

attend a managing diversity workshop, receive additional on-the-job education, and have access to a toolkit to help them incorporate diversity discussions into their staff meetings. Managers are evaluated in part on their success in meeting diversity goals, and bonus money is riding on that success. Every manager is also expected to serve as a mentor, helping mentees acquire the KSAOs necessary for continued advancement. Other elements of the program include strong support and participation from the CFO, women's leadership network groups (for black, Asian, Hispanic, and LGBT [lesbian, gay, bisexual, and transgender] employees), modification of a requirement to relocate in order to gain experience, and work/life balance initiatives for employees with and without children. Since the program was initiated, the number of women who qualified for and completed the RLD program has risen 37%, and the number of women store managers has increased by 42% (31% for white women and 92% for women of color).²⁶

In summary, solutions to the glass ceiling problem require myriad points of attack. First, women and minorities must have visibility and support at top levels—from the board of directors, the CEO, and senior management. That support must include actions to eliminate prejudice and stereotypes. Second, women and minorities must be provided the job opportunities and assignments that will allow them to develop the depth and breadth of KSAOs needed for ascension to, and success in, top management positions. These developmental experiences include assignments in multiple functions, management of diverse businesses, line management experience with direct profit-loss and bottom-line accountability, diverse geographic assignments, and international experience. Naturally, the relative importance of these experiences will vary according to the type and size of the organization. Third, the organization must provide continual support for women and minorities to help ensure positive person/job matches. Included here are mentoring, training, and flexible work-hour systems. Fourth, the organization must gear up its internal recruitment to aggressively and openly track and recruit women and minority candidates for advancement. Finally, the organization must develop and use valid methods of assessing the qualifications of women and minority candidates (see Chapters 8 and 9).²⁷

SUMMARY

The steps involved in the internal recruitment process—planning, strategy development, and communication—closely parallel those in the external recruitment process. With internal recruitment, the search is conducted inside rather than outside the organization. Where both internal and external searches are conducted, they need to be coordinated with each other.

The planning stage requires that the applicant population be identified. As before, the process begins by understanding strategic recruiting goals. Next, an understanding of mobility paths in the organization and mobility path policies is

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