

Human Resource and Diversity Management

Recruiting without discrimination and valuing diversity



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SESSION PLAN

- I. Learning objectives
- II. Introduction and process steps
- III. Focus on two key steps: sourcing and job interview
- IV. The persistent challenges of recruitment
- V. The issues of dismissal
- VI. Elements of conclusion

I. Learning objectives



LEARNING OBJECTIVES

- Design and implement **good recruitment practices** to limit the risk of discrimination and improve the process with a view to overall performance.
- Identify the nature and influence of **cognitive biases** on the recruitment process.



II. Introduction and process steps



BEST PRACTICES IN THE DEFINITION OF A JOB PROFILE

1. Develop the job definition **collectively**: compare one's vision of the job, look for job descriptions in other teams or companies...
2. Don't stick too closely to the representation you have of people who are currently (or have been) in office.
3. Put forward specific missions in a **simple and effective language** that speaks to everyone.
4. **Open up the criteria** to avoid the masculinization or feminization of missions and professions.



A METAMORPHOSIS OF RECRUITMENT CONTEXTS

INDIVIDUALS

- Identities at work
- Reactivity, volatility
- Personal branding

ORGANISATIONS

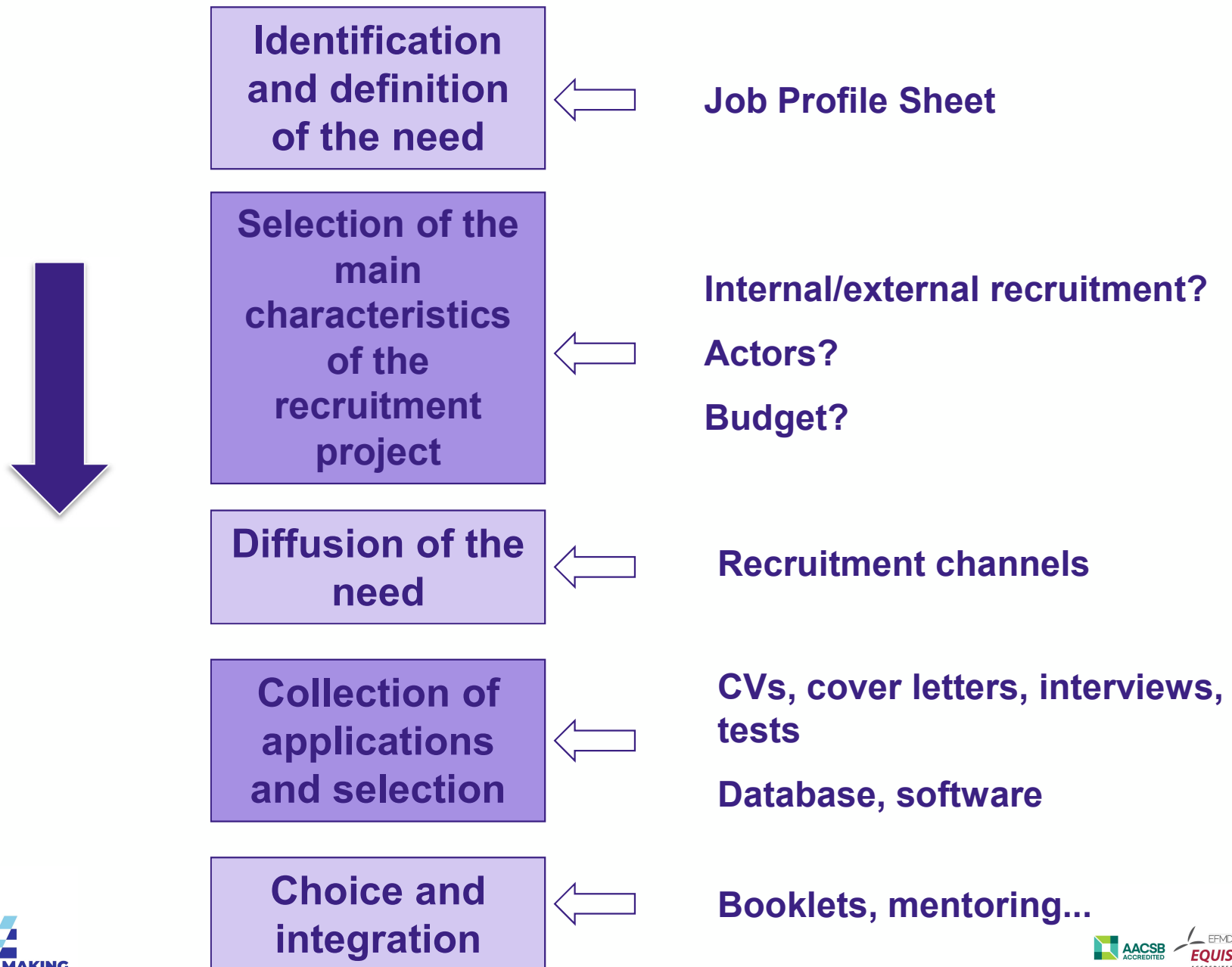
- Employer brand
- Talent management
- Diversity
- Work-life balance

