

Promotion Recommendations of All Sizes

By

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I dedicate this thesis to anyone who has suffered discrimination in any setting.

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ABSTRACT

This study investigates weight stereotypes on promotion decisions. Previous research has focused on obesity stereotypes in the workplace regarding weight discrimination, when comparing average weight individuals to overweight and/or obese individuals. However, research has not investigated weight discrimination in the workplace setting for very thin individuals as compared to overweight individuals. Additionally, very little research has been conducted regarding weight discrimination on promotion decision-making. Based on previous research, this study hypothesized that thin candidates will be promoted at a higher rate than overweight candidates. As expected, the qualified candidates were rated higher than unqualified candidates. No main effects were found for weight or gender, but there was a significant interaction between the two. Specifically, unqualified overweight females and unqualified thin males received the lowest qualification ratings. These results supported this study's hypothesis that thin male candidates and overweight female candidates would be receive lower qualification ratings than their counterparts. Lastly, this study hypothesized that thin participants would be more likely to promote thin candidates based on the similarity-attraction theory. However, the similar-to-me hypothesis was not supported.

TABLE OF CONTENTS

LIST OF TABLES	v
LIST OF FIGURES	vi
LIST OF APPENDICES	vii
CHAPTER I: LITERATURE REVIEW	1
Introduction	1
Obesity Stereotypes	1
Weight Discrimination	2
Weight Discrimination in the Workplace	4
Weight Discrimination & Gender	5
Thin Stereotypes	7
Similarity-Attraction Theory	10
Weight Discrimination, Gender, & Promotion Recommendations	12
CHAPTER II: METHOD	17
Participants	17
Materials	17
Measures	18
Pilot Survey	19
Procedure	20
CHAPTER III: RESULTS	24
CHAPTER IV: DISCUSSION	32
REFERENCES	37
APPENDICES	44

LIST OF TABLES

Table 1. Description of study conditions	page 23
Table 2. Descriptive statistics for weight, gender, & qualification	page 24
Table 3. Standard error of measurement for weight & gender	page 30
Table 4. Descriptive statistics for weight & gender	page 30
Table 5. Descriptive statistics for mean rankings	page 31

LIST OF FIGURES

Figure 1. Average qualification ratings based on weight & gender where overweight are qualified	page 26
Figure 2. Average qualification ratings based on weight & gender where thin are qualified	page 27
Figure 3. Average qualification ratings based on weight & gender where females are qualified	page 28
Table 5. Average qualification ratings based on weight & gender where males are qualified	page 29

LIST OF APPENDICES

APPENDIX A: Company Biography	page 45
APPENDIX B: Public Relations Officer Job Description	page 46
APPENDIX C: Public Relations Account Coordinator Job Description	page 48
APPENDIX D: Marketing Assistant Job Description	page 50
APPENDIX E: Human Resources Coordinator Job Description	page 52
APPENDIX F: Overweight Qualified Female Resume	page 54
APPENDIX G: Overweight Qualified Female 2016 Performance Review	page 56
APPENDIX H: Overweight Qualified Female 2017 Performance Review	page 57
APPENDIX I: Overweight Qualified Male Resume	page 58
APPENDIX J: Overweight Qualified Male 2016 Performance Review	page 60
APPENDIX K: Overweight Qualified Male 2017 Performance Review	page 61
APPENDIX L: Thin Qualified Female Resume	page 62
APPENDIX M: Thin Qualified Female 2016 Performance Review	page 64
APPENDIX N: Thin Qualified Female 2017 Performance Review	page 65
APPENDIX O: Thin Qualified Male Resume	page 66
APPENDIX P: Thin Qualified Male 2016 Performance Review	page 68
APPENDIX Q: Thin Qualified Male 2017 Performance Review	page 69
APPENDIX R: Overweight Unqualified Female Resume	page 70
APPENDIX S: Overweight Unqualified Female 2016 Performance Review	page 71
APPENDIX T: Overweight Unqualified Female 2017 Performance Review	page 72
APPENDIX U: Overweight Unqualified Male Resume	page 73
APPENDIX V: Overweight Unqualified Male 2016 Performance Review	page 74

APPENDIX W: Overweight Unqualified Male 2016 Performance Review	page 75
APPENDIX X: Thin Unqualified Female Resume	page 76
APPENDIX Y: Thin Unqualified Female 2016 Performance Review	page 77
APPENDIX Z: Thin Unqualified Female 2017 Performance Review	page 78
APPENDIX AA: Thin Unqualified Male Resume	page 79
APPENDIX AB: Thin Unqualified Male 2016 Performance Review	page 80
APPENDIX AC: Thin Unqualified Male 2017 Performance Review	page 81
APPENDIX AD: Example of Job Skills Survey	page 82
APPENDIX AE: Example of Job Applicant Survey	page 83
APPENDIX AF: Demographics Survey	page 84

CHAPTER I: LITERATURE REVIEW

Introduction

Weight discrimination in the workplace has become a prevalent research topic as obesity rates rise in the United States. The following is current research highlighting relevant obesity stereotypes and their effect on employment including hiring decisions, assignment decisions, disciplinary action, coworkers' desire to work with, and recommendations for promotion. This research on obesity bias has led to the question of the possibility that stereotypes associated with very thin individuals also impact them in similar ways as obese individuals. Additionally, there has been little research conducted about body weight stereotypes in relation to recommendations for promotion. Based on this research, the resulting study aims to examine common stereotypes of thin individuals and the impact that those stereotypes have on recommendations for promotion. This thesis will also examine gender differences, as well as the effect that an individual's own weight has on their promotion recommendations.

Obesity Stereotypes

Roehling (1999) highlights the research regarding obesity bias being based on stereotypes that are believed to be true about those who are obese. Stereotypes can be defined as "usually simple overgeneralizations that are widely accepted, but often inaccurate" (Larkin & Pines, 1979, pg. 312). The stereotypes associated with the obese are often negative personality traits and behaviors that obese individuals are seen to possess, while average weight individuals are not. Given the potential negative effect that weight discrimination has on job candidates and employees, the question of why this type of discrimination is taking place to begin with comes to mind.

Specific negative traits associated with obesity include, but are not limited to, unkempt, lazy, lacking self-discipline, lacking self-care, unhealthy, and emotionally insecure (Klassen, Jasper, & Harris, 1993) Specifically, in the workplace setting, Larkin and Pines (1979) found that obese individuals are seen as less desired as employees due to the perception that they are less competent, less productive, not hardworking, disorganized, indecisive, inactive, and less successful, as compared to average weight individuals. These negative stereotypes about obese people seem to be based on the idea that one's weight is under one's own control. Therefore, being obese appears to be a clear display of one's lack of self-care and self-discipline, leading people to believe that in turn obese people are also unproductive and unsuccessful.

Stereotypes are often inaccurate representations of a group of people, therefore Roehling, Roehling, & Odland (2008) investigated personality stereotypes associated with obese people. They conducted two studies to examine the relationship between body weight and the Big Five personality traits, especially extraversion, agreeableness, conscientiousness, and emotional stability. The results of this study provide evidence of the inaccuracy of the stereotypical beliefs that obese people are less agreeable and more neurotic. Additionally, there was no evidence to suggest obese individuals are less extraverted or conscientious than average weight individuals.

Weight Discrimination

More than one-third of Americans are at a weight considered to be overweight or obese (Center for Disease Control, 2016). Weight categories are based on the individual's body mass index (BMI). According to the Center for Disease Control (2016), if an individual's body mass index (BMI) is between 25.0 and 30, it falls within the

overweight range and if an individual's BMI is 30 or greater, then it falls within the obese range. On the other hand, if an individual's BMI is below 18.5 then it falls in the underweight range. Because the number of overweight and obese Americans has increased dramatically in recent years, research has looked into the prevalence of weight discrimination. Research has varied in their investigations of overweight and obese individuals, both categories being associated with perceived weight discrimination. Puhl, Andreyeva, & Brownell, (2008) found that weight/height discrimination is the third most common type of discrimination experienced by women, and the fourth most common type of discrimination experienced by adults, regardless of gender. Their study also found that weight discrimination occurs in the employment setting, as well as in personal relationships, nearly as often as race and gender discrimination. In fact, Vartanian and Novak (2011) examined life experiences of overweight individuals, and found that 97% of participants have experienced some kind of weight stigma at least once in their lives, and 48% of participants reported experiencing weight stigma at least once a week.

A study by Randle (2012) examined the effects that perceived weight discrimination can have on an employee. Participants in this study were recruited through an e-mail calling for participants. Randle (2012) noted that 78% of participants were overweight or obese. The results of this study found that 30% of the participants perceived having experienced weight discrimination in their workplace and felt devalued due to their weight. In turn, this perceived weight discrimination can affect employees' attitudes, organizational commitment, job satisfaction, and turnover intention. This is just one of many studies indicating the extent to which weight discrimination is an issue within the workplace.

Weight Discrimination in the Workplace

Implicit attitudes and beliefs about those who are obese have led to weight discrimination in a variety of employment settings. One setting where weight discrimination has a large impact is on hiring decisions. Using an implicit attitude test, Agerstrom & Rooth (2011) conducted a study to examine implicit attitudes about obesity and their effect on hiring decisions. They found a strong relationship between a hiring manager's anti-obesity bias and their decision to invite an obese candidate for an on-site interview. Specifically, the authors found that the probability of an obese candidate to be asked for an on-site interview was diminished by eight percent when implicit obesity stereotypes increased by one standard deviation. Grant and Mizzi (2014) also examined the relationship between body weight and hiring decisions, finding that overweight candidates received lower employability ratings than did average weight candidates. Additionally, the results from this study found evidence that overweight candidates received lower ratings on the characteristics associated with physical attractiveness stereotypes than did average weight candidates. Finkelstein, Demuth, & Sweeney (2007) further examined obesity bias in hiring decisions. The results of this study suggested that overweight applicants receive less positive ratings of hireability than do average weight candidates.

Hiring decisions are not the only settings in which weight discrimination can have an impact in the workplace. Bellizzi & Hasty (1998) conducted a key study addressing the issue of obesity and how it impacts assignment decisions and disciplinary actions. The results of this study indicated that within the sales field an employee's weight can lead to discrimination in assignment decision-making, as well as disciplinary actions. Managers

were less likely to place an obese salesperson in an important assignment due to their concern about a customer's willingness to do business with a physically unattractive salesperson. Managers were also more likely to implement harsher disciplinary actions when an obese salesperson behaved unethically, as compared to when an average weight salesperson behaved in the same way.

Obesity status can also impact the perceptions of coworkers. Klassen, et al. (1993) assessed weight in relation to the desire for coworkers to work together as well as decisions on disciplinary actions. In this study, participants were provided with a "summary sheet" involving a work-related problem. The subject of the problem was described based on negative stereotypes associated with either an overweight or thin individual. The results of this study showed that participants focused on the specific behaviors when determining disciplinary actions. However, when the participants evaluated their desire to work the individual described, they based their decision on the probability that the behavior would reoccur, as well as their stereotypical beliefs about the individual's body weight.

Weight Discrimination & Gender

In addition to overall obesity discrimination in the workplace, researchers have also found a relationship between weight discrimination and gender. Roehling, Roehling, & Pichler (2007) conducted one of the first studies of weight-related perceived discrimination in the workplace using a national sample. Their findings showed that women are 16 times more likely to report perceived weight-related discrimination than were men. The results of this study provided strong evidence that weight discrimination is related to gender. While researching the prevalence of weight/height discrimination

among adults, Puhl, et al. (2008) found that women are more likely to experience this type of discrimination than were men. In fact, women experience weight/height discrimination at a rate that is close to that of race discrimination.

Register and Williams (1990) examined differences in wages between obese men and women. Since largely discriminated groups, such as race, gender, and disability often endure negative consequences for their differences, the authors believed that obesity may also be included as a discriminated group characteristic where wages may differ based on weight status. They suggest that obesity discrimination is different than race and gender discrimination because obesity is perceived to be something that is under one's control. Their results found that wages for obese individuals differed by gender, where obese women earned approximately 12-13% lower wages than average weight women. Obese men, on the other hand, did not have any significant differences in their wages as compared to normal-weight men. These results suggest that the difference between genders may signify a double standard that society carries when comparing men and women.

