



Internal Recruiting



Outline

- Administration of Staffing
- Recruitment Planning
 - Organizational Issues
 - Administrative Issues
- Strategy Development
 - Closed, Open and Targeted Recruitment
 - Recruitment Sources
 - Choice of Sources
 - When to Look
- Searching
 - Communication Message
 - Communication Medium
- Applicant Reactions
- Transition to Selection



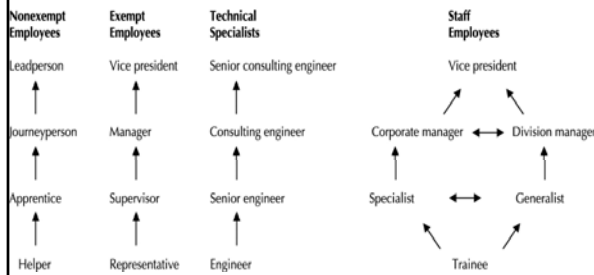
Job # 1 Recruiting Need: Claims Processing Supervisor (6 Needed)

- Reports to a Claims Processing Manager at American Family Insurance
- 1st-level supervisory position: Supervises 5-8 claims processing clerical employees & maintains effective work flow & team processes
- Oversees selection and on-the-job training of new clerical employees
- Consults with clerical employees on non-routine decisions
- Assesses performance of employees & identifies ongoing training needs
- Recommends merit pay levels for employees
- Coordinates worker schedules under flextime work arrangement
- Assists employees with cafeteria benefit selections
- Identifies need for discipline & coordinates with manager & HR
- Identifies & provides suggestions for I.S./I.T. improvements
- 2-year degree required; undergraduate degree preferred
- Questions about job description, specifications or recruiting needs?

**Job # 2 Recruiting Need:
Program Manager: University of Wisconsin
Vietnam EMBA Program**

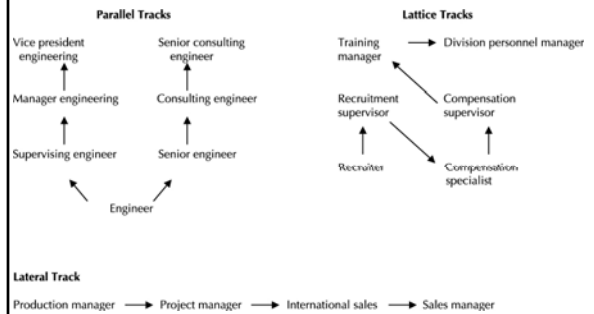
- Reports to Director of EMBA at UW School of Business
- Coordinates with partner in Vietnam
- Coordinates curriculum support for instructors
- Coordinates facility, course delivery, & travel logistics
- Oversees budget & financial management
- Coordinates student recruiting activities with partner in Vietnam
- Oversees student application & selection processes
- Related college degree required, masters degree desired
- Work experience required
- 🌐 Students: Questions about job description, specification or recruiting needs?

Traditional Mobility Paths




- 🌐 What are some advantages of this type of mobility path?
- 🌐 What are some disadvantages of this type of mobility path?
- 🌐 Implications for our jobs?

Innovative Mobility Paths

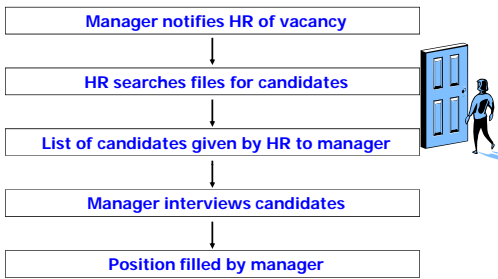


- 🌐 What are some advantages of this type of mobility path?
- 🌐 What are some disadvantages of this type of mobility path?

Strategic Choices for Internal Recruitment

- Strategic choices we will examine 
 - Closed, open, or targeted recruitment
 - Recruitment sources: Job posting, skills inventory, nominations, employee referral, in-house temp pools, succession plans & intranet/intraplacement
 - Communication messages: Traditional, realistic, attractive, targeted
 - Communication media: Printed posts, web posts, brochures, videos, CDs, supervisors, peers, informal
 - Search timing

Closed Internal Recruitment System



- 🗣️ Discuss advantages of this type of recruitment system?
- 🗣️ Discuss disadvantages of this type of recruitment system?
- 🗣️ Pros & cons of this approach for our jobs?

Open Internal Recruitment System



- 🗣️ Discuss advantages of this type of recruitment system?
- 🗣️ Discuss disadvantages of this type of recruitment system?
- 🗣️ Pros & cons of this approach for our jobs?

Targeted Internal Recruitment System



- Concurrent use of both open and closed systems
- Advantages
 - Thorough search is conducted
 - People have equal opportunity to apply for postings
 - Hidden talent is uncovered
- Disadvantages
 - Very time-consuming and costly process
- ❓ When would it be appropriate to use this type of system?
- ❓ Would this type of system be appropriate for our jobs?

Criteria for Choice of Recruitment System

- Compare open, closed, & targeted systems on:
 - ❓ Cost of use
 - ❓ Potential legal costs
 - ❓ Time required to fill positions
 - ❓ Size of candidate pool
 - ❓ Finding hidden talent
 - ❓ Jobs with narrow, specialized KSAO set
 - ❓ Migration away from difficult jobs
 - ❓ Perceptions of fairness



Internal Recruitment Sources

- Consider the following recruitment sources
 - Job postings
 - Skills inventories
 - Nominations
 - Employee referrals
 - In-house temporary pools
 - Succession plans
 - Intranet and intraplacements
- ❓ When would each of the above be appropriate?
- ❓ Which of the above should be used for our jobs?



Searching: Communication Message

- Start with job requirements and rewards matrices
 - Types of messages
 - Traditional messages
 - Realistic job preview (RJP)
 - Attractive messages
 - Targeted messages
- 🕒 For internal recruiting, when would each of the above be appropriate?
- 🕒 Which of the above should be used for our jobs?



Searching: Communication Media

- Printed job posts
 - Web job posts
 - Brochures
 - Videos
 - CDs
 - Supervisors
 - Peers
 - Informal systems
- 🕒 For internal recruiting, when would each of the above be appropriate?
- 🕒 Which of the above should be used for our jobs?



Recruiting Timeline

- Lead time concerns
 - Goal -- Minimize delay in filling vacancies
 - Effective planning requirements
 - Establishment of priorities for job openings
 - Prepared recruiters
 - Time sequence concerns
 - Staffing flowchart
 - Time-lapse statistics
 - Costs of too quick/too slow recruiting
- 🕒 Recommended timelines for recruiting for our jobs



**Internal
Recruiting**