

EXHIBIT 5.2 Choosing Between Open and Targeted Recruiting

	Technique	Advantages	Best When
Open	Advertising positions with a message appealing to a wide variety of job seekers in a variety of media outlets that will reach the largest possible audience	Ensures that a diverse set of applicants are contacted and considered Lower resource and personnel cost per applicant located	Large numbers of applicants are required Pre-entry qualifications are not as important
Targeted	Focusing advertising and recruiting efforts by tailoring message content to attract segments of the labor market with specific KSACs or demographic characteristics	Narrows the pool of potential applicants, allowing the organization to concentrate efforts on the most qualified Facilitates a more personal approach to each applicant	The organization needs specific skill sets that are in short supply Hiring for high-leverage positions

alliance. Given the flexibility of this process, authority to recruit may be centralized or decentralized in the organization.

In-House Versus External Recruitment Agency

Most recruiting in large organizations is done in-house. Smaller organizations may rely on external recruitment agencies rather than an in-house function, as smaller organizations may not have the staff, expertise, or budget to run their own recruitment functions. Organizations with low turnover rates may also prefer to use external recruitment agencies because they recruit so infrequently it doesn't make sense to have their own recruitment function.

Outsourcing the recruiting function has grown significantly over time.⁶ Specialized recruiting firms are constantly in touch with a wide variety of applicants and therefore have detailed knowledge of many potential candidates. Recruiting firms also often have databases of available applicants they have collected over time, which can mean very rapid access to many interested individuals. However, an in-house recruiting agency has definite advantages. In particular, in-house recruiters know much more about their organization's culture and can convey that information to recruits more credibly because it is delivered by people who actually work for the company. Additionally, employees may perceive that a company that does its own recruiting is more interested in applicants and has a more people-oriented culture than an organization that leaves this process to an outside