

The third step consists of the communication message and medium for notification of the job vacancy. The fourth step in the process is developing a job posting system and providing applicants with an understanding of the selection process and how to best prepare for it. The fifth step in the process is the consideration of legal issues. Specific issues to be addressed include Affirmative Action Programs Regulations, bona fide seniority systems, and the glass ceiling.

STRATEGIC RECRUITMENT PLANNING

Like the external recruitment process, the internal recruitment process involves matching employee KSAOs (knowledge, skill, ability, and other characteristics) to organizational needs. Unlike external recruiting, the management of an internal recruiting process is directed toward channeling and enhancing existing capabilities rather than bringing in new capabilities from the external market. Internal recruiting must be integrated with employee training and development programs. Before identifying and attracting internal applicants to vacant jobs, attention must be directed to organizational and administrative issues that facilitate the effective matching of those applicants with available positions.

Refining Strategic Internal Recruiting Goals

The goals for an internal recruiting system will flow from the organization's overall strategic goals. An internal perspective on recruiting entails defining goals for attraction, goals for speed, and a time frame, much like external recruiting, but the operative issues for each of these topics will change.

Mobility Paths and Policies

The internal recruiting system will be crucially dependent on the mobility paths and policies that have been established in the organization. Just as the external labor market can be divided into segments or strata of workers believed to be desirable job applicants, so, too, can the internal labor market of an organization be divided into segments. This division is often done informally inside organizations. For example, managers might talk about the talented pool of managerial trainees this year and refer to some of them as "high-potential employees." As another example, people in the organization talk about their "techies," an internal collection of employees with the technical skills needed to run the business.

At a more formal level, organizations must create a structured set of jobs for their employees and paths of mobility for them to follow as they advance in their careers.

Mobility Paths

A mobility path consists of possible employee movements within the internal labor market structure. Mobility paths are determined by many factors, including KSAO