

## Stephanie's Job Interview

Stephanie Cohen was excited for her interview at "Downtown", a trendy upscale restaurant in SoHo NYC which catered to the local fashion crowd as well as European tourist. She had applied for the position of Hostess/Assistant Manager as advertised on the restaurant's website.

The requirements listed in the ad were that the ideal candidates would have a bachelor's degree in Hospitality Management; which she had, two years management experience; she had 3 years, with a preference for foreign language skills; she spoke four languages fluently. As she walked into the interview the three managers who interviewed her were struck by her confidence and stylish appearance.

The interview could not have gone better thought Stephanie and she was sure that she would receive an offer in the next few days. After she left, the three managers sat in silence, one manager then said, "is it me or did Stephanie look like," another manager interrupted and said, "a man?", "yes she did".

A week goes by and Stephanie does not hear from Downtown. She decides to call to inquire about the status of the position. The general manager tells her that they have not hired anyone and that they are continuing their search. When Stephanie asks why she had not been chosen the manager replied, "we are looking for a candidate who better represents our brand."

- Is this a case of discrimination? If so, what is the evidence which leads you to believe that?
- If Stephanie is transgendered what issues would management have to consider if they had hired her?
- If you were the General Manager of "Downtown" would you think twice about hiring Stephanie if she is indeed transgendered? Explain your concerns.