TECHNOLOGIES

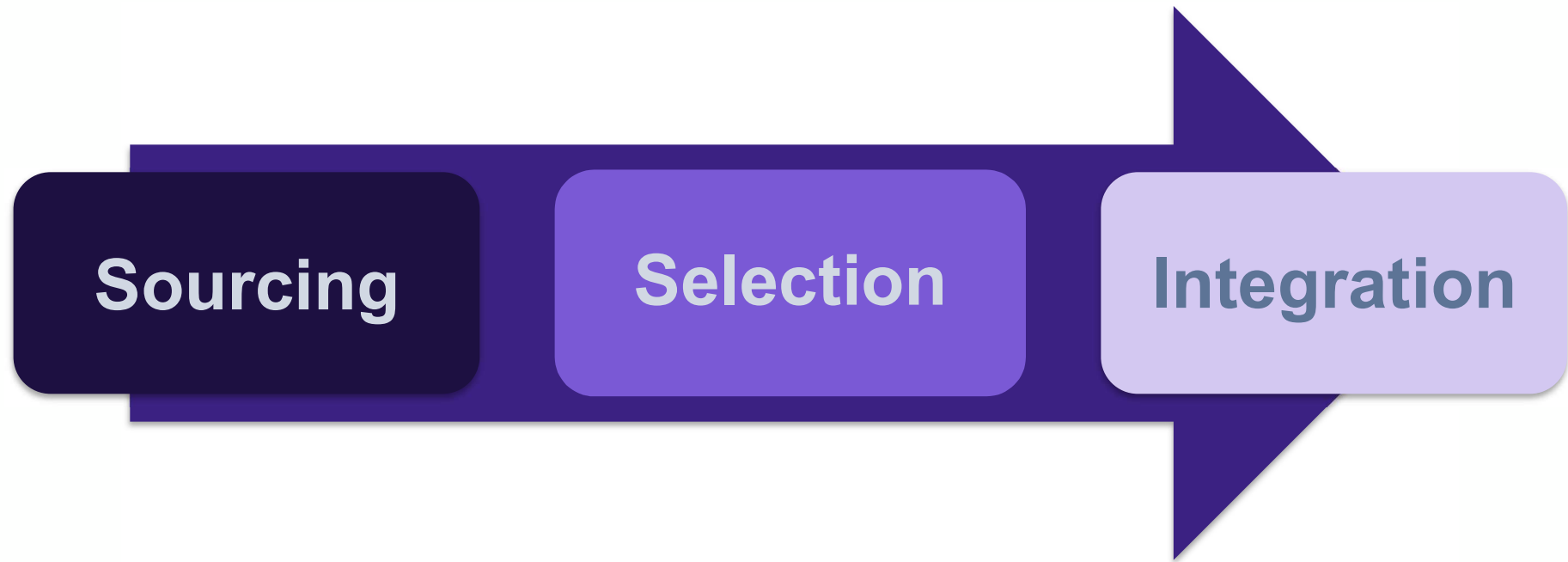
- Dematerialization
- Digitization
- Data analysis

- ✓ Power shift
- ✓ Increasing use of metrics
- ✓ Diversification of tools

A PROCESS WITH ESSENTIAL STEPS



KEY STEPS IN THE RECRUITMENT PROCESS



Multiple objectives:

