

# The internal mobility playbook:

## Maximizing the potential of your workforce



**In the wake of the COVID-19 pandemic, organizations are fundamentally rethinking their people strategy:** whether that's freezing hiring, standing down their workforce, redeploying staff or hiring to fill critical skill gaps. In this uncertain, rapidly changing landscape, internal mobility is taking center stage.

Internal mobility is a critical component of an organization's talent strategy. It arms HR teams with the tools to identify their employees' skill sets and aspirations and deploy or redeploy these internal pools of talent to where they are needed most. Encouraging a culture of internal mobility and advancement not only elevates your employees so that they are top of mind when a role becomes available. It also supports their career growth and development. Whilst internal mobility has been on HR's agenda for a number of years now, COVID-19 has made internal mobility a priority as organizations consider not only how to increase the agility and mobility of their workforce but also how to maximize the potential of their employees.

The benefits of internal mobility are numerous. Lower recruiting costs and better pipelining, faster time to productivity, increase in employee engagement and retention rates whilst supporting transparency, diversity, equity and inclusion. By making internal mobility more inclusive, it allows organizations to expand opportunities, unlock potential and mobilize their diverse internal talent helping to drive both employee and business performance. It also allows organizations to keep valuable employees working, an attractive alternative to standing them down. From an employee perspective it provides career paths, career opportunities and development (a lack of which is a key reason people leave organizations.)<sup>1</sup> Savvy HR teams are thinking about the skill sets that could be affected by the current market landscape and are using internal mobility to keep these people working. How organizations treat their workforce during this pandemic will impact their employer brand for years to come.

Not all industries are freezing hiring and standing-down workforces. Some companies are leveraging internal mobility to redeploy employees to fill critical skill gaps in the wake of unprecedented demand. Supermarket retailers, for instance, are hiring and redeploying hundreds of thousands of staff to cater to demand from shoppers, while healthcare providers are ramping-up hiring to fill hospitals with much-needed healthcare workers. Employees are also being redeployed to call centers to help support the dramatic increase in customer inquiries as hotlines ring around the clock.

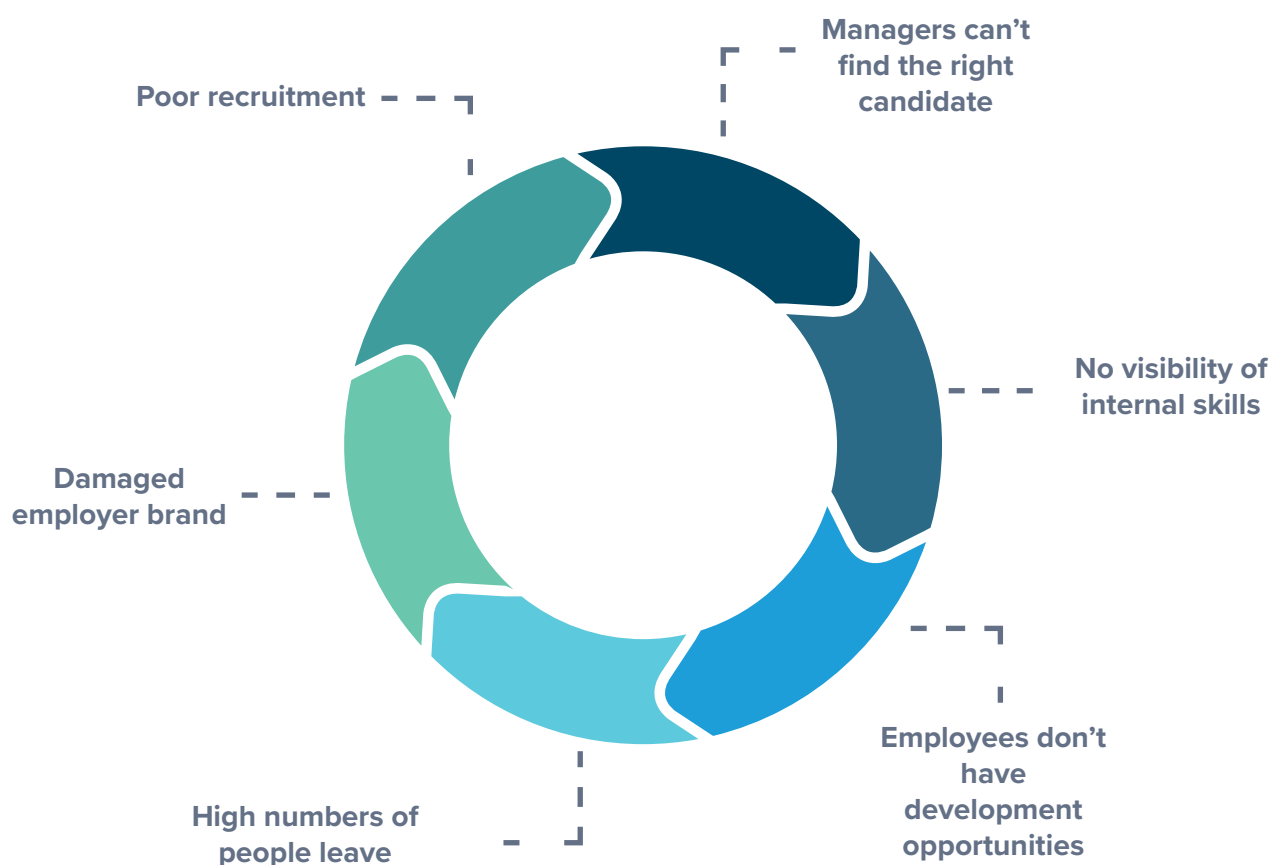
Although these unprecedented times are resulting in major shifts in the employment market, it's not just COVID-19 that's bringing internal mobility to the fore. Underlying it all is a skills shortage that's growing more serious by the year. Even with high unemployment deepening the pool of available talent, this doesn't necessarily mean the talent with the skills you're after will be available.

