The History of Recruiting: 1900 - Present

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#### **Forward & Introduction**:

This document is the brainstorm of Adela Schoolerman. Like many professionals with recruiting experience, Adela joined the ranks of recruiters as an adult honing her craft... OJT. The more she learned the more questions she found she had. In particular, two questions stood out to her as we entered 2021:

1. For the recruiter and employer- “Just how did we get here?” How, When and Why did our practices, policies and tools evolve the way they did? Were they really thought up to meet the needs of all the stakeholders- the employers we work for and the candidates whose lives we touch? They couldn't have sprung out of nowhere or, could they?
2. For the candidate- “Is the job seeker’s journey an experience that has improved over the years?” What drove (and continues to drive) how we expand our pool of prospects to find and consider all those who can do the job instead of being limited by our biases that are

The answers to these questions are still a hot debate but, what follows in this document is a journey Adela quickly enticed me to join. We both hope you, the reader, will join us along with the many contributing authors noted above to add to this reflection of the past in the coming months.

We’ve included hundreds of events that have impacted how we hire, who we hire and even how we think about hiring. We are just scratching the surface of more regional and global milestones that could and should add more light as will become evident as you read on.

**Where to start?**

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There are hundreds of anecdotes and back stories in this document. No need to start at the beginning.

Just choose a decade, scan the milestones, and enjoy the color commentary.

For our part, we didn’t want to start prior to the late 1800’s as the acquisition of candidates was not at all in keeping with today’s standards. From the beginning of recorded history through the 1st industrial revolution in the early 1800s the focus on what was to eventually become ``Personnel” and “Human Resources” with its responsibility for hiring and managing a workforce, at its best was known as “Industrial Welfare''.

Consider, for example, the Factory Act of 1833. It was passed in the US to improve the working conditions of women and children. Employers were required by the law to have an age certificate for child workers. Children 9-13 years of age were limited to nine hours a day, six days a week! Children 13-18 years old worked 12 hours days. Legislation as late as 1878 set 60-hour work weeks as standard for children.

Adela nor I had little interest in highlighting centuries of hiring practices that involved finding, engaging and paying parents for their child’s labor let alone even more brutal approaches - practices like indenture and slavery whose vestiges we are still struggling to eliminate on a local, national, and global scale.

We chose instead to begin with the Second Industrial Revolution - a time where technologies drove exponential growth in the size and number of industries. A time where the need for skilled labor was growing and the need to invest in training employees, managers and leaders emerged as a business necessity. A time when the pressure to hire without regard to gender, race, class, national origin etc. etc. was just beginning to be glimpsed, a modern era of hiring...and a society becoming more concerned with the practices, policies and laws to improve itself.

We asked industry professionals (many whose names are on the cover of this publication) to weigh in with benchmark events, dates, and stories that they felt impacted the evolution of recruiting pre-internet and again, post-internet. We’ll continue to add to their contributions with yours.

It was a labor of love to research, edit and expand on the inputs of our volunteer peers and colleagues.

We aren’t finished. You can still help add to this history. Our mission is to contribute to the education of recruiters who can learn where so many of their tools, specialties, practices and opportunities got their start.

Our hope is that you will note something we missed and share your thoughts (and references) about ‘what’, ‘when’ and ‘why’ with us. We’ll continue to add to the timeline of this growing history of our profession and your name to the list of contributing authors. We also hope to include global events in future iterations, as this history is primarily US-focused.

The format for this document is to provide an overview by decade, and milestones along the way by year accompanied by nearly 200 footnotes adding supportive links and color commentary.

Thank you for your interest in what may someday be the history of the profession of recruiting.

**Adela Schoolderman & Gerry Crispin, Editors**

**The History and Evolution of Recruiting: 1900-Present**

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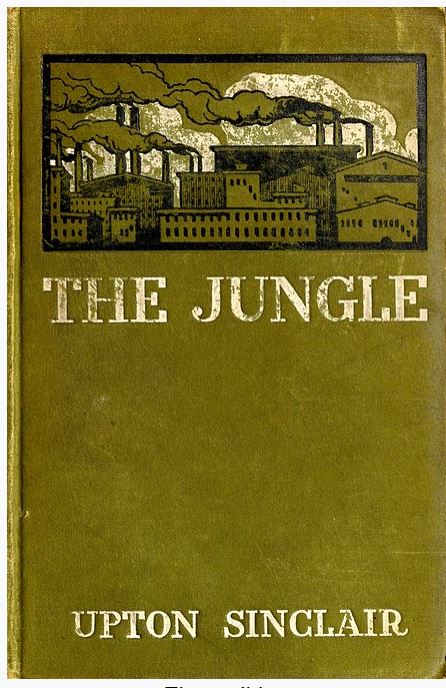
***Overview & Milestones - Decade by Decade***

### Late 1800s - 1910 - Industrial Era Revolution

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This “Progressive Era” is well known in the US and Europe from a business perspective as the 2nd Industrial Revolution. It includes a period of widespread activism and reform that saw social and political changes that addressed the extreme abuses foisted on the American workforce. In 1900 for example, 20% of the US workforce in industrial settings were children ages 10-14 who were hired through their parents.[[1]](#footnote-1)

*These milestones laid the foundation for the eventual rise of modern business management practices that improved the treatment of employees and candidates.*

* 1873 - John Gabbitas begins recruiting schoolmasters for public schools in England[[2]](#footnote-2).
* 1893 *-* An Engineering Agency, still in business to day is launched by Fred Taylor[[3]](#footnote-3)
* 1906 - National Society for the Promotion of Industrial Education (NSPIE) founded[[4]](#footnote-4)
* 1906 - The Jungle by Upton Sinclair is published[[5]](#footnote-5)  
  
* 1906 - Kitty Felton launches an employment agency in San Francisco.[[6]](#footnote-6)

### 1910s - Vocational Education, Modern Management and Great War



*From the early 1900’s until the US entered WWI, millions of Europeans emigrated and provided the labor needed to build cities as American life became more urban. Most jobs still required very little formal schooling and only about 14% of 14-17 year olds were in high school in 1915.[[7]](#footnote-7) This decade was a watershed in aligning the interests of industry employers, vocational education and developing a growing theory of management for the modern industrial age that was to come. Still, our entry into WWI in 2017 and the 1918 Pandemic were powerful events dampening the availability of talent at the end of the decade.*

* 1911 - The New York Triangle Shirtwaist Factory fire[[8]](#footnote-8)



* 1911 - The Principles of Scientific Management by Frederick Winslow Taylor was published[[9]](#footnote-9)
* 1913 - Psychology and Industrial Efficiency published[[10]](#footnote-10)
* 1913 - Department of Labor established.[[11]](#footnote-11)
* 1913 - The Chartered Institute of Personnel and Development (CIPD) workers was formed.[[12]](#footnote-12)
* 1914 - Sir Ernest Shackleton recruits a crew to join the Endurance.[[13]](#footnote-13)



* 1915 - Early Personality tests developed.[[14]](#footnote-14)
* 1916 - The Keating-Owen Child Labor Act signed[[15]](#footnote-15)
* 1917 - Uncle Sam Poster - ‘I Want You’ first published.[[16]](#footnote-16)

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* 1917 - Smith-Hughes Act[[17]](#footnote-17)
* 1917 - The Army Alpha & Beta Cognitive Ability Tests developed.[[18]](#footnote-18)
* 1919 - Yale U. creates a “Placement Bureau” for its graduates[[19]](#footnote-19)
* 1919 - Ratification of the Nineteenth Amendment to the United States Constitution[[20]](#footnote-20)

### 1920s - Post-War and Roaring Change

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*Post-war legislation favored businesses in order to boost the economy, and for the next few years, employment and stock prices skyrocketed. Progressive education continued in schools and universities and more Americans received secondary education.*

* 1920 - The term “internship” emerges.[[21]](#footnote-21)
* 1920 - Women's Bureau established[[22]](#footnote-22)
* 1921 - The Emergency Quota Act[[23]](#footnote-23)
* 1924 - The GE Hawthorne Studies on Motivation (conducted from 1924-1927)[[24]](#footnote-24)
* 1924 - Indian Citizenship Act[[25]](#footnote-25)
* 1924 - The National Association of Appointments Secretaries (NAAS) founded[[26]](#footnote-26)
* 1926 - The Eastern College Personnel Officers (ECPO) founded[[27]](#footnote-27)

### 1930s - Depression and New Deal

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*In 1933, the majority of households had one income/earner, and about one out of every four workers was unemployed. Unemployment typically lasted for longer than one year, and those who were fortunate to have jobs experienced cutbacks in hours or wages earned. Agricultural and manufacturing workers were hit the hardest, as were older workers and black men.[[28]](#footnote-28) Labor unions had been on the rise since the late 19th Century and were responsible for worker protection such as creating standard workdays, fair wages, safe environments, and just systems. Unions lost steam during the 1920s when legislation turned in favor of businesses in order to stoke the post-war economy, but they grew again as unskilled labor started to organize.*

* 1932 - Norris-LaGuardia Act[[29]](#footnote-29)
* 1933 - National Industrial Recovery Act[[30]](#footnote-30)
* 1933 - United States Employment Service reinstated[[31]](#footnote-31)
* 1937 - National Apprenticeship Act (Fitzgerald Act)[[32]](#footnote-32)
* 1938 - Fair Labor Standards Act (FLSA)[[33]](#footnote-33)
* 1938 - Dictionary of Occupational Titles (DOT) is published for the first time[[34]](#footnote-34)

1940s - War era: Rosie the Riveter

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*The attack on Pearl Harbor in December, 1941, marked the US entry into WWII. During Wartime, there were very compelling job ads created to call our country to action and support the war. The most abundant jobs were related to the armed forces and the war effort, and agriculture. Women were widely employed and their skills were valued. Female talent was needed while men were away at war and recruitment agencies originated from this need to fill gaps in the workplace and to support the war efforts[[35]](#footnote-35).*

*“The birth of the modern recruitment industry began in the 1940’s. After WWII, the recruitment industry took a leap forward as large numbers of recruitment placement agencies and advertising agencies began to form, specialized in servicing non-conscripted workers.*

*After the war, “placement officers” from a growing number of placement agencies, helped returning soldiers and veterans find jobs and led to the term "headhunting” as they switched from blue-collar to more white-collar placements.[[36]](#footnote-36)*

- 1940 - Smith Act [[37]](#footnote-37)

- 1943 - [Magnuson Act](https://www.britannica.com/topic/Chinese-Exclusion-Act#ref1187977) (Chinese Exclusion Repeal Act)[[38]](#footnote-38)

- 1944 - Servicemen’s Readjustment Act (GI Bill)[[39]](#footnote-39)

- 1946 - Employment Act of 1946[[40]](#footnote-40)

- 1946 - Kelly Services founded[[41]](#footnote-41)

- 1947 - Walling v. Portland Terminal Co.[[42]](#footnote-42)

- 1948 - Executive Order 9981[[43]](#footnote-43)

* 1948 - American Society for Personnel Administration founded[[44]](#footnote-44)

- 1948 - Robert Half founded[[45]](#footnote-45)

* 1948 - Manpower, now ManpowerGroup, founded[[46]](#footnote-46)

- 1948 - GE sponsored Campus Recruiting Conference [[47]](#footnote-47)

### 1950s - Post-World War: Baby Boomers

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*Veterans returning from the war faced some economic uncertainty and used the GI Bill to retrain and retool in order to find employment, sometimes with the help of headhunters who worked for the individuals. Resumes became expected.*

*The most abundant jobs were blue collar, usually in agriculture, manufacturing, or refineries. Women were expected to return to the role of mother and homemaker and the recognition gained in earlier years was erased.*

* 1951 - Shaker Recruitment Advertising (Shaker Recruitment Marketing) and Nationwide Advertising (NAS) founded[[48]](#footnote-48)
* 1952 - McCarran-Walter Act[[49]](#footnote-49)
* 1954 - Hodes Advertising (Symphony) Founded[[50]](#footnote-50)
* 1955 - American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) created[[51]](#footnote-51)
* 1957 - The College Placement Council (CPC), forerunner of NACE founded[[52]](#footnote-52)
* 1956 - Federal-Aid Highway Act[[53]](#footnote-53)
* 1958 - The National Defense Education Act[[54]](#footnote-54)
* 1959 - Landrum-Griffin Act[[55]](#footnote-55)
* 1959 - ‘Knowledge Worker,’ coined by Peter Drucker[[56]](#footnote-56)

1960s - Civil Rights, Vietnam, Boomers come of age

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*The 1960s saw growth, civil unrest, the Vietnam war as well as Boomers began entering the workforce in huge numbers. National tragedies including the assassinations of John F. Kennedy (1963) and Martin Luther King, Jr. (1968), sparked a great deal of civil rights legislation, and economic reforms that included the birth of Medicare and Medicaid[[57]](#footnote-57). The Great Society Legislation that led to the lowest US unemployment rate in 1969 (until 2019). There was a rise in managerial and clerical jobs, and for the first time the US Census started tracking the rise of computer specialists. Employers began to work with colleges and universities to offer internships and co-ops.[[58]](#footnote-58)*

*In the workplace women were still expected to accept, mostly, service roles but feminism began to have an impact.*

*Personnel departments ran newspaper ads and waited for responses."Employers (around the world) could legally place newspaper classified ads categorized by gender and even by race or religion. Secretaries were referred to as ‘girls’ and men didn’t pour their own coffee or hang their own coats."*

[[59]](#footnote-59)

*But, in the US by mid-decade the EEOC was established which theoretically enforced that companies would become “equal opportunity employers”.*

* 1960 - Civil Rights Act[[60]](#footnote-60)



* 1960 - Randstad founded[[61]](#footnote-61)
* 1960 - JFK sets off ‘Space Race to the moon’...and much more.[[62]](#footnote-62)
* 1961 - Executive Order 10925[[63]](#footnote-63)
* 1961 - National Association of Personnel Services (NAPS) founded[[64]](#footnote-64)
* 1963 - Equal Pay Act[[65]](#footnote-65)
* 1964 - Title VII of the Civil Rights Act[[66]](#footnote-66)
* 1965 - Voting RIghts Act[[67]](#footnote-67)
* 1965 - Equal Employment Opportunity Commission (EEOC) created[[68]](#footnote-68)
* 1967 - Age Discrimination in Employment Act (ADEA) created[[69]](#footnote-69)
* 1969 - Employment Management Association (EMA) was founded.[[70]](#footnote-70)
* 1969 - ARPA awards contracts to build an ARPANET[[71]](#footnote-71)

### 1970s - Cultural transition

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*Since World War II, headhunters and recruitment firms had worked in part to support individuals. After the strong economic gains and low unemployment of the late 1960s, recruiting firms shifted to working for employers instead of employees- when companies started to outsource their hiring efforts. This led to the development of "cold calling" although it wasn’t yet accepted by many Employers and primarily became a common practice of 3rd party staffing firms.*

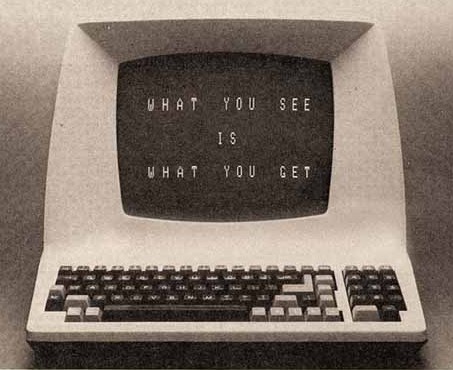
*People were typically directed to inquire about jobs in person, by mail or by phone. The equal opportunity mandates weren't embraced completely and many employers (and many coaches) continued to bend the spirit of the civil rights legislation by encouraging candidates to include personal details such as gender, weight, height, family, marital status, health conditions and whether you owned your own home, etc.[[72]](#footnote-72).*

*The number of baby boomer, college graduates entering the workforce was skyrocketing.*

* 1970 - Union power and membership peaks in the US[[73]](#footnote-73)
* 1970 - Occupational Health and Safety Act (OSHA)[[74]](#footnote-74)
* 1970 - The Black Collegian magazine founded[[75]](#footnote-75)
* 1970 - The National Black MBA Association founded[[76]](#footnote-76)
* 1971 - Electronic mail protocol invented[[77]](#footnote-77)
* 1971 - Kennedy Publications launched its ‘Red Book’ Directory of Executive Search Firms[[78]](#footnote-78)
* 1972 - Equal Rights Amendment[[79]](#footnote-79)
* 1975 - Altair 8800 is created[[80]](#footnote-80)
* 1975 - the term “sexual harassment” is coined[[81]](#footnote-81)
* 1976 - Apple is launched[[82]](#footnote-82)

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* 1978 - Revenue Act creating the 401k passed[[83]](#footnote-83)
* 1978 - Mitre Corporation posts technical jobs on one of their their ‘company’ computers[[84]](#footnote-84)
* 1978 - Civil Service Reform Act passed[[85]](#footnote-85)
* 1978 - Pregnancy Discrimination Act[[86]](#footnote-86)
* 1979 - Compuserve begins as one of the first Job Bulletin Boards[[87]](#footnote-87)



* 1979 - USENET forums begin on ARPANET[[88]](#footnote-88)

### 1980s - Computers become personal, alongside shoulder pads and powersuits

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*Competition began in earnest as more people entered the workforce. Women and more educated, skilled workers were competing with men for jobs. The rise in analog fax machines allowed a new way to transmit resumes to companies but most company research was done via phone books and the library. Recruiting was quite cumbersome because personnel professionals still tracked and stored paper resumes.*

*This decade brought the promise of new technologies. Although ‘personal computers’ were first introduced in the 1970’s through dozens of businesses like Compaq, Sperry, Radio Shack, etc. it was IBM’s PC entry in 1982 that was the watershed moment making personal computers available to the masses. At the same time, rudimentary modems became available and made it feasible to send a document from one computer to another.*

*In the Human Resources technology space, we saw the precursor to modern applicant tracking systems in the form of software that existed on the user’s (recruiter’s) computer through which they could search for applicants from a relational* database of resumes that were scanned, faxed, or emailed into the system. We also saw the launch of the first robust human resource management system.

