

recruit. Finally, organizational and administrative issues need to be considered, including who will do the recruiting and budgeting.

Defining Strategic External Recruiting Goals

Any recruiting drive must begin from a careful consideration of the organization's strategic goals.¹ Defining specific desired outcomes for the process can ensure that the organization can concentrate its efforts on applicants who will contribute most to overall organizational success. The definition of strategic goals includes developing goals for attraction, goals for speed, and a time frame.

Goals for Attraction

Knowing how to recruit effectively and strategically begins by knowing the organization's current needs and future needs. For example, a global computer hardware manufacturer considering international expansion will need to consider what national cultures and languages its employees will need to understand. A pharmaceutical company in a dynamic market will need to think of the expertise of current employees as well as recruits' ability to learn and develop as the business environment evolves. The key issues an organization needs to resolve in defining its goals for attraction involve consideration of the fit issues we have discussed throughout the book.

In terms of person/job fit, the organization will need to determine what types of applicants are most likely to have the required KSAs identified through the process of job analysis. At this stage in the process, goals should proceed from general statements to specifics. Determine whether you need a highly educated workforce or one with lots of practical experience, and then get more specific about what types of degrees employees should have or specific jobs employees should have previously held. After the KSAs have been well defined, think about which of the recruiting sources we discuss later in the chapter are most likely to attract interested individuals with the right competencies.

In terms of person/organization fit, the techniques for recruiting should closely match the organization's culture and values. Companies that pride themselves on environmental sustainability and a team-oriented environment want to send a much different message to new recruits relative to companies that promote an aggressive growth and revenue-driven culture. Everything from the areas of the country where recruiting will take place to the types of media that are employed will send a message to potential applicants regarding what the organization's culture is like, so choices about recruiting should always take these considerations into account.

Goals for Speed

While goals for attraction answer the question of job seekers the organization needs to attract, goals for speed answer the question of how fast the organization needs to attract applicants. When an organization needs to fill a position quickly