

LESSON 21: EVALUATION OF RECRUITMENT AND SELECTION PROCESS

Learning Objectives

- Alternatives to Recruitment
- Evaluation of Recruitment
- Effective Selection Process

Alternatives to Recruitment

Since recruitment and selection costs are high (search process, interviewing, agency fee, etc.) firms these days are trying to look at alternatives to recruitment, especially when market demand for firm's products and services is sluggish. Moreover, once employees are placed on the payroll, it may be extremely difficult to remove them if their performance is marginal. Some of the options in this regard may be listed thus:

Overtime: Short-term fluctuations in work volume could best be solved through overtime. The employer benefits because the costs of recruitment, selection and training could be avoided. The employee benefits in the form of higher pay. However, an overworked employee may prove to be less productive and turn out less than optimal performance. Employees may slow down their pace of work during normal working hours in order to earn overtime daily. In course of time overtime payments become quite routine and for any reason these payments do not accrue regularly, employees become resentful and disgruntled.

Subcontracting: To meet a sudden increase in demand for its products and services, sometimes, the firm may go for subcontracting - instead of expanding capacities immediately. Expansion becomes a reality only when the firm experiences increased demand for its products for a specified period of time. Meanwhile, the firm can meet increased demand by allowing an outside specialist agency to undertake part of the work to mutual advantage.

Temporary employees: Employees hired for a limited time to perform a specific job are called temporary employees. They are particularly useful in meeting short term human resource needs. A short-term increase in demand could be met by hiring temporary hands from agencies specializing in providing such services. It's a big business idea in United States these days (\$3-\$4 billion industry). In this case the firm can avoid the expenses of recruitment and the painful effects of absenteeism, labor turnover, etc. It can also avoid fringe benefits associated with regular employment. However, temporary workers do not remain loyal to the company; they may take more time to adjust and their inexperience may come in the way of maintaining high quality.

Employee leasing: Hiring permanent employees of another company who possess certain specialized skills on lease basis to meet short-term requirements - although not popular in India - is another recruiting practice followed by firms in developed countries. In this case individuals work for the leasing firm as per the leasing agreement/arrangement. Such an arrangement is

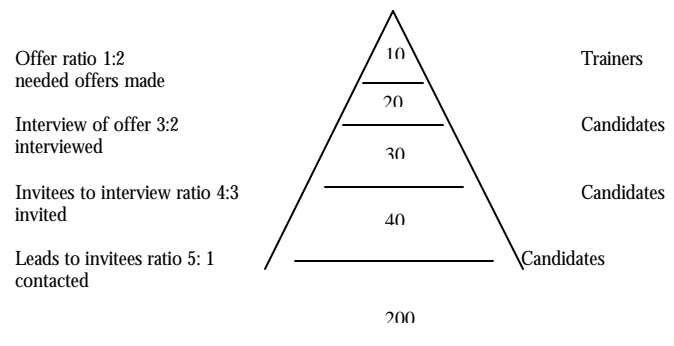
beneficial to small firms because it avoids expense and problems of personnel administration.

Evaluation of Alternative Sources of Recruitment

Companies have to evaluate the sources of recruiting carefully - looking at cost, time, flexibility, quality and other criteria - before earmarking funds for the recruitment process. They cannot afford to fill all their vacancies through a particular source. To facilitate the decision making process in this regard, companies rely on the following:

Time-lapse data: They show the time lag between the date of requisition for manpower supply from a department to the actual date of filling the vacancies in that department. For example, a company's past experience may indicate that the average number of days from application to interview is 10, from interview to offer is 7, from offer to acceptance is 10 and from acceptance to report for work is 15. Therefore, if the company starts the recruitment and selection process now, it would require 42 days before the new employee joins its ranks. Armed with this information, the length of the time needed for alternative sources of recruitment can be ascertained - before pinning hopes on a particular source that meets the recruitment objectives of the company.