* 1981 - Launch of the personal home computer by IBM.[[89]](#footnote-89)
* 1983 - Launch of the Radio Shack Model 100
* 1982 - ResTrac (ATS) founded.[[90]](#footnote-90)
* 1983 - College internships rise sharply.[[91]](#footnote-91)
* 1983 - The Motorola DynaTAC 8000X introduced (mobile phone)[[92]](#footnote-92)



* 1983 - Aerotek founded[[93]](#footnote-93)
* 1983 - Microsoft Word was launched[[94]](#footnote-94)



* 1984 - Dell Computers launched as PC’s Limited[[95]](#footnote-95)
* 1986 - Fax machines go digital[[96]](#footnote-96)
* 1987 - PeopleSoft founded (launches in 1989)[[97]](#footnote-97)
* 1987 - Kenexa founded; originally started by providing executive recruitment services in the insurance industry (Name changed to Kenexa in 2000)[[98]](#footnote-98)
* 1988 - Resumix founded[[99]](#footnote-99)
* 1989 - The World Wide Webwas created by British scientist Tim Berners-Lee.[[100]](#footnote-100)



* 1989 - Growth of dial up Computer Bulletin Board Systems (BBS)[[101]](#footnote-101)
* 1989 - Whistleblower Protection Act[[102]](#footnote-102)
* 1989 - The number of fax machines in the US went from 300,000 (in 1983) to 4,000,000 in 1989[[103]](#footnote-103)

1990s - The Internet starts to reshape our profession

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*The ability to communicate digitally for the price of a [nearly free] phone call led to Bulletin Boards- communities hosted by organizations such as Compuserve, Prodigy and AOL Their success led to the 1994 introduction of the Netscape browser and the inevitable commercialization of the ‘World Wide Web’.*

*Commercial internet access was sold to consumers as websites intended for “everyday use” started to emerge. The role of recruiters started to include pursuit of qualified candidates using online tools and by the end of the decade was threatening the status quo of newspaper classified help-wanted advertising- a multi-billion dollar cash cow. On the placement side of the industry many 3rd party staffing firms switched their primary focus to technical roles.*

*Amazon launched in 1994 as a bookseller in Seattle, Washington[[104]](#footnote-104). By 1997, the baby boomer generation workforce peaked at 66 million.[[105]](#footnote-105)*

*The rise in dotcoms led to an exponential growth in technology applications as well as in the jobs related to the technology. The US in particular saw the rise of "cultural" additions to the workplace like ‘Casual Fridays’ and office perks exploded as offices became less formal. With all the work to be done, businesses needed new ways to entice workers to spend more time onsite.*

*On the recruitment technology side, candidates with access to computers were exposed to more sources for jobs than ever before as the internet became accessible. Job boards like DICE moved from BBS to the world wide web. Online Career Center (OCC), The MonsterBoard, Career Mosaic and Careerbuilder as well as hundreds of other sites made their appearance by the mid 1990s.*

*These sites quickly became the new source to post jobs because it was direct and less expensive. Candidates got an edge to applying for jobs by (initially) emailing or faxing a resume and they could do it whenever they wanted rather than waiting for Sunday’s help-wanted classified section in the newspaper to be published[[106]](#footnote-106). As job boards developed, it became easier than ever for candidates to post their resume or complete application forms and allow employers to search them.*

*It was so easy to apply by email to multiple jobs that recruiters became overloaded with applications. In the days of print, they were used to three or four candidates per job. This grew to 75 applicants per successful hire by 2012[[107]](#footnote-107). Employers, especially large employers, increased their reliance on internal recruiters to sift out unsuitable candidates at every level.*

*“The battle was on with print media, which was already showing a growth decline by the end of the 1990s. Recruitment agencies, who were capitalizing on the early job boards and were growing rapidly in line with economic growth and demand, and job boards, who were showing real signs of significant growth, fuelled by advertising from both agencies and hiring companies, and their own corporate career sites. For the first time companies were faced with choice over where to spend their recruitment budgets and amped up their tracking metrics like source of hire, cost of hire and volumes of response. As volumes increased, fuelled by access to more jobs, applicants’ candidate experience suffered, which has become a bigger and bigger issue year on year, particularly with the growth of social media.”[[108]](#footnote-108)*

*The 1990s also saw the introduction of modern search engines. Yahoo! launched in 1996 as a directory of links to recommended sites. Google launched in 1998 as a keyword search-based site that saw the user as a better judge of relevancy than a quasi-editorial group of evaluators. Internet users quickly migrated to Google because its model allowed easier searches through more pages of content, but few - even within Google’s walls - could foresee how the company could generate any revenue from search alone. Within a couple of years, Google had figured out that it could monetize those searches through the careful placement of highly relevant ads paid for by the advertisers on a cost-per-click basis, a model that then found its way*

*into online recruitment with TopUSAJobs and, later, Indeed.*

* 1990 - DICE launched in San Francisco.[[109]](#footnote-109)
* 1990 - H1B Visa Program launched with the 1990 Immigration Act[[110]](#footnote-110)
* 1990 - Americans with Disabilities Act[[111]](#footnote-111)
* 1991 - Civil Rights Act[[112]](#footnote-112)
* 1991 - The world Wide Web opened to the public[[113]](#footnote-113)
* 1992 - The Online Career Center (OCC) is arguably, one the first job board on the Internet[[114]](#footnote-114)
* 1992 - First text message sent[[115]](#footnote-115)
* 1993 - Jobserve launched in the UK[[116]](#footnote-116)
* 1993 - TMP Worldwide’s recruiting arm launched[[117]](#footnote-117)
* 1993 - Family and Medical Leave Act[[118]](#footnote-118)
* 1993 - Bernard Hodes Group launches CareerMosaic[[119]](#footnote-119)
* 1994 - The Electronic Job Board Revolution by Joyce Lain Kennedy was published[[120]](#footnote-120)
* 1994 - The MonsterBoard is launched[[121]](#footnote-121)
* 1994 - Netscape browser introduced[[122]](#footnote-122)
* 1994 - Yahoo is launched[[123]](#footnote-123)
* 1995 - CareerBuilder launched originally as NetStart[[124]](#footnote-124)
* 1995-2000 - 1st generation ATS systems explode: Resumix vs. Restrac[[125]](#footnote-125)
* 1995 - Interbiznet begins publishing daily recruiting news...and editorial[[126]](#footnote-126)
* 1995 - Craigslist Founded[[127]](#footnote-127)
* 1995 - David Lord Launches Executive Search Information Services (ESIS)[[128]](#footnote-128)
* 1996 - CareerXroads 1st edition published.[[129]](#footnote-129)
* 1996 - HotJobs.com launched[[130]](#footnote-130)
* 1996 - Employer brand established as an HR management marketing tool[[131]](#footnote-131)
* 1996 - Samsung’s SCH-100 launched[[132]](#footnote-132)



* 1996 - Adecco formed[[133]](#footnote-133)
* 1996 - Viasite (Taleo) founded[[134]](#footnote-134)
* 1996 - SHRM’s featured Annual Conference included this session: “HR & The Internet”[[135]](#footnote-135)
* 1996 - College Recruiter launched[[136]](#footnote-136)
* 1997 - Job scraping (job aggregators) emerges[[137]](#footnote-137)
* 1997 - AIRS is founded[[138]](#footnote-138)
* 1997 - O\*Net published as the Dictionary of Occupational Titles sunsets[[139]](#footnote-139)
* 1998 - The phrase “The War for Talent” is coined by McKinsey & Co.[[140]](#footnote-140)
* 1998 - Google launched[[141]](#footnote-141)
* 1998 - ERE Media started[[142]](#footnote-142)
* 1999 - Brassring founded[[143]](#footnote-143)
* 1999 - EMA acquired by SHRM[[144]](#footnote-144)
* 1999 - HR.com founded[[145]](#footnote-145)
* 1999 - Monster and HotJobs premier Superbowl Ads[[146]](#footnote-146)
* 1999 - WEDDLE’s Guide to Employment Sites first published[[147]](#footnote-147)
* 1999 - Mr.Ted Launches[[148]](#footnote-148)
* 1999 - Talent Connections founded in Atlanta[[149]](#footnote-149)

### 2000s - The Digital Age

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*Economic growth marked the beginning of the decade, followed by the Great Recession in 2007 which was the longest recession since WWII, linked to the subprime mortgage crisis. Resumes began flooding the job boards, but the quantity of resumes did not equate to quality applicants. In fact, job requirements were getting longer and more and more specific, in part as new specialized roles emerged, but also because the fact that ‘space’ on the internet was not the same cost as space in the Help-Wanted section of the newspaper. Recruiters quickly got into the habit of simply passing on the internally developed job description expecting prospects to read it all.*

*Campus recruiting existed in earlier decades, usually in the form of employers or military recruiters setting up booths along hallways and courtyards; but the early 2000’s is when companies started to review and expand their strategies around university relations, networking events, and on-campus interviewing programs for early career workers.*

*As competition on campus ignited over seniors, paid internships could attract talented and promising underclassmen. The reasons why campus recruiting became such an important strategy are that companies could hire students with potential and mold them into hard to fill positions, as well as market their brand for future roles. In some mid- to large-sized companies, campus recruiting efforts have virtually eliminated the need for companies to advertise and search for entry level hires. A very few even eliminated the need to hire experienced workers as their internal mobility for all but entry-level approached 100%.*

*At the same time, technology demands outpaced the ability to hire or train workers. More and more companies started to hire IT and software engineering workers, the phrase "war for talent" was coined in 1997 and a book of the same name was published by McKinsey in 2001. [Footnote#]The book never did define Talent but it was in such high demand that even more recruitment organizations started to run Superbowl ads.[[150]](#footnote-150)*

*“Although Monster and Hotjobs ran the first Super Bowl ads in 1999, Kforce ran one in 2000 to follow these job boards. I worked for Kforce/Romac at the time and got to see the commercial before it aired. It was an exciting time for us. Unfortunately, they were not prepared for the response. After the ad ran, the website crashed within minutes because of the response…..who knew? Oops.”[[151]](#footnote-151)*

*The good news is that companies were able to attract and hire workers at a faster rate than ever before. The bad news is that increased use of technology, stronger demand, and higher stakes led to a much more impersonal recruitment method and we started to hear negative sentiment from candidates because recruiting was said to be broken.   
  
Recruiters even got their own Yahoo HotJobs Super Recruiter action heroes in 2005.*

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*Prior to LinkedIn’s ascent, significant numbers of top managerial jobs were filled primarily by ‘executive search firms’ including large, prestigious firms like Korn Ferry, Russell Reynolds, Heidrick & Struggles and Goodrich & Sherwood along with thousands of independent headhunters. By the turn of the century as the economy, especially as the tech sector exploded during the dot.com boom, these firms rapidly expanded their services from C-level to Director and Managerial levels. Kennedy Publications’ Red Book, a directory of more than 13,000 search firms during this decade was the bible for these organizations, each with databases (consisting of file cabinets full of resumes) built by their researchers. They were the most efficient AND most expensive source of candidates for employers. As gatekeepers, they developed an understanding of candidates’ career goals and generally only approached candidates with an opportunity that was appropriate. On the negative side, employers who used these firms extensively included agreements not to recruit for other companies from their clients- something few candidates realized as they sought to improve their careers.*

*But it was LinkedIn’ s launch in 2002 that eventually would structurally change the recruiting marketplace forever. LinkedIn changed the market by making the information about who-worked-where public. Now employers could recruit for higher level professional positions in-house or with the help of contingent placement agencies willing to negotiate much lower rates. LinkedIn may have been one of hundreds more digital ‘sources’ emerging but it was the most visible and collectively they led to increasing recruiting specialization around analytics, recruitment marketing, sourcing and operations throughout the next two decades.*

* 2000 - Newspaper Income from Help Wanted Ads peaks at 9 Billion dollars in the US.[[152]](#footnote-152)
* 2000 - The Dotcom ‘Bubble’ bursts[[153]](#footnote-153)



* 2000 - ZoomInfo founded[[154]](#footnote-154)
* 2000 - ePredix created[[155]](#footnote-155)
* 2000 - Search Wizards launched by Leslie O’Connor[[156]](#footnote-156)
* 2001 - 9/11 Terrorist attack on World Trade Center[[157]](#footnote-157)
* 2002 - LinkedIn launches[[158]](#footnote-158)
* 2003 - Myspace launches[[159]](#footnote-159)
* 2003 - Android software released[[160]](#footnote-160)
* 2004 - Facebook launches[[161]](#footnote-161)
* 2004 - Jobster is launched[[162]](#footnote-162)
* 2004 - Hirevue launched[[163]](#footnote-163)
* 2004 - Indeed launched[[164]](#footnote-164)
* 2004 - Corporate Blogs emerge at Microsoft
* 2005 - Youtube launched.[[165]](#footnote-165)
* 2006 - Internet Applicant Rule defined[[166]](#footnote-166)
* 2006 - Twitter launches[[167]](#footnote-167)
* 2006 - EY pioneers Facebook for interns[[168]](#footnote-168)
* 2007 - The first SourceCon was held in Atlanta.[[169]](#footnote-169)
* 2007 - Sodexo begins using social media to tell candidates about company culture[[170]](#footnote-170)
* 2008 - Glassdoor launches[[171]](#footnote-171)
* 2008 - StackOverflow launches[[172]](#footnote-172)
* 2008 - Klout launches.[[173]](#footnote-173)
* 2008 - Biometric Information Privacy Act[[174]](#footnote-174)
* 2008 - SmartRecruiter launches[[175]](#footnote-175)
* 2009 - American Recovery and Reinvestment Act[[176]](#footnote-176)
* 2009 - First HRevolution in Louisville, KY[[177]](#footnote-177)
* 2009 - First Social Recruiting Summit ‘Tweetup’ at Google[[178]](#footnote-178)

### 2010s - A Decade of Recovery, Change and Transformation

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*Companies had more job candidates than ever, tech skills were in demand, and organizations were learning to operate in a leaner, more agile environment in the wake of the 2007/8 recession. With the rise of LinkedIn and exploding social media usage, it became commonplace for employers and candidates to check social views and digital profiles. We saw a renewed interest in referrals and the importance of the treatment of candidates and employees on corporate success- especially their measurable impact on company performance*

*In 2016, millennials became the largest generation in the workforce.[[179]](#footnote-179)*

*New technology trends and ideas emerged in the latter part of the decade and are quickly put into regular practice e.g. social media in job postings, job aggregators, sourcing tools, mobile recruiting and mobile-responsive career sites, programmatic job advertising, machine learning, job automation etc. We saw an increased concern for diversity in the workplace, pay equity and a new focus on gender neutral job description language.*

*In spite of, or perhaps because of the new technologies at our fingertips, two overarching problems emerged:*

1. *What were the best ways that we could use these new technologies without completely dehumanizing the recruiting process, since candidates did not respond well to overly automated processes?*
2. *How could non-high tech companies that were not up to speed with rapid advancements in recruiting technologies compete with those that could?*

* 2010 - The Talent Board launches.[[180]](#footnote-180)
* 2010 - Zip Recruiter launches its aggregation model[[181]](#footnote-181)
* 2010 - SocialTalent is incorporated[[182]](#footnote-182)
* 2011 - Google Plus is launched[[183]](#footnote-183)
* 2011 - “LinkedIn Apply” debuts[[184]](#footnote-184)
* 2011 - Rise of online portfolios[[185]](#footnote-185)
* 2014 - SparcStart launched by Maury Hanigan[[186]](#footnote-186)
* 2016 - Association of Talent Acquisition Professionals (ATAP) launched[[187]](#footnote-187)
* 2016 - Artificial Intelligence and Machine Learning explodes in recruiting[[188]](#footnote-188)
* 2016 - Hung Lee launches Recruiting Brainfood[[189]](#footnote-189)
* 2017: Harry W. Colmery Veterans Education Assistance Act[[190]](#footnote-190)
* 2017 - Google launches Google for Jobs[[191]](#footnote-191)
* 2018 - GDPR takes effect[[192]](#footnote-192)

### 2020 to date - Unprecedented Times

*It’s hard to find a single person alive who was not affected in some way by the COVID-19 pandemic.*

*HR accelerates faster than they probably would have without the pandemic -- virtual interviewing, virtual onboarding, virtual workplaces all accelerated/normalized.*

*Surge hiring begins due to changes in labor markets and increased healthcare need as we see the largest gap form between available jobs and qualified workers in recent history.*

* 2020 - COVID-19 Pandemic: Lockdowns, shut down,s and millions furloughed[[193]](#footnote-193)
* 2020 - Social Unrest Returns with BLM sand George Floyd: Recognition that DE&I is in need of new solutions[[194]](#footnote-194)



* 2020 - COVID-Related Tax Relief Act and economic impact payments[[195]](#footnote-195)
* 2020 - Recruitersrecruitingrecruiters.com launched during COVID-19 crisis[[196]](#footnote-196)
* 2020 - Women leave the workforce at twice the rate of men[[197]](#footnote-197)
* 2020 - SEC requires Human Capital metrics be included in quarterly filings.[[198]](#footnote-198)
* 2021 - Colorado’s Equal Pay for Equal Work Act becomes law.[[199]](#footnote-199)
* 2021 - Post Pandemic Return to Normal is an ongoing debate.[[200]](#footnote-200)
* 2021 - Post Pandemic recovery disrupts the labor market further and there is a recruiter shortage[[201]](#footnote-201)
* 2021 - Mandatory vaccinations are debated

### Looking Ahead



**-Addressing the gaps between open jobs, low supply of qualified workers in the midst of high unemployment**

**-Go Back, Stay Remote, Be accountable in a Hybrid way.** After the pandemic, there is a “new normal,” maybe not a “return to normalcy,” because returning to the office in some cases could be more disruptive for many and as big an adjustment as it was to go remote in early 2020. Office space is downsized but there is a balance that is struck in most corporations between remote working from home and on-site collaboration. There will be long-lasting changes to industries and roles where there was frequent travel, and some of that change will be dictated by the employees themselves who want to stay safe.