Mason (2012) further examined the differences in wage related to weight discrimination between men and women. This study found evidence to suggest that men and women experience weight discrimination differently in terms of intensity and the duration of the discrimination. Specifically, this study showed that obese men were more likely to make less money than thinner men at the beginning of their career. However, throughout their careers they were able to make up the difference. In comparison, obese women earned less than non-obese women during every stage of their careers. The results of this study suggest that obese men may be initially discriminated against based

on their weight, but they are able to make up the pay differential by proving they are capable in their position. In contrast, obese women are also initially discriminated against based on their weight, but continue to be discriminated against even after they've proven to be capable. Therefore, obese women are not able to make up the pay differential because they continue to face negative stereotypes and discrimination.

Thin Stereotypes

Researchers who have studied body types have found ample evidence that people assign personality traits to differing body types. This may be because people see someone's physical appearance before they experience their personality attributes, or because appearance is relatively stable over time (Butler, Ryckman, Thornton, & Bouchard, 1993). Klassen, et al. (1993) identified specific negative stereotypes associated with very thin individuals. These traits included being physically weak, nervous, overly ambitious, unhealthy, vain, introverted, and emotionally insecure.

While there has been research to show that obese individuals are consistently assigned negative personal attributes, the research in regards to thin individuals is less consistent. Butler, et al. (1993) examined stereotypes associated with various body types, including thin individuals. Their study found that mesomorphs (muscular individuals) were stereotyped based on favorable attributes. Endomorphs (obese individuals) were stereotyped based on unfavorable attributes through both a free-response format and when rating targets on a specific attribute through a 7-point scale. Ectomorphs (very thin individuals) were stereotyped on unfavorable attributes through the free-response format, but on favorable attributes when participants were rating specific attributes. These results

show that when asked to come up with their own view about a person based on physique, participants viewed thin individuals negatively in terms of being insecure, weak, or tense.

Watters and Malouff (2012) conducted a study in order to examine the perception of personality traits of individuals with anorexia nervosa based on the Big 5 personality characteristics. Participants received a description of targets and targets were described as being anorexic or described without any mention of anorexia. Their results showed that individuals described as being anorexic are perceived to have less desirable personality characteristics than those who do not. The personality characteristics that were shown to be perceived especially negatively included ratings of lower emotional stability, agreeableness, extroversion, and openness. In this study, men and women were both perceived to have these negative personality characteristics if they were described as having anorexia nervosa, so there were no differences in gender and perceptions of personality. Due to these negative stereotypes, individuals with anorexia nervosa may face consequences in that they will be less likely to seek social support due to the negative stereotypes surrounding their illness. This lack of social support can then affect their work environment and elsewhere. These negative perceptions of the personalities of thin individuals may hold true even for those that are not anorexic, but are naturally very thin.

Additionally, Namatame, Saito, Sawamiya (2016) examined the differences between personality traits associated with body type. This study analyzed the relationship between body type and three personality factors including favorability, reliability, and activity. Favorability was described in this study through adjectives such as pleasant vs. unpleasant and warm vs. cold. Reliability was described through adjectives such as

reliable vs. unreliable and tidy vs. untidy. Activity was described using adjectives such as social vs. unsocial and lively vs. quiet. Participants were shown five drawings of figures ranging from very large to very thin. The results showed that average weight targets were rated positively overall. On the other hand, targets who were farther from average weight, either on the thin or obese side, were rated negatively in terms of favorability and activity. Specifically, thin targets were rated negatively in terms of adjectives relating to favorability, such as warmth. Obese targets were rated negatively in terms of adjectives related to reliability such as tidiness. This study shows evidence of a differential between thin, normal, and obese individuals and specifically relates personality traits to stereotypical attitudes about body type for thin and obese individuals.

Just as Namatame, et al. (2016) found that the further from normal on either side a target is the more negatively they were viewed, Malloy, Lewis, Kinney, & Murphy (2012) also examined the curvilinear relationship of thin and overweight targets. Their results showed that weight bias is not targeted only at obese targets, but weight bias is curvilinear. Additionally, the results of this study suggest men and women differ in their perceptions of weight.

Considering both thin and overweight individuals have stereotypes attached to their body types, the first hypothesis in this study focuses on comparing overweight candidates to thin candidates.

Hypothesis 1: Thin candidates will be rated as more qualified for the promotion than overweight candidates.

Similarity-Attraction Theory

The similar-to-me effect (Byrne, 1961) suggests that people are more likely to be attracted to and surround themselves with people that they view to be similar to themselves, in attitudes and beliefs as well as physical characteristics. Powell & Butterfield (2002) also suggest that the similarity-attraction theory can impact decision makers in top management positions, since it would seem plausible that people will promote individuals who they view to be similar to themselves. This study showed evidence that decision makers do differentiate based on race and gender. The similar-to-me effect played a role in decision making, since panels of all White males favored female applicants; however, they disfavored African American male applicants. On the other hand, diverse panels that included panels of mixed races and/or mixed genders showed no favorability towards one group of applicants based on race or gender.

Graves & Powell (1996) investigated the similarity-attraction theory in regards to gender similarity and recruiter evaluations. The results of this study found that gender similarity had indirect positive effects on subjective qualifications regarding the quality of the interview, and direct effects on the outcome of the recruiters' evaluation of the candidate. Due to these effects, recruiters gave more positive evaluations to candidates of the same-sex than they did to candidates of the opposite gender. The results of this study did show gender differences in that female recruiters rated female applicants more positively.

While the similar-to-me effect is documented in areas of race and gender, this theory has not received as much attention in regards to weight discrimination. Scharz, Vaartanian, Nosek, & Brownell (2006) examined the effects that an individual's own

body weight has on their “anti-fat bias”, in terms of implicit and explicit biases. Their results showed evidence for both implicit and explicit “anti-fat biases” and beliefs about obesity stereotypes. This study demonstrated that individuals with a higher BMI held weaker biases against obese people than those with lower BMIs. However, even individuals with higher BMIs did not show “pro-fat” attitudes, they simply displayed a lesser “anti-fat bias” than individuals with lower BMIs.

More recently, Anselmi, Vianello, & Robusto (2013) looked further into implicit attitudes about obesity. This study specifically examined implicit attitudes regarding a “pro-thin bias” meaning participants exhibited favoritism for thin individuals, as well as an “anti-fat” bias meaning participants exhibited devaluation of obese individuals. The results of this study found that individuals of all BMIs preferred thin people to overweight people. Additionally, they found that “anti-fat” and “pro-thin” preferences differed based on weight groups. Average weight and obese participants showed a preference for thin individuals, but did not necessarily display attitudes in which they devalued those that are obese. Thin participants, however, showed the most prominent “pro-thin” preference and “anti-fat bias”.

Given the existing literature on the similarity-attraction theory, it would seem that this theory would be important to consider in terms of promotional recommendations and the similarity between supervisors and subordinates. Turban & Jones (1988) examined the similarity-attraction theory in regards to supervisor-subordinate similarity. Perceptual congruence, or the similarity of perceptions between the supervisor and subordinate, was shown to be related to both performance ratings and job satisfaction. In fact, this study showed evidence that performance ratings were related to three aspects of similarity

between supervisor and subordinate – perceived similarity, perceptual congruency, and actual similarity. The relationship between performance ratings and supervisor-subordinate similarity is especially important in terms of promotion recommendations considering performance ratings are often used to determine if an employee should be considered for a promotion.

Since the similarity-attraction theory, or the similar-to-me effect, has not been researched in depth in terms of body weight, it is questionable if this theory will apply to promotional candidates and the individuals making promotional recommendations. It would seem, based on the research that has examined similarity in body weight, that the individuals who are making recommendations would hold more of a pro-thin bias regardless of their own weight. While obese individuals have been shown to carry a weaker implicit bias towards obese targets, it is worth considering if they would show favorability towards an obese candidate or thin candidate when the candidates have equal qualifications.

This study aims to evaluate the similar-to-me effect in relation to the participants' perception of their own weight.

Hypothesis 2: Participants, regardless of their weight, will show a preference for thin candidates when rating the candidates' qualifications for the promotion. However, thin participants will show the strongest preference for thin candidates.

Weight Discrimination, Gender, & Promotion Recommendations

Roehling, Roehling, Vandlen, Blazek, & Guy (2009) examined weight discrimination in relation to CEOs in the United States. The main finding of this study showed that obese men and women are underrepresented among top executives in the United States.

Obese women are especially underrepresented in executive status as compared to the number of obese women in the population. The results of this study also indicated that being slightly overweight has negative consequences for a women's career, but is not necessarily the case for men. However, once they reach levels of obesity, both men and women experience comparably negative consequences in their careers.

Obese individuals are underrepresented in executive roles and it is questionable if executives that are overweight and obese are subject to the same stereotypes as lower level employees. King, Rogelberg, Hebl, Braddy, Shanock, Doerer, & McDowell-Larsen (2016) showed support for biases affecting evaluations of those in high status positions within an organization. This finding suggests that negative characteristics related to weight may affect the performance ratings of senior executives when assessed through 360-degree feedback from peers, subordinates, and supervisors who should know the executive's competencies well enough not to be affected by negative weight-related stereotyped attitudes.

Management promotions are an important indicator of the success of an individual within an organization. London & Stumft (1986) speak to the importance of management promotion decisions. According to the authors of this study, promotions are judgmental decisions that are often based on ambiguous criteria. Because of the judgments that go into making promotion recommendations and the importance that managerial roles play on employees in regards to status and recognition, it is essential that these decisions are based on unbiased judgments. Unfortunately, since the judgments involved in making these decisions are based on the perceptions that current managers hold, promotional decisions are likely to carry some biases.

While there has been research to show that obesity stereotypes apply to executives as well as lower level employees, there has been little research on weight discrimination in the workplace in regards to promotion decision-making. Bordieri, Drehmer, & Taylor (1997) researched the impact of employees with disabilities and recommendations for promotions. The study examined differences in recommendations for promotions for employees with various disabilities in which the target would not be perceived to have inflicted on themselves (e.g. an amputated arm) and health problems which the targets are perceived to have control, including obesity and depression. The results showed that candidates with obesity received lower promotion recommendations than their peers with disabilities, despite the fact that the obese candidate had the same qualifications. In addition, the obese candidate received lower acceptance ratings and were rated as having less confidence than the other candidates. As stated previously, this finding suggests obese candidates are perceived to be responsible for their condition and therefore received lower ratings for promotion recommendations as well as favorability ratings among coworkers.

Randle, Mathis, & Dewaynna (2012) conducted research in relation to career damage and weight discrimination. Their results found some support for weight discrimination having an effect on career success. This suggests that more perceived weight discrimination results in less career success for obese individuals. This study also found that the more an individual feels discriminated against based on their weight, the more pressure they feel to perform organizational citizenship behaviors. Organizational citizenship behaviors (OCBs) are “the activities the employee performs for betterment of the organization” (Yadav, Rangnekar, & Bamel, 2016). The desire for employees to

participate in OCBs when they perceive weight discrimination may be a result of trying to reach an equal status with employees who are not discriminated against (Randle, et al., 2012).

Obese individuals are not perceived to be attractive in society, and this may contribute to the discrimination that they face during the hiring process (Rooth, 2009). Morrow, McElroy, & Stamper (1990) researched the effects of physical attractiveness on promotion decisions, finding that physical attractiveness did significantly affect whether or not a candidate was recommended for promotion as well as their manager's expectations of future success. This perception of physical attractiveness may follow obese men and women into their careers, and have an effect on their promotion recommendations as well.

Research on thin individuals shows evidence that thinness is attractive in society, particularly for women (McCreary & Sadava, 2001; Legenbauer, Vocks, Schafer, Schutt-Stromel, Hiller, Wagner, & Vogeles, 2009; Singh, 1995; Furnham, Moutafi, & Baguma 2002). In fact, a lower BMI, indicating lower fat and lower muscle mass, is considered to be more attractive for women's bodies. (Brierley, Brooks, Mond, Stevenson, & Stephen, 2016). The same study found that men are considered most attractive depending on greater muscle mass and lower fat. With this in mind, thin men, who have low fat and low muscle mass, may experience exposure to negative thin stereotypes more quickly considering muscle mass is considered to be attractive in men.

The third hypothesis focuses on the effect that attractiveness perceptions in combination with thin stereotypes have on promotional recommendations.

Hypothesis 3: Thin female candidates will be rated as more qualified for the promotion than thin male candidates.

