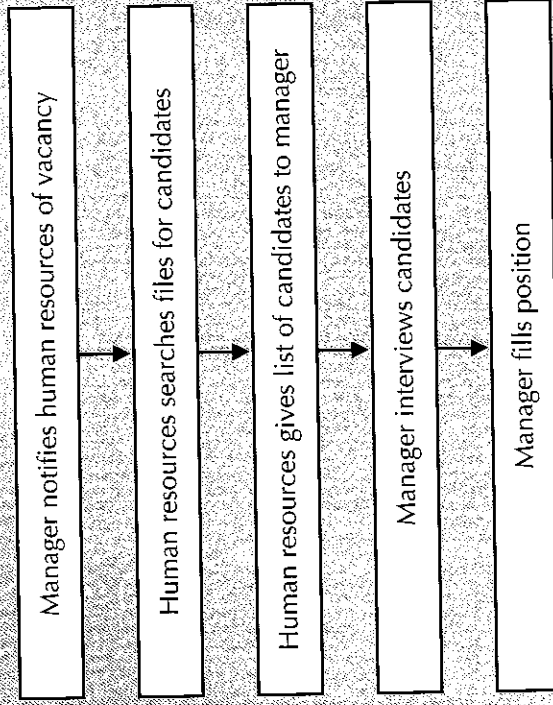


HIBIT 6.3 Closed Internal Recruitment System

will select favorite employees for promotion or transfer, and it often uncovers hidden talent.

An open system may, however, create unwanted competition among employees for limited advancement opportunities. It is a very lengthy and time-consuming process to screen all candidates and provide them with feedback. Employee morale may decrease among those who do not advance.

Hybrid System of Internal Recruitment

Under a hybrid system, both open and closed steps are followed at the same time. Job vacancies are posted, and the HR department conducts a search outside the job posting system. Both systems are used in order to cast as wide a net as possible. The large applicant pool is then narrowed down by KSAOs, seniority eligibility, demographics, and availability of applicants.

Merico Hotels uses a hybrid system that includes both training and developing promising employees for specific higher-level positions alongside job posting methods.⁵ The organization's performance management system encourages employees to specify their potential internal career tracks and indicate which developmental opportunities will help them progress. Those identified as high-potential employees receive special training within a formal succession planning system. When jobs come open, they are posted via an internal job vacancy software program developed