

variety of recruiting metrics. After a sufficient number of individuals have applied, the organization begins the process of transition to selection. Recruitment practices and decisions come under intense legal scrutiny because of their potential for discrimination at the beginning of the staffing process. The legal definition of a job applicant creates record-keeping requirements for the organization that, in turn, have major implications for the design of the entire recruitment process. Affirmative Action Programs Regulations likewise affect the entire recruitment process, prodding the organization to set targeted placement goals for women and minorities and to be aggressive in recruitment outreach actions. Job advertisements may not contain applicant preferences regarding protected characteristics such as age and gender. Finally, recruitment communication with applicants must be careful to avoid false statements or promises, lest problems of fraud and misrepresentation arise.

DISCUSSION QUESTIONS

1. List and briefly describe each of the administrative issues that needs to be addressed in the planning stage of external recruiting.
2. List 10 sources of applicants that organizations turn to when recruiting. For each source, identify needs specific to the source, as well as pros and cons of using the source for recruitment.
3. In designing the communication message to be used in external recruiting, what kinds of information should be included?
4. What are the advantages of conveying a realistic recruitment message as opposed to portraying the job in a way that the organization thinks that job applicants want to hear?
5. What strategies are organizations using to ensure that they attract women and underrepresented racial/ethnic groups?

ETHICAL ISSUES

1. Many organizations have adopted a targeted recruitment strategy. For example, some organizations target workers 50 years of age and older in their recruitment efforts, which includes advertising specifically in media outlets frequented by older individuals. Other organizations target recruitment messages at women, minorities, or those with the desired skills. Do you think targeted recruitment systems are fair? Why or why not?
2. Most organizations have job boards on their web page where applicants can apply for jobs online. What ethical obligations, if any, do organizations have to individuals who apply for jobs online?