While thin individuals are seen more positively in terms of attractiveness, both overweight and thin individuals can be associated with negative stereotypes, which may impact recommendations for promotion and career success. The research examining body weight stereotypes about thin individuals is lacking, as is research regarding weight discrimination and promotion recommendations. This study aims to address the gaps in the research through the examination of thin vs. overweight candidates for promotional decisions.

CHAPTER II: METHOD

Participants

The participants in this study were selected from the student population at Middle Tennessee State University (MTSU), in Murfreesboro, TN. Participants received course credit or extra credit for completing the study. All participants were students at MTSU, currently pursuing a Bachelor's or Master's degree. The participants in this study consisted of 73% females and 22% males ($N=91$). The ethnicity of the participants was 59% Caucasian, 25% Asian American, 8% African American, and 3% Hispanic. The majority of participants were between the ages of 18 and 22, with 75% stating they were in this age range, while 13% were between 23 and 29 years old, 3% were between 30 and 40 years old, and 1% were over 40 years old. Of the 91 total participants, six participants were removed due to patterned responses or due to incompleteness of rating the candidates' qualification. The usable participant responses consisted of 76% females and 24% males ($N=85$). The ethnicity of these participants was 62% Caucasian, 25% African American, 5% Asian American, 4% Biracial/Other, and 3% Hispanic. Participants between the ages of 18 and 22 years old were still the majority, with 80% indicating they were in this age range, while 13% were between 23 and 29 years old, and 4% were over 30 years old. Participants were also asked if they were currently working, with a yes or no response. Seventy-six percent of participants stated that they were currently working.

Materials

Participants were presented with personnel information to be used to assess weight discrimination and promotion recommendations. The packet of information that participants reviewed includes a company profile of a grocery store chain, Centennial

Market, as well as the personnel information of four candidates that applied for the position of Public Relations (PR) Officer. Participants were also provided with a job description for the position of PR Officer. Personnel information for each candidate included: (1) the candidate's current resume, (2) the job description for their current position, (3) the candidates' two most recent performance reviews. The performance reviews had performance information from the candidate's manager, and a professional photo. The qualified candidates were currently working in the position of Public Relations Coordinator. The unqualified candidates were currently working in the positions of Marketing Assistant and Human Resources Coordinator.

After participants reviewed the personnel information for each of the four candidates, they were asked to complete three surveys. The first survey asked participants to rate each individual candidate on 19 job relevant skills. The second survey asked the participants to rate each of the four candidates on whether or not they are qualified for the position, as well as rank the four candidates, with their top choice for the promotion being listed first. The last section of this survey asked participants to rate how easy it was to make the promotion decision. The final survey was a demographics survey which asked participants to answer questions regarding their gender, race, age, current employment status, and the participant's perception of their own weight.

Measures

The job skills survey included job relevant variables such as dependability, quality of work, ability to work with others, organizational abilities, integrity, problem-solving skills, interpersonal skills, flexibility, written communication skills, attitude, public speaking skills, ability to handle stressful situations, detail-orientation,

professionalism, and qualifications for the position of PR Officer. The purpose of this survey was to ensure that participants were being attentive to the qualifications of each candidate, as well as the qualifications needed for the position of PR Officer.

The job applicant survey measured the qualifications of each promotional candidate. This survey also measured the promotion recommendation by the ranking of each of the candidates. In order to assess the similar-to-me theory, participants' perception of their own weight was measured through self-identification of their weight perception ranging from extremely thin to extremely overweight.

Results of this study were analyzed using three-way ANOVA. The independent variables in this study include the candidates' weight (thin, overweight), gender (male, female), and qualifications for the position (qualified, unqualified). The first dependent variable in this study is the participants' rating on the candidate's qualification for the promotional position. Additionally, the mean ranking of each candidate was used in order to analyze the results of the participants' ranking for the promotion decision.

Pilot Survey

A pilot survey was conducted in order to identify the photos to be used for each of the candidates. A student population of 19 Industrial-Organizational Master's students were asked to complete a short survey involving 10 thin female candidates, 10 thin male candidates, 10 overweight female candidates, and 10 overweight male candidates. Participants ranked each individual photo on society's view of attractiveness, weight, professionalism, and health. Attractiveness was measured on a five-point scale with 1 representing "extremely unattractive" and 5 representing "extremely attractive". Weight was measured on a five-point scale with 1 representing "extremely thin" and 5

representing “extremely overweight”. Professionalism was measured on a five-point scale with 1 representing “extremely unprofessional” and 5 representing “extremely professional”. Lastly, health was measured on a five-point scale with 1 representing “extremely unhealthy” and 5 representing “extremely healthy”. The photos were all Caucasian individuals, in order to control for race. The results of the pilot survey were compared to identify the photos that were most similar on the four dimensions. One thin female photo, one thin male photo, one overweight female photo, and one overweight male photo were selected based on the comparison. Each of the photos shows the candidate from the knees up in order to give participants an indication of the candidates’ weight.

Procedure

Data for this study were collected using in-person reviews of the personnel files specifically created for this study.

Participants reviewed the company information for Centennial Market, a job description for the promotional position, and four personnel files for candidates that applied for the promotion of Public Relations Officer. Each file included two overweight candidates and two thin candidates. Participants were assigned to one of four conditions. Each condition varied in the qualifications of the individuals to be assessed. The first condition included an overweight male and an overweight female who were qualified for the position, whereas the thin male and female were not qualified for the position. The second condition included a thin male and thin female who were qualified for the position, while the overweight male and female were not qualified. The third condition included an overweight female candidate and a thin female candidate who were qualified

for the position, while the overweight and thin male candidates were not qualified. The last condition included an overweight male candidate and a thin male candidate who were qualified for the position, while the overweight and thin female candidates were not qualified. See Table 1 for detailed information about each condition.

After reviewing the company information, job descriptions, and personnel files of the candidates, participants completed three surveys. The first survey based on Watson (1995) thesis, asked participants to rate each individual candidate on job relevant skills. On the job skills survey, the participants rated each candidate on 19 job relevant skills. The ratings of the candidates are on a five-point scale ranging from 1 (definitely not) to 5 (definitely yes).

Next, participants answered a survey about the job applicant based on Bane (2005) thesis. This survey asked the participant to rate each of the four candidates on a 5-point scale with 1 being “Not qualified – should not be placed in the position” and 5 being “Extremely qualified – recommended for the position”. Then the participants ranked the candidates with the first candidate listed being their top choice for the promotion and the last candidate listed being their last choice for the promotion. The last section of this survey asked participants to rate how easy it was for them to decide on the rankings of the candidates on a 5-point scale with 1 representing “Definitely not easy” and 5 representing “Definitely easy”.

Lastly, participants completed a demographics survey indicating their gender, race, age, and whether or not they were currently working. Also included on the demographic survey was an item asking participants to rank their perception of their current weight on a scale 5-point scale ranging from extremely thin to extremely

overweight. This item was based on Gregory, Blanck, Gillespie, Maynard, & Serdula's (2008) examination of health perceptions and demographic characteristics and was used to examine the similar-to-me effect in this study.

Table 1

Description of study conditions

	Candidate Name	Weight	Gender	Current Job Title
Condition 1	David Schlacter	Overweight	Male	PR Coordinator
	Emily McLaughlin	Overweight	Female	PR Coordinator
	Sydney Poole	Thin	Female	HR Coordinator
	Kyle Seibert	Thin	Male	Marketing Assistant
Condition 2	Benjamin Seyfang	Thin	Male	PR Coordinator
	Megan Class	Thin	Female	PR Coordinator
	James Ryan	Overweight	Male	HR Coordinator
	Christine Rosson	Overweight	Female	Marketing Assistant
Condition 3	Emily McLaughlin	Overweight	Female	PR Coordinator
	Megan Class	Thin	Female	PR Coordinator
	James Ryan	Overweight	Male	HR Coordinator
	Kyle Seibert	Thin	Male	Marketing Assistant
Condition 4	David Schlacter	Overweight	Male	PR Coordinator
	Benjamin Seyfang	Thin	Male	PR Coordinator
	Christine Rosson	Overweight	Female	Marketing Assistant
	Sydney Poole	Thin	Female	HR Coordinator

CHAPTER III: RESULTS

See Table 2 for descriptive statistics regarding qualification ratings for each study condition involving weight, gender, and qualification. In condition 1, the overweight candidates were qualified, while the thin candidates were unqualified. In condition 2, the thin candidates were qualified, while the overweight candidates were unqualified. In condition 3, the female candidates were qualified regardless of weight, while the male candidates were unqualified. In condition 4, the male candidates were qualified regardless of weight, while the female candidates were unqualified.

Table 2

Descriptive statistics for weight, gender, & qualification

	Condition	Mean	Standard Deviation	Number
overweight male	*1	4.227	0.869	22
	2	3.333	1.107	21
	3	3.842	0.898	19
	*4	4.09	0.921	22
overweight female	*1	3.863	0.941	22
	2	2.095	0.768	21
	*3	4.526	0.612	19
	4	2.5	0.802	22
thin male	1	2.227	1.02	22
	*2	4.429	0.676	21
	3	2.79	0.787	19
	*4	4.329	0.716	22
thin female	1	2.863	0.941	22
	*2	4.191	0.75	21
	*3	4.473	0.697	19
	4	3.5455	1.06	22

Note. An asterisk (*) denotes the conditions where the candidate was qualified.

A statistical analysis could not be conducted on the interaction between weight, gender, and qualification because the conditions were nested within each applicant (e.g. qualified overweight male, unqualified thin female). Therefore, the interpretation of an interaction between weight, gender, and qualification was based on the standard error and means associated with the interaction. See Figures 1 through 4 for a graphical representation of the interaction between weight, gender, and qualification based on the four conditions. When the overweight candidates were qualified in condition 1 (Figure 1), the thin male was rated lower than the thin female. In condition 2 (Figure 2), where the thin candidates were qualified, the overweight female was rated considerably lower than the overweight male. Figures 3 and 4 show a similar pattern. In condition 3 (Figure 3) where the female candidates were qualified, the thin male candidate was rated considerably lower than the overweight male. Similarly, in condition 4 (Figure 4), where the male candidates were qualified, the overweight female candidate was rated considerably lower than the thin female candidate.

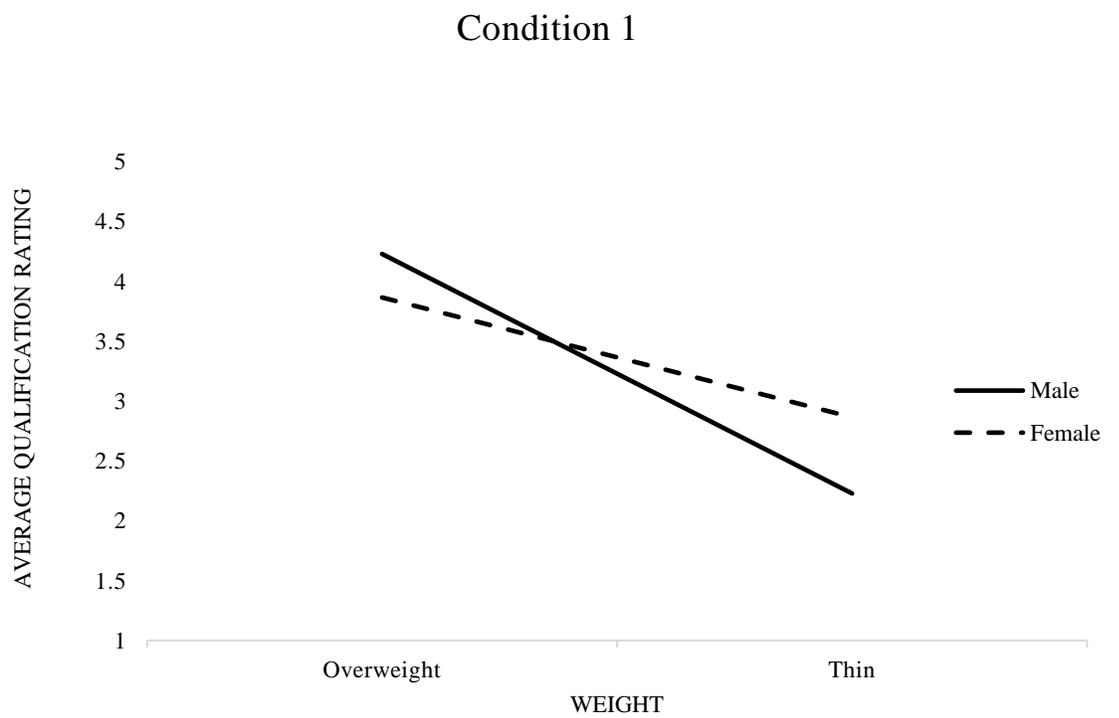


Figure 1. Average qualification ratings based on weight & gender where overweight are qualified.

