

# *Internal* Recruitment Services





**LEXXER** SOLUTIONS

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# CONTENTS

|               |                      |
|---------------|----------------------|
| <b>Page 4</b> | <b>Introduction</b>  |
| <b>Page 5</b> | <b>Advantages</b>    |
| <b>Page 6</b> | <b>Disadvantages</b> |
| <b>Page 7</b> | <b>Our Services</b>  |
| <b>Page 9</b> | <b>The Process</b>   |

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# Recruitment Services

As a knowledge broker we specialise in matching people to particular tasks. Our recruitment services will match you with the right candidate , based on their knowledge, experience and skills.

Our full range of PEOPLE Services will not only help you find the right person but also unlock the potential and power of your existing staff, volunteers or members with training and development. Often the best solution is a winning combination of external training and consultancy which will develop and mentor existing staff allowing them to develop the confidence, capacity and skills to produce the best in house team.

Our PEOPLE Services will help you acquire, develop, and manage staff, volunteers and stakeholders. Our knowledge based approach draws upon a range of sectors to provide full service support from recruitment and legislative compliance to management and human resources. We also embed and manage staff or consultants which may be the most cost effective solution.

Our recruitment services are geared towards small businesses, charities and and community based voluntary organisations which do not have the time, resources or skills to conduct their own recruitment processes. Our full service can either source staff, volunteers or trustees and allow you simply to have the final choice, or where open recruitment is required we will support you through and beyond the process of finding the right people for you.

We offer External, Internal and Virtual Recruitment Services, all designed with you in mind, to ensure that the right person is selected in the right way.

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CLIENT:  
Date :  
Contact:

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# Internal Recruitment Advantages

Internal Recruitment serves as a great contributor to employee engagement and retention which can be the biggest challenge for organisations. Hiring and developing employees internally is a great effort in managing talents globally.



It enhances retention which conveys a strong message to the employee that the organisation cares and emphasis on their career growth it supports the 'Trust' culture and motivates employees to stay in the organisation longer.



**Higher Retention**

Internal recruitment should not be seen as a quick cheap fix, avoiding the time and cost of an external recruitment process. It like all recruitment must be goal driven and the goal is to find the best possible person for the position.

It eliminates high cost such as referral fees, advertising cost, on-boarding cost, travel, and other hiring costs, with a quicker turn around period and less need for training or orientation.

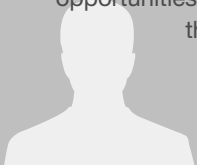
**Cost Effective**



Often given experience, the fact that the organisation knows of and is known by and internal applicant and the existing fit in a team and organisational culture it would be questionable to bypass existing staff.

However thought should be given to the negative impacts and above all else the recruiter's primary loyalty must be to the interests of the organisation, rather than a colleague who may feel they are suitable.

Bypassing existing employees can lead to frustration, resentment and possible staff exits. Showing progression and promotion opportunities as well as new challenges within the organisation can boost morale

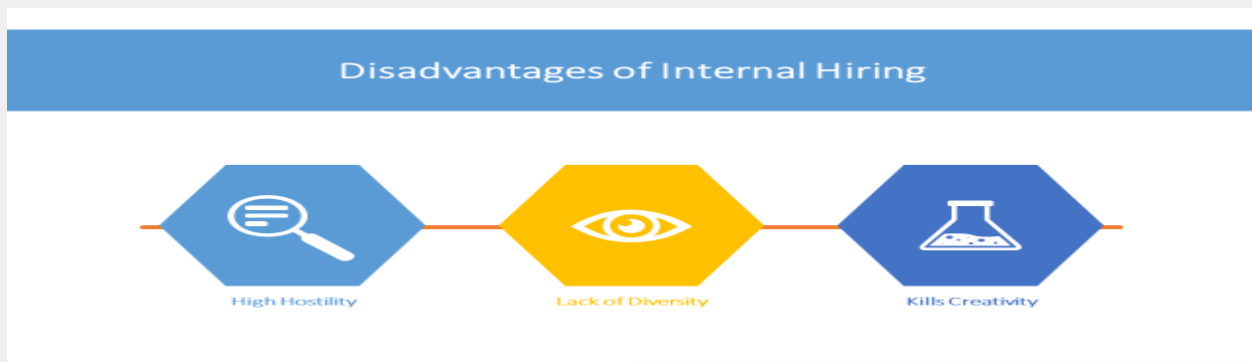


**Staff Morale**

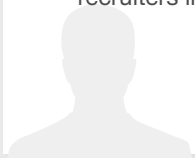
Many of the risks and problems associated with internal recruitment can be eliminated by the retention of an external independent professional team. This skill and service will assist any organisation to run a fair, effective, transparent process.

