

saes jobs with candidates who matched the company's carefully constructed marketing image. The high-profile clothing retailer staffed its stores with good-looking young white men and women and touched off a lawsuit that ultimately cost the company \$40 million and a barrage of bad publicity.

Working alone or in a group of three to five students, answer the following questions. Be prepared to share your answers with the class.

- a. Do you think Abercrombie should be allowed to staff its stores in a way that reinforces its marketing image? Why or why not?
 - b. What are some alternative ways Abercrombie can staff its stores legally and still project a desirable image?
3. *Develop Your Skills Exercise:* The best test of any question posed to a job applicant is whether the employer can demonstrate a

CASE STUDY

Global biopharmaceutical company Pfizer believes that a diverse workforce leads to more innovative and creative thinking.¹²⁷ The company also feels that inclusion is the foundation to the ownership culture that it wants to build among its employees.¹²⁸ Pfizer recognized that better attracting and retaining diverse employees would require it to pay more attention to its diversity and inclusion initiatives. In addition to relying more on its worldwide diversity and inclusion leadership council comprised of senior executives from around the company, Pfizer also created employee resource groups, including people with disabilities, Latino/Hispanics, African

Semester-Long Active Learning Project

You should have finalized your choice of job and organization and begun collecting information about it from the organization, the Internet, and from <http://online.onetcenter.org>. This week, finish your

will adversely affect your ability to work for one sex.

This chapter's Develop Your Skills feature presents improper interview questions (provided again here), along with an explanation of why each question should be avoided. Working with a partner, identify what the employer really wants to know, asking each question, and come up with an alternative way to get out the same information.¹²⁶

1. How many children do you have?
2. What is your native language?
3. To what clubs or organizations do you belong?
4. What is your height? What is your weight?
5. Are you able to work on Christmas Day?

American, and LGBT employees, to better apply their ideas to influence company results.¹²⁹

Questions

1. Why is Pfizer interested in improving diversity and inclusion at the company?
2. How does a proactive focus on diversity and inclusion improve Pfizer's legal compliance?
3. If you were in charge of diversity and inclusion at Pfizer, what would you do to further improve diversity and inclusion at the company?

background research on the job and organization, and add to your report a description of the existing staffing systems for the job.