

with an employee who will contribute right away, recruiting will have to focus on methods that contact highly qualified and experienced individuals who are probably doing similar work already. Attracting these candidates does not involve the same strategy that would be employed if an organization wants to attract applicants with raw talent and ability who can be molded to fit the needs of the organization with training and experience.

Goals for speed can also influence the ways an organization recruits in more immediate ways as well. When an organization needs to fill a position quickly, techniques that identify a large pool of interested individuals who want to start right away should be implemented. On the other hand, the organization's long-term hiring strategy should include establishing personal relationships with a broad pool of talented individuals, regardless of their immediate availability, through ongoing networking. Some technology companies start the process of recruiting by providing scholarships and mentoring opportunities for college students, with the hope of identifying and attracting individuals who will be interested in a job when they graduate.

Time Frame

The last issue that needs to be resolved in defining strategic goals is the time frame during which recruitment will take place. This can be particularly important in a legal sense because the applicant pool definition depends on the length of time applicants will have to apply. Defining a time frame means determining how long the position will be advertised prior to consideration of applications, and at what point a final offer for selection tests and interviews will be sent to applicants. During the time-frame goal development phase, general principles for determining how long a job will remain open are considered in light of strategic goals for the recruiting process. Finally, specific decisions about timing are left for the organization and administration phase.

When an organization is seeking applicants for a very specific, in-demand position, the time frame should be similarly specific, with applications accepted only until a firm deadline is reached, after which no other applications will be accepted or considered. When an organization is seeking a larger number of applicants for an entry-level managerial or professional job category, recruiters might attend job fairs and encourage applications from attendees. If an organization has the goal of filling a large number of positions that traditionally have relatively high turnover, such as most sales or customer service jobs, then recruiting may not have a termination point at all. Instead, recruiting will be considered ongoing, as with a policy of "always taking applications."

Open Versus Targeted Recruitment

One of the most difficult aspects of recruitment is knowing where to look for applicants. In theory, the pool of potential job applicants is the eligible labor force (i.e., employed, unemployed, discouraged workers, new labor force entrants, and labor