**-COVID-19 vaccination mandates.** Employers waiting in the wings to see the reaction employees of other companies will eventually be the biggest losers in their long term performance and ability to retain workers. Those who step up by putting safety above trying to please everyone will help anti-vaxxers to go find work elsewhere faster. Just as shoolage vaccinations, safetybelts in cars, licenses to drive cars and insurance are mandated for public safety, those who chose not to are welcome to find alternatives.

**-More transparency and communication.** One of the biggest factors in the reduction of negative candidate sentiment - and increase in positive candidate sentiment - uncovered in the 2020 Talent Board Candidate Experience Benchmark Research survey was increased communication and transparency. Ironically, companies did not do it on purpose and it could be argued that most of it was unintentional. During the spring and summer of 2020 when the health of the world was changing day to day, companies were simply trying to keep candidates warm if hiring was frozen, or assure candidates that it was safe to get interviewed if they were surge hiring. That small bit of extra communication from employers to candidates was enough to change a five-year global pattern of negative candidate sentiment and make candidates feel like they were finally getting what they had asked for all along, which was more transparency. Once pandora’s box is open it may very well be demanded by employees in the future from employers attempting to revert.

**-Fairness in the selection process.** The perception that “I was not chosen AND it was done fairly” is a huge challenge in a world where cognitive dissonance is the rule for tens of millions. Still, employers contribute to the perception that I was deselected for reasons unrelated to my potential and skills, knowledge and experience, by systemic bias built into more than 100 years of reliance on everything from an intuitive ‘feeling about chemistry’ to hamstringing recruiters who are willing to source more inclusively. Collective pressures to change public perceptions about hiring will require significant improvements in transparency, access to data and holding peers and colleagues accountable.

**- Hiring Managers must become accountable for hiring activity.** It has become standard practice to research names on LinkedIn as soon as we are introduced to a candidate, hiring manager, or even company title. In the past, hiring managers could make hiring decisions without much accountability and be shielded from having to deliver negative news to candidates by their recruiting teams who do the majority of rejecting applicants. Nowadays, information is pervasive, and it's easy to find out who hiring managers are. Not only are we extensions of the company brand, but extensions of each other's professional brands. In order to keep professional bridges and reputations intact, it is imperative we work more in union than ever before.

**-Diversity, Equity, and Inclusion efforts.** It’s about inclusion and engagement. Does everyone feel like they belong and are involved in decisions? In this decade, we will develop analytics that capture goals and efforts for equity and inclusion, not just diversity stats. We’ll also develop more authentic messaging that truly captures the voice of the employee. The more diverse a company becomes, the more it can look like the community in which it does business. More and more buyers are demanding this, and so successfully implementing a DEI model will positively impact the business. The trade off will be that traditional institutions may feel like they are losing part of their identity when they have to shed practices and images that are not inclusive.

**-Smarter AI.** We have seen the benefits of chatbots and other AI tools that relieve our talent acquisition teams from some of the volume requests and questions so that we can prioritize our top candidates' experiences. The next phase is that candidates will demand and expect smarter AI tools, conversational chatbots, and more technology that helps them to research your organizations and what it's like to work for you.

1. **Children** have been ‘leased out’ by their parents to supplement their family income for centuries. Large families were the norm and, until the 20th century, 35% of the US population failed to make it to 20 years old.

   [**History of child labor in the United States—part 1: little children working : Monthly Labor Review: US Bureau of Labor Statistics**](https://www.bls.gov/opub/mlr/2017/article/history-of-child-labor-in-the-united-states-part-1.htm) [↑](#footnote-ref-1)
2. Arguably the first known private **employment agency**, Robinson, Gabbitas & Thring, was founded by John Gabbitas who recruited schoolmasters for public schools in England. Still in business nearly 150 years later. [**Heritage**](https://gabbitas.com/heritage/)  
    [↑](#footnote-ref-2)
3. One of the earliest private **employment agencies** in the US, opened by Frederick Winslow Taylor, focused on Tech Recruiting [Engineering]. It later became part of General Employment Enterprises (GEE Group) who also owned Businessmen's Clearing House (est. 1902)...all still in business today.[**About GEE**](https://www.geegroup.com/about) [↑](#footnote-ref-3)
4. The creation of the **NSPIE** was likely the first formal Recruitment Marketing effort designed by the organization’s founders, 250 business and education leaders, to “educate the public about the importance of industrial education.” The NSPIE published bulletins, organized meetings and en-gaged in a variety of activities to promote (and influence) vocational education to fill needed openings. [**https://centraltech.edu/the-smith-hughes-act-the-road-to-it-and-what-it-accomplished/**](https://centraltech.edu/the-smith-hughes-act-the-road-to-it-and-what-it-accomplished/) [↑](#footnote-ref-4)
5. “**The Jungle** is a 1906 novel that portrays the harsh conditions and exploited lives of immigrants in the United States in Chicago and similar industrialized cities.The book depicts working-class poverty, lack of social support, harsh working conditions, and hopelessness driven by employer greed and corrupt government officials.” The popularity of the book contributed to legislation over the next two decades.

   [**Upton Sinclair's The Jungle**](https://en.wikipedia.org/wiki/The_Jungle) [↑](#footnote-ref-5)
6. Katharine ‘Kitty’ Felton, Director of Associated Charities in San Francisco since 1901 launched one of the first **employment agencies** in the US in response to the 1905 earthquake and fire. She also “developed mental health counseling to deal with the traumatized, became an advocate for foster care, and by combining private and public funds made it possible for widowed and single mothers to remain at home with their children. She also was responsible for emptying the refugee camps and finding placements for the dispossessed, all of which she accomplished within one year. These innovations became known as the "San Francisco Model" by 1907.” In 2006, the Felton Institute for Excellence in Clinical Training was named in her honor.  
   [**Katharine Felton**](https://en.wikipedia.org/wiki/Katharine_Felton) [↑](#footnote-ref-6)
7. Even today undeveloped countries and desperate families will force their children out of school to supplement the workforce  
   [**The life of American workers in 1915 : Monthly Labor Review: US Bureau of Labor Statistics**](https://www.bls.gov/opub/mlr/2016/article/the-life-of-american-workers-in-1915.htm#_edn2) [↑](#footnote-ref-7)
8. “The **Triangle Shirtwaist Factory Fire** in the [Greenwich Village](https://en.wikipedia.org/wiki/Greenwich_Village) neighborhood of [Manhattan](https://en.wikipedia.org/wiki/Manhattan), [New York City](https://en.wikipedia.org/wiki/New_York_City), on March 25, 1911, was the deadliest [industrial disaster](https://en.wikipedia.org/wiki/List_of_industrial_disasters) in the history of the city, and one of the deadliest in U.S. history The fire caused the deaths of 146 [garment workers](https://en.wikipedia.org/wiki/Garment_worker) – 123 women and girls and 23 men, mostly between 14 and 23 years old. The fire led to legislation requiring improved factory [safety standards](https://en.wikipedia.org/wiki/Occupational_safety_and_health) and helped spur the growth of the [International Ladies' Garment Workers' Union](https://en.wikipedia.org/wiki/International_Ladies%27_Garment_Workers%27_Union) (ILGWU), which fought for better working conditions for [sweatshop](https://en.wikipedia.org/wiki/Sweatshop) workers.”  
   [**Triangle Shirtwaist Factory fire - Wikipedia**](https://en.wikipedia.org/wiki/Triangle_Shirtwaist_Factory_fire) [↑](#footnote-ref-8)
9. Frederick W. Taylor proposed 4 major principles adopted by many of the leading employers in his **Principles of Scientific Management** - 1) Science, Not Rule of Thumb; 2) Harmony, Not Discord; 3) Cooperation, Not Individualism; 4) Development of Each and Every Person to His / Her Greatest Efficiency and Prosperity.

   Many of these principles are still hotly debated today in one business formula or another and, while later in the century, much of ‘Taylorism’ was discarded as too mechanistic, his detailed accounting of how to recruit and develop continues to be a basic standard.

   [**The Principles of Scientific Management - Wikipedia**](https://en.wikipedia.org/wiki/The_Principles_of_Scientific_Management) [↑](#footnote-ref-9)
10. Munsterberg’s “**Psychology and Industrial Efficiency** (1913) is considered the beginning of what would later become known as [industrial psychology](https://en.wikipedia.org/wiki/Industrial_psychology). His books dealt with many topics including hiring workers who had personalities and mental abilities best suited to certain types of vocations as the best way to increase motivation, performance, and retention, methods of increasing work efficiency, and marketing and advertising techniques.[[32]](https://en.wikipedia.org/wiki/Hugo_M%C3%BCnsterberg#cite_note-32) His paper "Psychology and the Market" (1909) suggested that psychology could be used in many different industrial applications including management, vocational decisions, advertising, job performance and employee motivation.”

    [**Hugo Münsterberg - Wikipedia**](https://en.wikipedia.org/wiki/Hugo_M%C3%BCnsterberg#Works)  
     [↑](#footnote-ref-10)
11. President Taft elevates the **Department of Labor** to cabinet-level. William B. Wilson was named the first secretary.

    [**United States Department of Labor**](https://en.wikipedia.org/wiki/United_States_Department_of_Labor) [↑](#footnote-ref-11)
12. "The number of industrial welfare workers had grown so a conference organized by Seebohm Rowntree was held. The welfare workers association was formed and later changed to the **Chartered Institute of Personnel and Development.**”

    [**The Historical Background Of Human Resource Management**](https://www.linkedin.com/pulse/historical-background-human-resource-management-vinaykumar-s/) [↑](#footnote-ref-12)
13. Sir Ernest **Shackleton’s Men Wanted ad** to crew the Endurance in his failed attempt to cross Antarctica is a job description at its best and worst.  
    [**Endurance: Shackleton's Incredible Voyage**](https://en.wikipedia.org/wiki/Endurance:_Shackleton's_Incredible_Voyage)

    “The first job post I could find was from the 1700s. It was for a sailor who would go out into a treacherous night and may never return home. While it sounds scary, it was still better than most job postings I read today. At least it was honest. They didn’t oversell. There weren’t four paragraphs about how the company was so excellent. No buzzwords at all. They said a lot without saying much on that poster.

    Something went wrong after that. Looking at job postings 100 years ago, you start to see the same trends that make most postings subpar today. First of all, that line about “now seeking motivated professionals” is all over job postings from a century ago. They were even using phrases and favorite buzzwords like “highly collaborative.” Stylistically, they look almost the same.  
      
    While I am all for a best practice, have you read enough history to know what kind of bias existed 100 years ago? Do you remember how the world looked? It’s not a world I would ever like to go back to, that’s for sure.”  
    **From the Notes/Blog published by Katrina Kibben** [↑](#footnote-ref-13)
14. **Personality tests** were created and used during WWI to rule out soldiers likely to experience the newly coined “shell shock.” [**https://www.smithsonianmag.com/history/first-personality-test-was-developed-during-world-war-1-18097319**](https://www.smithsonianmag.com/history/first-personality-test-was-developed-during-world-war-i-180973192) [↑](#footnote-ref-14)
15. The **Keating Owen Child Labor Act** prohibited the sale in interstate commerce of goods produced by factories that employed children under fourteen, mines that employed children younger than sixteen, and any facility where children under fourteen worked after 7:00 p.m. or before 6:00 a.m. or more than eight hours daily.

    [**Keating–Owen Act**](https://en.wikipedia.org/wiki/Keating%E2%80%93Owen_Act) [↑](#footnote-ref-15)
16. **“I Want You”** is perhaps the most recognized recruitment marketing campaign ever. Used in both WWI and WWII, it was designed by J.M.Flagg, The Uncle Sam poster introduced in 1917 built on a personification of the US dating back to the War of 1812.  
    [**origin of Uncle Sam**](https://en.wikipedia.org/wiki/Uncle_Sam) [↑](#footnote-ref-16)
17. The **Smith-Hughes Act** of 1917 was created to align vocational education to industry needs and provided federal funding to States to support the teaching of vocational education in home ec and agriculture, making the instruction much more authentic and providing standards for the operation of vocational education programs.  
    [**The Smith-Hughes Act: The Road to It and What It Accomplished**](https://centraltech.edu/the-smith-hughes-act-the-road-to-it-and-what-it-accomplished/) [↑](#footnote-ref-17)
18. “Both the **Army Alpha and Army Beta tests** were recognized as prototypes for subsequent group-administered **Cognitive Ability Tests**. Over the course of World War I, some 1.5 million recruits were given tests to identify those who were capable of serving, to classify them into military jobs, and to select those who appeared to be candidates for leadership positions.”

    [**https://bit.ly/2SpcBSt**](https://bit.ly/2SpcBSt) [↑](#footnote-ref-18)
19. The **Yale Placement Bureau** may be the first of today's “Career Services” and might have held the first job fair. [**https://ydnhistorical.library.yale.edu/?a=d&d=YDN19300605-01.1.1&e=-------en-20--1--txt-txIN-------**](https://ydnhistorical.library.yale.edu/?a=d&d=YDN19300605-01.1.1&e=-------en-20--1--txt-txIN-------) [↑](#footnote-ref-19)
20. The ratification of the **19th Amendment to the US Constitution- women’s suffrage** was a historic milestone in the effort to be seen and heard as equals in society as it granted women the right to vote and paved the way for improving women's rights in the workplace

    [**The Importance of the 19th Amendment**](https://enlightenedwomen.org/importance-19th-amendment/) [↑](#footnote-ref-20)
21. Interns post WWI were confined to medical graduates when it was determined that the medical school did not have enough training to allow the graduates to begin their practice of medicine. **Internships** are today used for a wide range of placements in businesses, [non-profit organizations](https://en.wikipedia.org/wiki/Non-profit_organization) and government agencies. They are typically undertaken by students and graduates looking to gain relevant skills and experience in a particular field. Employers benefit from these placements because they often recruit employees from their best interns, who have known capabilities, thus saving time and money in the long run.

    [**A Brief History of Interns - TIME**](http://content.time.com/time/nation/article/0,8599,1913474,00.html)[**Internship**](https://en.wikipedia.org/wiki/Internship) [↑](#footnote-ref-21)
22. The **Women’s Bureau** was established in the U.S. Department of Labor on June 5, 1920 to promote the welfare of and improve conditions for working women.

    [**About Us**](https://www.dol.gov/agencies/wb/about) [↑](#footnote-ref-22)
23. ‘The **Emergency Quota Act** of 1924 limited the number of immigrants allowed entry into the United States - particularly those from Southern Europe, through a national origins quota. The quota provided immigration visas to two percent of the total number of people of each nationality in the United States as of the 1890 national census. Driving this act were concerns that the flood of immigrants in the first decade of the 20th century included people too ‘dark’ racially to be acceptable.

    [**Major laws passed the year you were born**](https://stacker.com/stories/2277/majors-laws-passed-year-your-were-born)

    [**1921 Emergency Quota Act**](https://en.wikipedia.org/wiki/Emergency_Quota_Act) [↑](#footnote-ref-23)
24. Elton Mayo’s **Hawthorne Studies** at the GE facility known as the Hawthorne Works attempted to uncover factors to improve productivity. Efforts to investigate the impact of lighting on productivity uncovered instead that motivation is linked to ‘attention’, and thus began the “human relations” approach to management when the needs and motivation of employees became the primary focus of managers.

    [**Management and Motivation | Boundless Business**](https://courses.lumenlearning.com/boundless-business/chapter/management-and-motivation/) [↑](#footnote-ref-24)
25. The **Indian Citizenship Act** of 1924, also known as the Snyder Act granted citizenship to Native Americans. While the [Fourteenth Amendment to the United States Constitution](https://en.wikipedia.org/wiki/Fourteenth_Amendment_to_the_United_States_Constitution) defines as citizens any persons born in the United States and subject to its jurisdiction, the amendment had been interpreted by the courts to not apply to Native peoples (who were born on reservations and therefore not part of the United States).”  
    [**Indian Citizenship Act - Wikipedia**](https://en.wikipedia.org/wiki/Indian_Citizenship_Act) [↑](#footnote-ref-25)
26. The **National Association of Appointments Secretaries** was arguably also the first professional organization of Placement Directors in the US. “Of the twelve representatives who founded this pioneer organization, eleven were women. Their primary concern was teacher placement. In 1928 their name was changed to the National Association of Placement and Personnel Officers, and during the 1930's it was changed again to the American College Personnel Association (ACPA). It eventually merged with other regional associations as CPC and, in 1995, became NACE.  
    [**NACE Organization History**](https://www.naceweb.org/about-us/history.aspx) [↑](#footnote-ref-26)
27. “Five educators met in October 1926 at Massachusetts Institute of Technology to organize the **Eastern College Personnel Officers (ECPO)**. The objective was to promote professional improvement for its members on common placement problems through conventions, general meetings, and presentations by speakers who had undertaken specific studies in the field. This became the foundation for the current Regional Associations and the National Association of Colleges and Employers.