- Objectivity
- Attractiveness
- Efficiency
- Reputation

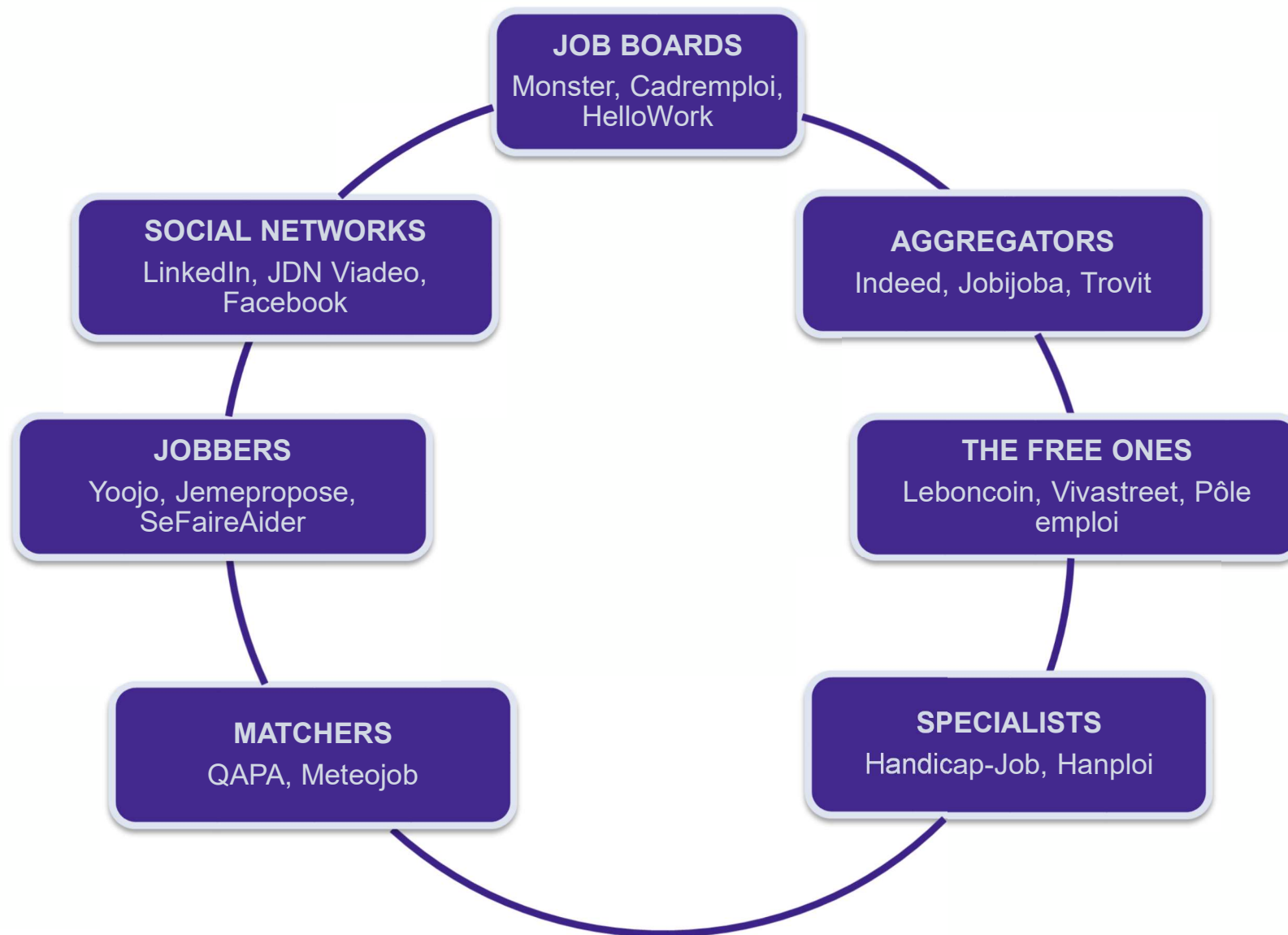
Multiple issues:

- Limit the risks
- Control costs
- Delegate the process
- Innovate


III. Focus on two key steps: sourcing and job interview



THE ESSENTIALS OF SOURCING





THE CV



MARISSA MAYER

Business Woman & Proud Geek

@ mmayer@yahoo-inc.com <http://marissamayr.tumblr.com/> Sunnyvale, CA



EXPERIENCE

President & CEO

Yahoo!


📅 July 2012 - Ongoing 📍 Sunnyvale, CA

- Led the \$5 billion acquisition of the company with Verizon - the entity which believed most in the immense value Yahoo! has created
- Acquired Tumblr for \$1.1 billion and moved the company's blog there
- Built Yahoo's mobile, video and social businesses from nothing in 2011 to \$1.6 billion in GAAP revenue in 2015
- Tripled the company's mobile base to over 600 million monthly active users and generated over \$1 billion of mobile advertising revenue last year

LIFE PHILOSOPHY


"If you don't have any shadows, you're not standing in the light."

MOST PROUD OF




Courage I had

to take a sinking ship and try to make it float



Persistence & Loyalty

I showed despite the hard moments and my willingness to stay with Yahoo after the acquisition