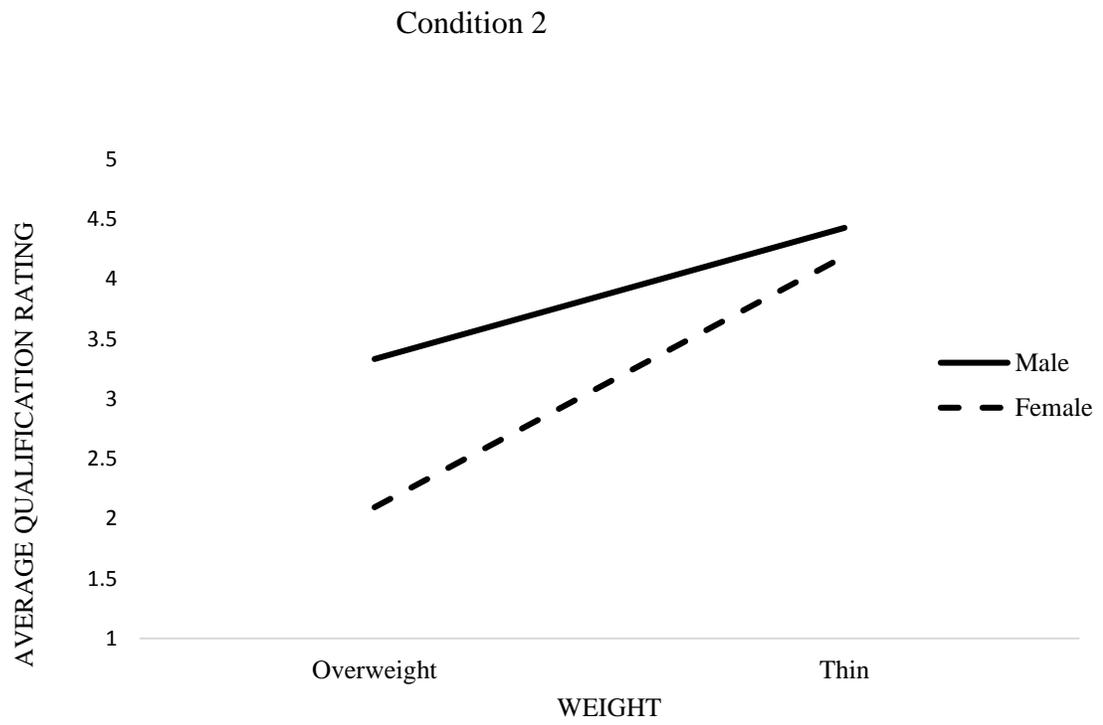


Figure 2. Average qualification ratings based on weight & gender where thin are qualified

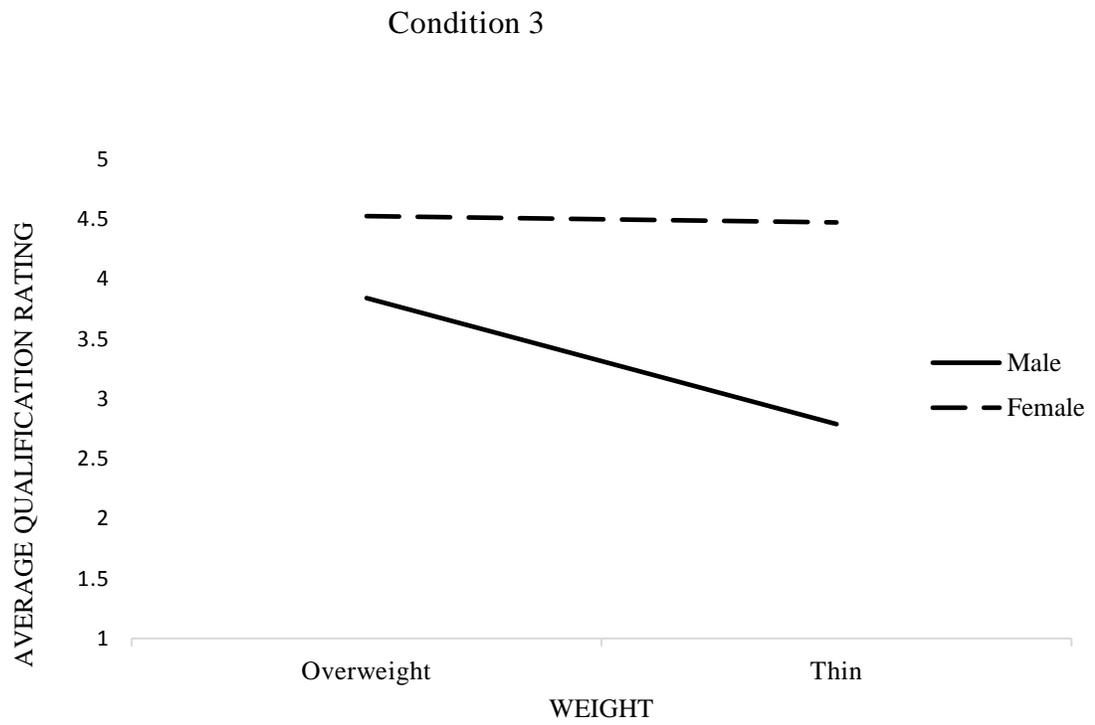


Figure 3. Average qualification ratings based on weight & gender where females are qualified

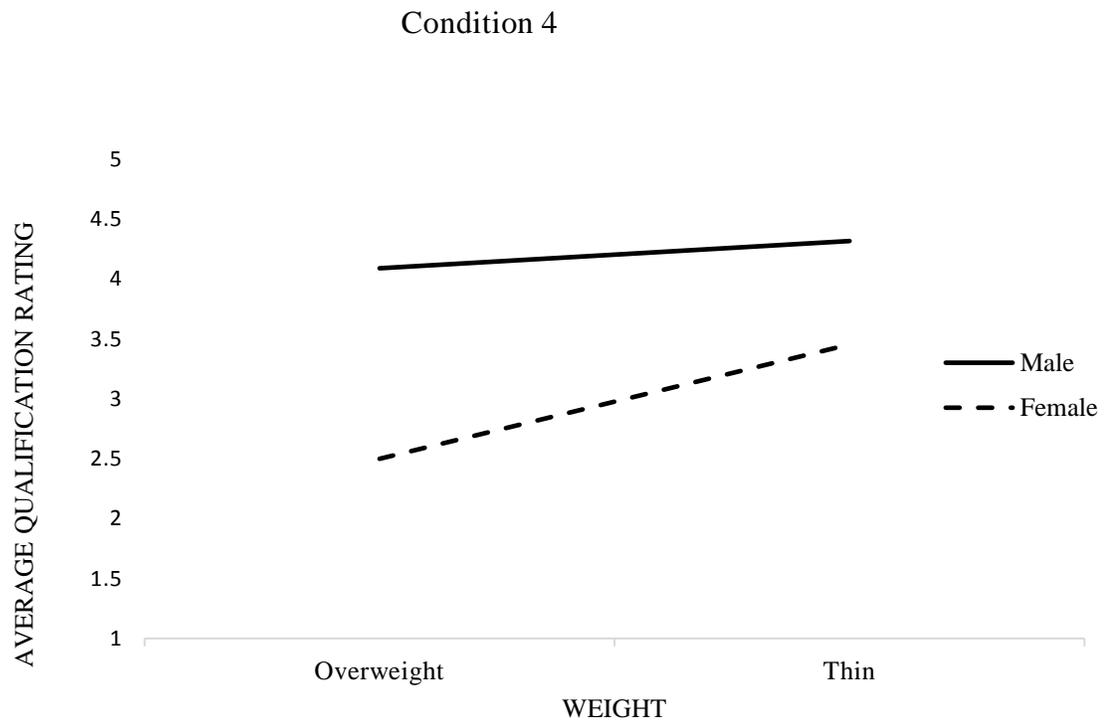


Figure 4. Average qualification ratings based on weight & gender where males are qualified

Table 3 represents the standard errors between the conditions. The means and standard errors of measurement show that there was a statistically significant interaction between gender, weight, and qualification.

Table 3

Standard error of measurement for weight & gender

Weight	Gender	Mean	SEM	95% Confidence Interval	
				Lower Bound	Upper Bound
Overweight	Male	3.873	0.101	3.672	4.075
	Female	3.246	0.087	3.073	3.419
Thin	Male	3.441	0.089	3.246	3.618
	Female	3.746	0.096	3.554	3.937

A two-way within-subjects ANOVA was conducted in order to evaluate the ratings of potential promotion candidates based on gender (male, female) and weight (thin, overweight). See Table 4 for descriptive statistics. There was a statistically significant interaction between gender and weight, $F(1,83) = 32.748$, $p < .001$. The main effect for weight, $F(1,83) = .051$, $MSE = .107$, $p = .823$, and gender, $F(1,83) = 2.45$, $MSE = 3.44$, $p = .121$, were not significant. Overweight females on average received lower qualification ratings than overweight males. Additionally, the standard errors of measurement reflect that thin males received lower qualification ratings than thin females.

Table 4

Descriptive statistics for weight & gender

	Mean	Standard Deviation	Number
overweight male	3.881	0.974	84
overweight female	3.214	1.252	84
thin male	3.452	1.255	84
thin female	3.714	1.07	84

The mean ranking for each candidate was used to analyze differences in which candidates were chosen for the promotion. Participants were instructed to rank the candidates for promotion with their top candidate for promotion being listed first, therefore a ranking of 1 is the top ranking. See Table 5 for the mean ranking of each candidate. The mean rankings for each of the candidates show that unqualified overweight females received the lowest promotion ranking ($M = 3.953$), meaning they were least likely to be promoted. Similarly, unqualified thin males received considerably lower promotion rankings ($M = 3.762$) than the other candidates.

Table 5
Descriptive statistics of mean rankings

Candidate Information	Mean	Std. Deviation
thin qualified male	1.628	0.656
overweight qualified male	1.750	0.802
thin qualified female	1.805	0.813
overweight qualified female	1.905	0.878
thin unqualified female	2.591	0.816
overweight unqualified male	2.610	0.738
thin unqualified male	3.762	0.656
overweight unqualified female	3.953	0.213

A three-way ANCOVA was conducted in order to determine the effects of gender, weight, and qualifications on rater qualification ratings based on the raters' weight. There was not a statistically significant relationship between raters' weight and their qualification ratings, $F(1,330) = .253, p = .615$.

CHAPTER IV: DISCUSSION

The previous research discussed in this paper has shown support for the concept of weight discrimination in the workplace through various employment decisions, including compensation, disciplinary actions, and selection. This study's findings do not show an overall bias toward thin candidates, as expected in the first hypothesis. Therefore, weight did not dictate whether a candidate was rated to be qualified for the position or not. However, when the candidate was unqualified for the position, this study's findings suggest that weight was considered depending on the gender of the candidate.

This research also adds to the literature regarding the role that gender plays in weight discrimination. When judging candidates that were not qualified, a pattern of discrimination emerged. Specifically there was a bias against overweight women that were not qualified for the position, as unqualified overweight women were rated more harshly than unqualified overweight men. The weight bias against overweight women found in this study further supports the research showing that overweight women are at a greater disadvantage than overweight men in the workplace. As stated previously, Roehling, et al. (2007) found that women were 16 times more likely to experience weight discrimination in the workplace than were men. Judge and Cable (2011) demonstrated the differences between women and men's perception of weight discrimination in regards to compensation. Specifically, thin women are penalized when gaining just a few pounds. This could be because thin is perceived to be attractive in the United States, and thin women who gain weight are not conforming to the attractiveness stereotypes. On the other hand, the authors found that men were rewarded for gaining weight up until the

point of obesity. The findings in this study also support this theory, as there was a bias against thin men that were not qualified for the position, as thin unqualified men were rated more harshly on their qualifications for the position than a thin unqualified woman. This finding supports the third hypothesis of this study, which hypothesized that thin women would be promoted at a higher rate than thin men.

