

internal recruits informational interviews with future coworkers, site visits, or even hands-on experience in the new work environment, which is less feasible with external recruits.

Branded messages can emphasize how a specific area of the organization offers unique opportunities to internal applicants. This information can be communicated in a way that takes advantage of what employees already know about the job and organization. For example, a company expanding into a new regional market can describe how taking on a position in this new region will be a unique opportunity for personal and professional growth, with detailed information regarding specific products, initiatives, and even mention of key individuals involved in the process whose reputations might be known in the organization.

Targeted messages along with inducements are likely to attract experienced internal employees. Because internal applicants will be personally known by coworkers and supervisors, messages can be specifically targeted around each person's identified needs and desires. Targeted messages about the desirability of a position and the actual rewards should come directly from the job rewards matrix. The hiring manager needs to clearly communicate factual information in the job rewards matrix, rather than offers of potential rewards that the manager may not be able to provide.

Communication Media

The actual methods or media used to communicate job openings internally include a formal job posting, direct contact with potential supervisors and peers, and word of mouth. In most cases, all three media should be considered as potential parts of the process, although only the first two are encouraged.

A job posting should clearly define the duties and requirements of the job as well as the eligibility requirements. To ensure consistency and fair treatment, job postings are usually coordinated by the HR department. Other documents used to communicate a vacancy may include a description of the work unit and its location as well as a description of the job. A brochure or video can also be created to show and describe what the job and its location are like. Such a message would be important to applicants asked to relocate to a new geographic area or to accept an international assignment.

Potential supervisors and peers can be used to describe to the internal applicant how the position he or she is considering fits into the larger organizational picture. Supervisors are knowledgeable about how the position fits with the strategic direction of the organization. Hence, they can communicate information regarding the expansion or contraction of the business unit within which the job resides. Moreover, supervisors can convey the mobility paths and requirements for future movement by applicants within the business unit, should they be hired. Peers can supplement these supervisory observations by giving candidates a realistic look at what actually happens by way of career development.