence in my abilities
- I have already reached my career goal
- I am satisfied with my current position
- I wouldn't find such good colleagues in another job
- Other *(please specify)*

C9 Does your current employer provide any of the following? *(please tick **ALL** that apply)*

- Flexible working hours
- Job-share opportunities
- Mentoring
- Term-time employment
- Creche/childcare facilities
- Career breaks (for travel, bringing up family etc.)
- In-house training for professional development
- In-service training (provided by external organisation)
- Funding for out of house training

C10 Do you have an annual staff development review or appraisal?

- Yes No *(if no, please go straight to section D)*

C11 Is your annual appraisal system satisfactory? Yes No

Please explain

.....

.....

.....

.....

.....

D Your organisation and equal opportunities

D1 Does your organisation have an equal opportunities policy?

Yes No (if no, please go to D3)

D2 Do you think this policy is effective? Yes No

Please explain your answer

.....

.....

D3 Have you ever been aware of direct or indirect discrimination against women **other than yourself** in recruitment, selection or promotion within your current organisation?

Yes No

If yes, please explain the circumstances without giving names

.....

.....

.....

D4 Have **YOU** personally ever experienced direct or indirect discrimination in recruitment, selection or promotion within your current organisation?

Yes No

If yes, please explain the circumstances without giving names

.....

.....

.....

D5 If **YOU** personally have been discriminated against, what was your response?

(please tick **ALL** that apply)

- I did nothing because it was not important enough to bother me
- I did nothing because I thought I would not be taken seriously
- I did nothing because I was afraid of reprisals
- I made an informal verbal complaint to my manager(s)
- I made a formal verbal complaint to my manager(s)
- I made an informal written complaint to my manager(s)
- I made a formal written complaint to my manager(s)
- I notified and/or sought advice from my trade union

I notified and/or sought advice from another colleague(s)

If you complained, please comment on how satisfactorily your complaint was resolved:

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

D6 The following list gives some common statements made about organisations.

Please show the extent to which you agree or disagree with each statement by inserting a number from 1–5 in the box provided.

1 – Strongly agree **2** – Agree **3** – Neutral **4** – Disagree **5** – Strongly disagree

- a) What my organisation needs is more women managers
- b) Women in my organisation have adequate informal networks
- c) Women work harder than men to achieve equal recognition in my organisation
- d) Men get ahead more easily than women in my organisation
- e) There are enough women mentors for female staff in my organisation
- f) Men treat women as their equals in my organisation
- g) Women with family responsibilities are disadvantaged in my organisation
- h) Sexual harassment of women is uncommon in my organisation
- i) Women in my organisation do not need more female role models
- j) The rules of behaviour in my organisation are more relaxed for men than for women
- k) Prejudice against gays and/or lesbians in my organisation is common
- l) Women in my organisation eventually hit a 'glass ceiling'

D7 Has your current employer taken any measures to improve women's career progression?

Yes No

If you answered yes, please outline the measures which have been taken and comment upon their success:

Measures	Success
.....
.....
.....
.....
.....
.....

D8 What new measures could your organisation take to improve career prospects for women?

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

E Your demographic profile

E1 Which age group will you belong to on 31st December 1998?

- 16 – 20 31 – 40 51 – 60
 21 – 30 41 – 50 60 +

E2 Which of the following best describes your current home situation? (*please tick **ONE** only*)

- Living with partner and child/children (18 years and under)
 Living with partner and adult dependent(s) (19 years and over)
 Living with partner and no dependent(s)
 Single parent living with child/children
 Single and living with adult dependent(s)
 Single and sharing with other adult(s)
 Single and living alone
 Other (*please specify*)

.....
.....

E3 Do you have any children currently aged five years or under?

- Yes No

E4 How would you describe your ethnic origin?

- African Indian
 Bangladeshi Pakistani
 Black (Caribbean) White (UK)
 Black (UK) Other
 Chinese

E5 Are you registered disabled?

- Yes No

This is the end of the questionnaire

Thank you for taking the time to participate in this important piece of research.

Please return your completed questionnaire in the enclosed reply-paid envelope to:

**Cara Aitchison, Senior Research Fellow, Leisure and Sport Research Unit,
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