

information submitted. One key assurance is that the organization will not send résumés with vendors that will span applicants with various solicitations.²⁰

Reactions to Diversity Issues

In addition to tailoring messages to reach employees with specific KSAOs files, some organizations also target specific underrepresented groups, such as women and racial/ethnic minorities. Most research suggests that the race or gender of a recruiter has relatively little influence on applicant attraction, and there is strong support for the idea that individuals react more positively when recruiting someone of their own demographic group. However, the content of the recruiting message and choice of recruiting sources can have an influence.

Research suggests that applicants react more positively to ads that reflect their own demographic group, which should be taken into account when developing media campaigns.²¹ Such efforts are among the most effective, and the least controversial, elements of affirmative action programs (AAPs). One of the most common methods for increasing the diversity of applicant pools is to advertise in publications targeted at women and minorities. Surveys of job seekers show that women and minorities are especially interested in working for employers that endorses diversity through policy statements and in recruiting materials. Advertisements depicting groups of diverse employees are seen as more attractive to women and racial/ethnic minorities, which is probably why most organizations depict workforce diversity prominently in their recruiting materials. Effective depiction of diversity should take job functions into account as well; diversity advertisements that feature show women and minorities in positions of organizational leadership send a more positive message about the diversity climate at an organization.²²

Some organizations are also aiming to increase the age diversity of the workforce by targeting older workers. Many traditional recruiting methods, like career fairs and job fairs, draw in a primarily younger workforce. However, as noted in Chapter 3, there has been an increase in the proportion of the workforce aged 50 years of age that is likely to persist. These older workers are often highly qualified and experienced, and thus attractive candidates for recruiting, but a differentiated targeted approach is required to bring them in. Mature workers are attracted by flexible schedules, health and pension benefits, and part-time opportunities, so the presence of such programs should be noted in recruiting advertisements.

COMMUNICATION

Once the strategic planning phase is completed, it is time to consider how the message will be marketed to potential applicants. Reaching out to the job market requires developing a message and then selecting a medium to communicate the message. Both phases are considered in turn.