

positions come open, managers make a query to the talent management system to determine which employees are eligible. A process should be in place to make regular comprehensive examinations of the changing nature of KSAO requirements throughout the organization. Information from these analyses can then be used as a springboard for developing comprehensive plans for training and development experiences.

There has been such a strong integration of database software for talent management systems that when staffing managers refer to talent management systems, they are often talking about the specific HRIS that is used to facilitate tracking KSAOs in the workforce. While these database applications offer great promise for coordinating information, many managers find operating talent management systems challenging. Most of the problems in implementing the systems in practice do not come from a lack of technology but from an excess of technology that cannot be understood by line managers. A few principles should be borne in mind when developing or evaluating a user-friendly talent management system:

- Keep the format for entering data as simple as possible.
- Have an easy method for updating basic information with each performance evaluation cycle.
- Make it easy to perform database queries.
- Provide varied formats for obtaining reports.
- Ensure that information is confidential.
- Make it possible to perform statistical analyses using relational databases.
- Integrate data with other HR files.

Nominations

Nominations for internal candidates to apply for open positions can be solicited from potential supervisors and peers. These individuals are an excellent source of names of internal candidates, as they are familiar with what is required to be successful in the position. They can help establish the criteria for eligibility and then, through their contacts in the organization, search for eligible candidates. Self-nominations are also very useful in that they ensure that qualified candidates are not inadvertently overlooked using other applicant searching methods. Self-nomination is an especially important consideration in the internal recruitment of minorities and women.

In-House Temporary Pools

In-house temporary pools are important to the temporary staffing of organizations, and they are also an excellent source of permanent internal employment. Unlike employees hired through external staffing agencies, those employed through in-house temporary pools are legally treated as employees. Therefore, the full legal liability for these employees falls exclusively on the employer. Using in-house

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