

WHO DO YOU HIRE?

ENSURE THAT YOUR DECISION IS THE RIGHT ONE

Ted Rogers Leadership Centre

Your organization, Lux Hotel & Spa, has a strong commitment to diversity and inclusion. This commitment is regularly communicated by leadership and your direct manager. The organization has taken concrete steps to increase diversity and inclusion, such as diversity training, embedding diversity into annual performance measures and setting “soft” targets for diversity in hiring.

You’re the hotel food and beverage manager for Lux’s Toronto location. As part of your duties, you’re responsible for hiring, coordinating and supervising food service staff.

You’re looking for a cook for one of the three onsite restaurants and have interviewed a number of candidates. You have narrowed it down to two candidates. Both are recent graduates of George Brown College’s culinary program and have part-time experience working in restaurants while in school. Both interview well and seem well-suited for the role.

In the context of this decision, the hotel’s metrics identified a gap in women chefs and cooks. There are no women chefs at Lux Toronto, and only 15% of Lux Toronto’s cooks are women. It’s also close to year-end performance reviews. At your mid-year review, your boss had asked what you are doing, or planning to do, to increase the level of diversity within food and beverage as the diversity numbers have remained unchanged in your area.

You hate to admit this but you’re concerned that the woman candidate won’t work the long and late evening hours required in the restaurant. Your experience has been that many women cannot or do not want to commit in the same way men once they have children.

Who do you hire? Why? Were there any steps you could have taken *before* and *after* the recruitment and hiring stage to ensure your decision is a good one?

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The Twist

Your boss asks you to present to the Executive Committee your personal philosophy about diversity hiring, the challenges you face, and how you plan to address them. What are the key points of your presentation in light of the decision you just made?

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