    [**NACE Organization History**](https://www.naceweb.org/about-us/history.aspx) [↑](#footnote-ref-27)
28. Throughout the ‘**Great Depression**’ 25% of the workforce was unemployed.

    [**The Labor Market During the Great Depression and the Current Recession**](https://www.everycrsreport.com/reports/R40655.html)**.**  [↑](#footnote-ref-28)
29. The **Norris-La Guardia Act** removed barriers against organized labor and union activities; outlawed pledges that employees were sometimes forced to take that they would not join unions.

    [**Norris–La Guardia Act**](https://en.wikipedia.org/wiki/Norris%E2%80%93La_Guardia_Act_of_1932) [↑](#footnote-ref-29)
30. The **National Industrial Recovery Act** allowed FDR to regulate industry, including prices and wages, in order to stimulate economic recovery.

    [**National Industrial Recovery Act of 1933**](https://en.wikipedia.org/wiki/National_Industrial_Recovery_Act_of_1933) [↑](#footnote-ref-30)
31. The **United States Employment Services,** USES, was an agency of the [federal government](https://en.wikipedia.org/wiki/Federal_government_of_the_United_States) that originally was created in the 1890s to provide a labor exchange and job finding assistance to mostly immigrant job seekers and employers. It was not successful until it was reinstated by Franklin D. Roosevelt’s **Wagner-Peyser Act** established to improve coordination of services for the unemployed during the depression to directly hire for the many government funded work-programs. By WWII USES was working with every state. (Unfortunately, it was not referring to all job seekers equally and even stated it would “make all referrals without regard to race, color, creed, or national origin except when an employer’s order includes these specifications…” )

    [**United States Employment Service**](https://en.wikipedia.org/wiki/United_States_Employment_Service) [↑](#footnote-ref-31)
32. The **Fitzgerald Act** created standards to promote the safety of apprentices and OJT training programs.

    [**History and Fitzgerald Act**](https://www.dol.gov/agencies/eta/apprenticeship/policy/national-apprenticeship-act) [↑](#footnote-ref-32)
33. The **FLSA** established a worker’s right to minimum wage and overtime.  
    [**https://bit.ly/3f2UYR6**](https://bit.ly/3f2UYR6) [↑](#footnote-ref-33)
34. The **Dictionary of Occupational Titles** is the motherlode of job descriptions. This publication was produced by the US [Department of Labor](https://en.wikipedia.org/wiki/United_States_Department_of_Labor) for employers, government officials, and workforce development professionals. It defined over 13,000 different types of work during its existence from 1938 - 1999. Job analysts visited thousands of US worksites to observe and record the detailed skills, knowledge and experience for work. The DOT was replaced by O\*Net starting in 1997. (The 1962 edition of the DOT was created in a project led by John Sumser's father, Raymond J. Sumser)

    [**Dictionary of Occupational Titles - Wikipedia**](https://en.wikipedia.org/wiki/Dictionary_of_Occupational_Titles) [↑](#footnote-ref-34)
35. “**Rosie the Riveter**,” - Recruitment Branding at its best. ‘the female percentage of the U.S. workforce increased from 27 percent to nearly 37 percent during WWII, and by 1945, nearly one out of every four married women worked outside the home.’

    [**American Women in World War II - HISTORY**](https://www.history.com/topics/world-war-ii/american-women-in-world-war-ii-1) [↑](#footnote-ref-35)
36. Placement Officers working in Placement Agencies exploded after WWII helping veterans find jobs   
    **Non-digital source: Employment Service Review Journal. Alkire, R.S. Vol. 14. January, 1947. (p. 19-20)** [↑](#footnote-ref-36)
37. The **Smith Act,** also known as the Alien Registration Act, required all non-US residents to register with the government.   
    [**Smith Act - Wikipedia**](https://en.wikipedia.org/wiki/Smith_Act) [↑](#footnote-ref-37)
38. The **Magnuson Act** allowed Chinese immigrants to enter the US and for some residents to become citizens.   
    [**Repeal of Chinese Exclusion (1943) - Immigration History**](https://immigrationhistory.org/item/1943-repeal-of-chinese-exclusion/) [↑](#footnote-ref-38)
39. The **Servicemen's Readjustment Act** **( G.I. Bill)** was created to provide WWII veterans financial assistance for tuition, housing, and unemployment. The tuition benefit led to 7.8 million veterans, (mostly white) going to college.  
    [**https://bit.ly/3yqPbfT**](https://bit.ly/3yqPbfT)

    Unfortunately, while the GI Bill’s language did not specifically exclude African-American veterans from its benefits, [1.2 million Black veterans](https://www.newyorker.com/news/news-desk/the-tragic-forgotten-history-of-black-military-veterans) were denied the benefits, wealth creation and education leading to better jobs that their white counterparts received by most banks, real estate agents and college admission officers..

    [**How the GI Bill's Promise Was Denied to a Million Black WWII Veterans**](https://www.history.com/news/gi-bill-black-wwii-veterans-benefits)

    The graduating veterans sparked an enormous growth to placement activity with many regional associations being created in North America: the Rocky Mountain College Placement Association, 1947; the Southern College Placement Association, 1948; the Middle Atlantic Placement Association, 1948; the Midwest College Placement; 1949; the Southwest Placement Association, 1949; the Western College Placement Association, 1951, and the University Counseling and Placement Association (formed in Canada),1952. [↑](#footnote-ref-39)
40. WIth soldiers returning home from war and the economy transitioning from wartime production and goods, Congress signed the **Employment Act** in which the federal government took responsibility for helping workers find jobs.

    [**Employment Act of 1946**](https://www.federalreservehistory.org/essays/employment-act-of-1946) [↑](#footnote-ref-40)
41. **Kelly Services** is started in MI to staff light industrial and electrical jobs  
    [**Our Company Background - About Us | Kelly**](https://www.kellyservices.com/global/about-us/company-information/background/)  
     [↑](#footnote-ref-41)
42. **Walling v. Portland Terminal Co** was decided by the Supreme Court and determined that ‘trainees’ did not have to be paid.   
    [**Walling v. Portland Terminal Co. :: 330 US 148 (1947) :: Justia US Supreme Court Center**](https://supreme.justia.com/cases/federal/us/330/148/)

    The Dept. of Labor then created a six-point test to determine differences between unpaid trainees and interns.   
    [**https://bit.ly/3bGBxeF**](https://bit.ly/3bGBxeF)  
     [↑](#footnote-ref-42)
43. President Truman ends segregation in the US military by signing **Executive Order 9981**.

    [**https://www.archivesfoundation.org/documents/executive-order-9981-ending-segregation-armed-forces**](https://www.archivesfoundation.org/documents/executive-order-9981-ending-segregation-armed-forces/#:~:text=On%20July%2026%2C%201948%2C%20President,to%20integrating%20the%20segregated%20military) [↑](#footnote-ref-43)
44. **The American Society for Personnel Administration (ASPA)** was founded in 1948 by a group of just 28 individuals. It eventually became The Society for Human Resource Management in 1989. (See 1989 - SHRM)  
    [**https://willamette.edu/org/shrm/about/index.html**](https://willamette.edu/org/shrm/about/index.html) [↑](#footnote-ref-44)
45. **Robert Half** founded to focus on temporary hiring in finance and accounting, legal, creative and marketing, technology and administrative fields  
    [**Half's Company History and Accolades**](https://www.roberthalf.com/about-robert-half/our-company-history-and-accolades) [↑](#footnote-ref-45)
46. **Manpower** was founded in Milwaukee, Wisconsin in 1948 by attorneys Elmer Winter and Aaron Scheinfeld. Manpower began with a common idea still driving startups to this day— Winter and Scheinfeld needed a typist to work on a deadline project but were unable to source a substitute on a temporary basis.[**History: Over 65 Years of What's Humanly Possible**](https://www.manpowergroup.com/about/manpowergroup-history) [↑](#footnote-ref-46)
47. **GE’s Campus Recruiting event** for recruiters from major firms and selected university “placement officers” to connect with graduating students.eventually led to the founding of the College Placement Council (CPC) which was to become the National Association of Colleges and Employers (NACE).  
    [**NACE Organization History**](https://www.naceweb.org/about-us/history.aspx) [↑](#footnote-ref-47)
48. *The rapid rise of help-wanted ads in the classified sections of newspapers post WWII established a new industry of specialized marketing agencies.* ***Shaker Advertising****,* ***Nationwide Advertising*** *and* ***Hodes*** *were three of the firms that pioneered this field by supplying employers and newspapers with professionally written in-column and display ads on tight deadlines to attract job seeker’s attention.* ***Shaker Recruitment Marketing celebrated its 70th year in 2021 with a comprehensive video history of recruitment marketing in the US (see link below)***  
    [**About**](https://shaker.com/about/)**Shaker**[**https://shaker.com/celebrate70/**](https://shaker.com/celebrate70/)  
    [**About NAS • NAS Recruitment Innovation**](https://www.nasrecruitment.com/about-nas/)  
     [↑](#footnote-ref-48)
49. ***The McCarran-Walter Act removed previously established barriers that excluded immigrants from nations such as Japan and China. These countries were now assigned very small quotas.***

    [**McCarran-Walter Act goes into effect, revising immigration laws**](https://www.history.com/this-day-in-history/mccarren-walter-act-goes-into-effect) [↑](#footnote-ref-49)
50. ***Hodes Advertising*** *was initially founded in 1954 and incorporated in 1970 and eventually merged with Omnicom, the world’s largest agency before being sold off to Symphony. They started one of the earliest job boards, Career Mosaic, in the mid 90’s*[**https://bit.ly/3u0kxGI**](https://bit.ly/3u0kxGI) [↑](#footnote-ref-50)
51. The **American Federation of Labor and Congress of Industrial Organizations** (**AFL–CIO**) merged into the largest federation of [unions](https://en.wikipedia.org/wiki/Labor_unions_in_the_United_States) in the United States representing more than 12 million active and retired workers.  
    [**AFL–CIO**](https://en.wikipedia.org/wiki/AFL%E2%80%93CIO) [↑](#footnote-ref-51)
52. 33 delegates from regional college associations met at Ohio State University in 1957. They created the name **College Placement Council, Inc. (CPC)**. The Council was organized as a federation of the seven regional associations in the United States. The University and College Placement Association of Canada, later to become CACEE-Canadian Association of Career Educators and Employers-became a Charter Associate member of the Council. In 1995, CPC changed its name to the National Association of Colleges and Employers (NACE)  
    [**NACE Organization History**](https://www.naceweb.org/about-us/history.aspx) [↑](#footnote-ref-52)
53. The **Federal Highway Act** authorized the building of the US highway system. It allowed industries to grow by delivering products quicker, but also made travel to and from cities simpler -- enabling “commuting” from the suburbs as well as allowing firms to relocate to the suburbs .

    [**A Road System's Unintended Consequences**](https://www.npr.org/templates/story/story.php?storyId=5515361) [↑](#footnote-ref-53)
54. During the Cold War, Americans worried that US schools were not producing enough scientists and engineers to compete with the Soviets. Spurred by the launch of Sputnik, The **National Defense Education Act** ensured federal funding for low-cost student loans, where public opinion had been against higher education funding previously.

    [**US Senate: Sputnik Spurs Passage of the National Defense Education Act**](https://www.senate.gov/artandhistory/history/minute/Sputnik_Spurs_Passage_of_National_Defense_Education_Act.htm) [↑](#footnote-ref-54)
55. The **Landrum-Griffin Act** granted equal union membership rights and protected them from unfair practices by unions, including members’ right to vote in elections.

    [**1959 Landrum-Griffin Act**](https://www.nlrb.gov/about-nlrb/who-we-are/our-history/1959-landrum-griffin-act) [↑](#footnote-ref-55)
56. The terms knowledge work and **knowledge worker** first appeared in [The Landmarks of Tomorrow](https://en.wikipedia.org/wiki/The_Landmarks_of_Tomorrow) (1959) by [Peter Drucker](https://en.wikipedia.org/wiki/Peter_Drucker). Drucker later (1966) coined the term 'knowledge worker' in The Effective Executive and. Later, in 1999, he suggested that "the most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity.

    [**Knowledge worker**](https://en.wikipedia.org/wiki/Knowledge_worker) [↑](#footnote-ref-56)
57. Lyndon Johnson’s ‘**War on Poverty**’ hoped to break the poverty cycle by helping the poor develop job skills, further their education and find work. To do this, he created a Job Corps for 100,000 disadvantaged men. Half would work on conservation projects and the other half would receive education and skills training in special job training centers. In addition, Johnson worked with state and local governments to create work training programs for up to 200,000 men and women. A national work study program was also established to offer 140,000 Americans the chance to go to college who could otherwise not afford it.

    [**Great Society - HISTORY**](https://www.history.com/topics/1960s/great-society) [↑](#footnote-ref-57)
58. According to one study however only 3% of college students completed **internships** in the 1980s in comparison to 80% of college seniors in 1999

    [**A Brief History of the Internship — Taylor Research Group**](https://www.taylorresearchgroup.com/news/2017/4/5/a-brief-history-of-the-internship) [↑](#footnote-ref-58)
59. **Irish newspaper advertisement**  
    [**26 Captivating 1960s Job Ads**](https://www.socialtalent.com/blog/recruitment/26-captivating-1960s-job-ads) [↑](#footnote-ref-59)
60. The **Civil Rights Act of 1960** established federal inspections of voter polls and punishment for interfering with voting rights.

    [**Civil Rights Act of 1960**](https://en.wikipedia.org/wiki/Civil_Rights_Act_of_1960#:~:text=The%20Civil%20Rights%20Act%20of,attempt%20to%20register%20to%20vote) [↑](#footnote-ref-60)
61. **Randstad** was founded in 1960 by Frits Goldschmeding, a Dutch multinational human resource consulting firm headquartered in Diemen, Netherlands.   
    [**About Us**](https://www.randstadusa.com/about/) [↑](#footnote-ref-61)
62. President John F. Kennedy delivered the following challenge to put a ‘man’ on the moon in person before a joint session of Congress on May 25, 1961 making STEM an inevitable priority. His **space race to the moon challenge** began:

    “First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth. No single space project in this period will be more impressive to mankind, or more important for the long-range exploration of space; and none will be so difficult or expensive to accomplish.”  
      
    Space Exploration pushed engineering to the limits with the Apollo Missions and brought forward the mathematics (and women ‘computers’) needed to accomplish the goal.  
    [**Excerpt: 'Special Message to the Congress on Urgent National Needs' | NASA**](https://www.nasa.gov/vision/space/features/jfk_speech_text.html)[**15 Game-Changing Women of NASA — Google Arts & Culture**](https://artsandculture.google.com/story/15-game-changing-women-of-nasa/PAKin--N4pTOJg) [↑](#footnote-ref-62)
63. President Kennedy’s **Executive Order 10925** required government contractors to "take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, creed, color, or national origin." It established the President's Committee on Equal Employment Opportunity (PCEEO), which was chaired by then Vice President Lyndon Johnson.[**Executive Order 10925**](https://en.wikipedia.org/wiki/Executive_Order_10925) [↑](#footnote-ref-63)
64. The **National Association of Personnel Services (NAPS)** claims title as the earliest Staffing Industry Trade organization

    [**History and Mission**](https://www.naps360.org/page/HistoryandMission) [↑](#footnote-ref-64)
65. “The **Equal Pay Act** of 1963 amended the [Fair Labor Standards Act](https://en.wikipedia.org/wiki/Fair_Labor_Standards_Act), aimed at abolishing [wage](https://en.wikipedia.org/wiki/Wage) disparity based on sex. It was signed into law on June 10, 1963, by [John F. Kennedy](https://en.wikipedia.org/wiki/John_F._Kennedy) as part of his [New Frontier](https://en.wikipedia.org/wiki/New_Frontier) Program. In passing the [bill](https://en.wikipedia.org/wiki/Bill_(proposed_law)), [Congress](https://en.wikipedia.org/wiki/U.S._Congress) stated that [sex discrimination](https://en.wikipedia.org/wiki/Sex_discrimination):

    * depresses wages and living standards for employees necessary for their health and efficiency;
    * prevents the maximum utilization of the available labor resources;
    * tends to cause labor disputes, thereby burdening, affecting, and obstructing commerce;
    * burdens commerce and the free flow of goods in commerce; and
    * constitutes an unfair method of competition. (nearly 60 years have passed and the issue is yet to be resolved)”

    [**Equal Pay Act of 1963 - Wikipedia**](https://en.wikipedia.org/wiki/Equal_Pay_Act_of_1963) [↑](#footnote-ref-65)
66. **Title VII of the Civil Rights Act** of 1964 “forbade discrimination on the basis of sex, as well as, race in hiring, promoting, and firing.” The Act prohibited discrimination in public accommodations and federally funded programs. It also called for the creation of the EEOC

    [**https://en.wikipedia.org/wiki/Civil\_Rights\_Act\_of\_1964**](https://en.wikipedia.org/wiki/Civil_Rights_Act_of_1964) [↑](#footnote-ref-66)
67. The **Voting Rights Act** prohibited racial discrimination in voting and, more emportantly, began empowering underrepresented racial groups to increase their influence to change how opportunity was apportioned.  
    [**Voting Rights Act of 1965**](https://en.wikipedia.org/wiki/Voting_Rights_Act_of_1965) [↑](#footnote-ref-67)
68. The **Equal Opportunity Employment Commission (EEOC)** was created to uphold the Civil Rights Act of 1964, this federal agency was established to prevent workplace discrimination and protect civil rights in employment.