The differences in ratings of qualification between thin women and thin men are worth discussing further, as no prior research has shown this relationship to be true. As mentioned previously, Brierley, et al. (2016) found that men with more muscle mass and lower fat are considered to be more attractive than men with low muscle mass and low fat. Ricciardelli, Clow, and White (2010) researched the manner in which men are portrayed in men's lifestyle magazines, seeing as those depictions can impact how both men and women perceive male attractiveness. These magazines emphasized men should be taking care of their bodies by remaining lean, but strong, as well as through grooming and fashion, in order to gain success and power. Furthermore, Jesus, et al. (2015) researched the impact that media has on internationalizing an ideal body type for men. This study found that norms surrounding male muscularity is internalized based on the media's portrayal of the ideal body type for men, therefore leading men to have a greater drive for a muscular body type. The commonality amongst these research studies shows that men that are more muscular are seen to be attractive in society. It can therefore be speculated that media influence and these internalized attitudes can lead to the lower promotion ratings for thin men, since these men are considered to be less attractive in society.

When asked to rate the candidate that they would promote, the participants of this study demonstrated the same biases that they did when rating the candidates' qualifications. Participants were asked to rank the four candidates with their top choice for the promotion being listed first. The mean ranking of each candidate again showed that judgements about promoting a qualified candidate did not differ, no matter the candidates' gender. However, when making a judgement about unqualified candidates, overweight women and thin men were least likely to be recommended for the promotion.

Lastly, this study aimed to address the similarity attraction theory in regards to weight discrimination. Research on the similarity attraction theory has largely focused on race and gender, however research on this theory has not substantially addressed weight. This study's findings showed that participant's self-identified weight did not affect which candidate they chose to promote, or their ratings on the candidates' qualifications. These findings do not support the second hypothesis in this study, which hypothesized that there would be a preference for thin candidates regardless of the participant's weight, and specifically thin participants would be most likely to promote thin candidates. Participants were asked to rate themselves as extremely thin, somewhat thin, average somewhat overweight, or extremely overweight. Therefore, this study may not have found an effect between participant weight and the candidate that they recommended for promotion due to lack of variability in the self-rating of one's weight, seeing as 62% of participants rated themselves to be of "Average" weight. Additionally, none of the participants rated themselves on the extremes of "extremely thin" or "extremely overweight".

This study adds to the literature showing that weight discrimination in the workplace is a prevalent topic. When the Americans with Disabilities Amendment Act was established in 2008, the definition of disability broadened, giving employees hope that weight discrimination would be included in this broadened scope (Rudin & Pereles, 2008). However, to date only one state, Michigan, has implemented a law making weight and height discrimination illegal in the workplace (Martin, 2017). Some cities have also passed legislation in order to prevent weight discrimination, including San Francisco, California and Birmingham, New York (Martin, 2017).

While this study adds to the literature surrounding weight discrimination in the workplace, there are several limitations to this study. First, this study was administered to college students. This is a limitation because these students may not have significant work experience, especially in regards to making selection decisions. Another limitation to this study was the photos used to represent one of the overweight men. Specifically, the photo that was used for the qualified overweight man included a man with facial hair, whereas the other male photos did not have facial hair. This may have affected promotion rankings for the qualified overweight male since facial hair can be seen as attractive and display healthiness (Dixon & Brooks, 2013). Another limitation of this study includes the use of only Caucasian individuals represented as promotional candidates since this limits the generalizability of the findings as there may be racial differences in the way that weight is perceived. A final limitation of this study is the nested design, in that all of the conditions in this study (gender, qualification, and weight) were combined within each candidate making it difficult to determine which factor led to the qualification rating.

There are opportunities for future research to follow this study. There has been little research focusing on promotion settings and weight discrimination, therefore future research should continue to examine weight discrimination and its effect on promotional decision-making. While this study examined the perceptions of weight between thin and overweight candidates, future research should also include an average weight candidate in order to further examine thin stereotypes in the employment setting. Additionally, further research should focus on the bias against thin men and the effect that being thin has on a man's career potential, salary, etc. Lastly, future research should focus on examining the differences in racial perceptions of weight discrimination.

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APPENDICES

APPENDIX A

Company Biography



Centennial Market

History

In 1883, Barney Centennial invested his life savings to open a grocery store in downtown Nashville. He ran his business with a simple motto: “Be particular. Never sell anything you would not want yourself.” It was a credo that would serve Centennial Market over the next 130 years as the supermarket business evolved into a variety of formats aimed at satisfying the ever-changing needs of shoppers. With nearly 2,800 stores in 35 states under two dozen banners and annual sales of more than \$115.3 billion, today Centennial Market ranks as one of the world’s largest retailers.

The manufacturing effort born in that back room was the beginning of what is today one of the largest food manufacturing businesses in America. Centennial Market operates 38 food manufacturing facilities that make thousands of products ranging from bread, cookies and milk to soda pop, ice cream and peanut butter. About 40% of private-label items found in the company’s stores today are made at one of Centennial’s manufacturing plants. These Corporate Brands today account for an impressive 26% of Centennial’s total store dollar sales, providing the company with a significant strategic advantage. Today, Centennial Market’s primary format averages 76,000 square feet. The company’s Marketplace stores, which offer expanded general merchandise, are between 100,000 and 130,000 square feet, and multi-department stores at over 161,000 square feet.

The shelves today are packed with thousands of items ranging from basic grocery staples to more innovative fare such as organic vegetables, natural foods, and hot meals ready to eat. Centennial Market operates more than 2,255 in-store pharmacies that fill nearly 180 million prescriptions a year. Its floral shops ring up enough business to make it the world’s largest florist. Recently, Centennial Market has also installed fuel centers in more than 1,445 locations to appeal to customers who want to gas up their cars during their shopping trip.

Throughout its rich history, Centennial Market has served as an innovator and pioneer in the food retail industry. Innovation is at the heart of Centennial Market’s sustainability efforts, aimed at improving today to protect tomorrow.

The business principles that made the first Centennial Market store successful in 1883 – service, selection and value – continue to guide the company’s operations today. From one tiny grocery store in Nashville more than a century ago, Barney Centennial laid the foundation for what today ranks as one of the largest companies in America.

APPENDIX B

Public Relations Officer Job Description



Public Relations Officer

Summary

This position is responsible for organizing and overseeing Public Relations (PR) activities and ensuring effective communication with stakeholders, media, and the public. This position uses all forms of media and communication to build, maintain, and manage Centennial Market's reputation. Additionally, this position communicates key messages to target audiences. The goal of the Public Relations Officer is to cultivate a positive company image for Centennial Market.

Essential Functions

This position is responsible for cultivating a positive image for Centennial Market. These responsibilities include:

1. Plan, develop, and implement PR campaigns and media relations strategies.
2. Collaborate with internal teams and maintain open communication with senior management.
3. Edit and update promotional material and publications.
4. Preparing and distributing press releases.
5. Organize PR events and serve as the company's spokesperson.
6. Seek opportunities for partnerships, sponsorships and advertising
7. Address inquiries from the media and other parties
8. Track media coverage and follow industry trends
9. Prepare and supervise the submittal PR reports
10. Manage the PR aspect of a potential crisis situations.

Minimum Requirements

Education:

- Bachelor's degree in Marketing, Public Relations, Journalism or related field is preferred.
- Master's degree in Public Relations, or related field is desired.

Experience: 3-5 years of professional experience in Public Relations, Marketing, or events promotion is preferred.

Knowledge, Skills, and Abilities

- Proven experience in a public relations role.
- Skilled in public speaking.
- Experience managing media relations (online, broadcast, and print)
- Ability to research, write, and edit publications.
- Proficient in Microsoft Office Suite and various social media platforms.
- Familiar with project management software.
- Ability to edit photos and video content.
- Strong communication skills with all levels of the organization, clients, and media.
- Excellent organizational skills.
- Ability to work well under pressure and remain professional in crisis situations.
- Creative problem-solving abilities.
- Detail-oriented.

Working conditions

- Normal office working conditions.
- Travel throughout the work day to attend client meetings, media events, etc.

This job description is not all inclusive. Centennial Market reserves the right to amend this job description at any time. Centennial Market is an Equal Opportunity Employer, committed to a diverse and inclusive work environment.

APPENDIX C

Public Relations Account Coordinator Job Description



Public Relations Account Coordinator

Overview

The Public Relations Account Coordinator is a junior-level position which will support the strategy and execution of Centennial Market's Public Relations (PR) initiatives. This position will report to the Director of Public Relations and will support the Public Relations team. This includes developing media materials, pitching/responding to media inquiries, providing on-site PR support for in-store events, as well as updating and maintaining media data base.

Essential Functions

This position is responsible for developing, implementing and executing effective plans to support company goals and major initiatives. These responsibilities include:

1. Drafting press materials including press releases, media advisories, captions, column drops, and calendar listings.
2. Actively pitching primary and secondary markets for ongoing placements, as well as responding to media requests for images/product.
3. Managing images, collateral and samples, as well as databases and media assets.
4. Handling/responding to inquiries from local media, store leadership and community organizations.
5. Providing content for online pressroom
6. Facilitating store requests including processing of necessary forms and paperwork, including invoices and expenses.
7. Acting as a liaison between the PR and Finance teams
8. Providing administrative support by updating media/key contact lists, coordinating team meetings/calls, etc.

Education/Experience

Education: Bachelor's degree in Public Relations, Communications, Marketing or related field is preferred.

Experience: 1-3 years of professional experience in Public Relations, Communications or Marketing is preferred.

Knowledge, Skills, and Abilities

- Excellent command of language and writing (communications plans, press materials, executive messaging/presentations including presentation experience in front of groups of various sizes).
- Strong interpersonal skills and demonstrated experience working as part of a team.
- Must be able knowledgeable of basic mathematical principles.
- Must have exceptional organizational skills with the capacity to handle multiple high priority projects simultaneously in a fast-paced environment.
- Ability to manage time efficiently to meet deadlines.
- Advanced use of Microsoft Office Suite, particularly Excel.
- Knowledge of social media platforms.
- Project management experience.
- Creative self-starter who takes initiative in executing big ideas and solving problems.
- Detail-oriented

Working Conditions

- Normal office working conditions
- Must be able to stand, walk, bend and occasionally lift boxes under 30lbs.

This job description is not all inclusive. Centennial Market reserves the right to amend this job description at any time. Centennial Market is an Equal Opportunity Employer, committed to a diverse and inclusive work environment.

APPENDIX D

Marketing Assistant Job Description



Marketing Assistant

Overview

The Marketing Assistant is responsible for assisting in organizing campaigns and developing marketing strategies.

This work will be a critical factor for the smooth operation of the Marketing department and the attainment of its goals, as well as for the long-term growth of the company.

Essential Functions

This position is responsible for administrative functions associated with supporting Centennial Market's marketing initiatives. These responsibilities include:

1. Undertake daily administrative tasks to ensure the functionality and coordination of the department's activities
2. Support marketing executives in organizing various projects
3. Conduct market research and analyze consumer rating reports/ questionnaires
4. Employ marketing analytics techniques to gather important data (social media, web analytics, rankings etc.)
5. Update spreadsheets, databases and inventories with statistical, financial and non-financial information
6. Assist in the organizing of promotional events and traditional or digital campaigns and attend them to facilitate their success
7. Prepare and deliver promotional presentations
8. Compose and post online content on the company's website and social media accounts
9. Write marketing literature (brochures, press releases etc) to augment the company's presence in the market
10. Communicate directly with clients and encourage trusting relationships

Education/Experience

Education: High School diploma is required. Bachelor's degree in Marketing, Business or relevant field is preferred.

Experience: 0-2 years of equivalent professional experience.

Knowledge, Skills, and Abilities

- Good understanding of office management and marketing principles
- Demonstrable ability to adhere to deadlines
- Well-organized with a customer-oriented approach
- Good knowledge of market research techniques and databases
- Excellent knowledge of Microsoft Office, marketing computer software and online applications (CRM tools, Online analytics, etc.)
- Strong communication and people skills

Working Conditions

- Normal office working conditions
- Must be able to stand, walk, bend and occasionally lift boxes under 30lbs.