Google's growth

from a hundred thousand searches per day to over a billion

Vice President of Location & Local Services

Google

📅 Oct 2010 - July 2012 📍 Palo Alto, CA

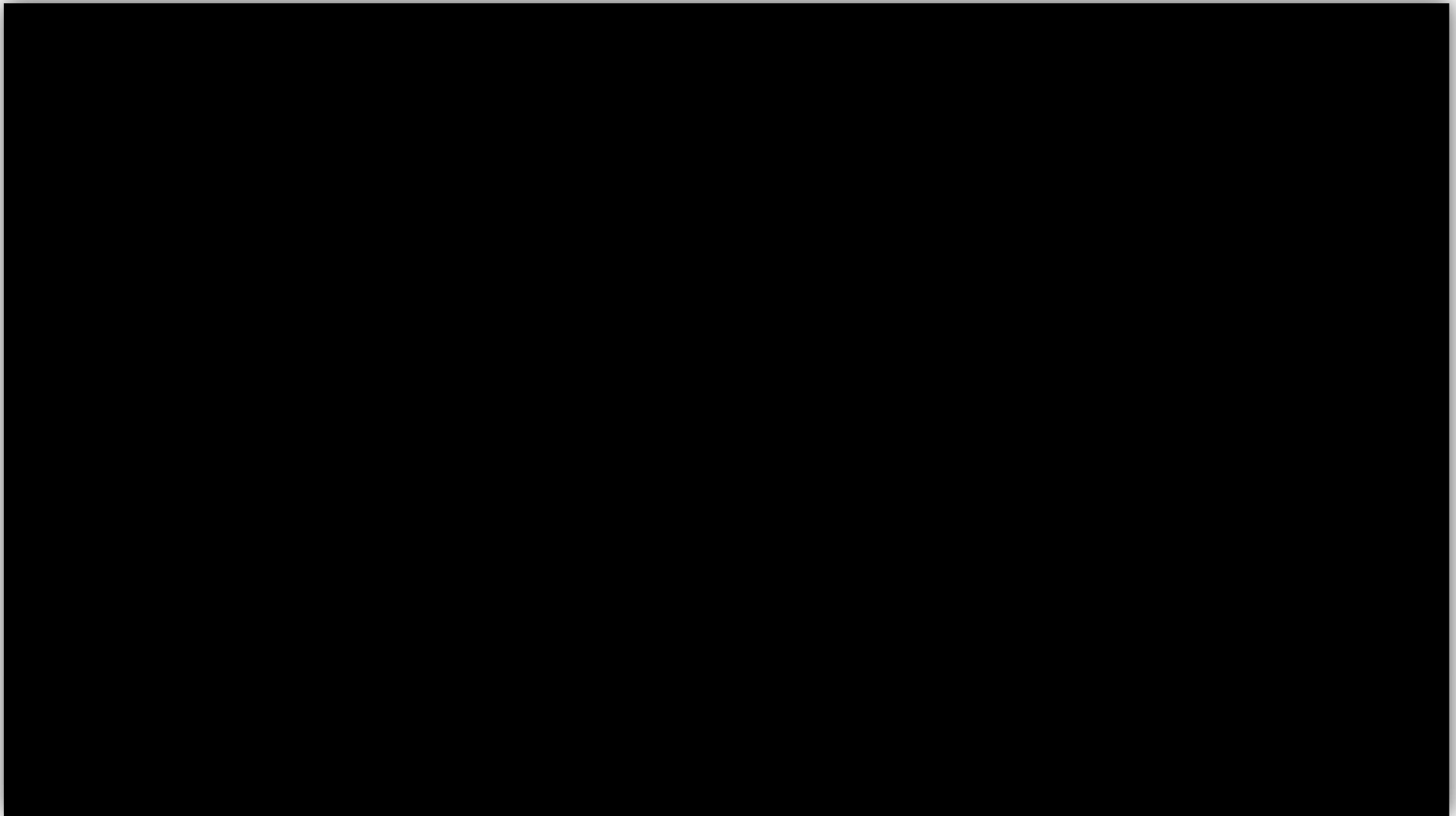
- Positioned Google Maps as the world leader in mobile maps and navigation
- Oversaw 1000+ engineers and product managers working on Google Maps

THE CV

- **Fundamental constraints**
- **References requested in the CVs**
- **But an evolution of the form today**
 - New forms of paper CVs or other media
 - Animated dynamic CVs

THE CV

- An example of a video resume (Mark Leruste)



AN EXAMPLE OF A “STANDARD CV” (INSEAD)

- Efficient and easy-to-read
- But: risk of uniformity

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EDUCATION

2018-2022	PhD Program – ESCP Europe <i>Relevant courses: epistemology, qualitative methodologies, teaching and pedagogy</i> <i>Thesis in management supervised by Ghislain Deslandes</i>	Paris, France
2018-2019	Master’s degree in Modern Literature (M1) – Paris Nanterre University <i>Relevant courses: literature and anthropology, cultural writing, poetry and tragedy</i> <i>Master’s thesis supervised by Amandine Lebarbier</i>	Nanterre, France
2017-2018	Master’s degree in Philosophy (M2) – Paris Nanterre University <i>Relevant courses: aesthetics, Islamic philosophy, social and political philosophy</i> <i>Master’s thesis supervised by Patrice Maniglier</i>	Nanterre, France
2016-2017	Research master in Management (M2) – Lyon III Jean Moulin University <i>Relevant courses: epistemology, organizational behaviour, human resources</i> <i>Master’s thesis supervised by Mar Perezts</i>	Lyon, France
2013-2018	Grande Ecole Program – emlyon business school <i>Relevant courses: labour laws, leadership, human resources, change management</i>	Écully, France
2010-2013	Classes préparatoires ECS – Sainte-Geneviève High School (Ginette)	Versailles, France

WORK EXPERIENCE

September 2017-March 2018 (6 months)	Human Resources officer – Batmaid <i>Planning & organization of the interviews, staff training...</i>	Lausanne, Switzerland
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JOB INTERVIEW

