

Tanglewood case 5



Case 5 Proposal Tanglewood prides itself on encouragement of diversity in the workplace. All hiring and promotion decisions should be made on the basis of character and quality of work. The ensuing lawsuit brings about a need to analyze Tanglewood's selection strategies to ensure these practices are not hindering the promotion of diversity. The Uniform Guidelines on Employee Selection Procedures (UGESP) requires that all organizations keep records that will allow for calculation and comparison of these statistics.

The UGESP also requires that the four-fifths rule be calculated in all organizations. If it is shown that "a selection rate for any...group is less than four-fifths (4/5) (or eighty percent) of the rate of for the group with the highest rate" then this will usually be considered to be evidence of adverse impact. After review, the total number of Department manager positions reveals the number of whites employed at this level begins to rise over that of non-white or African Americans.

At the next level of Assistant Store Manager, we see a astounding 92.75% are white, which is nearly 10% higher than the ratios encountered at Associate and Shift Leader positions. Once you reach the highest job level, Store Manager, we see that 69.56% are white and 30.44% are non-white, but)% is African American. It appears this company has a ways to go to achieve adequate levels of diversity within the organization as a whole.

Achieving Better EEO Outcomes

Based upon the available information and prior knowledge of Tanglewood's recruiting process and its successes, It is currently advised that Tanglewood should continue on the course of internal recruitment that is currently in place. The prior success speaks for itself and due to the major lack of

substantial evidence that suggest this one particular party has been discriminated against would make changing the protocol for promotion an ill-advised decision. Tanglewood has a reputation for hiring minorities and establishing a culture that bases its reward system upon the actions and work record of the people it promotes. Based upon the information in the case it appears that the law firm of Eaglette-Schubert is currently contacting other employees and encouraging them to band together in a law suit of Tanglewood. The attempted contacting of the employee (Mr. Root) by Ms. Gonzalez Tanglewood and his subsequent response to Ms. Gonzalez suggest that Mr. Root has the intentions of creating negative publicity and has been in contact with the law firm with whom are taking his case.

In addition his actions based upon the information provided do not represent the level of loyalty and respect for the organization that is required of persons that are wishing to be promoted to higher levels within the organization. This neither information that we are provided does not provide nor give sufficient insight to this case that should/would warrant the need for Tanglewood to change/adjust its current promotion system for employees. Promotion and Career Development Changes

Tanglewood is known for its culture and philosophy to provide the best work environment and customer service in the retail industry. Tanglewood also prides itself on allowing employees to grow and develop through its management training programs; however, it is essential for Tanglewood's current HR staff and executive management team to be particularly aware of the statistical numbers of its management staff and to continue to recruit

and employ a good, diverse group of candidates to be considered for management.

In an effort to increase the level of minorities employed in the management program, it is proposed that Tanglewood recruits from primarily minority institutions and groups. Tanglewood can also use external sources that focus and cater to minority employment. Tanglewood can also continue to promote their philosophy, work environment and commitment to excellent customer service. Ultimately, Tanglewood's philosophy and culture is to promote excellent customer service and to provide an outstanding work environment.