

ployment screening examinations, and applicant tracking. For job seekers, there are resources to facilitate exploring different career paths, information about the communities where jobs are offered, and access to message boards where current and former employees can sound off on the culture and practices of different organizations.

Millions of job seekers submit their résumés to employment websites every year, and there are thousands of job sites to which they can apply. Although it is difficult to obtain precise data on the use of employment websites, some estimates suggest that they are second only to referrals as a source of new hires. On the other hand, research suggests that solicitations for employment from electronic bulletin boards are seen as especially low in credibility and informativeness relative to organization websites or face-to-face meetings at campus placement offices. Therefore, these methods should not be used without having some supporting practices that involve more interpersonal contact.⁴⁵

One difficulty in the use of the Internet in recruiting is that many sites specifically designed for recruitment become defunct. Conversely, new employment websites come online almost daily. Thus, one cannot assume that the sites an organization used in the past will be the best options in the future, or that they will even exist. Any attempt to summarize the current state of the Internet job posting board scene needs to be taken with a grain of salt, since the landscape for Internet recruiting is shifting very rapidly. Another difficulty with Internet recruiting is the growing problem of identity theft, where fake jobs are posted online in order to obtain vital information on a person or to extract a fake fee.

General Employment Websites. Most readers of this book are likely familiar with the biggest employment websites, so it is easy to forget that they have only had a major impact on the job search process over the past 10 or 20 years. Since that time, a few early movers and larger entrants have grabbed the lion's share of the market. Three of the biggest employment websites are Monster, CareerBuilder, and Indeed, which collectively are estimated to be responsible for a large portion of external Internet hires. Glassdoor is another very popular employment website that has done an especially good job of integrating various social media into its approach.

General employment websites are not limited to simple advertising, as noted earlier. Services are rapidly evolving for these sites, and many now offer the ability to create and approve job requisitions online, manage recruiting tasks, track the progress of open positions and candidates, and report on recruiting metrics like time to hire, cost per hire, and equal employment opportunity (EEO). Several of the larger employment websites have developed extensive cross-listing relationships with local newspapers, effectively merging the advantages of local media in terms