- **When Barack Obama goes on a job interview (2016)**

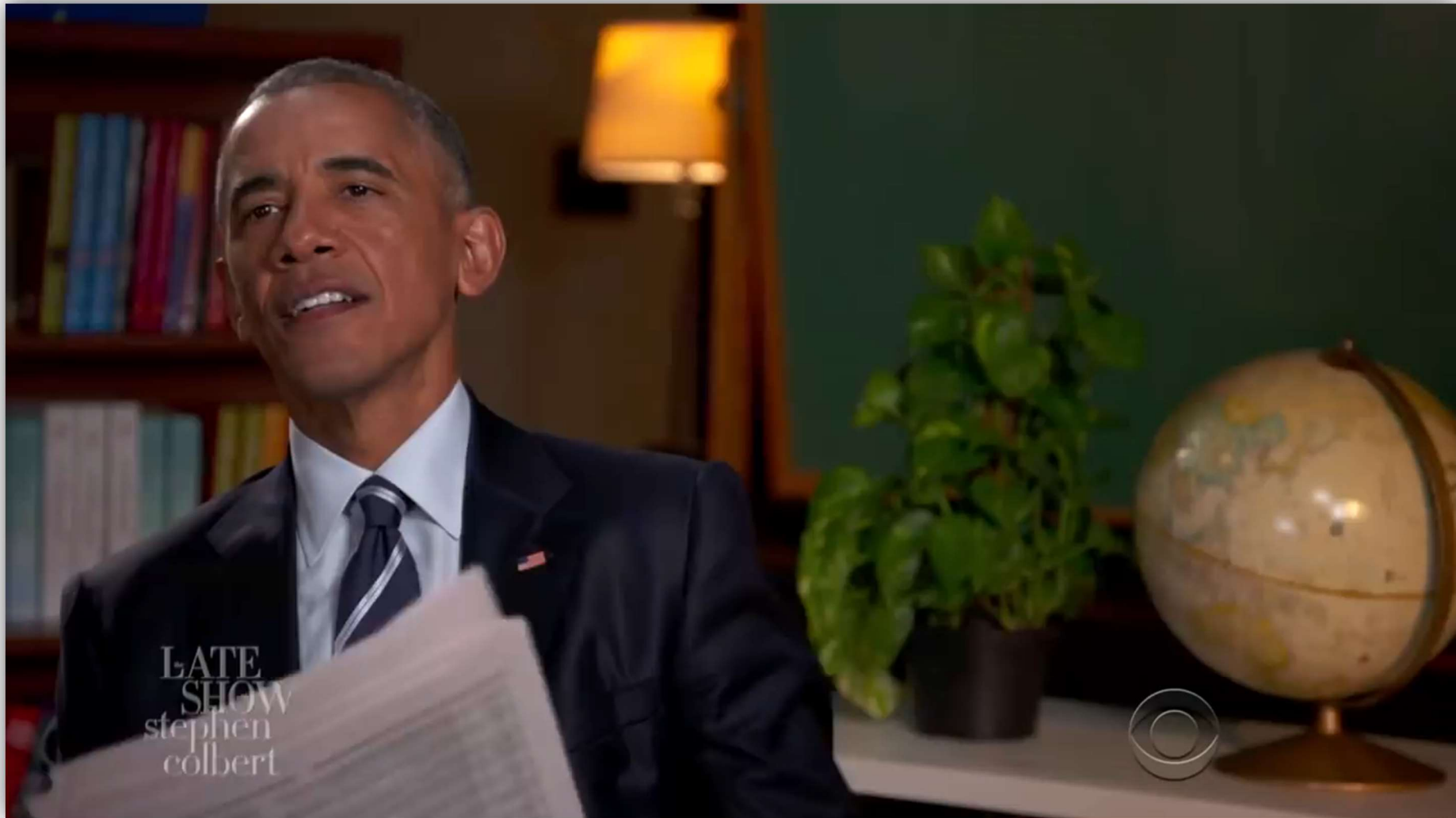
The Late Show host, Stephen Colbert, put himself in the shoes of a recruiter by interviewing the President of the United States. Indeed, Obama will soon lose his job.

At 55 years old and without any promotion for 8 years, it's not easy to defend his resume!



JOB INTERVIEW

- When Barack Obama goes on a job interview (CBS, 2016)