    [**US Equal Employment Opportunity Commission**](https://en.wikipedia.org/wiki/Equal_Employment_Opportunity_Commission) [↑](#footnote-ref-68)
69. Signed into law by Johnson to protect populations of workers not covered under the **Civil Rights Act** of 1964, this law prohibits discrimiation against workers age 40 or older.

    [**Age Discrimination in Employment Act of 1967**](https://en.wikipedia.org/wiki/Age_Discrimination_in_Employment_Act_of_1967) [↑](#footnote-ref-69)
70. The **Employment Management Association (EMA)** was, for many years, during its 40 year history the largest organization to represent Recruiting professionals. Merging with the Society for Human Resource Management (SHRM) in 1999 with a remaining 5000 members, many of whom chose to remain local rather than join SHRM, the Association was supported for 4 more years until SHRM decided to focus strictly on HR generalists rather than fragment its support across many related disciplines. The EMA had its own conferences 2 per year, awards shows for best practices, a quarterly magazine and it published annual industry reports on cost per hire and source of hire for many years.

    [**Breaking the Mold**](https://www.shrm.org/hr-today/news/hr-magazine/pages/0601martinez.aspx)

    [**Employment Management Association - Overview, News & Competitors**](https://www.zoominfo.com/c/employment-management-association/35900367) [↑](#footnote-ref-70)
71. The [**Advanced Research Projects Agency**](https://en.wikipedia.org/wiki/DARPA) **(ARPA)** of the [U.S. Department of Defense](https://en.wikipedia.org/wiki/United_States_Department_of_Defense) awarded contracts in 1969 for the development of the [ARPANET](https://en.wikipedia.org/wiki/ARPANET) project. The beginning of the Internet as we know it.  
    [**History of the Internet**](https://en.wikipedia.org/wiki/History_of_the_Internet#1989%E2%80%932004:_Rise_of_the_global_Internet,_Web_1.0)  
     [↑](#footnote-ref-71)
72. **EEO Workarounds:** Employers’ unconscious bias was nearer the conscious surface during this era as stereotypes about race, gender and more were likely to be intentionally acted on by recruiters and hiring managers alike despite the law. Ads that were universally ended with the phrase “We are an Equal Opportunity Employer” simply added to the hypocrisy of the times.[**Job hunting has drastically changed over the decades**](https://www.teksystems.com/en/insights/article/fascinating-history-of-job-hunting) [↑](#footnote-ref-72)
73. In the US today (2021), **Labor Unions** comprise 11.1% of the workforce, a source of hire that is approximately 11.4 million workers. Unions have been a major force in hiring but their biases and shady history has prevented them from achieving fairness in hiring goals. A missed opportunity that is slowly reinventing itself in the 21st century.[**A Brief History of Unions**](https://www.unionplus.org/page/brief-history-unions) [↑](#footnote-ref-73)
74. **The Occupational Safety & Health Act (OSHA)** was enacted by Congress in 1970 and was signed by [President](https://en.wikipedia.org/wiki/President_of_the_United_States) [Richard Nixon](https://en.wikipedia.org/wiki/Richard_Nixon) on December 29, 1970.[[1]](https://en.wikipedia.org/wiki/Occupational_Safety_and_Health_Act_(United_States)#cite_note-1) Its main goal is to ensure that employers provide employees with an environment free from recognized hazards, such as exposure to toxic chemicals, excessive noise levels, mechanical dangers, heat or cold stress, or unsanitary conditions.

    [**https://en.wikipedia.org/wiki/Occupational\_Safety\_and\_Health\_Act\_(United\_States)**](https://en.wikipedia.org/wiki/Occupational_Safety_and_Health_Act_(United_States)) [↑](#footnote-ref-74)
75. “The **Black Collegian Magazine,** founded by Preston Edwards Sr. in New Orleans from his garage based printing press, is a career and self development magazine targeted to African-American college students and other students of color seeking information on careers, job opportunities, graduate/professional school, internships/co-ops, study abroad programs, etc. The magazine, at its peak, was distributed to over 800 campuses nationwide, primarily through the career services offices. The magazine today is primarily online and connected to its sister job board, IMDiversity.”

    [**THE BLACK COLLEGIAN Online – IMDiversity**](https://imdiversity.com/channels/eon/the-black-collegian-online/) [↑](#footnote-ref-75)
76. The **National Black MBA Association** “was conceived in 1970 to help Blacks coming into the corporate sector, largely for the first time, share experiences and insights to help make the journey easier.”

    [**Who We Are**](https://nbmbaa.org/who-we-are/) [↑](#footnote-ref-76)
77. [Ray Tomlinson](https://en.wikipedia.org/wiki/Ray_Tomlinson) is credited as the inventor of networked **email**; in 1971, he developed the first system able to send mail between users on different hosts across the ARPANET, using the @ sign to link the user name with a destination server. By the mid-1970s, this was the form recognized as email.  
    [**Email**](https://en.wikipedia.org/wiki/Email) [↑](#footnote-ref-77)
78. The **Red Book** known officially as the **Directory of Executive & Professional Recruiters** was an annual publication of Kennedy Information that included the details of every Executive Search Firm. From 1971 to its bankruptcy in 2010 it listed at its peak more than 13,000 firms.  
    [**Kennedy Information Is Part Of Bankruptcy Filing – ERE**](https://www.ere.net/kennedy-information-is-part-of-bankruptcy-filing/) [↑](#footnote-ref-78)
79. **The Equal Rights Amendment** to the Constitution to guarantee equal legal rights regardless of sex and end legal distinctions between men and women in matters of employment,etc., needed 38 states to ratify. First proposed in congress in 1923, it was approved by Congress in 1972 and finally ratified in 2020.

    [**proposed Equal Rights Amendment**](https://en.wikipedia.org/wiki/Equal_Rights_Amendment) [↑](#footnote-ref-79)
80. The **Altair 8800** literally sparked the personal computer revolution when it was featured in 1976 on the cover of Popular Electronics in a kit form for $439. It’s operating system written by Bill Gates became Microsoft's first product.

    [**Altair 8800 - Wikipedia**](https://en.wikipedia.org/wiki/Altair_8800) [↑](#footnote-ref-80)
81. 1975: the term “sexual harassment” is coined by the journalist Lin Forley, who’d been teaching a course about women and work.

    <https://en.wikipedia.org/wiki/Lin_Farley>

    [↑](#footnote-ref-81)
82. **Apple** was launched by Steve Jobs and Steve Wozniak. Their first offering, the Apple I, “was sold as a [motherboard](https://en.wikipedia.org/wiki/Motherboard) with [CPU](https://en.wikipedia.org/wiki/Central_processing_unit), [RAM](https://en.wikipedia.org/wiki/Random-access_memory), and basic textual-video chips—a base kit concept which would not yet be marketed as a complete personal computer.” It first debuted at the Homebrew Computer Club in July of 1976

    [**Apple Inc.**](https://en.wikipedia.org/wiki/Apple_Inc) [↑](#footnote-ref-82)
83. Signed by President Carter, The **Revenue Act** allowed Americans for the first time to contribute to a tax-deferred pension plan that eventually became ‘candidate’ mobile as additional legislation over the next 30 years by Presidents Reagan (1982,84,86), Clinton (1996) and Bush (2001, 2006) were added - candidates today would not be ‘leaving’ their pension behind. Prior to 1978 employees wanting to move had to wait (20 years before 1971) for their company pensions to be granted.

    [**America's Path to Retirement | TSC**](http://www.tsc401k.com/index.php/2016/04/americas-path-retirement-brief-history/) [↑](#footnote-ref-83)
84. ***Mitre Corporation****, headquartered in Boston, begins advertising its computer engineering and software openings in major newspapers (New York Times, Boston Globe, etc.) with directions on how to access the job description and post a resume within their VAX computer. Their thinking was if you could follow the directions, you were probably qualified. The problem was the candidate would have to use a 200k VAX from the company they were working with to connect to Mitre, an action that probably would violate their company’s policies.****Source: From the notes of Gerry Crispin who was working at the time as as a TA leader at J&J*** [↑](#footnote-ref-84)
85. The **Civil Sevice Reform Act** strengthened the position of government workers and government as a place to work by increasing focus on merit for managers, creating fair processes for firing employees found to be incompetent, providing protection for "whistleblowers" and doubling down ob diversity in hiring in government.

    [**Civil Service Reform Act of 1978**](https://en.wikipedia.org/wiki/Civil_Service_Reform_Act_of_1978) [↑](#footnote-ref-85)
86. The **Pregancy Discrimination Act** amended Title VII legislation to prohibit discimination in hiring on the basis of pregnancy.   
    [**The Pregnancy Discrimination Act of 1978 | US Equal Employment Opportunity Commission**](https://www.eeoc.gov/statutes/pregnancy-discrimination-act-1978) [↑](#footnote-ref-86)
87. **CompuServe** (CIS) “was an American [online service provider](https://en.wikipedia.org/wiki/Online_service_provider), the first major commercial one in the United States – described in 1994 as "the oldest of the Big Three information services (the others are [Prodigy](https://en.wikipedia.org/wiki/Prodigy_(online_service)) and [America Online](https://en.wikipedia.org/wiki/AOL)).It dominated the field during the 1980s and remained a major influence through the mid-1990s. At its peak in the early 1990s, CIS was known for its online chat system, message forums.“  
    [**CompuServe**](https://en.wikipedia.org/wiki/CompuServe) [↑](#footnote-ref-87)
88. **Usenet** was conceived in 1979 and publicly established in 1980, at the [University of North Carolina at Chapel Hill](https://en.wikipedia.org/wiki/University_of_North_Carolina_at_Chapel_Hill) and [Duke University](https://en.wikipedia.org/wiki/Duke_University), over a decade before the [World Wide Web](https://en.wikipedia.org/wiki/World_Wide_Web) went online (and thus before the general public received access to the [Internet](https://en.wikipedia.org/wiki/Internet)), making it one of the oldest [computer network](https://en.wikipedia.org/wiki/Computer_network) communications systems still in widespread use. By the early 1990s there were many USENET group forums posting job ads for professionals like librarians, students in technical colleges and academics. Access to Arpanet, the precursor of the internet, was necessary.

    [**Usenet**](https://en.wikipedia.org/wiki/Usenet#:~:text=Usenet%20was%20conceived%20in%201979,the%20oldest%20computer%20network%20communications) [↑](#footnote-ref-88)
89. **IBM** in 1981 dominated the commercial computer industry. In 1980 [IBM](https://en.wikipedia.org/wiki/IBM) awarded a contract to Bill Gates at Microsoft in November 1980 to provide a version of the [CP/M](https://en.wikipedia.org/wiki/CP/M) OS to be used in the [IBM Personal Computer](https://en.wikipedia.org/wiki/IBM_Personal_Computer) (IBM PC). IBM’s PC signaled the beginning of fierce competition for the ‘home’ computer industry. This was a critical milestone for recruiting as it allowed job seekers, in part, to produce and print resumes on demand. Eventually IBM realized their value was not in the mfg. Personal Computers and they sold the division to Lenovo in China in 2005.   
    [**IBM Archives: The birth of the IBM PC**](https://www.ibm.com/ibm/history/exhibits/pc25/pc25_birth.html) [↑](#footnote-ref-89)
90. **Restrac** pioneered first-generation ATS software. Eventually it morphed to Webhire and then was acquired by Kinexa and finally IBM acquired Kinexa  
    [**Enterprise Recruiting: What is it all about? – ERE**](https://www.ere.net/enterprise-recruitingwhat-is-it-all-about/) [↑](#footnote-ref-90)
91. “The number of universities offering programs that let students split their time between **interning** and classwork increased from 200 in 1970 to 1,000 in 1983

    [**Intern History: How Internships Replaced Entry-Level Jobs | Time**](https://time.com/5342599/history-of-interns-internships/) [↑](#footnote-ref-91)
92. In 1983, **Motorola’s** [**DynaTAC 8000**](https://en.wikipedia.org/wiki/Motorola_DynaTAC)**X** was the first commercially available handheld mobile phone. By the 1990’s cellular networks appeared. In 2007 the first iPhone appeared. Today, smartphones are ubiquitous and dominate candidate communication.  
    **https://en.wikipedia.org/wiki/Mobile\_phone** [↑](#footnote-ref-92)
93. **Aerotek** eventually became **Allegis Group** in 2001. The firm is one of the largest Staffing industry 3rd party staffing and consulting organizations worth more than 12 billion by 2016.  
    [**Our History: 35+ Years of Staffing & Recruitment**](https://www.allegisgroup.com/en/about/history) [↑](#footnote-ref-93)
94. **Microsoft Word** was the better tool to write, print and store resumes.  
    [**History of Microsoft Word - Wikipedia**](https://en.wikipedia.org/wiki/History_of_Microsoft_Word) [↑](#footnote-ref-94)
95. Michael Dell created **Dell Computers** while a student at the University of Texas at Austin. In his first full year assembling computers in his dorm he grossed $50,000+ a month.   
    [**How Michael Dell turned $1,000 into billions, starting from his dorm**](https://www.cnbc.com/2018/02/26/how-michael-dell-turned-1000-into-billions-starting-from-his-dorm.html) [↑](#footnote-ref-95)
96. “A major breakthrough in the development of the modern facsimile **(FAX)** system was the result of digital technology, where the analog signal from scanners was digitized and then compressed, resulting in the ability to transmit high rates of data across standard phone lines. The first digital fax machine was the [Dacom](https://en.wikipedia.org/wiki/Dacom) Rapidfax first sold in late 1960s, which incorporated digital data compression technology developed by [Lockheed](https://en.wikipedia.org/wiki/Lockheed_Corporation) for transmission of images from satellites.” In 1986, digital FAX machines exploded commercially. Recruitment advertising agencies had dozens to communicate text ads on deadline to newspapers and candidates with access would fax their resumes to employers.

    [**Fax**](https://en.wikipedia.org/wiki/Fax) [↑](#footnote-ref-96)
97. **Peoplesoft**, for those who like to put together descriptions filled with important sounding words, was the ‘first fully-integrated, client-server human resource management system’. The beginning of the conversation over whether enterprise wide solutions were better than collecting and connecting best of breed solutions. Talent Acquisition professionals have consistently resisted the former when give the choice.  
    [**PeopleSoft**](https://en.wikipedia.org/wiki/PeopleSoft) [↑](#footnote-ref-97)
98. Through rapid growth and numerous acquisitions **Kinexa** became a leader in ATS and Talent Acquisition Software services selling to IBM in 2012.   
    [**https://en.wikipedia.org/wiki/Kenexa**](https://en.wikipedia.org/wiki/Kenexa) [↑](#footnote-ref-98)
99. **Resumix** was a pioneer in recruitment automation and the first that allowed recruiters to search for qualified resumes from a database based on keywords.   
    [**http://www.viviente.com/resumix/website/company.html**](http://www.viviente.com/resumix/website/company.html) [↑](#footnote-ref-99)
100. **Tim Berners-Lee**, a British scientist on leave from MIT and working at CERN, a large, Swiss-based multinational nuclear research organization was frustrated that hundreds of scientists armed with their own personal computers had competing operating systems and struggled daily to share content with one another. Tim's solution, the **World Wide Web** (WWW), was born in 1989 and offered to the public for free in 1993. Job Boards and Career Sites were instantly a ‘thing’.   
     [**The birth of the Web**](https://home.cern/science/computing/birth-web) [↑](#footnote-ref-100)
101. **Bulletin Board Systems** known as **BBSs** and Online Service Providers were a precursor to Internet JobBoards and chat rooms. Usage rose through the late 80’s and early 90’s and by 1994 according to one estimate there were 60,000 BBSs serving 17 million users in the United States alone. As the internet developed, three major commercial ‘**online service providers**’, using the Internet as their ‘computer’ morphed from BBSs to for-pay robust Internet services. The three largest were Compuserve, Prodigy and AOL. Tens of millions of ‘discs’ - floppy and otherwise, were mailed to homes to entice home computer enthusiasts to join the online services. As direct access to the internet improved in the mid 90’s, interest in BBSs and Online Services quickly diminished.

     [**Bulletin board system**](https://en.wikipedia.org/wiki/Bulletin_board_system)

     [**America Online". With AOL**](https://en.wikipedia.org/wiki/AOL) [↑](#footnote-ref-101)
102. A federal agency violates the **Whistleblower Protection Act** if agency authorities take (or threaten to take) retaliatory personnel action against any employee or applicant because of disclosure of information by that employee or applicant.  
     [**Whistleblower Protection Act**](https://en.wikipedia.org/wiki/Whistleblower_Protection_Act) [↑](#footnote-ref-102)
103. While the invention of **Fax** had a long history stretching back to the 1800s it became a practical business tool by the 1970s and exploded when ISDN digital standards allowing 64k speeds were adopted in 1986. Newspapers and recruitment advertising agencies needing to communicate rapidly with their employers on deadline about job openings adopted them for transmission of help-wanted ad content. Before 1990 a single page took 6 minutes to transmit.

