

LEARNING OBJECTIVES AND INTRODUCTION

Learning Objectives

- Be able to engage in effective internal recruitment planning activities
- Apply concepts of closed, open, and hybrid recruitment to the internal recruiting process
- Recognize which recruitment sources are available for internal candidates
- Evaluate internal recruiting based on established metrics
- Be able to evaluate communication messages for internal selection
- Recognize how applicant reactions influence the effectiveness of a recruitment plan
- Understand how affirmative action plans are implemented for internal recruiting

Introduction

Internal recruitment is the process of identifying and attracting current employees for open jobs. Internal recruits have numerous advantages: they already know the organization's culture, they have already developed relationships with coworkers and they may require less training than external hires. The nearly ubiquitous presence of internal labor markets underscores the importance of effective internal recruiting. One survey of 725 human resource (HR) professionals found that a result of recruiting, selection, training, and development costs, organizations are increasingly looking internally to staff positions.¹ A majority of those surveyed reported that managing their internal talent pool was either a high (45.6%) or a very high (27.7%) strategic priority in their organization. The development of internal talent was seen as one of the top talent management tasks (63% of respondents) even more so than the acquisition of talent (49.4% of respondents).

Unfortunately, despite the imperative placed on improving talent management, this survey also showed that only 25.7% of organizations have a formal talent management strategy, and only 13.8% of small businesses have a formal talent management system. This relatively limited implementation of effective formal talent management systems means there is much room for improvement. At the same time, a poorly managed internal talent management system can lead to accusations of favoritism, bias, or discrimination. Great care must be taken to ensure that an internal recruiting system is seen as fair.

The first step in the internal recruiting process is recruitment planning. The second step is developing a strategy for where, how, and when to look. Knowing when to look requires an understanding of open, closed, and hybrid internal recruitment systems. Knowing how to look requires an understanding of job postings, intranet and intraplacement, a talent management system, nominations, in-house temporary pools, replacement and succession plans, and career development centers. Knowing when to look requires an understanding of lead time and time sequence concerns.