

activities. Based on former (now expired) regulations, however, the OFCCP offered considerable guidance to the organization for its recruitment actions:

- Update job descriptions and ensure their accuracy
- Widely circulate approved job descriptions to hiring managers and recruitment sources
- Carefully select and train all personnel included in staffing
- Reach out to organizations prepared to refer women and minority applicants, such as the Urban League, state employment (job) services, National Organization for Women, sectarian women's groups, and so forth
- Conduct formal briefings, preferably on organization premises, for representatives from recruiting sources
- Encourage women and minority employees to refer job applicants
- Include women and minorities on the HR department staff
- Actively participate in job fairs
- Actively recruit at secondary schools and community colleges with predominantly minority and female enrollment
- Use special employment programs, such as internships, work/study, and summer jobs
- Include minorities and women in the planning and production of recruitment brochures
- Expand help-wanted advertising to include female and minority news media

Taken in total, the OFCCP suggestions indicate that organizations with AAPs should undertake targeted recruitment programs using recruitment staff trained in affirmative action recruiting.

## Electronic Recruitment

Technology has flooded the recruitment process for both the organization and job applicants. Numerous legal issues may arise.

### Access

The use of electronic recruitment technologies may potentially create artificial barriers to employment opportunities.<sup>72</sup> It assumes that potential applicants have access to computers and the skills necessary to apply online. These may be poor assumptions, especially for some racial minorities and the economically disadvantaged. To guard against legal challenge and to ensure accessibility, the organization might do several things. One action is to supplement online recruitment with other widely used sources of recruitment, such as newspaper advertisements or other sources that organizational experience indicates are frequently used by women and minorities. Alternately, online recruitment and application could be restricted to certain jobs that have strong computer-related KSAD requirements. Applicants in