

force reentrants). In practice, the organization must narrow down this vast pool into segments or strata of workers believed to be the most desirable applicants. To do so, organizations can use open or targeted recruitment methods.

Open Recruitment

With an open recruitment approach, organizations cast a wide net to identify potential applicants for specific job openings. Very little effort is made in segmenting the market into applicants with the most desirable KSAOs. This approach is very passive in that anyone can apply for an opening, and all who apply for a position are considered, regardless of their qualifications. An advantage of the open recruitment method is that applicants often see it as being “fair” in that everyone has the opportunity to apply. Open recruitment helps ensure that a diverse set of applicants—including minorities, teens, former retirees, veterans, people with disabilities, and other potentially overlooked employee groups—are given a fair shot at being considered. Another advantage of open recruitment is that it is useful—perhaps even essential—when large numbers of applicants must be hired. The disadvantage to this approach is that a large number of applications must be considered, so it is possible that qualified applicants may be overlooked in the process. Unfortunately, with the growth of web-based recruiting, many employers have found that open recruiting yields too many applicants, making it very time-consuming to review all the résumés and other application materials.²

Targeted Recruitment

A targeted recruitment approach is one whereby the organization identifies segments in the labor market where qualified candidates are likely to be. Often, this is done to find applicants with specific characteristics pertinent to person/job or person/organization match. Some experts propose that a targeted strategy may be more effective because it allows the organization to prepare a specific message that appeals to the audience, rather than relying on a general message that is mildly appealing to some candidates, but strongly appealing to none.³

Following is a list of some of the potential target recruitment groups (of course, these categories are not mutually exclusive):

- *Key KSAO shortages*—the objective here is to identify applicants with specific new areas of knowledge or “hot” skills
- *Workforce diversity gaps*—often, one must go beyond open recruitment to reach diverse groups and make special efforts
- *Passive job seekers or noncandidates*—sometimes excellent candidates can be found in “trailing spouses” or other dual-career couples
- *Former military personnel*—especially those with key competencies such as leadership
- *Employment-discouraged*—long-term unemployed, homemakers, welfare recip-