Yield ratios: These ratios indicate the number of leads/contacts needed to generate a given number of hires at a point at time. For example, if a company needs 10 management trainees in the next six months, it has to monitor past yield ratios in order to find out the number of candidates to be contacted for this purpose. On the basis of past experience, to continue the same example, the company finds that to hire 10 trainees, it has to extend 20 offers. If the interview-to-offer ratio is 3:2, then 30 interviews must be conducted. If the invitees to interview ratio is 4:3 then, as many as 40 candidates must be invited. Lastly, if contacts or leads needed to identify suitable trainees to invite are in 5:1 ratio, then 200 contacts be made. Based on this information, the company can construct the recruiting yield ratio, as shown below:



Recruiting Yield Pyramid

Surveys and studies: Surveys may also be conducted to find out the suitability of a particular source for certain positions. For example, as pointed out previously, employee referral has emerged as a popular way of hiring people in the Information Technology industry in recent times in India. Correlation studies could also be carried out to find out the relationship between different sources of recruitment and factors of success on the job. In addition to these, data on employee turnover, grievances, and disciplinary action would also throw light on the relative strengths of a particular source of recruitment for different organizational positions. Before finally identifying the sources of recruitment, the human resource managers must also look into the cost of hiring a candidate. The cost per hire can be found out by dividing the recruitment cost by the number of candidates hired.

Dear friends, let us go through the following articles for better understanding of the topic.

Article - 1

Manpower Introduces Web-Based Employment Prescreening Tool

July 16 2003 - Manpower has added NetSelect(SM), a Web-based employment prescreening tool, to its range of North American human resources services. The company considers that NetSelect is able to efficiently prescreen thousands of job candidates, thereby significantly reducing the amount of time hiring managers need to spend reviewing resumes and identifying the most suitable candidates.

“Manpower designed NetSelect in response to customer demand for new technology that facilitates faster hiring while improving quality,” said Barbara J. Beck, executive vice president of U.S. & Canadian operations for Manpower Inc. “This tool strengthens Manpower’s lineup of staffing and HR services, creating added convenience for customers seeking a single partner who can bring a range of services to the table.”

NetSelect’s web-based prescreening ability is achieved by means of an online questionnaire. A customized questionnaire is developed by Manpower in consultation with the hiring client. This determines if candidates possess the desired prerequisites for a position. When candidates express an interest in that open position, they are directed to the questionnaire that is posted at a unique Web address. Employers can establish a link within an online job posting leading directly to the custom-built questionnaire. NetSelect is completely Web-enabled - it requires no downloads, network configuration or IT integration.

Candidates can access the questionnaire when it suits - it is available 24 hours a day, 7 days a week. When a candidate has completed the questionnaire, NetSelect assigns a score based on how closely that person’s background and preferences match the job profile. NetSelect then organizes the results in a database. This allows employers to:

- see at a glance how many people completed the questionnaire

- view their scores;
- determine who will move on to the next step in the hiring process.

Additionally, hirers can send e-mail messages to applicants directly through NetSelect, which keeps a record of correspondence.

“NetSelect brings unprecedented efficiency to the hiring process, and employers will appreciate the impact this tool has on the bottom line,” said Mark Gambill, vice president of marketing for Manpower North America.

Manpower considers that employers will save time and money because only candidates with the highest scores proceed to the more time- and cost-intensive screening procedures.

Article - 2

Why Should I Hire You?

September 24 2003 - It’s a standard interview question, but the answers employers receive can be far from ordinary. The Creative Group, a specialized staffing service providing marketing, advertising, creative and web professionals on a project basis, recently asked 250 advertising and marketing executives to describe the strangest responses candidates have given when asked why they should be hired.

Those surveyed were asked, “What is the most unusual or creative reason you have ever heard a candidate give for why he or she should be hired?” Here are some of their responses:

- “The candidate said he could be an asset to our company softball team.”
- “The applicant said she was bored watching TV at home.”
- “The job seeker pointed out that he had a great smile.”

“When discussing why they should be hired, applicants should focus on their strengths most relevant to the position and how those qualifications ultimately will benefit the company,” said Tracey Turner, executive director of The Creative Group.

Employers are less likely to be interested in the following points made by job seekers:

- “The candidate noted that there were no redheads in the company and said we should hire one.”
- “The job seeker said we should hire him because he just won big at the casino and was on a roll.”
- “One person said we should hire her because she was a cheerleader in high school.”
- “An applicant explained that his brother-in-law was successful in the industry, so he would be, too.”
- “Someone said she was a good reader at church, and that’s why she ought to be hired.”