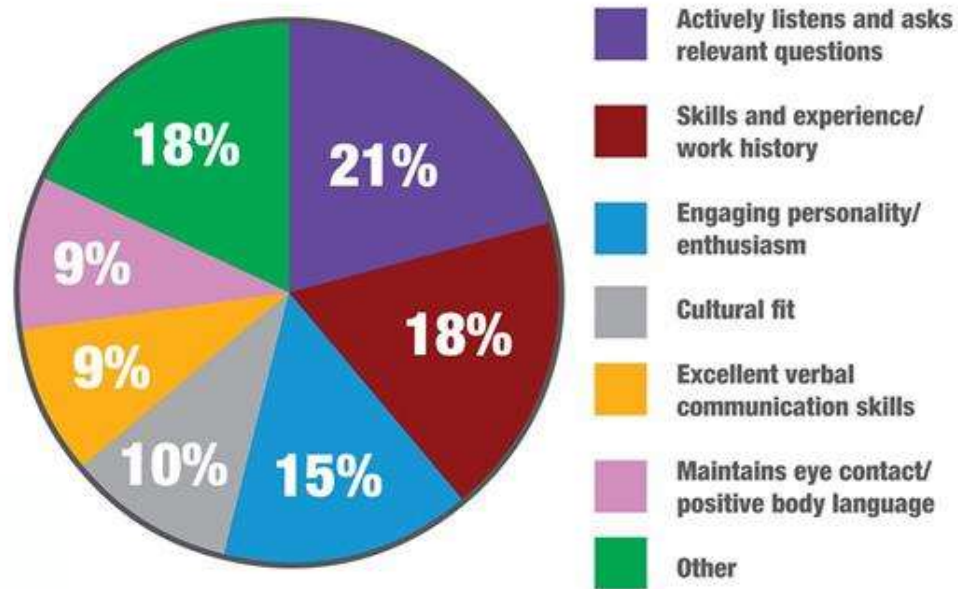
JOB INTERVIEW

- A Millennial Job Interview (Dream Reach Media, 2017)



JOB INTERVIEW

What most improves a candidate's chances during the job interview?



JOB INTERVIEW: SOME RULES AS A RECRUITER

- I take an interview guide and an evaluation grid.
- I inform the candidate of the interview process and how to take notes.
- I ask questions that allow me to identify the skills required for the position.
- I respect the 80/20 rule, i.e. I listen 80% of the time.
- I keep an open mind and avoid making my decision in the first few minutes.
- I don't try to influence the candidate.
- I inform the candidate of the outcome of the interview and thank him/her.
- I complete my evaluation grid on the spot, the same grid for all candidates.

JOB INTERVIEW: SOME RULES AS A CANDIDATE (BEFOREHAND)

- Before the interview:
 - Find out about the company (website, LinkedIn page, Google News)
 - Learn about the people to meet (profile/LinkedIn addition)
 - Review the job description and requirements
- Check travel time or Internet connection.
- Arrive or log in on time / 3-5 minutes early (send an email or call the recruiter if there are any problems).
- Be appropriately dressed, including in video conference.
- Let the recruiter take the lead in the interview.

JOB INTERVIEW: SOME RULES AS A CANDIDATE (DURING THE INTERVIEW)

- Have a copy of the job description and at least two copies of your CV just in case.
- Work on your tone of voice (have a clear, dynamic and effective speech).
- Be open, attentive and caring.
- Make eye contact and sometimes slow down/leave gaps for questions.
- Take notes.
- Be curious by asking questions (about the company, the process and the required profile...).



JOB INTERVIEW: SOME RULES AS A CANDIDATE (AFTER THE INTERVIEW)

- Possibility of sending a thank-you email and confirmation of interest to the recruiter/operational manager (1 to 2 days later).
- Keep your contacts informed during the recruitment process:
 - In case of withdrawal: take care of your image by informing your contact and explaining why (don't hesitate to call).
 - If there are other advanced or very advanced processes in progress, please inform the recruiter (by email).
 - Confirm your interest and indicate that you are available for any other questions (by email).



TESTS STILL IN USE

- Knowledge tests (Voltaire Certificate)



- Performance or situational tests

- Aptitude tests

- Physical
- Professional

- Personality tests (AssessFirst example)



- “Assessment center”

IV. The persistent challenges of recruitment



CANDIDATE OR RECRUITER: KNOWING THE BIASES

- **Cognitive bias: definition**
- **Conformity or social desirability bias**
 - The candidate may be tempted to modify his or her answers according to the recruiter's assumed expectations.
- **Primacy effect**
 - The information received first would determine one's impression of others more than the information received later.
- **Halo effect**
 - Since the recruiter is unable to independently evaluate each trait of the candidate, he or she forms an overall opinion based on the evaluation of a single criteria (Laberon, 2011).

THE ISSUE OF PHYSICAL APPEARANCE

- Some research on the influence of physical appearance at work

Appearance Discrimination, Lookism And Lookphobia In The Workplace

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Keywords

Appearance Discrimination in the Workplace, Lookism, Lookphobia

Abstract

This article focuses on appearance and attractiveness discrimination in the American workplace. As such, this article discusses issues related to lookism and lookphobia as a real challenge for managers who are recruiting, attracting, interviewing, hiring, appraising, and promoting employees. The article provides a discussion of societal norms concerning attractiveness, the existence of appearance discrimination in employment, the presence of preferring the pretty, and then the authors examine important civil rights laws that relate to such forms of discrimination. Finally, recommendations for employers and managers are provided for fair and non-discriminatory hiring and promotional practices.



PDF

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How to Cite

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THE ISSUE OF PHYSICAL APPEARANCE

- Some research on the influence of physical appearance at work



The role of physical appearance in managerial decisions

Michael L. Klassen, Cynthia R. Jasper & Richard Jackson Harris

Journal of Business and Psychology 8, 181–198 (1993) | [Cite this article](#)

389 Accesses | 24 Citations | 1 Altmetric | [Metrics](#)

Abstract

This study was designed to examine stereotypical beliefs about the physical appearance of employees and the effects of these beliefs on decision-making. Current stereotypes about obese and very thin people were assessed, and the effect of beliefs about obese and very thin people on subjects' evaluations of employee performance was measured. The findings indicated that subjects used information about employees' weight and body build differently, depending on whether they were responding to questions about discipline, the likelihood of recurrence of behavior, or their desire to work with certain employees. Overall, the results suggest that subjects exclude nondiagnostic aspects of employees (e.g., weight and body build) in some types of work decisions.