# Internal Recruitment Disadvantages

Internal Recruitment has many benefits, but all employers must weigh up a number of disadvantages, and if the post is government or grant funded there should be clear guidance and authorisation by the department or funder before internal recruitment is



It can create difficulties amongst staff with the potential of personal bias being real or alleged in the process. It may place staff who act as recruiters in a difficult position and those not selected can have grievances.



**High Hostility**

Internal recruitment can cause problems within a workforce especially in smaller organisations where HR is not a separate department. It can lead to rivalry and disappointment with managers caught in the middle as they act as recruiters. Favouritism or bias can be real or alleged and the result can be a lowering of morale.

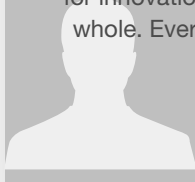
Internal hiring hinders diversity at the workplace in bringing fresh new blood with different ethnicity, gender, age and different background leading towards a new perspective.



**Lack of Diversity**

The key again is to ensure an independent, fair, process where the job specifications and criteria are clearly understood and the merits of successful candidates apparent.

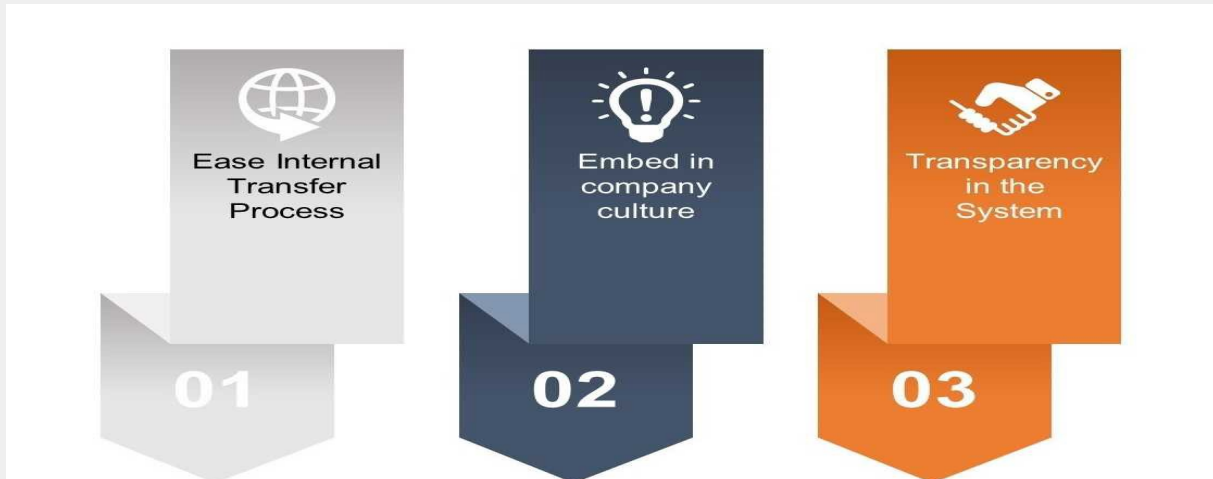
Business as usual with internal hiring can lead to the death of creativity. The employee carries out duty and usual, and they may not be room for innovation in processes and business as a whole. Everything may remain as status quo.



**Kills Creativity**

There is often greater scrutiny over internal processes as those unsuccessful are closer to the issue, can see the successful recruit and then judge whether they are better suited. Even when no formal grievances are aired there can be a loss of motivation or underlying resentment. Decisions are often more accepted when made by an independent HR Consultant.

# Internal Recruitment



The features of a successful Internal Recruitment process focus on ensuring an easy internal transfer process (easily accessible and understood by employees). Also embedding the internal hiring in the organisational culture is essential as it comes as a practice and culture in the organization instead of merely a recruitment activity. Most important is to establish an internal hiring process which is communicated to all employees combined with a high level of transparency. The movement could be both upwards or lateral movements or a neighbouring job family depending on business needs and employee preference.

Key to these outcomes will be a clear and logical job description with perhaps even more specific criteria than would be appropriate in external recruitment. Many existing staff members would have similar terms of experience, but can be differentiated by the completion of job related qualifications.

The pathway to post should also be specified including promotions, transfers, employee referrals, and moving temporary employees to full-time positions. Secondly it is important to demonstrate a robust transparent independent process, framed by appropriate policies and practices.

Organisational change may be needed to develop and communicate new policies, to engender a culture of progression and opportunity. Trustees or owners, managers and staff should all understand how internal hiring works, you can find the best internal candidates to fill your position and create a streamlined approach for how to handle your internal hiring process.

