

work activities. For example, respondents might be asked whether they prefer tasks that involve analytical processes like analyzing financial data or more social tasks like motivating a group of workers. After completing these surveys, employees can compare their work preferences with the profiles of activities in a variety of jobs. Career development counselors can help talk employees through their thoughts and concerns about job options. Ideally, these career development inventories are coupled with careful analysis of KSAOs, will be paired with job analysis information to improve the person/job match. If employees lack the required KSAOs, career development counselors can suggest developmental work experiences or training opportunities.

Any assessment of career development centers needs to take the organization's bottom line into account.¹⁷ Having full-time career development staff is a significant cost for any organization, and it is unlikely that small or medium-sized organizations will find it cost effective to develop a comprehensive career development center. For smaller organizations, it is more advisable to develop smaller-scale informal initiatives based on personal interactions. Smaller organizations can make use of some career development tools by bringing in external career coaches or consultants to work with individuals who are especially interested in career development within the organization. To reduce costs, employees could take their career development profiles and receive initial feedback through web-based surveys. These electronic survey options save money by reducing staff needs, and employees will not need to go to the career development offices to receive initial counseling.

Although career development centers are complicated to develop and expensive to maintain, they do offer organizations an opportunity to help employees learn about a large spectrum of careers. By providing employees with a clear sense of how they can direct their own careers, it is hoped that job satisfaction will increase and thus lead to increased retention. Because of the cost of career development services, it is especially important to keep track of the return on investment for these services.

Recruiting Metrics

Like external recruiting sources, each internal recruiting source has strengths and weaknesses. Exhibit 6.8 provides an overview of the metrics that might be expected for the categories of recruiting activities, along with issues considered relevant to each source. There is far less research on the costs and benefits of internal recruiting techniques, so our comments here are necessarily somewhat speculative; it is likely that each organization will need to consider its unique needs even more thoroughly than it would when selecting external recruiting methods.

Sufficient Quantity

Because the organization's pool of employees will necessarily be smaller than the general labor market, most internal recruiting methods will have far lower quantity