     [**Fax**](https://en.wikipedia.org/wiki/Fax) [↑](#footnote-ref-103)
104. **Amazon** Launches in 1994

     <https://en.wikipedia.org/wiki/History_of_Amazon> [↑](#footnote-ref-104)
105. **Boomers** peak in the workforce by 1997 and eventually by 2018 Millennials become the largest generation in the labor force.  
     [**Millennials are largest generation in the U.S. labor force**](https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/) [↑](#footnote-ref-105)
106. [**The 90s Called. They Want Their Job Postings Back – SourceCon**](https://www.sourcecon.com/the-90s-called-they-want-their-job-postings-back/) [↑](#footnote-ref-106)
107. Surveys responded to by 100s of employers and 100s of thousands of candidates that applied to the employers participating in the Candidate Experience Awards suggested that applications per opening grew exponentially after the 2008 recession.  
     [**https://www.thetalentboard.org/**](https://www.thetalentboard.org/) [↑](#footnote-ref-107)
108. The transition from **print media to digital classified** advertising spelled the end of Newspaper Help Wanted dominance of the source of hire and set the stage for Sourcing and Recruitment Marketing specialties.  
     ***Source: From the notes of Bill Boorman*** [↑](#footnote-ref-108)
109. The **Data Processing Independent Consultants Exchange (DICE)** began life as an IT BBS in San Francisco, available only to contractors, recruiters, and staffing agencies (it transitioned to the web in 1996.[**https://dhigroupinc.com/about-dhi/default.aspx**](https://dhigroupinc.com/about-dhi/default.aspx) [↑](#footnote-ref-109)
110. **H-1B** was created by the [**Immigration Act of 1990**](https://en.wikipedia.org/wiki/Immigration_Act_of_1990). It originally made 65,000 H-1B visas available each fiscal year and allowed U.S. employers to temporarily employ [foreign workers](https://en.wikipedia.org/wiki/Foreign_worker) in specialty occupations...for a modest price.

     [**https://en.wikipedia.org/wiki/H-1B\_visa**](https://en.wikipedia.org/wiki/H-1B_visa) [↑](#footnote-ref-110)
111. **The Americans with Disabilities Act (ADA)** prohibite discrimination on the basis of disability. Unlike the Civil Rights Act, the ADA also requires covered employers to provide [reasonable accommodations](https://en.wikipedia.org/wiki/Reasonable_accommodation) to employees with disabilities, and imposes [accessibility](https://en.wikipedia.org/wiki/Accessibility) requirements on public accommodations

     [**https://en.wikipedia.org/wiki/Americans\_with\_Disabilities\_Act\_of\_1990**](https://en.wikipedia.org/wiki/Americans_with_Disabilities_Act_of_1990) [↑](#footnote-ref-111)
112. **The Civil Rights Act of 1991** was the first effort since the passage of the [Civil Rights Act of 1964](https://en.wikipedia.org/wiki/Civil_Rights_Act_of_1964) to modify some of the basic procedural and substantive rights provided by federal law in employment discrimination cases. It added provisions to [Title VII](https://en.wikipedia.org/wiki/Title_VII_of_the_Civil_Rights_Act_of_1964) protections expanding the rights of women to sue and collect compensatory and punitive damages for sexual discrimination or harassment.  
     [**https://en.wikipedia.org/wiki/Civil\_Rights\_Act\_of\_1991**](https://en.wikipedia.org/wiki/Civil_Rights_Act_of_1991) [↑](#footnote-ref-112)
113. The first web page may be lost, but Paul Jones of [UNC-Chapel Hill](https://en.wikipedia.org/wiki/UNC-Chapel_Hill) in North Carolina revealed in May 2013 that he has a copy of a page sent to him in 1991 by Berners-Lee which is the oldest known web page. Jones stored the plain-text page, with hyperlinks, on a [floppy disk](https://en.wikipedia.org/wiki/Floppy_disk) and on his [NeXT computer](https://en.wikipedia.org/wiki/NeXT_Computer). CERN put the oldest known web page back online in 2014, complete with hyperlinks that helped users get started and helped them navigate what was then a very small web.  
     <https://en.wikipedia.org/wiki/History_of_the_World_Wide_Web> [↑](#footnote-ref-113)
114. Bill Warren, a former HR leader at Rockwell International, began using Compuserve and Prodigy to distribute his company’s openings and, as soon as it was practical, created the **Online Career Center (OCC)** on the World Wide Web. OCC was bought by TMP, merged with MonsterBoard and eventually became Monster.com in 1999 with Bill as its first President.

     [**https://en.wikipedia.org/wiki/Bill\_Warren\_(businessman)**](https://en.wikipedia.org/wiki/Bill_Warren_(businessman)) [↑](#footnote-ref-114)
115. Today's most popular means of communicating with a candidate began on Dec 3 1992 with the message “Merry Christmas”. A year later Mokia incorporated **SMS Text Messaging** in it’s phone.

     [**https://www.vodafone.com/news/technology/25-anniversary-text-message**](https://www.vodafone.com/news/technology/25-anniversary-text-message) [↑](#footnote-ref-115)
116. “When **JobServe** launched its recruitment service, it provided a daily bulletin of open jobs to subscribers. The service was launched in response to candidate complaints that every time they applied for an opening in trade journals or magazines the positions had already been filled. The IT contractors wanted a new and faster way of communicating and applying for open opportunities and the solution was the one of the first if not the first jobs by e-mail service. Today Jobserve delivers 1.3Mn subscription emails a day.”***Source: From the notes of Bill Boorman*** [↑](#footnote-ref-116)
117. [Andrew McKelvey](https://en.wikipedia.org/wiki/Andrew_McKelvey) originally founded **Telephone Marketing Programs (TMP)** in 1967 as a directional marketing company focused on [Yellow Pages](https://en.wikipedia.org/wiki/Yellow_Pages) advertising.In 1993, McKelvey partnered with Don Tendler, formerly of Davis & Dorand, an early recruitment ad agency, to launch and grow a recruitment division for TMP. In 1995 TMP's recruitment division acquired The Monster Board and Online Career Center (OCC). TMP Worldwide went public in 1996 and its career websites grew and eventually merged as [Monster.com](https://en.wikipedia.org/wiki/Monster.com) in 1999.  
     [**https://en.wikipedia.org/wiki/Radanc**](https://en.wikipedia.org/wiki/Radancy)y [↑](#footnote-ref-117)
118. **The Family Medical Leave Act** (FMLA) allows eligible employees to take up to 12 work weeks of unpaid leave during any 12-month period to care for a new child, care for a seriously ill family member, or recover from a serious illness.

     <https://en.wikipedia.org/wiki/Family_and_Medical_Leave_Act_of_1993> [↑](#footnote-ref-118)
119. **CareerMosaic** was among the internet’s first employment sites (not the first as is claimed), and described by the founders, Hodes Advertising, as “an employment and career shopping mall.” It was sold to Headhunter.net and eventually bought by CareerBuilder

     [**https://www.encyclopedia.com/books/politics-and-business-magazines/bernard-hodes-group-inc**](https://www.encyclopedia.com/books/politics-and-business-magazines/bernard-hodes-group-inc) [↑](#footnote-ref-119)
120. **Joyce Lain Kennedy** was known as the Dear Abby of Career Advice. Her syndicated newspaper column begun in 1968 could be found in one major paper in every US city. She documented the world of hiring from the candidate perspective and mapped the resources and changing pathways in a series of books over several decades. Her 1994 directory was seminal as it included how to access and use many BBSs as well as emerging Internet career sites. She also published dozens of editions of ‘Dummies’ books for candidates on how to write and manage online resumes & online interviews in the earliest stages of the digital world we now live in.[**https://thecoastnews.com/dear-abby-of-career-advice-fondly-remembered/**](https://thecoastnews.com/dear-abby-of-career-advice-fondly-remembered/) [↑](#footnote-ref-120)
121. MonsterBoard was created by Jeff Taylor who had previously founded a small recruitment ad agency, Adion, in Boston. It was (one of) the first public job search websites on the Internet, (among) the first public resume databases in the world and arguably the first to have job search agents or ‘job alerts’. Purchased by TMP in 1996 and merged with OCC by 1999 to become Monster.com, the site literally shocked the industry in 1999 when it paid more than a million dollars to advertise in the Super Bowl (Hotjobs.com also bought Superbowl ads in 1999). Monster.com eventually was bought at a fire sale by Randstad.  
     *“I was in IT recruitment at the time and we used OCC to post IT jobs which we thought was revolutionary. I think we were paying a little less than a $1000 a year for unlimited postings. THEN, Monster comes in and merges with OCC. Our first contract with Monster was $30,000. We thought that was insane. We fought it for a while, but we had no choice but to get it because it worked. We were posting over 500 jobs at the time. Monster flew a few of us to see the operations in Boston which was pretty cool. They had a giant control room with hundreds of monitors that showed activity across the globe. They also were very google like with their fun cereal bar and food for employees. To me, this really started to end print advertising and when we moved to job boards.”*   
     ***Source:from the notes of Elaine Orler.***

     [**https://en.wikipedia.org/wiki/Monster.com**](https://en.wikipedia.org/wiki/Monster.com) [↑](#footnote-ref-121)
122. **Netscape’s browse**r was the original browser and was once dominant in terms of usage share, but eventually lost all of its share to [Internet Explorer](https://en.wikipedia.org/wiki/Internet_Explorer) and by 2008 was gone.  
     [**https://en.wikipedia.org/wiki/Netscape\_(web\_browser)**](https://en.wikipedia.org/wiki/Netscape_(web_browser)) [↑](#footnote-ref-122)
123. In January 1994, Jerry Yang and David Filo were electrical engineering graduate students at [Stanford University](https://en.wikipedia.org/wiki/Stanford_University), when they created a website named "Jerry and David's guide to the World Wide Web".The site was a human-edited [web directory](https://en.wikipedia.org/wiki/Web_directory), organized in a hierarchy, as opposed to a searchable index of pages. In March 1994, "Jerry and David's Guide to the World Wide Web" was renamed **Yahoo!** They added a tool to search the directory in 1995. Results here and in ,any other ‘Directories’ were extremely poor until Google and by then Yahoo! could search the internet rather than their directory. Yahoo! acquired Hotjobs in 2002 and was itself acquired by Verizon. Still the 11th most visited site on the web.”

     [**https://en.wikipedia.org/wiki/Yahoo**](https://en.wikipedia.org/wiki/Yahoo)**!** [↑](#footnote-ref-123)
124. **CareerBuilder** was created by Robert McGovern as NetStart. The name changed in 1998. In July 2000, the company was purchased in a joint venture by [Knight Ridder](https://en.wikipedia.org/wiki/Knight_Ridder) and [Tribune Company](https://en.wikipedia.org/wiki/Tribune_Company) and CareerBuilder then acquired competitors CareerPath.com and later Headhunter.net which had already acquired CareerMosaic.

     [**https://en.wikipedia.org/wiki/CareerBuilder#History**](https://en.wikipedia.org/wiki/CareerBuilder#History) [↑](#footnote-ref-124)
125. *“****First Generation ATS systems*** *- the battle of Skills based or Keyword searching. Resumix vs. Restrac 1995 - 2001(ish). This was the first mainstream client server recruiting centric systems that managed resumes, requisitions, applicant flow. They were designed to support paper resumes with OCR systems. Companies had recruiting operations teams that were hired to open,sort, prep, scan and verify resumes into these systems. The system would then sort key skills (Resumix) to make search faster and incorporate the potential for errors in the OCR, or the system would allow for keyword search against the OCR record (Restrac). These systems were implemented in some organizations before they had email accounts. Labels could be printed to send postcard responses that the company had received your resume.*

     *Fun Fact: Resumix - got its name from Resumes On Unix (where the software was developed at Sun Microsystems). Both organizations were ultimately purchased multiple times before being fully retired in the industry around 2007,”*

     **Source: From the Notes of Elaine Orler**  [↑](#footnote-ref-125)
126. John Sumser began writing well researched articles (and editorials) about online recruiting topics and publishing them daily- for nearly 15 years, delivering them via email but also archiving them on his website **Interbiznet** (no longer a url in his possession). When he started the word blog had yet to become part of the lexicon of the digital age. Over the next decade he launched customized training and research analysis to inform vendors and recruiting leaders about the ins and outs of the digital world. Since 2008 John has continued commenting on broad aspects of HR, particularly technology issues, at HRExaminer  
     [**http://www.HRExaminer.com**](http://www.hrexaminer.com) [↑](#footnote-ref-126)
127. **Craigslist** became one of the earliest and quickly the largest market for classified ads on the internet, (including for job openings). Some say by charging low fees and not collecting user data. Built into the success of their unique practices was Craig himself, a true geek, he worked as the site’s customer service expert listening at all hours it seemed and even asking for permission of customers to charge or raise rates...city by city. A level of authenticity and trust developed with customers that was impossible to compete with by other services.

     [**Craigslist**](https://en.wikipedia.org/wiki/Craigslist) [↑](#footnote-ref-127)
128. **David Lord**, a career journalist who worked as a daily newspaper writer and editor for 10 years and as Editor at Kennedy Information from 1987 to 1995 when he formed **Executive Search Information Services** (ESIS) in response to requests from corporations for better information about executive recruiters and best practices in working with them. Over the next 20 years, he helped more than 100 Fortune 500 corporations improve executive search effectiveness. In 1996, David launched ESIX, a research and discussion group for heads of executive recruiting from leading corporations that continues today as ESIX (Executive Search Information Exchange) under Simon Mullins.

     [**ESIX: Executive Search Information Exchange**](https://www.esix.org/) [↑](#footnote-ref-128)
129. MMC Group became a partnership between Mark Mehler and Gerry Crispin in 1995. It began as a result of their supporting HR and TA leaders who were out of work in the early 90s. Initially they trained job seekers and Recruiters to use the internet to seek out jobs or find people in the only computer lab in NJ at Rider University and in NYC as a featured course for Cornell University. It was initially an added value to their day jobs as a contract recruiter (Mark) and GM of Shaker Advertising’s East coast operations (Gerry). By 1996 they collected 300 recruiting related sites and self-published a detailed directory of emerging technologies - the first of 8 annual editions of **CareerXroads** which eventually sold around 250,000 copies- mostly from Mark’s garage. By 2002, job boards were too numerous to review and CareerXroads pivoted to establish a community of TA leaders in large companies sharing their evolving hiring practices. Mark retired in 2016 and Chris Hoyt became Gerry’s new partner.

     [**http://www.CXR.works**](http://www.cxr.works) [↑](#footnote-ref-129)
130. Launched originally as a tech only site by Richard Johnson, **Hotjobs.com** rapidly expanded to other jobs by 1997 and in 1999 paid 1.6 million for a SuperBowl ad. That branding effort led to Hotjob’s becoming the most visited career site on the internet in 2001. In 2002 Monster.com made an offer for Hotjobs.com and was quickly sued by the US Gov’t’s DOL as a monopoly. The suit was squashed but it gave time for other offers to surface and Hotjobs.com was acquired by Yahoo - until 2010 when Monster bought Hotjobs.com for ½ the price Yahoo had paid in 2002.

     [**Yahoo! HotJobs**](https://en.wikipedia.org/wiki/Yahoo!_HotJobs) [↑](#footnote-ref-130)
131. The term “**employer brand**” was, according to wikipedia, first introduced in 1990. Barrow and Ambler can claim to be the first to have defined it by publishing in the December 1996 Journal of Brand Management a "test (of) the application of brand management techniques to human resource management". On a practical scale, Recruitment Advertising firms had been developing ‘brand’ campaigns since at least the 1950’s. Employer branding activities as a separate function within TA and HR only came into their own in the 2000s with the growth of social media sites.

     [**Employer branding**](https://en.wikipedia.org/wiki/Employer_branding) [↑](#footnote-ref-131)
132. In 1990, the number of mobile users was around 11 million, and by 2020, that number had risen to a whopping 2.5 billion. Samsung developed its first [CDMA](https://en.wikipedia.org/wiki/CDMA) (2G) mobile phone in March 1996, to coincide with the late 1995 launch of Sprint’s CDMA service. This first digital handset, the **SCH-100**, was extra light and slim, and enabled clear voice communication setting off the smartphone era. The 2G and 3G services (CDMA and GSM) will sunset by the end of 2022 and 4G and 5G will be the standards.  
     [**CDMA vs. GSM: What's the Difference?**](https://www.pcmag.com/news/cdma-vs-gsm-whats-the-difference)

     *“I can argue the cell phone was a catalyst in recruiting because we no longer had to use office numbers to reach people, or call nights and weekends but we could call them on their cell during the workday, and quickly text them. (disclaimer – I did work for Qualcomm and got to watch this happen in real time with our recruiters)”*

     [**Samsung Telecommunications**](https://en.wikipedia.org/wiki/Samsung_Telecommunications)

     ***Source: From the notes of Elane Orler*** [↑](#footnote-ref-132)
133. Adecco formed by merger of two international placement/staffing firms

     [**find out more about the history of the industry leader in Human Resources solutions**](https://www.adeccogroup.com/about-us/history/) [↑](#footnote-ref-133)
134. Viasite, originally a French language job board, pivoted to become the ATS, Recruitsoft, in 1999. The founders, Martin Ouellet and Louis Têtu, also acquired Yves Lermusiaux’s iLogos as its research arm in the same year. Recruitsoft was renamed Taleo in 2004 and was acquired by Oracles in 2012.