<sup>1</sup> LinkedIn, 2018. *2018 Workplace Learning Report*.

In a McKinsey Global Survey on future workforce needs, nearly 9 in 10 executives say their organizations either face skill gaps already or expect gaps to develop within the next five years.<sup>2</sup> Although most say their organizations consider it a priority to address skill shortages, few say their organizations understand how to find the workforce skills they will need most. How will you equip your organization with the workforce you need for the future – especially if you're not hiring right now? Look to your greatest source of talent: internal mobility.

The highest-performing companies are reskilling their existing workforce and leveraging internal mobility to address talent shortages and skills gaps. It's why internal mobility is a crucial part of any savvy recruiter's strategic toolkit.

Take the below chart as an example: have you ever had a similar scenario unfold?



By investing in developing your existing workforce through internal mobility, you're investing back in your organization. Your top performers stick around for longer, your employer brand is defined by development opportunities, and you'll create a culture that attracts motivated, engaged people who are seeking opportunities to grow.

<sup>2</sup> McKinsey, 2020. *Beyond hiring: How companies are reskilling to address talent gaps.*

# How technology can help

Technology platforms like recruitment marketing help to embed internal mobility within the organization. A dedicated internal mobility platform connects employees to job opportunities whilst delivering a personalized and engaging employee experience. Specialized landing pages prompt employees to join specific talent networks, employee groups, mentoring programs and sign up for job alerts through targeted calls-to-action. A technology platform not only makes it easier and more enticing for employees to build out their employee profiles (creating a comprehensive view of their aspirations and skills sets). It also matches these individuals to open roles helping HR teams to deploy and redeploy talent based upon business needs.

A recruitment marketing solution like PageUp also helps organizations attract, inform, and engage their employees through automation, allowing you to measure the effectiveness of your efforts and demonstrate the return on investment.

- Easy content management makes updating or changing internal job listings and landing pages simple, allowing you to:
  - Create engaging job description pages highlighting your employee value proposition (EVP).
  - Showcase your employee career journeys, upskilling and reskilling opportunities as well as your Diversity, Equity & Inclusion (DE&I) approach to internal mobility.
- Engage employees with career opportunities and learning content through hands-off automated nurture flows and 'SMART' pipelines.
- Understand employee traffic on landing pages and highlight the content people are engaging with thanks to powerful analytics dashboards.



