

## TRANSITION TO SELECTION

As with external recruitment, once a job seeker has been identified and attracted to a new job, the organization needs to prepare the person for the selection process. It should not be assumed that just because job seekers come from inside the organization they automatically know and understand the selection procedures. With the rapid advances being made in selection methods, the applicant might encounter methods that are different from those used to hire the applicant to a previous job. Even if the same selection methods are used, the applicant may need to be refreshed on the process since much time may have elapsed between the current and previous selection decisions.

An organization that has done an excellent job of preparing internal job seekers to become applicants is the Public Works Agency for the county of Sacramento, California.<sup>18</sup> The county uses a panel of interviewers together, rather than a series of individual interviews, to make selection decisions. For many lower-level employees in the maintenance department, this approach was a first-time experience. Consequently, they were apprehensive about this process because they had no previous experience with the internal selection process. In response to this situation, the HR group initially conducted training classes to describe the process to applicants. However, as this was a very time-consuming process for the staff, they replaced the classroom training with videos. One major component of the video was the preparation required prior to the panel interview. Instructions here included appropriate dress and materials to review. Another major component of the video depicted what happens to the applicant during the panel interview. This component included instructions on types of questions that would be asked, the process to be followed, and dos and don'ts in answering the panel interview questions. A final component of the video was testimonials from previous exam takers who became managers. They explain from an organizational perspective what the organization is looking for, as well as provide study tips and strategies.

## LEGAL ISSUES

The mobility of people within the organization, particularly upward, has long been a matter of equal employment opportunity/affirmative action (EEO/AA) concern. The workings of the internal labor market rely heavily on internal recruitment activities. Like external recruitment activities, internal recruitment activities can operate in exclusionary ways, resulting in unequal promotion opportunities, rates, and results for certain groups of employees, particularly women and minorities. The Affirmative Action Programs Regulations specifically address internal recruitment as part of the federal contractor's affirmative action plan (AAP). Seniority systems are likewise subject to legal scrutiny, particularly regarding what constitutes a bona