     [**Taleo**](https://en.wikipedia.org/wiki/Taleo) [↑](#footnote-ref-134)
135. *“The first sessions at an* ***Annual SHRM Conference*** *devoted to the coming impact that HR would have on the Internet was in 1996- ‘****HR and the Internet****”. Gerry Crispin asked the HR audience of over 1000 in the megasession if they had an email and about 25% raised their hands. He asked if they had yet seen a ‘page’ on the world wide web and only 10% indicated they had. Immediately after the sessions concluded, all 5000 copies of CareerXroads’ first edition were sold.”*

     ***Source: from the notes of Gerry Crispin*** [↑](#footnote-ref-135)
136. One of the early niche job boards, Steven Rothberg, **CollegeRecruiter.com**’s founder, viewed it initially as an added feature to employers’ ads in any of his College Recruiter employment magazines. (with no option for employers to advertise only online) but within weeks after launching the site began posting ads not served by the magazines for clients still willing to pay just for an online ad. Today, College Recruiter has migrated almost all of its employer customers from traditional duration ads to programmatic, performance-based advertising.   
     [**College Recruiter: Entry Level Jobs | Internships for Students**](http://www.collegerecruiter.com) [↑](#footnote-ref-136)
137. *“The first* ***‘job scraper****’ hits the market, launched by Jungle and Careercast. Sites like these eventually became known as* ***job aggregators****. They copied jobs from individual career sites and job*

     *boards, and repositioning them into a vertical search engine on the web. Employers found for*

     *the first time that they were promoting their job opportunities in one place, and reappearing*

     *elsewhere. The early job scrapers, now known as aggregators, came in for a lot of criticism for*

     *posting out of date jobs.”*

     ***Source: From the notes from Bill Boorman***

     *“Arguably the most successful of these is Indeed although Google may still win the title in the end. “*

     ***Source: Notes from Gerry Crispin*** [↑](#footnote-ref-137)
138. Founded by Michael Foster, and managed for much of its history by Christian Formen until it was acquired by ADP, **AIRS** pioneered sourcing training that recruiters sought to ensure they kept their skills current. [**The History of Sourcing**](https://www.slideshare.net/jimstroud/the-history-of-sourcing) [↑](#footnote-ref-138)
139. **The Occupational Information Network (O\*Net) “**is a free [online database](https://en.wikipedia.org/wiki/Online_database) that contains hundreds of occupational definitions to help students, job seekers, businesses and workforce development professionals to understand today's world of work in the United States.” It replaces the outdated Dictionary of Occupational Titles and includes a more ‘service’ focus than the previous ‘industrial emphasis' of the DOT. For each job, O\*Net includes:

     * Personal requirements: the skills and knowledge required to perform the work
     * Personal characteristics: the abilities, interests, and values needed to perform the work
     * Experience requirements: the training and level of licensing and experience needed for the work
     * Job requirements: the work activities and context, including the physical, social, and organizational factors involved in the work
     * Labor market: the occupational outlook and the pay scale for the work

     ***“****There are [at least] two major differences between the* ***DOT and O\*Net****. The most important one is that the DOT always did a physical validation of each job. So the work was more like a time-motion study. Onet assembles its job descriptions from other descriptions. The second is the fact that the DOT covered 12,000 jobs while Onet addresses 1,000.*

     *O\*Net was implemented as a massive cost savings exercise. My take is that the old way was distinctly better but it was way more expensive. One of the problems I have with the current field of AI in HR is that it, like O\*Net, is a summary of reports rather than a product of observation.”*

     [**Occupational Information Network**](https://en.wikipedia.org/wiki/Occupational_Information_Network)

     ***From the notes of John Sumser*** [↑](#footnote-ref-139)
140. First published in The January 1998 McKinsey quarterly, the authors (Elizabeth G. Chambers, Mark Foulon, Helen Handfield-Jones, Steven M. Hankin, and Edward G. Michaels) made a compelling case based in part on the demographics through 2020 of retiring leaders that would not be replaced by a new generation (supply) while the demand for leaders was expected to increase significantly. Three years later (2001) three McKinsey authors (Helen Handfield-Jones, Ed Michaels and Beth Axelrod published “The War for Talent” case studies highlighting a series of employers such as Enron as winning the War for Talent. Many of the employers noted were later bankrupted by their leaders and a few were jailed. Hubris.

     [**https://cdn2.hubspot.net/hubfs/3299491/TheWarforTalent.pdf**](https://cdn2.hubspot.net/hubfs/3299491/TheWarforTalent.pdf?fbclid=IwAR3o2fT9I9wtMHP5liQ20iEe6xnt0cdGWOwl5hmjym9VyD56FnRDCXX4ya0)

     [**https://smile.amazon.com/War-Talent-Ed-Michaels/dp/1578514592/ref=sr\_1\_3**](https://smile.amazon.com/War-Talent-Ed-Michaels/dp/1578514592/ref=sr_1_3)

     **Please - stop using the war for talent phrase.**

     *“In wars, people die; no one ever died applying for a job or from receiving 117 InMails via LinkedIn or from hearing a hiring manager say, "I know you say they're a perfect fit - and that might be true - but I want to see more people."It isn't war - but the way in which it's done does highlight a lack of humanity. We overcomplicate our hiring processes; we look for qualifications that don't exist; we inject personal biases into our interviews; we grill people for hours yet give them 5 minutes to ask questions; we don't give actionable feedback - I can go on and on.  
     We have one chance to make a great first and lasting impression at every step in the hiring process - yet most in my profession find this to be a challenge.  
     You know those thank you emails you receive after interviewing someone? Try emailing the people you interviewed and thank THEM for THEIR time.  
     Do this and even if you don't select them, they'll speak about the experience in positive ways that no expensive marketing campaign generates.  
     No, it's not a war for talent but a search for humanity.”*  
     ***Source: from the notes of Steve Levy***

     [↑](#footnote-ref-140)
141. **Google’s** founding by Larry Page and Sergey Brin set off a transformation that will be analyzed for decades. Work and hiring are a small but critical part of it. Fun fact, the founders original name was ‘Backrub’.   
     [**https://about.google/our-story**](https://about.google/our-story/#:~:text=The%20Google%20story%20begins%20in,year%20they%20struck%20a%20partnership) [↑](#footnote-ref-141)
142. “**ERE** (the Electronic Recruiting Exchange) was created in 1998 (by David Manaster) as an online gathering place for recruiters. It was designed as a destination where the community could network, share best practices, and learn from each other. David soon began adding conferences, special events, webinars and even, for a few years, blogs for recruiting leaders, sourcers, HR leaders, Staffing organizations etc. as the industry evolved online.

     [**About ERE Media**](https://www.eremedia.com/about/) [↑](#footnote-ref-142)
143. **Brassring** started as a job board specifically for technical positions. It would scrape positions off a company’s corporate career site and post them on their site.   
     [**BrassRing.com: Big and Getting Bigger.**](https://www.hr.com/en/communities/staffing_and_recruitment/brassringcom-big-and-getting-bigger_eactza14.html) [↑](#footnote-ref-143)
144. *“The* ***Employment Management Association*** *(****EMA****) after 40 years of existence was struggling in the late nineties to serve practitioners as vendors began to dominate the membership, leadership and speaking openings. The EMA accepted an offer to merge with SHRM which at the time was intent on expanding their specialist offerings. A direction that only lasted 4-5 years. Representation of recruiting as a profession virtually disappeared from the industry.”*  
     ***Source: from the notes of Gerry Crispin when he was on the Board of SHRM.***  
      *“There were 2 primary factors that led to EMA being absorbed by SHRM. First was the accounting practices used by Olson Management Group where they took membership dues as income immediately when received rather than spread out over the year of membership as required by GAAP. We were forced to restate our numbers which essentially made EMA broke.*

     *Second was SHRMs initiative to start special interest groups and the opportunity they saw to kick start Employment/Staffing with the 3000 membership EMA. Jeff Struve had been on both EMA andSHRM Boards and was instrumental in arranging the deal. I think it is highly likely that EMA would have gone bankrupt had Jeff not led that effort. By the time I was president in 2001, we were part of SHRM.”*

     ***Source: from the notes of John Kitson, former president of EMA*** [↑](#footnote-ref-144)
145. **HR.com** is the brainchild of Debbie McGrath who by the end of the 90’s had been active, lead and profited from several emerging technology firms. An early pioneer in the developing online quality content and managing online events for HR and Recruiting Today, HR.com’s reach may very well be the largest in the world engaging nearly 2 million in the industry.  
     [**About Us**](https://www.hr.com/en/about_us/) [↑](#footnote-ref-145)
146. A ‘fresh’ view of the first time recruiting firms spent millions to **advertise in the** **Superbowl** from the archives of John Sumser’s Interbiznet. He ends by stating, “1999 has to bring more aggressive approaches to the mining of "passive" candidates. The Superbowl is just the beginning of a new dynamic that will dramatically increase advertising outlays across our sector.”

     [**http://www.interbiznet.com/ern/archives/990131.html**](http://www.interbiznet.com/ern/archives/990131.html) [↑](#footnote-ref-146)
147. **Peter Weddle** began publishing details of job boards in the Wall Street Journal’s weekend edition devoted to hiring from the mid-90’s AND BY 1999 began publishing his popular directory **Guide to Employment Sites.**[**WEDDLE's Guide to Employment Sites on the Internet: For Corporate and Third Party Recruiters, Job Seekers and Career Activists**](https://www.amazon.com/WEDDLEs-Guide-Employment-Sites-Internet/dp/1928734804) [↑](#footnote-ref-147)
148. Jerome Ternyck founded **Mr. Ted** in 1999 and it became one of the most popular Enterprise ATSs in Europe before being acquired by StepStone in 2010  
     [**Meet MrTed**](https://www.smb-gr.com/blogs-laurie-mccabe/meet-mrted/) [↑](#footnote-ref-148)
149. Tom Darrow founded **Talent Connections** in Atlanta to provide mostly recruiting consulting services after more than a decade in HR and recruiting leadership roles with Price Waterhouse (PwC) and Accenture. His services evolved over the years and while today the company is mostly known for HR and Talent Acquisition (TA) Executive Search it is his leadership and involvement in significant volunteer leadership roles for the HR/TA profession including with SHRM, SHRM Foundation, SHRM-Georgia, SHRM-Atlanta and the Association of Talent Acquisition Professionals (ATAP) that has not only served his company well but helped develope many other leaders regionally and nationally in the Recruiting industry.   
     [www.talentconnections.net](http://www.talentconnections.net/) [↑](#footnote-ref-149)
150. [**Top 10 Employment-Related Super Bowl Commercials of All Time – ERE**](https://www.ere.net/top-10-employment-super-bowl-commercials-of-all-time/) [↑](#footnote-ref-150)
151. **Superbowl ad crashes Kforce’s website****Source: From the notes of Cathy Henesey** [↑](#footnote-ref-151)
152. As a source of hire, **Newspapers** dominated from at least the 1950’s to 2000. By 2002 the 9 billion dollars newspapers earned printing H-W ads had shrunk to 4 and by 2011 was less than 1billion. At its worst for every $1 in advertising that was added to the internet, newspapers lost $10 in revenue.  
     [**Now Almost Gone: The Decline Of Print-Based Help Wanted Ads – SourceCon**](https://www.sourcecon.com/now-almost-gone-the-decline-of-print-based-help-wanted-ads/) [↑](#footnote-ref-152)
153. The **Dot.com Bubble** bursting is a reflection of the significant Nasdaq losses (75%) between March 2000 and October 2002 after five precious years of incredible gains that took the index from 750 to more than 5000. Trillions were made... and lost. More importantly, the too early promise of the internet crashed on overvalued IT stocks throwing the first generation of IT employees out of work.  
     [**Dotcom Bubble - Overview, Characteristics, Causes**](https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/dotcom-bubble/) [↑](#footnote-ref-153)
154. **Zoom Information**, providing contact information as B2B business leads, was originally established in 2000 as Eliyon Technologies by founders Yonatan Stern and Michel Decary and acquired by DiscoverOrg in 2007. Not to be confused with Zoom.  
     [**ZoomInfo**](https://en.wikipedia.org/wiki/ZoomInfo) [↑](#footnote-ref-154)
155. **ePredix** was the first company to put assessments on line at scale  
     ***Source: from the notes of Charles Handler*** [↑](#footnote-ref-155)
156. “**Search Wizards** was launched in August of 2000, as a technical staffing company, doing primarily perm placement. My background was in contract staffing with RHI, and I wanted to return to that service when I had built up my resources. I worked solo wearing all hats, sales, recruiting, back office, etc. I gradually started placing some contract tech consultants, managing about 25 on billing. I experienced 9/11 and then the dot bomb and just kept rolling. In 2004 I started to get calls for me to take on contract recruiting roles and was able to juggle managing my billable folks and be billable myself. I started to get an increasing amount of requests for contract recruiters and it became apparent that there were not many (if any) firms dedicated to the placement of contract recruiters, so I rebranded and let the tech consultants die off. In 2005 I was approached by Rob McIntosh to join his team at MS- CST (Central Sourcing). I was put in a lead sourcing role and he gave me the opportunity to build (and payroll) the entire team - which as you probably are aware included: Shelly, Glenn G, Eric, Jeanna Barrie, Jim Stroud, etc. We were building out Rob’s model to have a central team supporting all tech recruiting groups. We were virtual and on-site, your choice. It was a dream team of what went on to become the sourcing core.”

     ***Source: from the notes of Leslie O’Connor*** [↑](#footnote-ref-156)
157. While the **terrorist attack on 9/11** still remains a major part of the American psyche and that of her allies, it did not empty cities but it did provide enormous impetus to the US Defense industries and proved that the volunteer approach to military services were viable. September 11th 2001 was also the first day of the HRTechnology Conference in Baltimore Md- situated between the World Trade Towers and the Pentagon. Thousands of HR and TA professionals were present when the towers came down and the conference was canceled with the advice to immediately leave the city.

     [**9/11: One Day in America**](https://en.wikipedia.org/wiki/9/11:_One_Day_in_America) [↑](#footnote-ref-157)
158. *“To me, [****LinkedIn*** *was] the real first professional network online that was legitimate...Linkedin.com eliminated the rusing/cold-calling into companies for us. It created a warm call that allowed us to easily find people and figure out how to call them to network. After a few years, they had to figure out how they were going to make money. They discouraged recruiters from connections and I was put in “LinkedIn Jail” often. They eventually seem to give in and figured this was their revenue stream by allowing companies to have profiles, post jobs, and have recruiter licenses. I remember the first sales call to me and they* *wanted $25,000 for a company profile. Like Monster, I told them they were crazy and companies would never pay this. Whew - was I wrong….and now pay 10x that for the whole package. They are still my go to place for networking and getting quick answers from my peers.``***Source: from the notes of Cathy Hennessy** [↑](#footnote-ref-158)
159. Myspace was the largest social networking site in the world from 2005-2008 declining thereafter as Facebook dominated the category. Today it is focused on niche spaces with ~7 million monthly visitors.

     [**purchased Myspace**](https://en.wikipedia.org/wiki/Myspace) [↑](#footnote-ref-159)
160. Becomes mobile phone operating system in 2004, revolutionizes the way that users interact with mobile devices which influences job searching and recruiting.

     [**Android (operating system)**](https://en.wikipedia.org/wiki/Android_(operating_system)) [↑](#footnote-ref-160)
161. Facebook was launched in 2004 by Mark Zuckerberg but the initial membership was limited to Harvard students expanding over two years to other universities. To join one needed to have an email address ending in .edu. By 2006 it opened up to anyone over 13 and has grown to nearly 3 billion monthly active users.

