

Employees are likely to see a well-articulated and well-executed mobility policy as fair. A poorly developed or nonexistent policy is likely to lead to employ claims of favoritism and discrimination.

Eligibility Criteria. An important component of an effective mobility policy is a listing of the criteria by which the organization will decide who is eligible to be considered for a vacancy in a mobility path. In essence, these criteria restrict eligibility for recruitment to certain individuals. Usually these criteria are based on the amount of seniority, level of experience, KSAOs, or job duties required. For example, to be considered for an international assignment, the applicant may be required to have been with the organization a certain length of time, have experience in a functional area where there is a vacancy, be proficient in a foreign language, and be interested in performing new duties. These criteria need to be made very clear in the policy; otherwise, unqualified people will apply and be disappointed when they are not considered. In addition, the organization may be flooded with the paperwork and processing of applicants who are not eligible.

Closed, Open, and Hybrid Recruitment

The decision of how to communicate a job announcement to employees is a key component of an internal recruiting system. The choices among closed, open, and hybrid systems can affect employee motivation and perceptions of fairness, so each possibility should be carefully considered.

Closed Internal Recruitment System

Under a closed internal recruitment system, employees are not made aware of job vacancies. The only people made aware of promotion or transfer opportunities are those who oversee placement in the HR department, line managers with vacancies, and contacted employees. Exhibit 6.3 shows how a vacancy is typically filled under a closed system.

A closed system is very efficient. There are only a few steps to follow, and the time and cost involved are minimal. However, a closed system is only as good as the files showing candidates' KSAOs. If the files are inaccurate or out of date, qualified candidates may be overlooked. Thus, maintaining accurate human resource information systems (HRISs) that track KSAOs regularly is vital.

Open Internal Recruitment System

Under an open internal recruitment system, employees are made aware of job vacancies. Usually this is accomplished by a job posting and bidding system. Exhibit 6.4 shows the typical steps followed in filling a vacancy under an open internal recruitment system.

An open system gives employees a chance to measure their qualifications against those required for advancement. It helps minimize the possibility that supervisors