LIMITING DISCRIMINATION

French Law N°2008-496 of May 27, 2008 amended by Law N°2016-1547 of November 18, 2016 - art. 86 defines discrimination as follows:

“Direct discrimination is any situation in which, on the basis of origin, sex, family status, pregnancy, physical appearance, particular vulnerability resulting from the economic situation, apparent or known to the perpetrator, surname, place of residence, state of health, loss of autonomy, disability, genetic characteristics, morals, sexual orientation, gender identity, age, political opinions, union activities, ability to express oneself in a language other than French, membership or non-membership, real or assumed, of a specific ethnic group, nation, alleged race or religion, **a person is treated less favorably than another is, has been or will be treated in a comparable situation.**”

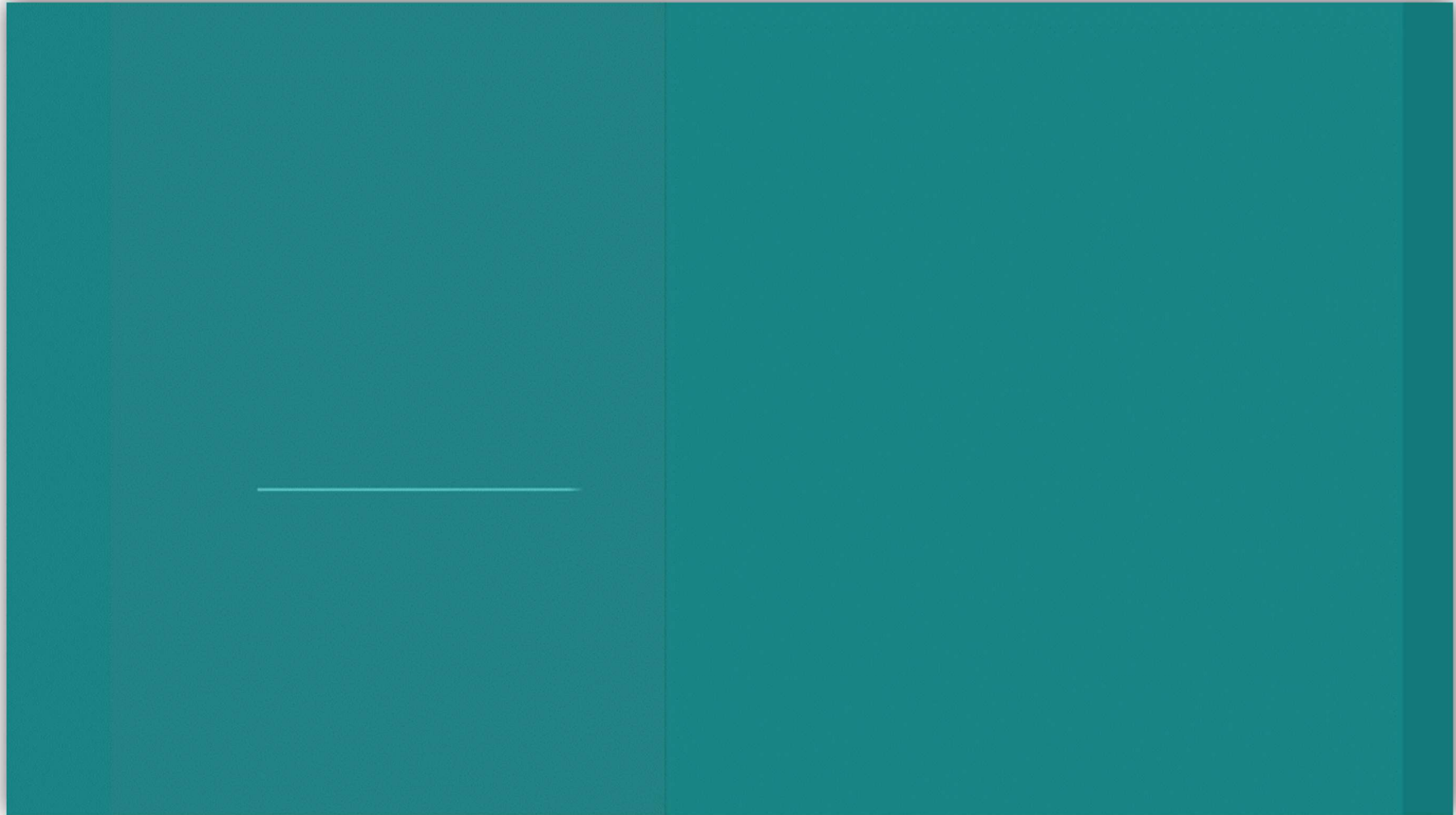
LIMITING DISCRIMINATION

- Tools:
 - Testing
 - Blind CV
 - Recruitments without a CV
 - The disappointed hopes of the video resume
 - Training courses
 - Personal branding