     [**https://en.wikipedia.org/wiki/Facebook**](https://en.wikipedia.org/wiki/Facebook) [↑](#footnote-ref-161)
162. *“Seen as a rival to LinkedIn, Jobster* with its *“web 2.0” technology* *allowed users to create open profiles with customized URLs for networking. It’s initial focus featured a referral model with other professionals referring you to jobs. For a while, Jobster was the darling of the conference circuit, raising significant dollars from investors, which lead them to expand jobsters capabilities well beyond ‘referrals to meet increasing investor demands for results. Eventually, Jobster crashed. One of the biggest failures in the industry at the time.”****Sources: From the notes of Gerry Crispin & Jim Stroud***

     [**The History of Sourcing**](https://www.slideshare.net/jimstroud/the-history-of-sourcing)

     [**Jason Goldberg (entrepreneur)**](https://en.wikipedia.org/wiki/Jason_Goldberg_(entrepreneur)) [↑](#footnote-ref-162)
163. **HireVue**'s founder, Mark Newman, started shipping webcams out to applicants using the product from his university dorm room. One of if not the first to use asynchronous, pre-recorded, video for interviewing. Initially, most of Hirevue’s revenue was from the webcams at a time before computers, smartphones and tablets had cameras

     [**https://vidcruiter.com/video-interviewing/history-of-video-interview/**](https://vidcruiter.com/video-interviewing/history-of-video-interview/) [↑](#footnote-ref-163)
164. **Indeed** was co-founded by Paul Forster and Rony Kahan in 2004. Headquartered in Austin, Indeed was acquired by Recruit In 2012 and has arguably been the strongest US job board for more than a decade.  
     [**Indeed**](https://en.wikipedia.org/wiki/Indeed) [↑](#footnote-ref-164)
165. Every minute more than 500 hours of video content is uploaded to **Youtube.** Purchased by Google in 2006,Youtube hosts countless corporate videos related to careers and jobs. Increasingly these are being connected to job descriptions, job boards and social media to curate the candidate’s journey   
     [**History of YouTube**](https://en.wikipedia.org/wiki/History_of_YouTube) [↑](#footnote-ref-165)
166. **The Internet Applicant Rule** was a means to answer the question, What makes an Applicant an Applicant? In the case of legal questions about discrimination an employer could then be expected to show that the demographics of the applicant pool any hire was drawn from was, in fact, diverse and, over time, that the hires reflected the diversity of the pool. Government contractors particularly are required to comply in their periodic reporting.   
     [**What You Need to Know About the OFCCP's Internet Applicant Rule**](https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/what-you-need-to-know-ofccp-internet-applicant-rule.aspx) [↑](#footnote-ref-166)
167. New social media platforms like **Twitter** quickly became a platform for future job sites and sources of prospects:

     “The Twitter effect saw people being more open to connecting with people they didn’t know but who shared an interest with, resulting in a significant growth in personal network size; which added to personal branding, and provided a new source of prospects”  
     ***Source: from the notes of Bill Boorman*** [↑](#footnote-ref-167)
168. **Facebook**’s initial focus was on college student populations. To get into FB you needed to have an .edu email address. By 2006 FB was open to anyone over 12. Dan Black, EY America’s CampusTA leader in 2006 (currently EY Global Leader Talent Attraction), launches one of the first Facebook career sites.

     [**https://www.wsj.com/articles/SB116820950568269651**](https://www.wsj.com/articles/SB116820950568269651)

     *“Back in 2006, at* ***EY****, we were recruiting for 5,500 entry level and intern positions. We wanted to do something different to create more brand awareness and differentiation and we felt reaching students in their "natural habitat - a social networking site" would make a huge difference in our efforts. So we started a Sponsored Group on Facebook where students could learn about EY and have a dialogue with recruiters through a discussion board. We were very overt that we weren't looking at their profiles, we just want to give insight into careers at EY and engage in dialogue. We were one of the first to do ‘social recruiting’ and it was a big success for us.”*

     ***Source: Notes from Larry Nash, Americas Director of Talent Attraction and Acquisition, EY*** [↑](#footnote-ref-168)
169. Founded by Leslie O’Connor and Rob McIntosh with the help and assistance of many other industry professionals, **SourceCon** was to ERE in 2009 after the housing market crash. It continued as an in-person conference until the pandemic with expectations to return to in-person post pandemic. The following Editors (in order) have been responsible for Sourcecon’s conferences and curating online content at ERE: Amybeth Quinn, Lance Haun, Jeremy Roberts, Shannon Pritchett, Mark Tortorici and Tangie Pettis.

     [***Employees at SourceCon***](https://www.linkedin.com/company/sourcecon/) [↑](#footnote-ref-169)
170. **Sodexo** was easily one of the employers pioneering the use of newly emerging social media sites to tell candidates about their company culture  
     [**https://us.sodexo.com/careers/careers-blog/show-vs-tell-how-sodexo-uses-soc.html**](https://us.sodexo.com/careers/careers-blog/show-vs-tell-how-sodexo-uses-soc.html) [↑](#footnote-ref-170)
171. **GlassDoor** was cofounded in 2007 by [Tim Besse](https://en.wikipedia.org/wiki/Tim_Besse), [Robert Hohman](https://en.wikipedia.org/wiki/Robert_Hohman), and [Rich Barton](https://en.wikipedia.org/wiki/Rich_Barton) to allow current and former employees to anonymously review companies. It was acquired by Recruit Holdings in 2018.

     [**https://en.wikipedia.org/wiki/Glassdoor**](https://en.wikipedia.org/wiki/Glassdoor) [↑](#footnote-ref-171)
172. **Stack Overflow** was created by [Jeff Atwood](https://en.wikipedia.org/wiki/Jeff_Atwood) and [Joel Spolsky](https://en.wikipedia.org/wiki/Joel_Spolsky) in 2008 as a question and answer website for professional and enthusiast programmers. It is a sourcers goldmine for technology prospects and currently has more than 14 million registered users.

     [**https://en.wikipedia.org/wiki/Stack\_Overflow**](https://en.wikipedia.org/wiki/Stack_Overflow) [↑](#footnote-ref-172)
173. **Klout** was a website and mobile app that used [social media](https://en.wikipedia.org/wiki/Social_media) [analytics](https://en.wikipedia.org/wiki/Analytics) to rate its users according to online social influence via the "Klout Score"

     https://en.wikipedia.org/wiki/Klout [↑](#footnote-ref-173)
174. Illinois passed the **Biometric Information Privacy Act** in 2008 and became the first US state to regulate the collection of biometric information; important for organizations who use fingerprints as a method of timekeeping.

     [**https://en.wikipedia.org/wiki/Biometric\_Information\_Privacy\_Act**](https://en.wikipedia.org/wiki/Biometric_Information_Privacy_Act) [↑](#footnote-ref-174)
175. Jerome Ternyck creates a free ATS for smbs while still the founder and CEO of Mr. TED. After Stepstone acquires Mr.TED in 2010, Jerome begins developing the future of **SmartRecruiter**[**https://www.smb-gr.com/blogs-laurie-mccabe/meet-mrted/**](https://www.smb-gr.com/blogs-laurie-mccabe/meet-mrted/) [↑](#footnote-ref-175)
176. “The **American Recovery and Reinvestment Act of 2009** (**ARRA**)nicknamed the **Recovery Act**, was a [stimulus package](https://en.wikipedia.org/wiki/Stimulus_(economics)) enacted by the [111th U.S. Congress](https://en.wikipedia.org/wiki/111th_U.S._Congress) and signed into law by [President Barack Obama](https://en.wikipedia.org/wiki/President_Barack_Obama) in February 2009. Developed in response to the [Great Recession](https://en.wikipedia.org/wiki/Great_Recession), the primary objective of this federal statute was to save existing jobs and create new ones as soon as possible.”

     [**American Recovery and Reinvestment Act of 2009**](https://en.wikipedia.org/wiki/American_Recovery_and_Reinvestment_Act_of_2009) [↑](#footnote-ref-176)
177. **HRevolution** held nine events over 10 years with average attendance around 150.  
     *“I came up with the idea in May 2009 because I was working as an HR Director and my company would not pay for us to go to SHRM’s annual conference, nor any other HR training. Out of frustration, I tweeted that I would start my own event and invite smart HR pros to come together and teach each other. Steve Boese, Crystal Peterson and Ben Eubanks jumped on board. I had never met any of them. We had no event background but planned it in 4 months.The first event had a limit of 50 attendees.nce we partnered with HR tech, it grew to 350. We hated it at that size. Our goal was that people would walk away knowing everyone at the event. When it got over 120 or so, that was no longer possible. We had great success with people building life-long friendships, working relationships and even one wedding.”*

     ***Source: From the notes of Trish McFarlane*** [↑](#footnote-ref-177)
178. **The Social Recruiting Summit** held in June 2009 at Google headquarters and the nearby Crowne Plaza Hotel was described by its organizer, Jenny DeVaughn, as follows, ***“****One of my favorite moments in our recruiting history was the evolution of social media for recruiting and what we know as employer branding. This Google tweetup was the first time many of us who had networked and shared best practices using Twitter met in person.”*

     ***From the notes of Jenny DeVaughn*** [↑](#footnote-ref-178)
179. [**Millennials are largest generation in the U.S. labor force**](https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/) [↑](#footnote-ref-179)
180. The **TalentBoard** was co-founded as a non-profit by Elaine Orler, Gerry Crispin and Ed Newman to annually measure the impact of the recruiting experience of candidates on the businesses they apply to, acknowledge practices that improve the candidate experience and promote the basic results at no cost to all employers. TheTalentBoard.org’s reports now cover North America, EMEA, Asia and South America under the direction of Kevin Grossman with Debbie McGrath as BOT chair.  
     *“I was approached by Chris Forman - at an ERE conference in 2010 - with one simple question: "what are you going to do about fixing the negative candidate experience?" Everyone was talking about how bad it was but there wasn't a focused solution to address it. Launched with Gerry Crispin and Ed Newman, we formed a focused non-profit organization to shine a light on the implications we have as an industry of recruiters/businesses and how we treat people, the positive work being done, and reward the positive efforts. Still remarkable today.”*

     ***Source: from the notes of Elaine Orler, Co-founder and former Chairman, Talent Board*** [↑](#footnote-ref-180)
181. **ZipRecruiter**’s aggregation model grew quickly when it aligned with accessing Google for its jobs versus Indeed.

     [**ZipRecruiter grows conversion rate 4.5x with the new job search experience on Google**](https://developers.google.com/search/case-studies/ziprecruiter-case-study) [↑](#footnote-ref-181)
182. **SocialTalent** is incorporated by Johnny Campbell and in 2013 its launches its first online sourcing training programs

     <https://core.cro.ie/e-commerce/company/523913>

     <https://www.sourcecon.com/should-a-talent-sourcer-be-certified/> [↑](#footnote-ref-182)
183. **Google Plus** is launched to compete with social media sites and after 8 years is discontinued in 2019

     <https://en.wikipedia.org/wiki/Google%2B> [↑](#footnote-ref-183)
184. **LinkedIn Apply** allowed job seekers to apply to positions with one click using their LinkedIn profiles. The timing of this feature was excellent as employers were struggling to reduce the application time in an effort to reduce abandonment during the application process. Unfortunately a LinkedIn profile is more an individual's creative marketing/branding tool and not designed to be an accurate ‘job application’. LI failed to offer a secondary application ready profile that could be used to fill in a formal statement of interest. This limited the adoption by jobseekers.

     [**The Power of LinkedIn Everywhere: Apply with LinkedIn**](https://blog.linkedin.com/2011/07/24/apply-with-linkedin) [↑](#footnote-ref-184)
185. *“Job-seekers will usually have a* ***portfolio*** *created on a domain with their name. Squarespace is probably the most common tool that someone would use to create one of these. The benefit is that the attention stays on that individual. However, Behance might be another example of the job board/design portfolio combo.”*  
     ***Source: From the notes of Heather Hamilton***

     [**History of the Online Job Search |**](https://bebusinessed.com/history/history-online-job-search/) [↑](#footnote-ref-185)
186. **SparcStart,** founded by Maury Hanigan is among the first video platforms to enhance recruitment job descriptions: specifically to feature tools to have hiring managers create and connect video content to enhance job descriptions.  
     [**http://www.sparcstart.com**](http://www.sparcstart.com/) [↑](#footnote-ref-186)
187. The first recruiting association to be launched aiming to represent all facets of recruiting since the Employment Management Association was acquired by SHRM in 1999. **ATAP,** founded by several dozen industry leaders with Ben Gotkin as their 1st Executive secretary and Tom Darrow as their BOT Chair, is today a member platform focused on curating a body of work that establishes standards and promotes recruiting as a profession.

     [**http://www.ATAPglobal.org**](http://www.atapglobal.org).

     [↑](#footnote-ref-187)
188. The buzz was evident in 2016 at the HR Technology Conference in October but it may have been precipitated by Facebook’s Mark Zuckerberg “announcing his plan to [build an **artificially intelligent** assistant](https://sdtimes.com/mark-zuckerberg-wants-to-build-an-ai/) to do everything from adjusting the temperature in his house to checking up on his baby girl.”

     [**2016: The year artificial intelligence exploded**](https://sdtimes.com/ai/2016-year-artificial-intelligence-exploded/) [↑](#footnote-ref-188)
189. The first issue of **Recruiting Brainfood** was sent on 0730 am, Oct 10th 2016.

     *The 'internet had got too big' for busy people to process it. Recruiters and HR people - already in time intensive, high demand jobs - were not in any position to go through the ever increasingly deluge of clickbait in order to get to 'brainfood' - the thoughtful and nourishing content that could educate or inspire. I had made a habit of archiving what I had found and realised that the proper thing to do would be share that work with whoever else who wanted to the same. Hence, a newsletter was born - a once-a-weekly curation of the best recruiting & HR articles that week, sent on Sunday morning. It was 'recruiting brainfood for your week ahead'*

     **Source: From the notes of Hung Lee**

     **http://www.recruitingbrainfood.com** [↑](#footnote-ref-189)
190. *The* ***Veterans Education Assistance Act*** also known as the “Forever GI Bill” enhanced education and training benefits for veterans to improve their post-service chances of competing for jobs. A critical selling point in recruiting for military services.

     [**Forever GI Bill - Harry W. Colmery Veterans Educational Assistance Act - Education and Training**](https://benefits.va.gov/GIBILL/FGIBSummaries.asp) [↑](#footnote-ref-190)
191. **Google for Jobs** - Job searching powered by Google, allows seekers to view aggregated jobs but also pulls in other career-related information and has become a strong competitor to Indeed. Google Hire sunset in Sept 2020.

     [**Google for Jobs vs Indeed: Could Indeed Be Google's Downfall?**](https://www.jobiak.ai/google-for-jobs-vs-indeed-could-indeed-put-google-for-jobs-out-of-a-job/) [↑](#footnote-ref-191)
192. Enacted in 2016, **GDPR** set new guidelines for consumer data collection. For recruiting, it means employers can only collect data on EU candidates for “specified, explicit and legitimate purposes,” and you intend to contact sourced candidates within 30 days.

     [**Right to explanation**](https://en.wikipedia.org/wiki/Right_to_explanation) [↑](#footnote-ref-192)
193. [**https://en.wikipedia.org/wiki/Furlough#Furloughs\_in\_2020**](https://en.wikipedia.org/wiki/Furlough#Furloughs_in_2020) [↑](#footnote-ref-193)
194. Diversity training surged after the George Floyd murder called to light years of system injustice and passivity.

     [**https://www.npr.org/2021/06/16/1007337981/big-companies-are-finding-out-they-need-help-with-diversity-messaging**](https://www.npr.org/2021/06/16/1007337981/big-companies-are-finding-out-they-need-help-with-diversity-messaging) [↑](#footnote-ref-194)
195. Congress passes a $2.2 trillion economic stimulus act.

     [**https://en.wikipedia.org/wiki/CARES\_Act**](https://en.wikipedia.org/wiki/CARES_Act) [↑](#footnote-ref-195)
196. **RecruitersRecrutingRecruiters.com** is a job board for TA and HR related roles started during the pandemic by a consortium of industry veterans and TA leaders who didn’t want “just another job board” that didn't respect talent as they were forced to make staffing cuts. What is unique about this job board is that it requires each employer posting jobs to the site to commit to pledge that they will uphold good candidate experience practices and not leave candidates in a black hole.

     [**https://www.recruitersrecruitingrecruiters.com/**](https://www.recruitersrecruitingrecruiters.com/) [↑](#footnote-ref-196)
197. There were 2.1 million **fewer women in the workforce** at the end of 2020 since the pandemic began in February 2020.

     [**https://nwlc.org/wp-content/uploads/2021/01/December-Jobs-Day.pdf**](https://nwlc.org/wp-content/uploads/2021/01/December-Jobs-Day.pdf) [↑](#footnote-ref-197)
198. As of Nov 9, 2021 the **Securities Exchange Commission’**s (SEC) new rules requiring publicly traded companies to expand their human capital management disclosure using a principles-based approach went into effect. While these rules are not prescriptive, most companies will eventually be forced to meet stricter standards around how they manage their human assets and the metrics they believe highlight their claims. If subsequent company performance is predicted, we will see a significant impact on the investment community that CEOs and other company leaders will not easily ignore.

     [**https://corpgov.law.harvard.edu/2021/02/06/new-human-capital-disclosure-requirements/**](https://corpgov.law.harvard.edu/2021/02/06/new-human-capital-disclosure-requirements/) [↑](#footnote-ref-198)
199. Colorado’s **Equal Pay for Equal Work Act** was passed in 2019 and became law on January 1, 2021. In addition to barring employers from asking about salary, it requires employers to state a position's pay or range as well as benefits, and "any bonuses, commissions, or other compensation" in published job descriptions. Major companies' initial response is to exclude Coloradans from jobs rather than respond with transparency.

     [**http://leg.colorado.gov/bills/sb19-085**](http://leg.colorado.gov/bills/sb19-085) [↑](#footnote-ref-199)
200. **Return to Normal** versus Work from Anywhere Anytime will be debated for the foreseeable future. Many firms initially embraced giving their employees more choice decisions about how they would address ‘the time spent working’ and ‘the place where work would be done’. Recently more employers are recanting and again dictating ‘time and place’ rather than developing managers’ and employees’ skills related to remote or hybrid work.

     [**Morgan Stanley CEO to NYC workers: Be back in the office by September or else**](https://www.cnn.com/2021/06/16/investing/morgan-stanley-ceo-return-to-office/index.html) [↑](#footnote-ref-200)
201. [**https://joshbersin.com/2021/04/understanding-the-new-disrupted-exciting-labor-market/**](https://joshbersin.com/2021/04/understanding-the-new-disrupted-exciting-labor-market/)[**How to Do Hybrid Right**](https://hbr.org/2021/05/how-to-do-hybrid-right) [↑](#footnote-ref-201)