Candidates should be sure to focus on the potential employer’s needs, not their own, during the interview. These next applicants might have benefited from this advice:

- “One person said I should hire him because he was tired of living with his parents.”
- “The applicant said he’d been rejected by all the good agencies.”
- “A guy said he was the sole source of support for his puppy.”
- Threats rarely inspire a job offer. To wit:
- “The candidate said that unless we hired him, our corporate identity would disappear.”
- “One person said she wouldn’t stop calling us until she was hired.”
- “The applicant said our company wouldn’t survive without him.”
- While job seekers should show enthusiasm about the position, excitement about the company locale may not go over well, as these next examples show:
- “He said we should hire him so he could ride his bike to work.”
- “The candidate said she’d always wanted to work in our building.”
- “The applicant said we should hire her because she lived close by.”

“With numerous qualified professionals competing for jobs, a candidate’s power of persuasion plays a greater role in his or her success,” said Turner. “Applicants need to really sell themselves during the interview, emphasizing specific expertise and highlighting career achievements.”

Turner offered the following tips to help candidates showcase their strengths during the interview process:

- Curtail clichés. Avoid overused terms or phrases such as “hardworking” and “results-oriented.” Instead, focus on your unique qualifications.
- Get specific. Provide examples that highlight your positive attributes. For instance, if you’re able to meet tight deadlines, tell a brief story that demonstrates this quality. The more memorable the anecdote, the better.
- Focus on achievements. Instead of simply describing your responsibilities in previous roles, try to quantify your accomplishments, such as bringing in 15 new clients in one year.
- Do your homework. Research the firm thoroughly so you can discuss how your expertise relates to the particular position and company.

Wendy Gillis, Toronto division director for The Creative Group, said, “Asking intelligent questions during the interview and following up with a compelling thank-you note that reiterates key strengths and qualifications can help applicants stand out from the competition.”

The survey was developed by The Creative Group and conducted by an independent research firm. It includes 250 responses - 125 from advertising executives and 125 from senior marketing executives. The Creative Group has offices in major markets across the United States and in Canada and offers online job search services at.

Article on Recruitment

Pharma’s Success in Making Diversity Work

Pharmaceutical Executive; Eugene; Sep 2003; Deanna Mather Larson Abstract:

The pharmaceutical industry, with its worldwide focus, is greatly interested in a diversified workforce. Paul Harding, Vice President, Human Resources for Solvay Pharmaceuticals North America recognizes that the workforce should reflect the populations it serves. When a pharmaceutical company needs to add to its pool of employees it is primarily concerned with a candidate’s experience, knowledge and expertise. Looking within a company’s own diverse workforce is a good place to start when positions are open. Cynthia Christian, Manager of Diversity and EEO for Aventis Pharmaceuticals North America, uses a number of ways to find qualified candidates. At Solvay, Harding says the company advertises in minority publications and participates in career fairs sponsored by minority organizations. When candidates have encouraging credentials but their skill levels aren’t up to standards, some companies offer ways to improve proficiency.

Forty years ago President John F. Kennedy put pen to paper and made the Equal Pay Act (EPA) a law. From that point on, men and women were to be paid equally for the same job. A year later, Title VII, the Civil Rights Act, banned discrimination because of race, color, religion, sex or national origin. More laws followed. The Age Discrimination in Employment Act, protects people 40 years and older from losing their jobs because of their age. The Americans with Disabilities Act outlaws discrimination against qualified individuals who have a disability.

The pharmaceutical industry, with its worldwide focus, is greatly interested in a diversified workforce. Paul Harding, Vice President, Human Resources for Solvay Pharmaceuticals North America recognizes that the workforce should reflect the populations it serves. “At Solvay, by virtue of the business we’re in, we feel that for us to be successful and connect with our customer base, our patient base, and physician base, we have to have great sensitivity to the diverse makeup of the populations we serve.”

Every hiring manager understands the need for truly qualified employees who advance a company’s diversity goals. But where do you find these people? How do you keep them once they’re on your team? And how can you accommodate diversity and keep your operation running smoothly? The professionals of Aventis Pharmaceuticals North America, Solvay Pharmaceuticals North America, Takeda Pharmaceuticals North America and Yamanouchi Pharma Technologies share their experience with the important job of diversity hiring. They all agree-diversity is good for business.

