

and suggest ways the firm can reduce it.

2. **Opening Vignette Exercise:** The opening vignette describes how Abercrombie & Fitch engaged in "creative" recruiting to fill sales 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

intent behind the question and how the information is to be used by the employer are important, an employer should consider whether the answers to the question, if used to make the hiring decision, will adversely affect and screen out minorities or members of one sex.

This chapter's Develop Your Skills feature presented five 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 by asking each question, and come up with an alternative way to find 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?

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

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?

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

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

Case Study Assignment: Strategic Staffing at Chern

See the appendix at the back of this book for this case study assignment.

Endnotes

1. Leung, R., "The Look of Abercrombie & Fitch," *60 Minutes*, February 11, 2009, http://www.cbsnews.com/8301-18560_162-657604.html.
2. Levinson, S., "Abercrombie & Fitch CEO Explains Why He Hates Fat Chicks," *Elitedaily.com*, May 3, 2013, <http://elite.daily.com/news/world/abercrombie-fitch-ceo-explains-why-he-hates-fat-chicks/>.
3. Gerstein, J., "Suit Charged Company Discriminated Against Minorities, Women," *New York Sun*, April 15, 2005, National section, 7; Hansen, F., "Recruiting on the Right Side of the Law," *Workforce Management Online*, May 2006, www.workforce.com/section/06/feature/24/38/12.
4. Stumpf, V., "Abercrombie & Fitch to Pay \$40 Million in Settled Lawsuit," *Californiaaggie.com*, November 30, 2004: 1, www.californiaaggie.com.