**Level of Evidence:** Realistic job previews (RJP) have been the subject of research that has used random assignment to experimental and control groups (the highest level of evidence). While the effects of RJP are not large, they are positive. There is positive but less strong evidence for inside recruitment sources and consideration of applicant personal characteristics.

**Current Best Evidence**

- **Realistic job preview (RJP)** is a highly recommended recruitment strategy that provides applicants with balanced information about the job to facilitate a better fit between the needs of applicants and demands of the workplace (Graef, 2008). An RJP includes information on both the positive and the negative aspects of the job thereby allowing applicants to make informed decisions about whether they wish to accept a job offer (Larson & Hewitt, 2005).
  - RJP has a positive effect on job acceptance mainly when applicants do not have prior exposure to the job. Realistic job information and met expectations have been associated with greater job satisfaction and job survival of new recruits (Meglino, Ravlin & DeNisi, 2000).
- **Inside recruitment sources** (i.e. referrals by current personnel, internal job posting and former employee rehires) are more effective in predicting job performance and generate less withdrawal from the organization than outside sources (i.e. advertisements, walk-ins and employment agencies) (Zottoli & Wanous, 2000).
- **Identification of applicant personal characteristics** and applicant organization fit is critical during the recruitment process. However, recruiters seldom agree on the specific applicant characteristics suitable for the job and for the organization (e.g. knowledge, skills, abilities, values). Recruiter perceptions usually are dominated by idiosyncratic ideas of what makes an applicant a good fit for the job (Kristof-Brown, 2000).

**Practice Implications**

- **RJPs** can be created through videos, brochures, web-based information, structured observations, photograph albums, or lists of frequently asked questions. It is important to involve current employees in the development process and focus on aspects of the job that potential recruits are unlikely to know or are likely to have unrealistic expectations. For more information, [http://portal.cornerstones4kids.org/content61.html](http://portal.cornerstones4kids.org/content61.html)
- **Recruiters** should rely on inside recruitment sources because current or former employees are more familiar with the job and recognize specific knowledge and skills required. Current or former employees are better able to evaluate new applicants fit, and they can also provide more realistic information about the job (Zottoli & Wanous, 2000).
Practice Implications

- Recruiter training on applicant fit might have the additional benefit of reducing the reliance on idiosyncratic preferences for judging fit and preventing early turnover among recruits (Kristof-Brown, 2000).

Creative but Untested Recruitment Ideas

- Provide rewards to current staff for successfully recruitment of new staff.
- Offer continuing education on-site to social workers in the community as a way of introducing them to your agency.
- Allow a practicum student to blog about his/her experience (maintaining confidentiality, of course).
- Develop service learning programs to plant seeds for future employees. Service learning refers to integrating community service with educational curriculum. This might be particularly useful at the freshman and sophomore college level. Many colleges have service learning projects as part of their volunteer service program.
- Candidate source tracking – track and analyze sources of recruits.
- Recapture/rehire former staff – stay in touch with employees who leave in good standing and re-assess on occasion their interest in returning to work.
- Over hire – that is, hire more than the required number of staff allowing for some recruits to drop out.