# What is the return on investment?

Internal mobility improves employer brand, keeps the best people inside your organization, and helps recruiters be more strategic. But how does that relate in hard numbers to bottom line savings?

The business opportunity with internal mobility is clear.

1. **Reduce recruitment costs** by looking within.
2. **Reduce the cost of turnover** by choosing someone already aligned with your culture.
3. **Improve employer brand** so you can cut advertising costs.

Though most companies spend only

**6%**

of their recruitment budgets on internal candidates, these candidates fill

**14%**

of job openings

It can take an outside hire to perform as well as an internal hire in the same role

**3 YEARS**

Up to

**20%**

of employee turnover happens in the first 45 days of a job

External hires are more likely to be laid off or fired in their first year of service and

**21%**

more likely to leave

**61%**

As you can see from the statistics above, recruitment, retention and internal mobility are intrinsically linked. Organizations that invest in ways to encourage career promotion, development and ongoing learning keep their talent engaged and stop them from leaving.

People want to grow and build their careers in their role. A structured internal mobility program helps to provide these opportunities and deliver an engaging employee experience that keeps people around.



The building blocks of  
a successful internal  
mobility program

Internal mobility is a critical component of talent acquisition and talent development. But creating an internal mobility program within an organization can be easier said than done. To support you in this process, we've developed the key building blocks to creating a successful internal mobility program. We'll share key considerations and tips across each of the stages. Use this guide to get you started on your own journey to building a thriving internal mobility program.

The 5 main stages of building a successful internal mobility program are:



### Plan your approach

*Planning your approach is the critical first step in developing your internal mobility program. It defines the purpose, strategy and establishes your measures of success. This stage identifies your program champions and the skillsets already within your organization. Use the following as a worksheet and checklist:*

## 1. Define your objectives

Use these questions as a guide to build out your purpose and strategy.

- ☐ Consider what internal mobility means to your organization and its alignment to your current culture. For example, you may want to build a culture that encourages internal mobility and advancement.
  - Is there a shift in mindset required for your leadership team, managers and employees?
- ☐ What are your goals for implementing internal mobility
  - For your organization?
  - For your employees?
- ☐ What are the benefits? What is the cost of doing nothing?
- ☐ Who will manage the internal mobility program?
- ☐ What are the measures of success? For example: increase talent deployment and career mobility across the organization.

## 2. Create a cross functional program team

A cross functional program team brings a unique set of skills, business and external market knowledge.

- ☐ Invite members from your Talent Acquisition, Talent Management, Learning and Development, HR technology teams.
  - Part of their responsibility will be to educate their teams on the internal mobility program, progress and responsibilities.
- ☐ Consider how you can integrate your HR technology solutions to deliver a seamless and holistic experience for employees and talent teams.
  - For example, you can link your internal mobility strategy to your recruitment, learning, performance and succession platforms.
- ☐ Review your current internal recruitment policies to make sure they align with your internal mobility process.
- ☐ As a cross functional team, consider organizational, business unit, manager and employee KPIs to help embed the program and shift in mindset.

## 3. Seek out your internal mobility champions and gain buy-in from key stakeholders

- ☐ Select your executive and senior leader champions – educate them on the business benefits and value of an internal mobility program, and the role they can play in its successful execution.
- ☐ Identify the key stakeholders who are critical to the success of the program, start early to build awareness and engagement.
  - Conduct virtual focus groups with managers to bring them on the internal mobility journey.
    - Discuss the concepts of ‘talent hoarding’ and ‘talent poaching’ and how to overcome these roadblocks.
- ☐ ‘Talent hoarding’ refers to the inclination for managers to keep talented employees within their own team. Managers will often avoid putting these individuals forward for internal placements.
  - Consider the shift in mindset - thinking about talent as a long-term investment.
- ☐ Seek input from your employees - what does internal mobility mean to them?
- ☐ Circle back to these stakeholders with progress updates. You may even invite some of these individuals to be your career storytelling champions.