This job description is not all inclusive. Centennial Market reserves the right to amend this job description at any time. Centennial Market is an Equal Opportunity Employer, committed to a diverse and inclusive work environment.

APPENDIX E

Human Resources Coordinator Job Description



Human Resources Coordinator

Overview

The Human Resource (HR) Coordinator provides assistance with and facilitates the human resource processes. This role administers employee health and welfare plans and acts as liaison between employees and insurance providers. This position resolves benefits-related problems and ensures positive employee relations. This role provides administrative support to the human resource function as needed, including record-keeping, file maintenance and HRIS entry.

Essential Functions

This position is responsible for performing administrative functions within Centennial Market's Human Resources department. These responsibilities include:

1. Administers health and welfare plans, including enrollments, changes and terminations.
2. Performs customer service functions by answering employee requests and questions.
3. Completes Forms I-9, verifies I-9 documentation and maintains I-9 files. Submits online investigation requests and assists with new-employee background checks.
4. Reconciles benefits statements.
5. Assists with processing of terminations.
6. Assists with the preparation of the performance review process.
7. Assists with recruitment and interview process. Tracks status of candidates in HRIS and responds with follow-up letters at the end of the recruiting process.
8. Schedules meetings and interviews as requested by the director of HR.
9. Performs administrative duties associated with HR including, filing documents to appropriate employee files, preparing new-employee files, and other clerical functions.

Education/Experience

Education: Bachelor's degree in Human Resources, or related field is preferred.

Experience: 0-2 years of equivalent professional experience.

Knowledge, Skills, and Abilities

- Excellent communication skills.
- Ability to critically evaluate various situations.
- Ability to maintain ethical practice.
- Knowledge of Human Resources principles.
- Advanced use of Microsoft Office Suite.
- Detail-oriented

Working Conditions

- Normal office working conditions
- Must be able to stand, walk, bend and occasionally lift boxes under 30lbs.

This job description is not all inclusive. Centennial Market reserves the right to amend this job description at any time. Centennial Market is an Equal Opportunity Employer, committed to a diverse and inclusive work environment

APPENDIX F**Overweight Qualified Female Resume****EMILY MCLAUGHLIN**

Nashville, TN · 615-555-8451

e.mclaughlin@gmail.com · www.linkedin.com/in/emclaughlin

Experienced communications professional with the skills to innovatively research and creatively conduct successful media campaigns. Proficient at developing marketing plans, conducting market research, and supporting PR accounts teams in order to execute the company's public relations strategy. Specializes in grocery retail market research and working with the public.

EXPERIENCE**SEPTEMBER 2015 – PRESENT****PR ACCOUNT COORDINATOR, CENTENNIAL MARKET**

- Drafts press materials for release and distribution.
- Responds to inquiries from local media, management, etc. via phone and email.
- Monitors and flags media stories and makes suggestions for opportunities to the necessary account teams.
- Provides all administrative support to the company's account teams.

JUNE 2013 – SEPTEMBER 2015**MEDIA COORDINATOR, LAYCO BAKERY, INC.**

- Coordinate with clients to design media plans and set budgets.
- Plan and execute advertising campaigns for clients.
- Design and implement social media and internet promotional campaigns for clients.
- Research audience preferences and current social media trends.

AUGUST 2012 – MAY 2013**PUBLIC RELATIONS INTERN, NATURES NUTRITION**

- Support and execute the company's public relations strategy in various phases
- Create engaging content to attract clients and customers.
- Assist in administrative duties, including building and updating media lists, as well as schedule and coordinate events.

EDUCATION**AUGUST 2015****MASTER OF SCIENCE IN COMMUNICATIONS**

MISSISSIPPI STATE UNIVERSITY

MAY 2013**BACHELOR OF SCIENCE IN PUBLIC RELATIONS**

UNIVERSITY OF MISSISSIPPI

SKILLS

Excellent communication skills
Detail-oriented
Proficient in Internet communication
Customer-service orientation

Ability to turn data into PR materials
Comprehensive understanding of various
media outlets
Strong understanding of non-disclosure
agreements

ACTIVITIES

- **Member**, Association for Women in Communications August 2015 - Present
- **Member**, Public Relations Society of America December 2010 - Present

VOLUNTEER ACTIVITIES

- Elementary School Volunteer, Bully Hill Elementary March 2016 - Present

APPENDIX G

Overweight Qualified Female 2016 Performance Review



Employee Performance Review

Employee Information

Name	Emily McLaughlin	Employee ID	000138371
Job Title	PR Account Coordinator	Date	January 2016
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily has been in the position a short time, and has shown that she is willing and able to learn the position quickly.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily has shown that she is detail-oriented and will put out quality work the longer she's in the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily has proven to be dependable in her short time in the role.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily is a quick learner and will most likely make improvements in her role.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily can continue to advance her communication skills as she becomes more comfortable in her role.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily is professional in her demeanor and can continue to develop in this area the longer she is in a professional environment.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily is still learning the company values and has taken the company values seriously in her short time at the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Emily has been in her role for only 4 months, however she has shown potential in her quick learning of the position and company, as well as her initiative to improve on her current role. She will continue to excel in her role and with Centennial Market the longer she is with the company.

GOALS

(as agreed upon by employee and manager)

Emily's goals include:

1. Taking initiative to assert herself in her role in order to identify opportunities for improvement.
2. Continue to develop her communication skills, both written and verbally.
3. Gain additional knowledge and skills within the public relations area.

APPENDIX H

Overweight Qualified Female 2017 Performance Review



Employee Performance Review

Employee Information

Name	Emily McLaughlin	Employee ID	000138371
Job Title	PR Account Coordinator	Date	January 2017
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Emily is advanced in her knowledge of the position and Public Relations.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Emily has proven that she is able to identify opportunities for improvement and create quality work in her position.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	No matter where Emily is working, she is dependable. Emily can continue to grow in her ability to remain punctual while working remotely.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily has shown initiative in her ability to make improvements on the role and advance her skills and knowledge within Public Relations.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	In the past year, Emily has effectively advanced her communication skills. She has become efficient in public speaking, giving professional presentations, and written communication.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Emily remains professional in all situations. She has proven to remain calm in stressful situations. She has also effectively developed professional relationships within the company.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Emily takes the company values seriously in all aspects of her position.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

Emily has excelled in her role as PR Account Coordinator. She has shown high potential to develop herself and her role, as well as to advance Centennial Market with our public audience.

GOALS

(as agreed upon by employee and manager)

Emily's goals include:

1. Advancing her knowledge and skills in new aspects of the Public Relations area.
2. Continue to practice and develop her public speaking skills.
3. Practice communicating accomplishments with manager.

APPENDIX I

Overweight Qualified Male Resume

David Schlacter

Nashville, TN – 615.991.7081 – david.schlacter@yahoo.com

- Objective** Public relations and marketing professional who is an expert at creating and executing successful media initiatives. Adept at gathering data into a spreadsheet engaging marketing subjects in useful conversation and compiling market research data.
- Experience**
- Public Relations Account Coordinator**
Centennial Market, Nashville, TN
September 2015 – Present
- Responsibilities include providing administrative support for Centennial Market's account team to support and implement the company's public relations strategies. This includes maintaining the team's calendars, taking part in meetings, conducting research, and making suggestions based on market data through presentations to management.
- Events Coordinator**
Wright's Pickaway Farm, Montgomery, AL
May 2013 – September 2015
- Responsibilities included coordinating the details of corporate client events including selecting venues, booking talent, making decisions about catering companies, designing and sending invitations, and scheduling speakers and participants. The responsibilities of this position also include designing and editing promotional materials, as well as calculating budgets and ensure they are adhered to.
- Marketing and Public Relations Intern**
Huck's Convenience Food Store, Birmingham, AL
December 2012 – April 2013
- Responsibilities included assisting marketing, account services, and communications teams on various public relations projects, as well as proofing marketing materials such as brochures, press releases, etc., and researching and developing media releases.
- Education**
- Master of Science in Marketing**
University of Kentucky, Lexington, KY
August 2015
- Bachelor of Science in Public Relations**
Western Kentucky University, Bowling Green, KY
May 2013

**Core
Qualifications**

- Skilled at researching and analyzing media content and audience preferences
- Creative problem-solving skills
- Customer-service skills
- Proficient in project management
- Strong written and verbal communication skills
- Team player

**Professional
Membership**

- Public Relations Society of America; **Current Member**
- Word of Mouth Marketing Association; **Current Member**

**Volunteer
Activities**

- **Playroom Volunteer**, Tennessee Valley Children's Hospital

APPENDIX J

Overweight Qualified Male 2016 Performance Review



Employee Performance Review

Employee Information

Name	David Schlacter	Employee ID	000200391
Job Title	PR Account Coordinator	Date	January 2016
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David is knowledgeable in Public Relations, and will continue to learn more about his role the longer he is there.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David's work, thus far, has been of good quality. He can continue to identify opportunities for improvement within the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David's attendance is dependable, and he is punctual in answering emails, phone calls, etc.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David will continue to advance his role as he gains more experience, and has proven that he has the ability to do so.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David has strong communication skills.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David has shown that he is professional in a variety of situations and can continue to develop the longer he is in the role.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David is taking the company's values seriously and will continue to do so as he gains experience in the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

David has been in the role for only 4 months, however he has shown potential. David has shown he can learn his position and the company quickly and efficiently. He has the skills to continue to excel in his role and with Centennial Market the longer he is with the company.

GOALS

(as agreed upon by employee and manager)

David's goals include:

1. Identify opportunities for improvement within his role.
2. Continue to develop his communication skills through public speaking and presentations.
3. Gain additional knowledge and skills within the public relations area.

APPENDIX K

Overweight Qualified Male 2017 Performance Review



Employee Performance Review

Employee Information

Name	David Schlacter	Employee ID	000200391
Job Title	PR Account Coordinator	Date	January 2017
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	David has proven to be advanced his knowledge of the position.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David produces quality work for the company and clients.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David is dependable and is punctual in producing good work on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	David has shown initiative in going above and beyond the functions of his job description. He has assisted in improving company processes, as well.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	David has shown improvement in his public speaking and presentation skills. He has proven to become efficient in her communication skills, both written and verbally.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	David has proven that he remains professional in a variety of situations, including under pressure.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	David adheres to all company values and uses Centennial's values in all aspects of his position.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

David has become advanced in his knowledge of his position. He has proven to be a high potential employee at Centennial Market. He can continue to gain knowledge and skills within the area of Public Relations through a senior role at the company.

GOALS

(as agreed upon by employee and manager)

David's goals include:

1. Continuing to advance his knowledge and skills in Public Relations at Centennial Market.
2. Show initiative in taking on more advanced projects.
3. Continue to develop public speaking and presentation skills.

APPENDIX L

Thin Qualified Female Resume

Megan Class

Nashville, TN – 615-991-7082 – meghan.class@yahoo.com

- Objective** Public relations and marketing professional who is an expert at creating and executing successful media initiatives. Adept at gathering data into a spreadsheet engaging marketing subjects in useful conversation and compiling market research data.
- Experience**
- Public Relations Account Coordinator**
Centennial Market, Nashville, TN
September 2015 – Present
- Responsibilities include providing administrative support for Centennial Market's account team to support and implement the company's public relations strategies. This includes maintaining the team's calendars, taking part in meetings, conducting research, and making suggestions based on market data through presentations to management.
- Events Coordinator**
Wright's Pickaway Farm, Montgomery, AL
May 2013 – September 2015
- Responsibilities included coordinating the details of corporate client events including selecting venues, booking talent, making decisions about catering companies, designing and sending invitations, and scheduling speakers and participants. The responsibilities of this position also include designing and editing promotional materials, as well as calculating budgets and ensure they are adhered to.
- Marketing and Public Relations Intern**
Huck's Convenience Food Store, Birmingham, AL
December 2012 – April 2013
- Responsibilities included assisting marketing, account services, and communications teams on various public relations projects, as well as proofing marketing materials such as brochures, press releases, etc., and researching and developing media releases.
- Education**
- Master of Science in Marketing**
University of Kentucky, Lexington, KY
August 2015
- Bachelor of Science in Public Relations**
Western Kentucky University, Bowling Green, KY
May 2013

**Core
Qualifications**

- Skilled at researching and analyzing media content and audience preferences
- Creative problem-solving skills
- Customer-service skills
- Proficient in project management
- Strong written and verbal communication skills
- Team player

**Professional
Membership**

- Public Relations Society of America; **Current Member**
- Word of Mouth Marketing Association; **Current Member**

**Volunteer
Activities**

- **Playroom Volunteer**, Tennessee Valley Children's Hospital

APPENDIX M

Thin Qualified Female 2016 Performance Review



Employee Performance Review

Employee Information

Name	Megan Class	Employee ID	000200392
Job Title	PR Account Coordinator	Date	January 2016
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan is knowledgeable in Public Relations, and will continue to learn more about her role the longer she is there.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan's work, thus far, has been of good quality. She can continue to identify opportunities for improvement within the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan's attendance is dependable, and she is punctual in answering emails, phone calls, etc.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan will continue to advance her role as she gains more experience, and has proven that she has the ability to do so.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan has strong communication skills.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan has shown that she is professional in a variety of situations and can continue to develop the longer she is in the role.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan is taking the company's values seriously and will continue to do so as she gains experience in the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Megan has been in her role for only 4 months, however she has shown potential. Megan has shown she can learn her position and the company quickly and efficiently. She has the skills to continue to excel in her role and with Centennial Market the longer she is with the company.

