

In yet other organizations, it may be who you know rather than what you know that serves as the criterion for advancement. Finally, in some organizations there is no right or subtle discrimination against women and minorities. All these examples are violations of procedural justice and are likely to be perceived as unfair. To prevent these negative reactions, the organization should ensure that policies and procedures are clearly stated, based on objective criteria, widely communicated and consistently followed.

COMMUNICATION

Once the planning and strategy development phases have been conducted, it is time to conduct the search. As with external recruitment, informing potential applicants about the existence of an opening and the characteristics of the position will have a strong influence on the types of individuals who will apply. However, the content of the message and the media through which it will be transmitted are quite different.

Communication Message

Like the external recruitment message, the internal recruitment message to be communicated can be realistic, branded, or targeted. A realistic message portrays the job as it really is, including positive and negative aspects. A targeted message points out how the job matches the needs of the applicant. A branded message emphasizes the value, culture, and identity of the unit to attract applicants who fit the brand label. For internal recruitment, information will be presented regarding the culture of the work unit or division and how it may differ from other areas of the organization. The internal applicant will have more information about the organization and its practices than would most external applicants, but any additional information about the job itself might not be accurate and might arrive via rumors or other unreliable internal communication methods. Therefore, any recruiting message should take the internal image of the job into account.

Realistic messages can be communicated using a technique such as a realistic job preview (RJP). This technique needs to be carefully applied for internal recruitment because applicants may already have a picture of the job since they are already a member of the organization. It should not be automatically assumed that all internal candidates have accurate information about the job and organization. In fact, word-of-mouth information, such as rumors, within the organization can lead internal recruits to have inaccurate perceptions about a job that need to be corrected. RJPs are particularly appropriate for internal applicants when they move to an unknown job, a newly created job, or a new geographic area, including an international assignment. Alternatively, it is often possible to give