#### 4. Take stock of your current workforce

One of the first steps in internal mobility is to understand the skills sets already in the business. You should commit to the following:

- ☐ Match skills to roles across the organization.
- ☐ Identify skill sets that are transferable across roles and skills that you have a surplus of.
- ☐ Work with your L&D team to identify hard to fill roles and skill gaps across business units.
  - If there are skill gaps, what resources or systems are in place to easily upskill and/or reskill your employees?
- ☐ Role play different market scenarios: how quickly can your organization pivot and deploy and/or redeploy its workforce where needed?

#### 5. Consider recruitment marketing technology

Leveraging a recruitment marketing platform for internal mobility automates key tasks, freeing you from manual 'busy' work. A good recruitment marketing platform helps connect employees to open job opportunities whilst delivering an engaging employee experience. Using this technology, you can:

- ☐ Update your landing pages easily to amplify job posting and your employee value proposition.
- ☐ Leverage automation to:
  - Nurture employee talent pools with targeted content.
  - Create 'SMART' lists to build out your internal talent pools.
- ☐ Utilize Calls-to-Action (CTAs) to join your employee talent networks and sign up for job alerts.
- ☐ Track and measure the employee traffic coming to your landing pages, including what content they are interacting with.
- ☐ Analyze skills sets through completed employee profiles, which you can leverage for deployment and redeployment activities.



## Establish

*Establish your internal mobility program, engaging your stakeholders throughout the process. When implementing your internal mobility program consider the employee experience and have your nurture workflows ready to go.*

### 1. Create your internal mobility landing pages with career and learning content

- ☐ Create 'sticky' landing pages with targeted content that engages your employees at first interaction.
  - For example, you could create content showcasing the career journeys of your employees, or interviews with your business leaders where they explain their career path within the organization.
- ☐ Make your CTAs stand out.
  - Examples of strong CTAs include:
    - Join our employee mobility network
    - Sign up for job alerts
    - Participate in mentoring programs, short term projects and upskilling and/or reskilling activities.

### 2. Consistent messaging is key

- ☐ Don't forget to keep your internal mobility champions and key stakeholders – including your managers – in the loop.
- ☐ Prior to launch, invite your managers, champions and other stakeholder groups to education sessions reinforcing the program's key messages and benefits.
  - If possible, co-deliver the program with your senior program champions.
  - Have a FAQ sheet ready to go with your internal mobility platform login details.

### 3. Invite employees to join and create awareness of the internal mobility program

- ☐ Deliver internal mobility education sessions for your employees.
- ☐ Invite your employees to create an employee profile on the platform, sharing their aspirations and skill sets. Explain the program, its benefits and then link to the internal mobility signup page.
- ☐ Share your internal mobility program on social media to amplify your brand.
- ☐ Register your new employees using your onboarding process checklist.
  - Work with your HR team to update the onboarding checklist to include a link to the internal mobility network.

#### 4. Ensure your nurture workflows are ready to go

- ❑ Set up the first few nurture workflows to engage your employees the minute they join your internal mobility program and talent networks.
  - A short video from the CEO welcoming them to the program could work well as a first follow-up.





## Engage

*Engage your employees with targeted content that delivers insight into career paths, easy access to open roles, projects, reskilling and upskilling opportunities. Leverage analytics to track progress and make informed decisions based on what content is resonating.*

### 1. Take action on your communication plan

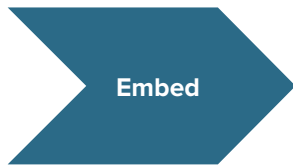
- ☐ Create a communication plan that includes the types of content that will be delivered through the internal mobility program.
  - Share job posting, targeted content for specific employee talent networks, internal movement success stories and videos, mentoring programs and career development.
  - Empower your career storytelling champions to get involved and share their tips for career success.
- ☐ Implement your communication plan, starting with the first 3 months of content you plan to share.
- ☐ Refer back to your analytics – what pages and content are your employees engaging with most? This will inform your content curation, ongoing communications plan and deliver the best ROI.

