

### EXHIBIT 6.5 Choosing Among Open, Closed, and Hybrid Internal Recruiting

Unique	Advantages	Best When
Identifies more candidates, including those who might be overlooked in a closed system	Issues exist about perceived fairness	Hidden talent might be overlooked
Makes rules and regulations explicit and open to all employees	Sometimes required by labor agreements	
Less expensive in terms of search costs	Managers need the new candidate to start immediately	
Offers a quicker response	Jobs require a very narrow and specialized set of KSAs	
Less cumbersome when only a select few meet the minimum requirements	There are adequate resources to run such a hybrid system	
Finds a large number of candidates	Jobs are especially key to organizational success	
Everyone has an opportunity to apply		

Although the choice of system is important, use of staffing software (see Chapter 13) allows bridges between these systems to be built to take advantage of the best features of each.

### Organization and Administration

Mobility paths and mobility policies must be established as part of the planning process, and so, too, must administrative matters. Administrative matters include coordination, the budget, and the recruitment guide.

### Coordination

Internal and external recruitment efforts need to be coordinated and synchronized via the organization's staffing philosophy. If this is not done, disastrous results can occur. For example, if independent searches are conducted internally and externally, two people may be hired for one vacancy. If only an external recruitment search is conducted, the morale of current employees may suffer if they feel that they have been passed over for a promotion. If only an internal recruitment search is conducted, the person hired may not be as qualified as someone who would have been hired via an external search.