

In terms of specific staffing practices that may help eliminate the glass ceiling we offer the following suggestions. Barriers to upward mobility can be addressed and removed, at least in part, through internal recruitment activities. Internal recruitment planning needs to involve the design and operation of internal labor markets that facilitate the identification and flows of people to jobs throughout the organization. This may very well conflict with seniority-based practices or seniority systems, both of which are likely to be well entrenched. Organizations simply have to make hard and clear choices about the role(s) that seniority will play in promotion systems.

In terms of recruitment strategy, where to look for employees looms as a major factor in potential change. The organization must increase its scanning capabilities and horizons to identify candidates to promote throughout the organization. In particular, this requires looking across functions for candidates, rather than merely promoting within an area (from sales to sales manager to district manager, for example). Candidates should thus be recruited through both hierarchical and alternative career paths.

Recruitment sources have to be more open and accessible to far-ranging sets of candidates. Informal, word-of-mouth, and "good old boy" sources do not suffice. Job posting and other recruitment strategies that encourage openness of vacancy notification and candidate application are necessary.

Recruitment changes must be accompanied by many other changes.²⁵ Top managers need to fully understand that women executives differ from them in what they perceive to be the major barriers to advancement. Research suggests that women executives are more likely to see an exclusionary climate (male stereotyping and preconceptions of women, exclusion from informal networks, and inhospitable corporate culture) as a critical barrier, whereas top male managers are more likely to point to experience deficiencies (lack of significant general management and line experience, not being in the pipeline long enough) as the culprit. Hence, top management must take steps to not only create better experience-generating opportunities for women, but also develop and foster a more inclusive climate for women, such as through mentoring and providing access to informal networks. To encourage such changes and improve advancement results for women and minorities, managers must be held formally accountable for their occurrence.

An example of a far-reaching diversity initiative to expand the internal diversity pipeline is the "Championing Change for Women: An Integrated Strategy Program at Safeway, a retail grocery giant. A focal point is the Retail Leadership Development (RLD) program, a formal full-time career development program for entry-level grocery store employees to prepare them for moving up into the management ranks (90% of store managers and above come through the program). The program has a particular focus on women and people of color. Employees apply for the program by taking a retail knowledge and skill exam. Those who complete the program are immediately assigned to a store as an assistant manager—the stepping stone to further advancement. To support the advancement program, all managers