# Internal Recruitment

Internal Recruitment serves as a great contributor to employee engagement and retention which can be the biggest challenge for organisations. Hiring and developing



A good way to begin is first and foremost to develop and implement the organisation's recruitment strategy followed by creation or updating of position profile which is an extension of the job description. The clear development of criteria will show all exactly what is expected from a candidate.

A crystal clear position profile helps the recruitment team to have a better understanding of the role. Moving on to the next step is the transparency and organization-wide publicity and extensive communication on the internal job sharing and posting on various communication channels available for employees within the organization.

This is then followed by assessment tools and interview process that serves as part of the selection and hiring process. Depending on the organisations' needs and culture, the hiring team may choose appropriate assessment tools available on the market.

Crucially an independent professional input is needed to make a final call about the suitability of the pool of internal candidates. Despite the preference for internal recruitment, if there is not a good fit for the post there must always be an option to declare the internal recruitment drive unsuccessful and either rerun it or revert to an external process.

Upon hiring start the onboard especially project specific orientation which can be more meaningful and integrate the results of the assessment tool (if any) and the performance results etc. into the employee development plan for the new role. By doing this, we minimise the risk of third parties poaching good talents because we are helping them to progress them in the career internally.

Last but not least, internal recruitment strongly supports in building the talent pipeline, improve the leadership benchmarks and boost employee engagement as a whole.



# Internal Recruitment Process

## Internal Recruitment Policy

The first step in creating a successful recruitment process is creating and using an internal recruitment policy. This policy should place limitations on managers so they do not steal employees from other managers or unnecessarily hold an employee back from advancing his career if he qualifies for an available position. The policy describes what internal applicants can expect during the selection process and whether applying for an internal position will affect their current ones. A company should add whether an employee must remain working in a position for a minimum amount of time before applying for a new one in the company and should offer tips about how to advance to new positions

## Job Posting

A company should develop a job posting system that ensures the widest reach to company employees. In addition to creating fliers to hang in break rooms, bulletin boards or facilities, an interoffice email announcement to employees can also help. The job posting should include a job description, employee eligibility criteria, the job's department or project and position manager and the dates employees can apply.



## Screening and Interviews

Screen the employees who apply for an internal position with care. The advantage of an internal recruitment is that an internal applicant's managers and co-workers are available and accessible as references. If policy allows, hiring managers may also have access to employee files in order to learn more about an applicant's past performance and behavioral issues, aptitude and training.

### Interviews

A company can interview internal applicants with the assistance of an external consultant, or let them undertake the entire process. Using an outside firm to assist with interviews can help prevent unfair biases or advantages, as the hired experts do not have personal connections to the applicants. In any regard, interviews are one of the ideal ways to learn more about an employee, their expectations and their loyalty to the company.

Applicants will be scored against the criteria and each other with a decision made as to whether the pool has sufficient skills to fill the posts and appointments made internally.

## Feedback

While a company can only select one employee to fill a vacant position, an internal recruitment process is a good way for it to provide feedback to employees wishing to advance professionally. While the number of internal vacant positions is limited, the opportunities to provide promising employees with quality opportunities to grow or improve their performance is not.

This is even more important than in external recruitment since the unsuccessful candidates will still be staff members and may feel frustrated at the outcome.

# Internal Recruitment Process Breakdown

The followings costs are representative and services are offered as a package to reduce costs. They are based on the information given and from experience of similar projects

After consultation with committee and other relevant stakeholders, LEXXER Solutions will design and deploy a recruitment process meeting the specifications agreed. The following services and support will be provided.

**A. GROUP CONSULTATION AND TRAINING, WITH POLICY/PROCESS SUPPORT**

**B. PRODUCTION OF CANDIDATE INFORMATION PACK**

**C. DESIGN OF APPLICATION FORM**

**D. JOB DESCRIPTION DEVELOPMENT, WITH ORGANISATIONAL SPECIFIC CRITERIA**

**E. DESIGN AND DEPLOYMENT OF JOB ADVERTISEMENT WITH INTERNAL POSTING**

**F. DEVELOPMENT OF OTHER DOCUMENTATION**

**G. INTERVIEW EVALUATION FORM**

**H. INTERVIEW PANEL TRAINING AND PACK**

Planning the interview

Determining the interview questions

Conducting the interview: Your roadmap

Conducting an interview: Do's and don'ts

Interview follow-up

**I. FACILITATION OF INTERVIEWS**

**J. INDEPENDENT REVIEW AND FACILITATION OF ASSESSMENT**

**K. APPLICANT FEEDBACK**

**L. CONTRACTURAL SUPPORT**

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