Chapter IV

E-Recruiting: Categories and Analysis of Fortune 100 Career Web Sites

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Abstract

Since the mid-1990s, a number of e-recruiting methods such as job boards, corporate career Web sites, and e-recruiting consortia have been introduced into the labor market. Recruiting through the corporate career Web site has been touted as the most efficient and cost-effective recruiting method among them. While most large and medium-sized organizations have deployed corporate career Web sites, many of them have failed to achieve the maximum benefits because they do not have the appropriate e-recruiting practice in place. After identifying six categories of e-recruiting sources, this study analyzes the corporate career Web sites of the Fortune 100 companies. Thirty-three attributes that characterize the
corporate career Web sites were identified, named, and analyzed around four major categories: recruiting methods, job search tools, job application tools, and information on organizational attributes.

Introduction

Currently, e-recruiting is one of the most successful e-commerce applications as a method for quickly reaching a large pool of the potential job seekers. The capability of advanced e-recruiting tools has enabled recruiters to quickly identify and hire qualified candidates, and to build ongoing relationships with prospective employees. According to Forrester Research (www.forrester.com), the average cost of hiring an employee via the Internet is US$183, whereas the average cost of hiring an employee via the traditional methods (i.e., newspapers or magazines) is $1,383. Forrester Research predicted that corporate recruiters would increase the e-recruiting budget by 52% by 2004, while cutting the budget for traditional recruitment by 31%.

Major advantages cited for the successful adoption of e-recruiting methods include cost savings, efficiency, and convenience for both recruiters and job seekers (Tomlinson, 2002; Miller, 2001; Gale, 2001). In a 2001 poll of 400 recruiters by Recruiters Network (www.recruitersnetwork.com), 46% indicated that e-recruiting was the most effective way to get the most hires and best résumés, followed by referrals (35%) and newspaper classifieds (11%).

There has been a fundamental shift in the way companies use the e-recruiting methods since their inception in the mid-1990s. While most companies utilize at least one of the third-party job boards, more and more companies are creating their own corporate career Web sites. According to iLogos’ research (http://www.i logos.com), 29% of Global 500 companies had corporate career Web sites and 57% subscribed to the third-party job boards in 1998. In 2002, the figure had changed to 91% and 9%, respectively.

The main purposes of this chapter are to classify the various e-recruiting sources and to analyze the content of Fortune 100 companies’ career Web sites. This chapter is organized as follows: The first section compares the traditional recruiting and e-recruiting processes. Six major categories of the e-recruiting sources are then discussed, followed by a content analysis of the Fortune 100 companies’ career Web sites. The chapter concludes with future e-recruiting trends.
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