Finding Talented and Diverse Employees

When a pharmaceutical company needs to add to its pool of employees it is primarily concerned with a candidate’s experience, knowledge and expertise. Looking within a company’s own diverse workforce is a good place to start when positions are open. Tip: Ask your employees for assistance in locating promising recruits. They may have relatives or friends who

qualify. Also, employment agencies can screen credentials and hand you the best of the lot.

Cynthia Christian, Manager of Diversity and EEO for Aventis Pharmaceuticals North America, uses a number of ways to find qualified candidates. “We attend meetings and support organizations such as the Black MBA Association, the Hispanic MBA Association and the National Organization of Black Chemists and Chemical Engineers.” She also recruits through universities, including sororities and fraternities. Christian says one of the most beneficial recruitment tools is a successful, positive workforce. “Our associates are out there talking to people.” Aventis employees are encouraged to nominate anyone they feel is qualified.

Aventis uses several ways to get its name out there for a number of reasons, and one reason is to attract talented candidates. When a charity held a regatta, Aventis participated. “And we came in third,” says Christian.

Lori Smith, Senior Vice President Human Resources and Administration for Takeda Pharmaceuticals North America, uses online job boards dedicated to specific ethnic groups, such as DiversityInc.com, AsianAvenue.com and BlackPlanet.com. When she finds promising prospects posted online, she takes her search one step further. “We actually do a direct mailing to some of those individuals to try and give them more information about us, what we’re about and what we’re looking for.” Smith says Takeda regularly participates in career fairs and the NAACP, the Hispanic Alliance for Career Advancement and the National Black MBA Association.

At Solvay, Harding says the company advertises in minority publications and participates in career fairs sponsored by minority organizations. He also searches local schools. “We have close ties with Spelman College and the Morehouse School of Medicine. We have looked at the possibility of expanding our initiatives with Emory University as well.”

When Dave Carl, Director of Human Resources for Yamanouchi Pharma Technologies looks for new talent, he goes to the Internet. He also hires recruiters and advertises in certain magazines. According to Carl, well-qualified minority groups are readily responding whenever the company has an opening.

A few large corporations outside of the pharmaceutical industry have in-house minority networks. These networks could offer another way to expand a recruitment base. Two of these grassroots organizations that will take calls from the public are: The Black Employee Network at American Express Financial Advisors (Vivian Moore, 800-328-8300) and The Women’s Advisory Committee at 3M (Lynnette Welsch, 651-737-6335).

Promising Talent and Company Criteria

When candidates have encouraging credentials but their skill levels aren’t up to standards, some companies offer ways to improve proficiency. Tip: Consider a part-time summer employment program, or entry-level positions for college graduates with hard science or medical degrees.

Takeda has an intern program that is all-inclusive. Smith says, “We do a lot of on-the-job training for interns and for other people too.” Summer internships introduce the college student to the company’s way of doing business and instill a loyalty that

could build an intern into a highly motivated employee. Smith adds, “Obviously the college environment is a very key area for incredibly talented people.”

Yamanouchi supports a diverse workforce by encouraging all its employees to continue their education. “After you’ve been with us for six months, we have 100 percent reimbursement on continuing education up to \$5,000 a year,” says Carl.

Keeping Good Employees

Once a company has a diverse workforce, retention becomes the next challenge. Well-trained, well-educated minority employees are an asset worth protecting. Tip: Try getting creative with your benefits package. Your package can address many diversity issues from the familiar to the more obscure, such as obesity in the workplace. It can influence lifestyle and behavior changes that can reduce your health insurance costs and increase productivity. Employees usually participate in a program when it’s offered as a perk. A thoughtful benefits package that addresses the needs of your diverse staff can help instill loyalty in these valuable employees.

The law requires a company to reasonably accommodate the religious practices of an employee. Aventis does this by offering four floating holidays a year and a generous vacation package. If an employee needs to take time off to observe a religious holiday, or for any other reason, “You just let your manager know you need to use a day,” says Christian. Additionally, flexible work hours allow employees to make arrangements when they have personal obligations. “This is very helpful to people who have small children,” says Linda Wasserman, Aventis’s Director of Communications for U.S. Drug Innovation and Approval. “Or for people who have elder-care issues, things like that.”

