

Word of mouth, which is difficult for the organization to control when it comes to external applicant searches, can be much more problematic for internal searches. This can be a highly selective, inaccurate, and haphazard method of communicating information. It is selective because, by accident or design, not all employees hear about vacant jobs. Talented personnel, including underrepresented groups, may thus be overlooked. It is inaccurate because it relies on second- or third-hand information; important details, such as actual job requirements and rewards, are omitted or distorted as they are passed from person to person. Informal methods are also haphazard in that there is no regular communication channel specifying the times for communicating job information. As a result of these problems, the organization should be aware of word of mouth and attempt to minimize its influence on the applicant identification and attraction process.

## STRATEGY IMPLEMENTATION

After a strategic focus of the search has been established and communication messages and media have been evaluated, an organization must develop a strategy to access viable internal job applicants.

### Recruitment Sources

Choice of recruitment sources in an internal search is closely related to whether a closed, open, or hybrid system is employed. Some of the techniques described below are clearly more appropriate for a closed search, while others are more suited to an open search. One unique feature of the internal recruitment effort is that various sources overlap with one another and will likely be used simultaneously.

#### Job Postings

A job posting system is very similar to the use of organizational websites in external recruitment. A posting spells out the duties and requirements of available jobs and provides a portal through which internal applicants can submit their materials. Organizations do not have to build these internal systems from the ground up; many HRIS developers integrate internal job posting systems into their programs. This means that when a job that has been designated as part of the internal market comes open, full posting information based on job analysis records can easily be put onto the company intranet in one integrated process. Smaller organizations with less robust internal labor markets may post jobs through e-mails rather than establishing a dedicated internal recruiting site. E-mail contact to selected individuals can also be used as part of a closed recruiting system as well.

An example of the type of information found in an internal job posting is shown in Exhibit 6.7. Such information includes job title, category, compensation, and work schedule. A brief overview of desired qualifications and a job description of