

about terms and conditions of employment, pay, promotion opportunities, and geographic location). It does not matter if the false statements were made intentionally (fraud) or negligently (misrepresentation). Both types of statements are a reasonable basis for a claim by an applicant or newly hired employee.

To be successful in such a suit, the plaintiff must demonstrate that

1. A misrepresentation of a material fact occurred
2. The employer knew, or should have known, about the misrepresentation
3. The plaintiff relied on the information to make a decision or take action
4. The plaintiff was injured because of reliance placed on the statements made by the employer

Though these four requirements may appear to be a stiff set of hurdles for the plaintiff, they are by no means insurmountable, as many successful plaintiffs can attest. Avoidance of fraud and misrepresentation claims in recruitment requires straightforward action by the organization and its recruiters. First, provide applicants with the job description and specific, truthful information about the job rewards. Second, be truthful about the nature of the business and its profitability. Third, avoid specific promises about future events regarding terms and conditions of employment or business plans and profitability. Finally, make sure that all recruiters follow these suggestions when they recruit job applicants.

SUMMARY

The objective of the external recruitment process is to identify and attract qualified applicants to the organization. To meet this objective, the organization must conduct strategic recruitment planning. The single most important issue at this stage is developing a strong link between organizational strategy and the goals of the recruiting process. The organization will also choose whether to implement an open strategy or a targeted strategy. At this stage, attention must also be given to both organizational issues (e.g., centralized versus decentralized recruitment function) and administrative issues (e.g., size of the budget).

The next stage is to develop a message for the job applicants and to select a medium to convey that message. The message may be realistic, branded, or targeted. There is no one best message; it depends on the characteristics of the labor market, the job, and the applicants. The message can be communicated through several different media, each of which has strengths and weaknesses.

Applicants are influenced by characteristics of recruiters and the recruitment process. Through proper attention to these characteristics, the organization can help provide applicants with a favorable recruitment experience.

Choices the organization makes about which sources to use follow from the previous stages. The strategy implementation process involves comparing individual, social, and organizational sources and evaluating their effectiveness through a