The company’s in-house ergonomics unit works with all employees, including people with disabilities, to ensure their work space fits their needs. “If they’re having problems we’ll work with them to facilitate the best response,” says Wasserman. The company addresses a variety of health concerns, as Wasserman explains, “We have fitness centers on site. We had a quit smoking program a couple of years ago. We also had a mammogram program set up with a local hospital.” The list grows as other interests come to the company’s attention.

“We have twelve holidays a year,” says Harding of Solvay. “Nine of which are fixed and three that are floating. This allows our employees, who do have particular days they want to recognize for personal, spiritual or religious reasons, to do that.” Harding believes Solvay, as a responsible corporate citizen, has a direct interest in the health of its workers. Its benefits program offers ways for employees to improve their lifestyles and living conditions. “We have an in-house Weight Watcher’s program that we sponsor,” says Harding. Classes are offered to help smokers stop smoking and, Harding says, “We have a wellness program for new and pregnant mothers.”

Solvay recently began participating in a mentoring program for their up-and-coming female employees. The company pays the fees and the women are mentored by people in various industries in the Atlanta area. Harding says, “It allows them to

get a feel for life in other companies and to appreciate the challenges that others, perhaps more senior to them in career terms, have faced.”

Smith says Takeda encourages their employees, minority or not, to take paid personal days for whatever reason they feel necessary. “They just work it out with their managers, letting their managers know that they’re going to be out for a few hours or for the day. It’s as simple as that.”

Takeda’s employees with disabilities are always supported. Not only is attention paid to their physical needs, but, as Smith explains, “We make sure that employees with disabilities have every opportunity to work in all the different functional areas.”

The company made arrangements with a fitness center to offer Takeda employees a discounted membership rate. On site classes include subjects such as living a healthy lifestyle and weight management “We definitely do encourage people to think healthy,” says Smith.

When people come to Takeda with language difficulties, the company consults with experts to evaluate their language skills. Then either individual tutoring or course-type work is offered to bring the employee’s skills up.

At Yamanouchi, any employee who needs part of a day off can take advantage of the company’s flexible work hours. “Work it out with your supervisor and your team,” says Carl, “and you can come in later and leave later, or come in earlier and leave earlier.” When a full day off is necessary, the options are taking a vacation day or using one of the three annual personal days.

Yamanouchi has several attractive benefits that appeal across the diversity lines. Carl says, “We’re working very hard with the University of Oklahoma to set up adjunct professorships for some of our Ph.D. people.”

Carl stresses, “We’re very much a family-oriented company and we emphasize that.” One way the emphasis is shown is through matching contributions that employees, or their families, make to charitable or not-for-profit organizations.

The company supports a physically healthy workforce. Carl explains, “If employees want to go to Weight Watchers, we will pay toward that. We have a number of people who are bikers and we sponsor bike-a-thons.” The company also backs running competitions and pays entry fees for employees who participate. “I think our focus is more that a healthy employee is more content, more motivated and just a better overall employee,” states Carl.

Smoothing the Way for All Employees

The minority population in the United States continues to grow. The diversity within this minority population is also expanding. Misconceptions can still arise even when people are comfortable with a diversified workplace.

From their first day Aventis’s new employees are introduced to the company’s widely pluralistic workforce. Christian says, “We have a diversity video, titled Working in a Global Community, that we use in our new-hire orientation program.” Christian explains that the video features Aventis employees. “They’re talking about diversity and why it’s a strategic part of Aventis and how we do business.”

Managers participate in diversity training programs. Christian says, “We’re looking at rolling that training out to all our associates.” One sales team, both managers and associates, has already participated in the training.

Once a month Aventis employees are invited to attend a Lunch and Learn. This program features information on a wide variety of topics. “We’ve done Black History Month,” says Christian. “We’ve done health care issues in Native American populations. We’ve had programs on religious diversity. We’ve talked about generations in the workplace. We had a Lunch and Learn on gays and lesbians in the workplace.” A popular feature of these noontime sessions is the company-provided lunch.

