

- *Reward-seekers*—those who are attracted to the organization's employment value proposition, which might offer benefits such as flexible work schedule and fully paid health care
- *Former employees*—those with good track records while they were employed
- *Reluctant applicants*—some individuals may have interest in an organization but are conflicted; research shows that flexible work arrangements may help attract such individuals⁴

Making the Choice

The choice between open and targeted recruitment is important, as it dictates recruiting methods and sources. This is not to suggest open and targeted recruitment necessarily achieve different goals. Targeted recruitment can achieve the same ends of inclusion as open recruitment, though by a different mechanism. Whereas open recruitment achieves inclusiveness by encouraging everyone to apply, targeted recruitment may actually seek out particular groups that would not respond in an open recruitment environment. In theory, open and targeted recruitment can be used in combination. For example, an organization may encourage all applications by posting jobs on its website and advertising broadly, while still making special efforts to reach certain populations. Of course, by seeking out one group, another may be inadvertently overlooked from consideration. So, before targeted recruitment is undertaken, the organization needs to carefully consider which groups to target, as well as the job skills necessary to perform the job(s) in question. Similarly, before open recruitment is selected, the organization needs to decide whether it is prepared to handle and fairly consider the large number of applications that may flow in.

Recruiting experts say it is not necessary to use just one strategy.⁵ Organizations might choose a very open strategy for jobs that are not core to their performance, such as clerical and administrative functions, but then use a much more targeted approach for employees who need highly specific KSAs. Accenture Consulting, for example, suggests that retailers identify the most critical segments of the workforce, analyze the performance of the most successful employees, and then target the recruiting to attract employees sharing relevant characteristics with star performers in these high-leverage positions. For less critical positions, a less resource-intensive process might be advisable. Exhibit 5.2 reviews the advantages of open and targeted recruitment and suggests when each approach is appropriate.

Organization and Administration

Once the organization has a good idea of which types of candidates to recruit, decisions must be made regarding how the process will proceed. Recruiting can be coordinated in-house or by an external recruitment agency. An organization can also do its own recruiting or cooperate with other organizations in a recruitment