

a vital part of deciding how to implement internal recruiting. To get access to the internal applicant population, attention must be devoted in advance of the search to number and types of contacts, the budget, development of a recruitment guide, and timing. Understanding applicant reactions to internal recruiting policies is also crucial to develop effective systems.

When searching for candidates, the message to be communicated can be realistic, targeted, or branded. Which approach is best to use depends on the applicants, job, and organization. The message is usually communicated with a job posting. It should, however, be supplemented with other media, including other potential peers' and supervisors' input. Informal communication methods with information that cannot be verified or that is incomplete are to be discouraged.

There are a variety of internal methods for taking applications in the strategy implementation phase. These range from posting information about jobs on the company intranet to career development centers with interest inventories and counseling staff. Just as with external recruitment, multiple criteria must be considered in choosing internal sources.

The organization needs to provide the applicant with assistance for the transition to selection. This assistance requires that the applicant be made fully aware of the selection process and how to best prepare for it. Taking this step, along with providing well-developed job postings and clearly articulated mobility paths and policies in the organization, should help applicants see the internal recruitment system as fair.

Internal recruitment activities have long been the object of close legal scrutiny. Past and current regulations make several suggestions regarding desirable promotion system features. The relevant laws permit bona fide seniority systems, as long as they are not intentionally used to discriminate. Seniority systems may have the effect of impeding promotions for women and minorities because these groups have not had the opportunity to accumulate an equivalent amount of seniority as compared to that of white males. The glass ceiling refers to invisible barriers to upward advancement, especially to the top levels, for minorities and women. Studies of promotion systems indicate that internal recruitment practices contribute to this barrier. As part of an overall strategy to shatter the glass ceiling, changes are now being experimented with for opening up internal recruitment. These include actions to eliminate stereotypes and prejudices, training and developmental experiences, mentoring, aggressive recruitment, and use of valid selection techniques.

## DISCUSSION QUESTIONS

1. Traditional career paths emphasize strict upward mobility within an organization. How does mobility differ in organizations with innovative career paths? List three innovative career paths discussed in this chapter and describe how mobility occurs in each.

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