

goals, "brand?"). A description of the hiring process should come next, followed by a characterization of pay/benefits and performance reviews. Finally, the brochure should conclude with contact information.

### **Organizational Websites**

It may not be an overstatement to conclude that organizational websites have become the single most important medium through which organizations communicate with potential applicants. Nearly every large organization has a "career opportunities" page on its website, and many small organizations have company and point-of-contact information for job seekers. Websites are a powerful means of not only communicating information about jobs but also reaching applicants who otherwise would not bother (or know how or where) to apply. Thus, care must be taken to ensure that the organizational website is appealing to potential job candidates. The web is unique in that it may function as both a recruitment source and a recruitment medium. When a web page only serves to communicate information about the job or organization to potential applicants, it serves as a recruitment medium. However, when a web page attracts actual applicants, particularly when applicants are allowed to apply online, it also functions as a recruitment source.

Research has shown that organizations can successfully convey cultural messages on their websites by describing organizational policies, showing pictures, and including testimonials. Effective websites also permit users to customize the information they receive by asking questions about their preferences and providing relevant information.<sup>38</sup>

How can web designers put these findings into practice? The three core attributes driving the appeal of an organizational website are engagement, functionality, and content. First, the website must be vivid and attractive to applicants. Second, while engagement is important, at the same time the website must be functional, meaning that it is quick to load, easily navigated, and interactive. A website that is overly complex may be vivid, but it will only generate frustration if it is hard to decipher or slow to load. Third, an organizational website must convey the information prospective applicants want to see, including current position openings, job requirements, and steps for applying. Many organizations also integrate video testimonials from current employees as a way to lure potential applicants. In industries where competition for talent is fierce, a textual job description may simply not be compelling enough to compete with a well-produced video featuring enthusiastic current employees.<sup>39</sup>

Of course, there is more to designing an organizational website than the three attributes discussed above. Exhibit 5.8 provides a thorough list of factors to keep in mind when designing a website for organizational recruitment.

### **Videoconferencing**

Videoconferencing is another way to communicate with applicants.<sup>40</sup> Rather than meet in person with applicants, organizational representatives meet with applicants