

Chapter 16

Human Resources: Employment

Case Studies

Case Study #1: Sexual Harassment

Mike's Behavior

Mike is the director of men's and women's fitness programs for a private resort and spa in Ft. Lauderdale. Mike is 30 years old, married, and has a 4-year-old son. He loves his wife and considers himself a man with "family values." He is active in civic organizations in the Ft. Lauderdale community and Mike and his family are faithful members of Faith Presbyterian Church. Mike serves as a deacon and sings in the choir.

In the past few weeks, Mike has found himself physically attracted to an employee (Kimberly) he hired six weeks ago. Kimberly's job is Coordinator of Women's Fitness. She is 28 years old, single, and she has recently broken off a three-year relationship with her boyfriend.

At work, Mike can't seem to control his behavior when he is around Kimberly. He makes inappropriate sexual comments and has unnecessarily brushed up against Kimberly. He has given Kimberly every indication that he would like to have sex with her. In fact yesterday, Mike came to the weight room where Kimberly was exercising during her free time and told her that he could "really, really" give her a workout.

Mike is very mixed up about what to do. On the one hand, he thinks if he could have a sexual fling with Kimberly, it would be out of his mind (and body), and he could return to his "family" man image. However, he also knows if his wife found out, his marriage would be ruined, and the gossip would spread like wildfire through the resort, the community, and his church.

Kimberly's Behavior

Kimberly has recently been hired as the Coordinator of Women's Fitness programs at a private resort and spa in Ft. Lauderdale. Her direct supervisor and the person who hired her is Mike, the Director of Men's and Women's Fitness programs. Kimberly is 28 years old, single, and has recently broken off a three-year relationship with a boyfriend.

Kimberly has noticed that Mike seems to be overly interested in her and she is very uncomfortable with his inappropriate sexual remarks. Kimberly is very confused by Mike's behavior since he is married, has a child, and has a reputation around the resort of being a "family" man. In fact, she has heard from several different employees that Mike is a deacon at the Presbyterian church and sings in the choir.

Although Kimberly thinks Mike is a nice-looking man, she has NO desire to become involved with a married man who is also her boss. She wishes that Mike would "cool it" and leave her alone. She would prefer not to say anything to Mike because she does not want to lose her job and does not want the hassle of dealing with him.

After reading the scenario, address these questions:

1. According to the Equal Employment Opportunity Commission's guidelines on sexual harassment, is Mike sexually harassing Kimberly? Why or why not?
2. Under these circumstances, what advice would you give Kimberly for managing this situation? What advice would you give Mike? What about Mike's supervisor?
3. What type of sexual harassment policy and complaint and investigation procedure should an organization have to address sexual harassment incidents like this one? Give explicit examples.
4. What type of training programs should organizations sponsor to make certain that supervisors and employees are knowledgeable of sexual harassment policy and procedures?

Case Study 2: Employment

Although participants who use parks, programs, and services are typically diverse with respect to age, sex, color, race, religion, and national origin, research findings demonstrate that a majority of people employed by recreation, parks, and leisure service organizations have little diversity. Caucasian males occupy a majority of top executive positions (director, executive director). Women, persons of color, and persons with disabilities are under-represented at the executive level and in other upper management positions in recreation, parks, and leisure services organizations.

As a director of a parks, recreation, and leisure services agency in a community of 75,000, you have recently undertaken the responsibility of completing a human resource plan. The findings reveal that major gaps in human resources exist between what your agency currently has, and what is needed for the future. The data from the human resource plan show that all eight of the agency's management positions are occupied by Caucasian males. And although your agency has employed women and persons of color, they are in lower level non-supervisory positions. None of your employees, including 4 in the special populations division, has a disability.

Although you are fairly sure that discrimination (intentional or unintentional) is not taking place during the employment process, you are questioning whether you and your management staff have done enough to ensure equal employment opportunity for all. Discuss the strategy you would adopt to improve equal employment opportunity in your agency and address the problem of under-representation of women, minorities, and persons with disabilities. Specifically, identify the steps you would make in each of the following areas to improve the chances of hiring women, minorities, or persons with disabilities:

- a) Recruitment preparation activities
- b) Preparing position announcements
- c) Internal and external recruitment strategies
- d) Screening job applicants
- e) Staff training for recruitment and interviewing
- f) Interviewing job applicants
- g) Making final selection decisions