### 2. Build out your internal talent pipeline

- ☐ Utilize employee profiles to target your internal talent and fill open roles, succession plan or redeploy to address business needs (don't forget to work in partnership with your business units).
- ☐ Use 'SMART' list automation to create your internal talent pipelines, delivering targeted communications including career development material.
- ☐ Create proactive outreach strategies for employees with high interaction scores.

### 3. Survey your employees on their experience

- ☐ Conduct surveys to understand your employees' internal mobility experience to ensure it's hitting the mark.



*The key to the success for any program of work is embedding it into business as usual (BAU). A well-managed internal mobility program delivers value for all involved. Conduct regular reviews with your cross functional team and key stakeholder groups to ensure the internal mobility program is delivering on its objectives.*

### 1. Keep your stakeholders updated and engaged

- ☐ Maintain ongoing updates to your stakeholder groups, highlighting key wins and success stories.
  - For example, access to broader pools of talent that might not have been visible otherwise.
- ☐ Take it a step further and schedule regular meetings with managers to discuss skill sets, the development of talent and linking employees to open job roles.

### 2. Agree on KPIs and consider incentives

Shifting mindsets to create a culture of career mobility, skills sharing and development takes time. Consider the following:

- ☐ Create KPIs for managers to fill roles and pipelines with internal talent.
- ☐ What about an incentive model that helps to build manager confidence?
- ☐ Set KPIs around an increase in engagement scores across business units.
- ☐ Link to employee development and performance goals.
- ☐ Set KPIs for employees to complete their employee profile on the platform.

### 3. Conduct regular reviews and a formal 12 month review of your internal mobility program

- ☐ Conduct regular check-ins to ensure the internal mobility program is delivering to the agreed strategy and goals set at the initial planning phase.
- ☐ Review the analytics to gain insights on employee traffic, conversion ratios, content engagement and make changes if necessary.
- ☐ Conduct a more detailed 12 month review seeking feedback from your employees, managers and senior leaders across the organization.
- ☐ Reflect on any changes to the industry and/or market landscape, and its impact on your internal mobility program. Adjust accordingly.

**Measure  
& Track  
ROI**

*Use the data to understand your employees' journey and behavior, track your internal mobility measures of success and be agile enough to adapt on the fly.*

## 1. Understand what's working well and what isn't and adapt accordingly

Analyze the data to understand the following:

- ☐ How many employees have created employee profiles?
- ☐ How many employees are visiting your landing pages on the internal mobility platform?
- ☐ What content and landing pages are they interacting with?
- ☐ How many employees are being deployed, redeployed, promoted and developed as a result of the internal mobility program?
- ☐ Is there an increase in employee engagement scores as a result?
- ☐ Adapt the content and your approach based upon your results and feedback.

## 2. Assess progress towards your measures of success

Track the measures of success and your benchmarks against your internal mobility data:

- ☐ Organizational map of skills sets, transferable skills and skill gaps.
- ☐ Increase in the number of employees creating employee profiles.
- ☐ Engagement levels of employees and managers.
- ☐ Number of internal hires made through transferable skills.
- ☐ Number of employees deployed or redeployed through the internal mobility program.
- ☐ Number of internal talent pipelines built.
- ☐ Increase in traffic to your landing pages by % and number of drop-offs.

Don't forget to share your wins across the organization.



# Final thoughts

In these uncertain times, internal mobility is a key strategy to future-proof your workforce. Whatever the future may hold, people are still an organization's greatest asset. Organizations that invest in fostering the connection between internal mobility, recruitment and retention will see higher levels of employee engagement and retention, and will maximize the potential of their employees. Tapping into technology to support internal mobility not only delivers engaging employee experiences but also helps HR teams keep their 'fingers on the pulse', allowing them to pivot, deploy and redeploy talent to where they are needed most. The organizations that can do this successfully will be well-placed to weather whatever challenges come their way.

Learn more about our powerful Recruitment Marketing platform at  
[clinchtalent.com](https://clinchtalent.com)



Now you can deliver all your candidates a great experience