

market. Because of these possibilities, internal *and* external professionals work together with the line manager to coordinate efforts before the search candidates begins.

To coordinate activities, policies need to be created that specify the nature and types of candidates sought both internally and externally. External recruitment should stay in frequent contact with internal placement professionals.

**Budget**

An organization's budgeting process for internal recruitment should closely mirror that for external recruitment. The cost per hire may, however, differ between internal and external recruitment. The fact that internal recruitment targets candidates already working for the organization does not mean that the cost per hire is necessarily less than the cost per hire for external recruitment. Sometimes internal recruitment can be more costly than external recruitment because the methods involved in internal recruitment can be quite expensive. For example, when internal candidates are considered for the job but not hired, they need to be counseled on what to do to further develop their careers to become competitive for the position the next time it is vacant. When an external candidate is rejected, a simple and less costly rejection letter usually suffices.

**Recruitment Guide**

As with external recruitment, internal recruitment activities involve the development of a recruitment guide, a formal document that details the process to be followed to attract applicants to a vacant job. Included in the plan are details such as the time, money, and staff activities required to fill the job, as well as the steps to be taken to fill the vacancy created by the internal candidate leaving to take the new job. An example of an internal recruitment guide is shown in Exhibit 6.6.

**Timing**

A final strategic consideration an organization must make is determining when to look for internal candidates. As with external recruitment, consideration involves calculation of lead time and time sequence concerns.

**Lead Time Concerns**

A major difference between internal and external recruitment is that internal recruitment not only fills vacancies but also creates them. Each time a vacancy is filled with an internal candidate, a new vacancy is created in the spot vacated by the internal candidate.

Because of this difference, it is incumbent on the organization to do HR planning along with internal recruitment. This planning involves elements of succession planning (see Chapter 3) and is essential for effective internal recruitment.