At Solvay, Harding says, “We have to be sensitive not only to the traditional diversity definition of race and color, but we also have to be sensitive to sexual orientation.” All new Solvay employees are required to complete a daylong class called Civil Treatment. “They learn sensitivity to the backgrounds, the thinking, the opinions of others,” explains Harding. The company offers other workshops on subjects ranging from finances to sexual harassment. Managers are also required to participate in diversity training. And the company keeps adding new programs as they become necessary.

Takeda employees participate in a course called Managing Inclusion. Smith says, “Our focus has really been high-lighting the importance of diversity and making sure people understand that it’s not just about age and ethnicity, but a much broader array of considerations and expectations.” This program focuses not only on awareness but includes a look at diversity’s impact on business. According to Smith, when people are allowed to bring their different backgrounds and opinions to the table, they not only create a more productive culture, but they open the way for more innovative business ideas.

To make sure Takeda was on the right track, three years ago the company initiated employee focus groups. “We had close to a thousand employees at that time,” recalls Smith. Every employee had the opportunity to participate. They were asked to explain what they saw as unique about the company’s culture, what made the company different and what they liked and disliked about working at Takeda. The process took several months and many hours. In the end the company came up with six core values that speak to its dedication to its employees, patients and the community.

Because Yamanouchi is a Japanese-owned company, Carl says they have ongoing training in the Japanese culture. “We do harassment training and sexual harassment training as part of our new employee orientation and annually after that.” Once a year the company holds business ethics training sessions. These sessions focus on ethical business practices, confidentiality issues, respecting equipment, the facility and the grounds. Training also includes, “Recognizing that you represent the company even away from work,” Carl adds. A sensitivity training program is under consideration. “But only as a preventive measure,” says Carl. “That really hasn’t been an issue historically.”

When Discrimination Issues Arise

When an advanced position opens up within a company and employees are encouraged to apply, problems as well as advantages can come up for the company. With workers competing for the same position, care must be taken to assure a fair outcome. Tip: Consider using a team of people to review the applications, and make sure your team is as diverse as your workforce. Additionally, a team who has participated in diversity or sensitivity training will be better qualified to render an unbiased decision that the applicants can comfortably accept.

Managing a diverse workforce includes having a process available for any employee who feels harassed or discriminated against for any reason. Making this process easily accessible and nonthreatening will go a long way toward defusing a difficult situation.

At Aventis, in-house promotions are handled in a variety of ways, depending upon the level of the job. For most employees a supervisor makes the decision. The company also has a dual career ladder. As Wasserman explains, "People can progress on the scientific and technical side as well as on the management side. You can be promoted on the basis of your expertise."

Should an Aventis employee suspect discrimination, he or she is encouraged to speak with a manager. The manager need not be in the same unit as the employee. Christian says other contacts are available. "There's a Human Resource Generalist who works with each department or group." She continues, "We also have a 1-800 phone line if someone wants to call and discuss an issue confidentially and anonymously."

When Solvay offers an in-house advancement, it uses a bank of interviewers to select the best qualified candidate. "If somebody is not selected and wants to understand why, they can certainly discuss the reasons with the human resource consultant, or with the hiring manager." Harding continues, "They are entitled to an explanation."

If a Solvay employee suspects discrimination and he or she isn't comfortable talking to a manager, the company has a confidential telephone number called the Alert Line. Harding says, "Employees can anonymously report any instance of policy violation, wrongdoings, and concerns that they may have about practices within the company or with given individuals." The telephone calls go to a call center that is not affiliated in any way with the company. Harding explains, "We have no means of finding out who the individual is if they don't volunteer that information." The call center transcribes the report and forwards it to Harding.

According to Smith, a Takeda employee who feels any kind of discrimination has a first option of talking with his or her manager. People can also take their concerns to the human resource staff. "We very much try to encourage a culture of open communications," says Smith. The company urges their employees with concerns or issues to feel comfortable airing the problems. "And to also understand that we expect them to surface those kinds of issues," adds Smith. "We want to know." Takeda employees also have access to a confidential telephone number.

Two years ago Takeda initiated an anonymous employee survey asking for feedback on employee workplace issues. "It's all done online," says Smith. "And it takes about 30 minutes or so to complete." The surveys are carefully studied by management. "We spend a lot of time looking at that data and evaluating what it tells us and then coming back with very specific recommendations for addressing those concerns or issues," says Smith. The first two questionnaires were so successful that the company will canvass their employees again this year.

