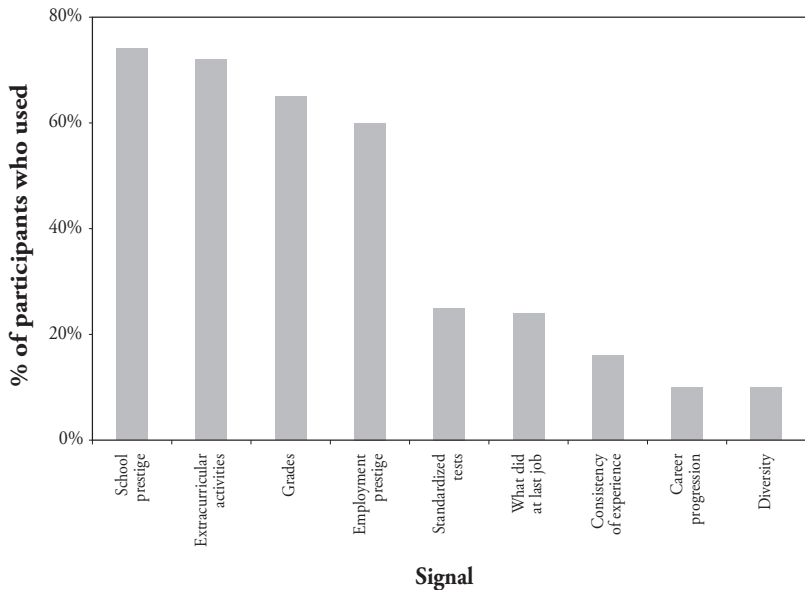


**Figure 1.1**

### **Illustration of On-Campus Recruitment Process**

One deviation from this pattern is that for students at several law schools, career services offices prevent employers from screening résumés. Employers may post suggested grade thresholds or other attributes in job advertisements, but they must interview all candidates who sign up to interview.



**Figure 4.1**

### Percent of Evaluators Who Used Each Quality in Résumé Screening

The number of résumé screeners is lower ( $N = 90$ ) than the number of the total research interview participants because not all interviewers screen résumés. I used purposive sampling to ensure a robust proportion of participants who directly screened résumés.

**Table 9.1**

**Percent of Holt Interviewees Whose Performance in an Evaluative Category Was Debated during Calibrations, by Gender and Race (N = 73)**

	Polish	Case structure	Case math	Fit
Overall	45%	19%	30%	19%
Females	35%	0%	60%	10%
Males	49%	26%	19%	23%
Blacks	50%	50%	63%	0%
Whites	31%	20%	29%	24%
Asians/Asian Americans	33%	33%	33%	0%
Indian/Indian-American	75%	0%	13%	0%
Hispanic/Hispanic American	89%	0%	22%	33%

\*Figures are rounded to the nearest percent.

\*\*I separate Indian/Indian American from the category Asian/Asian American for consistency with the candidate classification schemes used by several of the firms I studied.

**Table 11.1****Do You Think the Current Hiring Process Is Effective? (N = 120)**

	Overall (%)	Consulting (%)	Banking (%)	Law (%)
Yes	57.5	72.5	67.5	32.5
No	26.7	10.0	22.5	47.5
Maybe/not sure	15.8	17.5	10.0	20.0
<i>Total</i>	100	100	100	100

**Table 11.2****Do You Think the Current Hiring Process Is Equitable? (N = 120)**

	Overall (%)	Consulting (%)	Banking (%)	Law (%)
Yes	48.3	52.5	47.5	45.0
No	37.5	37.5	32.5	42.5
Maybe/not sure	14.2	10.0	20.0	12.5
<i>Total</i>	100	100	100	100