

# Walk the Talk Case Writing Competition

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## Glass Co. Hiring Case

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### Glass Co. Hiring Case

Taylor Smith is the Human Resources manager for Glass Company, a small software company based in Charlotte, North Carolina. The company has 50 employees, 17 of which are women, and a spot has currently opened up. Taylor has recruited candidates, gone through two rounds of interviews, and has narrowed it down to three final candidates.

One candidate is Chris Glass, a recent graduate with a solid academic background but little experience. Chris also happens to be the CEO's nephew, and Taylor is feeling pressure from upper management to hire Chris for this position. Although, it seems as though Chris is mainly interested in the position because his uncle is the CEO, as he mentioned this many times in the interviews. The CEO has approached Taylor to encourage him to consider Chris, and Taylor knows that this decision would appease the CEO, whom Taylor directly reports to. However, the CEO has made it clear that it is ultimately Taylor's decision.

Sally Higgins is another candidate for this position. Taylor worries about her future performance as she has no experience in the tech space, and had an average interview. However, she was the top female candidate for the role and claims to be hard working and a fast learner. The board of directors has approached Taylor and stated that the employees must be 40% female (20 employees) by the end of this year. Although the board has seemingly good intentions, Taylor suspects that their drive to bring more women on board is because it will cost the company less (as industry standards cite lower compensation for women).

The last candidate is Jason Hill, one of Taylor's friends from college that became interested in the position when joining Taylor at a work outing with other employees. Jason is hard working, intelligent, driven, and has always been dependable. Taylor and Jason had a few class projects together in college, and Jason always went above and beyond, leading the group and performing well. The only concern is that he has a tendency not to work at the same job for very long, although he claims that he will. This becomes a problem because the last hiring manager hired two people that left the company for better jobs within a year. Jason appears to be the most qualified for the position initially, but Taylor also knows Jason better than he knows the other candidates. Some managers that were at the outing know that Taylor and Jason are friends, and have made a few comments about a hiring bias.

Taylor has to make the final hiring decision by the end of the week, and there is no time to interview any other candidates. Taylor is faced with the tough and ethical decision of which candidate to choose, and which pressure to succumb to. One of these three candidates must be offered a position with Glass Co. by the end of this week, and the other two must be told they did not receive the position. The decision is solely up to Taylor, the employee in charge of all hiring decisions for Glass Co.

1. Which candidate do you think Taylor should choose? Why?
2. How should Taylor handle the pressure from the CEO, board of directors, and other managers?
3. What ethical issues are at play in this case? How should Taylor weigh these?
4. Are there any other alternate solutions to this problem? What would you do if you were Taylor in this scenario?

This case depicts an ethical dilemma of pressure from different forces within the company to hire a certain candidate. The hiring manager in this case also is concerned about how the performance of the newly hired employee will reflect on his ability to hire the best candidates. In addition, gender inequality in compensation and position are issues in this case.