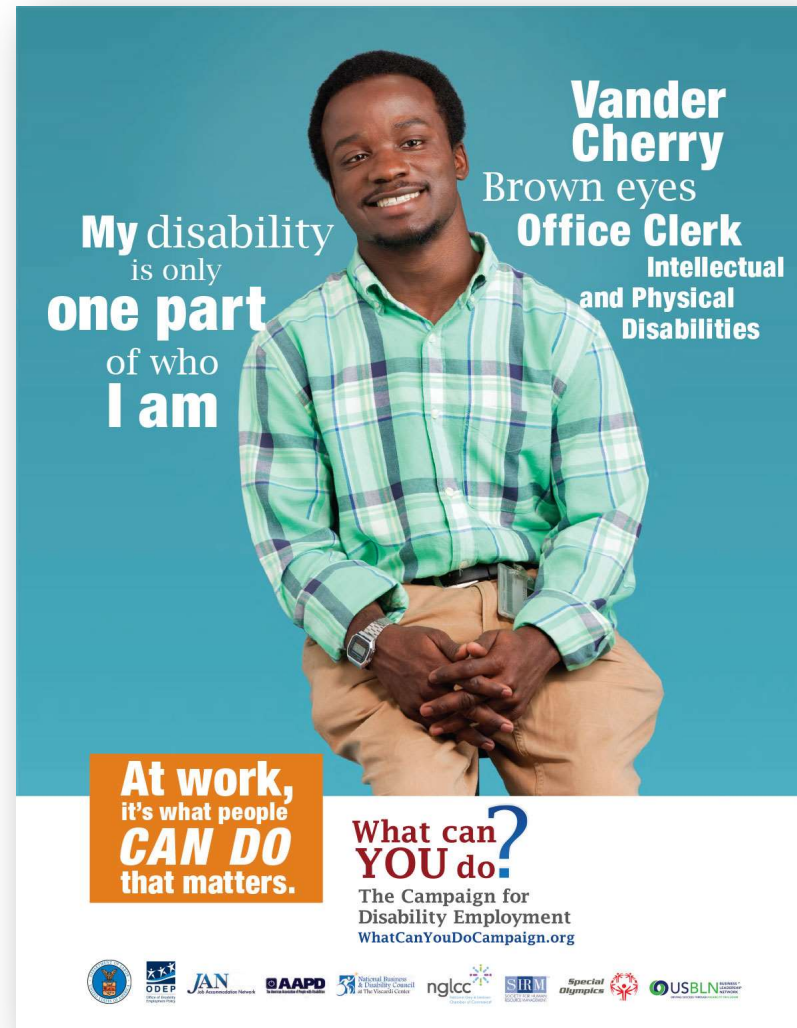
THE ISSUE OF DISABILITY IN THE WORKPLACE

- Recruiting people with disability - Design and advertise your job (Australian Government, 2019)



THE ISSUE OF DISABILITY IN THE WORKPLACE

- What Can You Do? Campaign (U.S. Department of Labor)



V. The issues of dismissal



THE ISSUES OF DISMISSAL

- Mr. Show - Season 3 Episode 6 (1997)



THE ISSUES OF DISMISSAL

- Dismissal is a **termination of the employment contract** at the initiative of the employer, unlike resignation (at the initiative of the employee) and conventional termination (which requires the agreement of both parties).
- In France, an employee cannot be dismissed randomly or arbitrarily. Any dismissal must be motivated by a **real and serious reason**.
- The reason for the dismissal must be both **real**, i.e. the facts must be exact and verifiable, but also **serious**: the facts must be serious enough for the dismissal to be unavoidable.
- 2 main types of dismissals: **dismissal for personal reasons** and **economic dismissal**.

VI. Elements of conclusion



RECRUITMENT EFFECTIVENESS: KEY INDICATORS

- The failure of a recruitment can cost the company up to 100 000 € (case of the executives)



- Example of indicators allowing:
 - to verify the quality of the procedure developed by the recruiter
 - to make adjustments if necessary

RECRUITMENT EFFECTIVENESS: KEY INDICATORS

- The **duration of recruitment** (time between the request from a department and the arrival of the successful candidate)
- **Satisfaction of managers and candidates** with the quality of the recruitment process
- The **ratio of candidates** interviewed by recruitment source (measures the quality of the source)
- The **ratio of people recruited** by the cost generated by the source of applications (measures the effectiveness of the source)
- **Average cost** of recruitment (total cost over the period/number of recruitments over the period)
- Percentage of successful **trial periods**
- Percentage of **resignations** within the first year

CONCLUSION

■ Key points

- Recruitment starts from the moment a need is expressed and only stops at the end of the trial period.
- A strategic practice for employer brand and employee experience
- A mix of traditional and innovative practices
- An uncertain and risky process

■ Managerial challenges

- The effectiveness of the approach
- Involvement of the various stakeholders
- Avoiding the pitfalls of cognitive bias