"In the last survey, 86 percent of our population turned it in." At Yamanouchi, Carl says the company strives to keep communication lines open on all levels. "We have an open door policy right straight up to, and including, the president of the company." Carl continues, "At Human Resources, we're very open door. People are more than welcome to come in at any time and talk about any issue."

Another option Yamanouchi offers its employees who might have problems with the workplace environment is through CIGNA Behavioral. Employees can call CIGNA and receive the first three counseling sessions free. These sessions don't have to focus entirely on workplace dissatisfaction but can include financial concerns, personal matters and even drug abuse or dependency issues.

A Modern Business World is a Diverse World

Today's pharmaceutical companies operate internationally. For a great many companies their home office is located abroad. Employees are often transferred in and out of different countries. Cultural awareness is necessary if an employee is to represent the company well in another country. Many areas in the United States have immigrants who might be willing to offer advice and alert your employee to cultural subtleties. Tip: Try contacting local universities and high school exchange student programs for advisors.

According to Wasserman, Aventis has major facilities in the United States, France, Germany, Japan and well over a hundred countries around the world. Wasserman says, "American English is officially the Aventis language for global business communications, but local languages are used in each country." Neither Christian or Wasserman have seen any problems arise when an employee has been transferred from another country.

"Since we're a European-based organization," says Harding, "for us, diversity, in a broader sense, is cultural diversity between the United States and Europe." Solvay does not have an international hiring program, but people stationed in the United States are routinely transferred to company operations in Germany or The Netherlands or several other locations around the world. Likewise, internationals are often brought into the American operations. Cultural sensitivity is carefully cultivated through the extensive training, development and educational process Solvay conducts for all employees.

Smith at Takeda says, "We do some international hiring. Some individuals come from our parent company which is based in Japan." While the company does not specifically recruit from the international workplace, Smith says, "I can definitely see this coming as we evolve." In previous positions, Smith has done a lot of international hiring over the years, and she's found more

advantages than disadvantages. “The advantages are huge in terms of bringing people in who have a very diverse background and who bring a very diverse set of experiences to the business.” The only drawback for Smith is the logistics. “I’ve had various people who come from other countries where I’ve worked on visa status, et cetera.”

Yamanouchi does not recruit internationally, but Carl says, “We hire a number of internationals.” The company assists people who are seeking employment in the United States by sponsoring them for H-1B visas. The H-1B is a temporary, nonimmigrant visa issued to individuals working as professionals in a specialty occupation. The visa period can last up to six years. The plus side for the company, according to Carl, “Is we’re able to take advantage of the most qualified people available.”

Periodically Yamanouchi’s parent company in Japan sends an employee to the United States for a term of six months to two years. Carl says if any problems with the English language exists, for either the employees or their families, the company pays for English as a Second Language classes. The company has also identified several instructors able to teach English to Spanish-speaking people. “But I’m certain we could find other language instructors if we needed to,” says Carl.

Forty years ago it took a law to make businesses recognize new attitudes. In today’s world, diversity is an accepted way of life. In six of the largest metropolitan areas in the United States, minorities win the numbers race. The buying power of this vast number of people is not something a business can overlook. Women, still considered a minority in the workplace, hold the purse strings for most American families, and they’ve moved into the labor market in large numbers. For the pharmaceutical industry diversity spells creative, dedicated employees, a sharper competitive advantage and a larger marketplace. While most companies do follow the letter of the law, pharma companies have found that the spirit of the law is great for business.

[Sidebar]

”We have an open door policy right straight up to, and including, the president of the company.”

[Sidebar]

The EEOC at a Glance

When the EPA became law, it broke new ground. David Grinberg, of the Equal Employment Opportunity Commission (EEOC) in Washington, D.C., states, “That was the first major civil rights legislation specifically directed to the workplace.” The EEOC enforces discrimination laws, and offers education and technical assistance. Currently one commissioner position and the General Counsel position remain open.

Commissioners:

- Cari M. Dominguez, Chair, nominated by President G. W. Bush
- Naomi C. Earp, Vice Chair, nominated by President Bush
- Paul Steven Miller, nominated by President Clinton and longest serving commissioner in the history of the EEOC.
- Leslie E. Silverman, nominated by President Bush

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