

information in the HRIS. Finally, the recommendation portal allows the applicant to request recommendations from other individuals within the organization; these requests generate e-mail messages to the relevant parties with information on how to submit a recommendation to the system. This example shows a very basic, utilitarian format for the posting, but many organizations supplement their postings with images or personal messages from individuals working in similar roles.

At Home Depot, job openings are listed on computer kiosks in break rooms. Employees can view these job postings during breaks or before or after shifts. An employee who is interested in one of the jobs can take a computerized test for the opening at the kiosk. If the employee makes the cut, his or her application is forwarded. If the employee fails, the supervisor is notified and the employee may be offered training so he or she can compete successfully for the position in the future.

Despite their advantages, internal job posting systems have some drawbacks. Examples of such difficulties include situations where employees believe that someone was selected before the job was posted (a "bagged" job), cumbersome systems where managers and HR personnel are overwhelmed with résumés of unqualified candidates, and criticisms that the HR department is not doing an effective job of screening candidates for positions.

Another important issue with posting systems is feedback. Not only do employees need to know whether they have received the job, but those who did not receive the job need to be made aware of *why* they did not. Providing this feedback serves two purposes. First, it makes job posting part of the career development system of the organization. Second, it invites candidates to bid on future postings. If employees are not given feedback, they may be less likely to bid for another job because they feel that their attempts are futile.

### **Talent Management System**

A talent management system is a comprehensive method for monitoring and tracking the utilization of employee skills and abilities throughout the organization. The process of talent management is closely aligned with replacement and succession planning—talent management systems track the KSAs of the workforce and then replacement and succession planning translates this information into concrete action plans for specific job roles. Although talent management involves performance management and training processes in addition to managing the internal recruiting process, tracking employees' KSAs and their use in the organization is the key component of talent management systems.

Although a number of different models for implementing talent management systems exist, there are a few key processes common to most. The first stage of the process is identifying the KSAs required for all jobs in the organization. This information can be obtained from job descriptions and job specifications. The complete set of KSAs required across the organization will then be compiled into a master list. The current workforce will need to be assessed for its competence in this set of KSAs, usually as an adjunct to routine performance evaluations. When