

Area: Human Resources Management

Subjects: Recruitment Policy

Title: Mathematics on Ethics

Part 1

Recruitment and selection decisions assume prime importance as a vehicle for obtaining the best possible person-to-job fit, which will, when aggregated, contribute significantly to the Company's effectiveness.

It is also becoming increasingly important, as the company evolves and changes, that new recruits show willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed.

Company Recruitment and Selection Policies should be:

- fair and consistent;
- non-discriminatory on the grounds of sex, race, age, religion or disability;

Part 2

You own a small company that produces electronic equipment for dentists. You have 20 employees, all men, and all between 25 and 40 years old. There is a good spirit and co-operation among employees, everybody is working hard and is willing to work more if necessary.

Thanks to a good order you just got from the dentist association you have to hire more staff. For this you calculated that there is work for 80 hours more a week (two full time working places).

For this you placed an announcement asking for two full time employees, which kind of qualities and skills are needed, what they will earn and all other information what makes all clear for potential candidates. You received 40 applications, out of which 50% don't meet the minimum specifications. 12 were from men with the right qualifications, coming from all parts of the country. Two of them are physically handicapped. 8 were from women with the right qualifications from the local town. Those women expressed their wish to work part-time (20 till 28 hrs a week).

Your idea about the decision is clear. Everything is working well in a company staffed with men only, so you want to hire two new men. You don't have any part-time employees, which is easier to administrate.

The workers' representatives have told you that some of the employees would prefer to work less hours and that they think it would be good for the working climate if some women would join in.

Reading all these letters and knowing the opinion of the workers' council representatives you are considering what to do:

1. Select two full-time healthy men, is this really improving the spirit of the company?
2. Or, selecting 3 or 4 women, what could have a big influence on the culture of the company?
3. Or selecting a physically handicapped man and another man or women? What influence will that have on the culture of the company?
4. Or choose another possible combination?

Discuss this dilemma with your group members.

Justify your point of view on each possibility.

Decide which possibility you will choose and why.

(Assume there is a law approved by the Parliament enforcing companies to hire at least 5% handicapped people. Also assume that there is an unwritten rule about gender items.)