GOALS

(as agreed upon by employee and manager)

Megan's goals include:

1. Identify opportunities for improvement within her role.
2. Continue to develop her communication skills through public speaking and presentations.
3. Gain additional knowledge and skills within the public relations area.

APPENDIX N

Thin Qualified Female 2017 Performance Review



Employee Performance Review

Employee Information

Name	Megan Class	Employee ID	000200392
Job Title	PR Account Coordinator	Date	January 2017
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Megan has proven to be advanced her knowledge of the position.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan produces quality work for the company and clients.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan is dependable and is punctual in producing good work on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Megan has shown initiative in going above and beyond the functions of her job description. She has assisted in improving company processes, as well.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Megan has shown improvement in her public speaking and presentation skills. She has proven to become efficient in her communication skills both written and verbally.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Megan has proven that she remains professional in a variety of situations, including under pressure.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Megan adheres to all company values and uses Centennial's values in all aspects of her position.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

Megan has become advanced in her knowledge of her position. She has proven to be a high potential employee at Centennial Market. She can continue to gain knowledge and skills within the area of Public Relations through a senior role at the company.

GOALS

(as agreed upon by employee and manager)

Megan's goals include:

1. Continuing to advance her knowledge and skills in Public Relations at Centennial Market.
2. Show initiative in taking on more advanced projects.
3. Continue to develop public speaking and presentation skills.

APPENDIX O

Thin Qualified Male Resume

BENJAMIN SEYFANG

Nashville, TN · 615-875-3462

ben.seyfang@gmail.com · www.linkedin.com/in/bseyfang

Experienced communications professional with the skills to innovatively research and creatively conduct successful media campaigns. Proficient at developing marketing plans, conducting market research, and supporting PR accounts teams in order to execute the company's public relations strategy. Specializes in grocery retail market research and working with the public.

EXPERIENCE

SEPTEMBER 2015 – PRESENT

PR ACCOUNT COORDINATOR, CENTENNIAL MARKET

- Drafts press materials for release and distribution.
- Responds to inquiries from local media, management, etc. via phone and email.
- Monitors and flags media stories and makes suggestions for opportunities to the necessary account teams.
- Provides all administrative support to the company's account teams.

JUNE 2013 – SEPTEMBER 2015

MEDIA COORDINATOR, LAYCO BAKERY, INC.

- Coordinate with clients to design media plans and set budgets.
- Plan and execute advertising campaigns for clients.
- Design and implement social media and internet promotional campaigns for clients.
- Research audience preferences and current social media trends.

JANUARY 2013 – MAY 2013

PUBLIC RELATIONS INTERN, NATURES NUTRITION

- Support and execute the company's public relations strategy in various phases
- Create engaging content to attract clients and customers.
- Assist in administrative duties, including building and updating media lists, as well as schedule and coordinate events.

EDUCATION

AUGUST 2015

MASTER OF SCIENCE IN COMMUNICATIONS

MISSISSIPPI STATE UNIVERSITY

MAY 2013

BACHELOR OF SCIENCE IN PUBLIC RELATIONS

UNIVERSITY OF MISSISSIPPI

SKILLS

- Excellent communication skills
- Detail-oriented
- Proficient in Internet communication
- Customer-service orientation
- Confident public speaker
- Ability to turn data into PR materials
- Comprehensive understanding of various media outlets
- Strong understanding of non-disclosure agreements

ACTIVITIES

- **Member**, Communications Institute August 2015 - Present
- **Member**, Public Relations Society of America December 2010 - Present

VOLUNTEER ACTIVITIES

Elementary School Volunteer, Bully Hill Elementary March 2016 - Present

APPENDIX P

Thin Qualified Male 2016 Performance Review



Employee Performance Review

Employee Information

Name	Benjamin Seyfang	Employee ID	000138372
Job Title	PR Account Coordinator	Date	January 2016
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin has been in the position a short time, and has shown that he is willing and able to learn the position quickly.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin has shown that he is detail-oriented and will put out quality work the longer he's in the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin has proven to be dependable in his short time in the role.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin is a quick learner and will most likely make improvements in his role.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin can continue to advance his communication skills as he becomes more comfortable in his role.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin is professional in his demeanor and can continue to develop in this area the longer he is in a professional environment.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin is still learning the company values and has taken the company values seriously in his short time at the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Benjamin has been in the role for only 4 months, however he has shown potential in his quick learning of the position and company, as well as his initiative. He will continue to excel in his role and with Centennial Market the longer he is with the company.

GOALS

(as agreed upon by employee and manager)

Benjamin's goals include:

1. Taking initiative to assert himself in his role in order to identify opportunities for improvement.
2. Continue to develop his communication skills, both written and verbally.
3. Gain additional knowledge and skills within the public relations area.

APPENDIX Q

Thin Qualified Male 2017 Performance Review



Employee Performance Review

Employee Information

Name	Benjamin Seyfang	Employee ID	000138372
Job Title	PR Account Coordinator	Date	January 2017
Department	Public Relations	Manager	Elizabeth Chapman

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Benjamin is advanced in his knowledge of the position and Public Relations.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Benjamin has proven that he is able to identify opportunities for improvement and create quality work in his position.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	No matter where Benjamin is working, he is dependable. Ben can continue to grow in his ability to remain punctual while working remotely.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin has shown initiative in his ability to make improvements on the role and advance his skills and knowledge within Public Relations.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	In the past year, Ben has effectively advanced his communication skills. He has become efficient in public speaking, giving professional presentations, and written communication.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Ben remains professional in all situations. He has proven to remain calm in stressful situations. He has also effectively developed professional relationships within the company.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Benjamin takes the company values seriously in all aspects of his position.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

Benjamin has excelled in his role as PR Account Coordinator. He has shown high potential to develop himself and his role, as well as to advance Centennial Market with our public audience.

GOALS

(as agreed upon by employee and manager)

Benjamin's goals include:

1. Advancing his knowledge and skills in new aspects of the Public Relations area.
2. Continue to practice and develop his public speaking skills.
3. Practice communicating accomplishments with manager.

APPENDIX R

Overweight Unqualified Female Resume

Christine Rosson

Nashville, TN

Phone: 615-436-2452

E-mail: Christine.rosson@hotmail.com

Website: www.linkedin.com/in/c.rosson

Objectives

Marketing professional with a wide variety of marketing knowledge, and who is skilled at appealing to a wide variety of audience through advertisement campaigns. Proficient in assisting a team of marketing professional in creating innovative products to attract new customers, as well as analyzing data to assess existing product lines.

Education

Bachelor of Science in Marketing (May 2015)

Experience

Marketing Assistant (May 2015 – Present)

Centennial Market

- Organize and prepare customized, client specific information packages in response to Requests for Proposals.
- Analyze performance and business dynamics of existing product lines including financial and competitive information
- Prepare standard and routine reports, presentations, meeting agendas, and minutes.
- Create and design banner advertisements as assigned.

Marketing Intern (January 2015 – May 2015)

Centennial Market

- Assisted in developing, organizing, and executing marketing events such as parties, happy hours, and street festivals.
- Co-managed Facebook, Twitter, and Instagram pages.
- Participated in online community building.
- Contacted and filed for donation requests.

Skills

- Analyzing market data and conducting statistical analysis
- Strong communication skills
- Proficient in Microsoft Office Suite
- Organized and self-motivated

Professional Membership

- **Member** (2015 – Present)
American Marketing Association

APPENDIX S

Overweight Unqualified Female 2016 Performance Review



Employee Performance Review

Employee Information

Name	Christine Rosson	Employee ID	000185732
Job Title	Marketing Assistant	Date	January 2016
Department	Marketing	Manager	Alan Stillery

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine has been in her position as Marketing Assistant under a year, and is knowledgeable about her job duties.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine produces good quality work, which will only improve the longer she works in Marketing.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine's attendance is consistent and she regularly meets deadlines.				
Initiative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine is skilled in her job duties, however she could show more initiative in sharing her ideas and taking on stimulating projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine's verbal and written skills are excellent one-on-one. She could use additional practice when speaking to large audiences.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine is professional in her interactions with colleagues.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine uses the company values to complete her job duties and represent the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Christine has proven that she is skilled in completing her laid-out job duties. She can continue to show initiative in assisting senior level marketing associates with challenging projects to gain additional knowledge and skills.

GOALS

(as agreed upon by employee and manager)

Christine's goals include:

1. Showing initiative in her current role in order to gain more skills in Marketing.
2. Practice speaking to large audiences through presentations, etc.
3. Work on voicing her ideas to senior associates and management.

APPENDIX T

Overweight Unqualified Female 2017 Performance Review



Employee Performance Review

Employee Information

Name	Christine Rosson	Employee ID	000185732
Job Title	Marketing Assistant	Date	January 2017
Department	Marketing	Manager	Alan Stillery

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine has proven that she is knowledgeable in her current job duties.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine's work quality has improved over the past year since she has gained more experience in the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine is a dependable employee. Her attendance is consistent and she remains punctual on meeting deadlines.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine has shown initiative to share her ideas with senior associates and management. She can continue to show initiative and gain more knowledge about Marketing by assisting in more challenging projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine's communication skills have improved. She will continue to advance these skills the longer she is working in a professional environment.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine remains professional in most all situations.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Christine represents the company's values well.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Christine's skills and abilities have continued to advance in the past year as she has gained more experience in the Marketing field. She has some areas that she can continue to grow which are identified in her goals list below.

GOALS

(as agreed upon by employee and manager)

Christine's goals include:

1. Continue to advance her skills in Marketing by taking on new projects.
2. Communication skills can continue to be advanced through practicing presentations, etc.
3. Work to remain calm in stressful situations and under pressure to meet deadlines.

APPENDIX U

Overweight Unqualified Male Resume

James Ryan

Nashville, TN | 615-710-5162 | j.ryan@gmail.com

Objective

Experienced Human Resources professional who is focused on developing efficient processes and using knowledge to implement company objectives. Skilled at adapting to new situations and well established in administrative environments that are fast-paced and challenging. Currently interested in pursuing a career in my initial area of interest, Public Relations.

Education

BACHELOR OF SCIENCE IN ORGANIZATIONAL COMMUNICATION | MAY 2013
UNIVERSITY OF TENNESSEE

- Minor: Marketing

Highlights

- People-oriented
- Organized
- Microsoft Office Suite expert
- New hire orientations
- Maintains confidentiality
- Excellent communication skills

Experience

HUMAN RESOURCE COORDINATOR | CENTENNIAL MARKET | JULY 2014 - PRESENT

- Conduct new hire orientations. This includes explaining HR policies and procedures to all new employees.
- Generate employee tracking reports each month.
- Draft department specific employee announcements.
- Create social media initiatives for new employee search strategies.
- Assist in selecting and interviewing candidates for open positions.

PUBLIC RELATIONS INTERN | THE BEVERAGE HOUSE | AUGUST 2012 - JUNE 2013

- Interacted with clients through alternate forms of communication via phone, email, and graphic arts.
- Edited and proofed team members work and provided constructive feedback.
- Ensured that database contacts were up to date.
- Participated in on-site media days with clients.

Memberships

MEMBER | AUGUST 2014 - PRESENT

Society for Human Resource Management

MEMBER | OCTOBER 2012 - PRESENT

Public Relations Society of America

APPENDIX V

Overweight Unqualified Male 2016 Performance Review



Employee Performance Review

Employee Information

Name	James Ryan	Employee ID	000284932
Job Title	Human Resources Coordinator	Date	January 2016
Department	Human Resources	Manager	Abby Batchelor

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James is knowledgeable in his role as HR Coordinator.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James produces good quality work and has proven to be skilled in his position.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James has proven to be dependable and punctual in completing projects on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James has assisted in identifying opportunities for improving processes within his role.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James' written communication skills are excellent. He will continue to practice his verbal communication skills through presentations and conducting new hire orientations.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James has shown that he is professional and can continue to develop in this area the longer he works in HR.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James takes the Company's values seriously in all aspects of his position.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

James has in this position for just over a year. He has proven that he is capable and efficient in his position as HR Coordinator. James has also shown initiative in improving processes in his role. He can continue to grow his career in Human Resources with more time in the field.

GOALS

(as agreed upon by employee and manager)

James' goals include:

1. Continue to identify areas that the role and related processes can be improved upon.
2. Work to develop verbal communication skills through presentations, conducting, new hire orientations, etc.
3. Gain additional skills within Human Resources to advance his career.

APPENDIX W

Overweight Unqualified Male 2016 Performance Review



Employee Performance Review

Employee Information

Name	James Ryan	Employee ID	000284932
Job Title	Human Resources Coordinator	Date	January 2017
Department	Human Resources	Manager	Abby Batchelor

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James is advanced in his knowledge of his role as HR Coordinator and additional roles in HR.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	James is skilled in his position. His quality of work is excellent.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James continues to prove that he is dependable and punctual in completing projects on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James has shown great initiative in his role, as he has improved current processes and taken on additional projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James' communication skills have greatly improved. He has become proficient at presenting information to new employees at new hire orientations, as well as giving presentations to senior managers.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James remains professional in a variety of situations, even under pressure to meet deadlines.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	James takes the company's values seriously and relays Centennial's values to new hires effectively.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

James has proven to be a capable HR professional. He has shown initiative in taking on additional challenging projects, while ensuring that his current job duties are still completed. James is great in his role and will continue to excel in his career in HR if he chooses to do so. He is also interested in changing career areas and pursuing Public Relations.

GOALS

(as agreed upon by employee and manager)

James' goals include:

1. Continue to show initiatives by taking on new projects that will help advance his HR career.
2. Communication skills can continue to be developed through practice.
3. Identify where his career is going and pursue a position within that area of interest whether HR or PR.

APPENDIX X

Thin Unqualified Female Resume

Sydney Poole

Nashville, TN | 615-710-5161 | s.poole@gmail.com

Objective

Experienced Human Resources professional who is focused on developing efficient processes and using knowledge to implement company objectives. Skilled at adapting to new situations and well established in administrative environments that are fast-paced and challenging. Currently interested in pursuing a career in my initial area of interest, Public Relations.

Education

BACHELOR OF SCIENCE IN ORGANIZATIONAL COMMUNICATION | MAY 2013
UNIVERSITY OF TENNESSEE

- Minor: Marketing

Highlights

- People-oriented
- Organized
- Microsoft Office Suite expert
- New hire orientations
- Maintains confidentiality
- Excellent communication skills

Experience

HUMAN RESOURCE COORDINATOR | CENTENNIAL MARKET | JULY 2014 - PRESENT

- Conduct new hire orientations. This includes explaining HR policies and procedures to all new employees.
- Generate employee tracking reports each month.
- Draft department specific employee announcements.
- Create social media initiatives for new employee search strategies.
- Assist in selecting and interviewing candidates for open positions.

PUBLIC RELATIONS INTERN | THE BEVERAGE HOUSE | AUGUST 2012 - JUNE 2013

- Interacted with clients through alternate forms of communication via phone, email, and graphic arts.
- Edited and proofed team members work and provided constructive feedback.
- Ensured that database contacts were up to date.
- Participated in on-site media days with clients.

Memberships

MEMBER | AUGUST 2014 - PRESENT

Society for Human Resource Management

MEMBER | OCTOBER 2012 - PRESENT

Public Relations Society of America

APPENDIX Y

Thin Unqualified Female 2016 Performance Review



Employee Performance Review

Employee Information

Name	Sydney Poole	Employee ID	000104291
Job Title	Human Resources Coordinator	Date	January 2016
Department	Human Resources	Manager	Abby Batchelor

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney is knowledgeable in her role as HR Coordinator.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney produces good quality work and has proven to be skilled in her position.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney has proven to be dependable and punctual in completing projects on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney has assisted in identifying opportunities for improving processes within her role.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney's written communication skills are excellent. She will continue to practice her verbal communication skills through presentations and conducting new hire orientations.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney has shown that she is professional and can continue to develop in this area the longer she works in HR.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney takes the Company's values seriously in all aspects of her position.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Sydney has been in this position for just over a year. She has proven that she is capable and efficient in her position as HR Coordinator. Sydney has also shown initiatives in improving processes in her role. She can continue to grow her career in Human Resources with more time in the field.

GOALS

(as agreed upon by employee and manager)

Sydney's goals include:

1. Continue to identify areas that the role and related processes can be improved upon.
2. Work to develop verbal communication skills through presentations, conducting, new hire orientations, etc.
3. Gain additional skills within Human Resources to advance her career.

APPENDIX Z

Thin Unqualified Female 2017 Performance Review



Employee Performance Review

Employee Information

Name	Sydney Poole	Employee ID	000104291
Job Title	Human Resources Coordinator	Date	January 2017
Department	Human Resources	Manager	Abby Batchelor

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney is advanced in her knowledge of her role as HR Coordinator and additional roles in HR.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Comments</i>	Sydney is skilled in her position. Her quality of work is excellent.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney continues to prove that she is dependable and punctual in completing projects on time.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney has shown great initiative in her role, as she has improved current processes and taken on additional projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney's communication skills have greatly improved. She has become proficient at presenting information to new employees at new hire orientations, as well as giving presentations to senior managers.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney remains professional in a variety of situations, even under pressure to meet deadlines.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Sydney takes the company's values seriously and relays Centennial's values to new hires effectively.				
Overall Rating (average the rating numbers above)	Good				

Evaluation

ADDITIONAL COMMENTS

Sydney has proven to be a capable HR professional. She has shown initiative in taking on additional challenging projects, while ensuring that her current job duties are still completed. Sydney is great in her role and will continue to excel in her career in HR if she chooses to do so. She is also interested in changing career areas and pursuing Public Relations.

GOALS

(as agreed upon by employee and manager)

Sydney's goals include:

1. Continue to show initiatives by taking on new projects that will help advance her HR career.
2. Communication skills can continue to be developed through practice.
3. Identify where her career is going and pursue a position within that area of interest whether HR or PR.

APPENDIX AA

Thin Unqualified Male Resume

Kyle Seibert

Nashville, TN
 Phone: 615-436-2451
 E-mail: kyle.seibert@hotmail.com
 Website: www.linkedin.com/in/k.seibert

Objectives

Marketing professional with a wide variety of marketing knowledge, and who is skilled at appealing to a wide variety of audience through advertisement campaigns. Proficient in assisting a team of marketing professional in creating innovative products to attract new customers, as well as analyzing data to assess existing product lines.

Education

Bachelor of Science in Marketing (May 2015)

Experience

Marketing Assistant (May 2015 – Present)

Centennial Market

- Organize and prepare customized, client specific information packages in response to Requests for Proposals.
- Analyze performance and business dynamics of existing product lines including financial and competitive information
- Prepare standard and routine reports, presentations, meeting agendas, and minutes.
- Create and design banner advertisements as assigned.

Marketing Intern (January 2015 – May 2015)

Centennial Market

- Assisted in developing, organizing, and executing marketing events such as parties, happy hours, and street festivals.
- Co-managed Facebook, Twitter, and Instagram pages.
- Participated in online community building.
- Contacted and filed for donation requests.

Skills

- Analyzing market data and conducting statistical analysis
- Strong communication skills
- Proficient in Microsoft Office Suite
- Organized and self-motivated

Professional Membership

- **Member** (2015 – Present)
 American Marketing Association

APPENDIX AB

Thin Unqualified Male 2016 Performance Review



Employee Performance Review

Employee Information

Name	Kyle Seibert	Employee ID	000185731
Job Title	Marketing Assistant	Date	January 2016
Department	Marketing	Manager	Alan Stillery

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle has been in his position as Marketing Assistant under a year, and is knowledgeable about his job duties.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle produces good quality work, which will only improve the longer he works in Marketing.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle's attendance is consistent and he regularly meets deadlines.				
Initiative	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle is skilled in his job duties, however he could show more initiative in sharing his ideas and taking on stimulating projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle's verbal and written skills are excellent one-on-one. He could use additional practice when speaking to large audiences.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle is professional in his interactions with colleagues.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle uses the company values to complete his job duties and represent the company.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Kyle has proven that he is skilled in completing his laid-out job duties. He can continue to show initiative in assisting senior level marketing associates with challenging projects to gain additional knowledge and skills.

GOALS

(as agreed upon by employee and manager)

Kyle's goals include:

1. Showing initiative in his current role in order to gain more skills in Marketing.
2. Practice speaking to large audiences through presentations, etc.
3. Work on voicing his ideas to senior associates and management.

APPENDIX AC

Thin Unqualified Male 2017 Performance Review



Employee Performance Review

Employee Information

Name	Kyle Seibert	Employee ID	000185731
Job Title	Marketing Assistant	Date	January 2017
Department	Marketing	Manager	Alan Stillery

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle has proven that he is knowledgeable in his current job duties.				
Work Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle's work quality has improved over the past year since he has gained more experience in the role.				
Attendance/Punctuality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle is a dependable employee. His attendance is consistent and he remains punctual on meeting deadlines.				
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle has shown initiative to share his ideas with senior associates and management. He can continue to show initiative and gain more knowledge about Marketing by assisting in more challenging projects.				
Communication/Listening Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle's communication skills have improved. He will continue to advance these skills the longer he is working in a professional environment.				
Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle remains professional in most all situations.				
Adherence to Company Values	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>	Kyle represents the company's values well.				
Overall Rating (average the rating numbers above)	Satisfactory				

Evaluation

ADDITIONAL COMMENTS

Kyle's skills and abilities have continued to advance in the past year as he has gained more experience in the Marketing field. He has some areas that he can continue to grow which are identified in his goals list below.

GOALS

(as agreed upon by employee and manager)

Kyle's goals include:

1. Continue to advance his skills in Marketing by taking on new projects.
2. Communication skills can continue to be advanced through practicing presentations, etc.
3. Work to remain calm in stressful situations and under pressure to meet deadlines.

APPENDIX AE

Example of Job Applicant Survey

Job Applicant Survey

You have now reviewed the personnel files of four current employees at Centennial Market applying for a promotion to the open position of Public Relations Officer, the job descriptions of the employees' current positions, as well as the job description for the PR Officer position.

Based on the employee's personnel files, rate the employees on the following scale for the position of PR Officer.

	1 Not qualified - should not be placed in the position	2 Somewhat qualified	3 Qualified	4 Very Qualified	5 Extremely qualified - recommended for position
David Schlacter	1	2	3	4	5
Emily McLaughlin	1	2	3	4	5
Sydney Poole	1	2	3	4	5
Kyle Seibert	1	2	3	4	5

Based on the ratings from the previous scale, rank the four candidates with the first candidate listed being your top recommendation for the promotion, and the fourth candidate listed being your last recommendation for the promotion

1	
2	
3	
4	

Based on the rankings above, please rate how **easy** it was for you to rank the candidates and recommend your top candidate for the promotion.

1 Definitely not easy	2	3	4	5 Definitely easy
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APPENDIX AF

Demographics Survey

Demographics Survey

Please indicate your gender and ethnicity by placing an X in the space beside your choice and write your age.

1. Male _____ Female _____

2. Caucasian _____ Hispanic _____ African American _____
 Asian American _____ Other _____

3. Age _____

4. Are you currently working? Yes _____ No _____

Please indicate your perception of your weight by circling the description that you feel describes your current weight.

Extremely thin Somewhat thin Average Somewhat overweight Extremely overweight