

# Internal mobility programs: How to get started

Workplace capability through upskilling, reskilling and mobility is not a new concept. But more companies have come to realize that internal mobility is now a business imperative. In fact, according to the 2021 Deloitte Global Human Capital Trends Report, 42% of executives reported it's one of the most important actions they're taking this year to transform work.



## The gap in internal mobility programs

71% of global executives cited the ability for employees to adapt, reskill and assume new roles as the top-ranked item to navigate disruptions in the future. On the contrary, just 17% said their employers are "very ready" to adapt, reskill and assume new roles.

-2021 Deloitte Global Human Capital Trends Report

A key trend that became apparent last year was that more talent acquisition teams were brought into internal mobility considerations. With reductions in workforce, this was their best chance at filling necessary roles. And, the global nature of operations has made internal mobility easier because many organizations are doing away with in-office requirements.

No longer are certain departments located exclusively in one area, for example. Additionally, a growing interest in viewing talent operations holistically and taking a total talent approach to hiring has opened the possibilities for internal mobility programs to be part of the larger conversation.

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***Here's how you can get started.***

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## Get leadership buy-in.

Executive leaders may know they need to hire, but probably don't get bogged down with the details about how to do so. And, they may be reluctant to talk about internal transfers because they wonder how that translates to increasing headcount. Show them the benefits of putting formal processes around an internal mobility program and put parameters around measuring its success. A proof of concept will put them at ease. If leaders are on board, everyone has permission to socialize it within the company. It will become ingrained as part of the culture, rather than a program someone's trying to drive.

## Educate hiring managers.

Some hiring managers are reluctant to put forward employees as they don't want to lose that person to another part of the business. However, they may lose top-performing employees to an external organization rather than internally to a different team. Internal mobility has traditionally been owned and retained by human resources (HR) but the stakeholders with the most sway are hiring managers. And, now, talent acquisition (TA) and learning and development (L&D) teams must also be part of the solution.

### How to get buy-in from hiring managers

To encourage internal mobility success, there's been a rise in the number of organizations with bonus programs that are specifically designed to encourage hiring managers to recruit internally. In the past, many hiring managers were under the belief that if they lose a high-performing team member, their performance as a manager would be impacted. But that's not the case. Hiring managers should be encouraged to view someone moving to a new role internally as a success and key performance indicators can help ensure incentive programs to encourage internal mobility are effective. Consider providing a target percentage of the number of roles that should be placed internally.

### Use recruitment marketing internally.

Just like marketing roles externally, it's wise to sell open positions to current employees in the same way. Create career path guides available within your company and bring them to life through employee testimonials, particularly video. These will help open employees' minds to the possibility of internal opportunities. If you have the resources to go all in, consider an internal "opportunity fair." This allows representatives from each department to detail their own career journeys, discuss what the function does on a daily basis, share how interested parties can get involved in stretch projects and preview what formal openings are coming down the pipeline.

### Leverage technology.

There are a variety of technology systems that have internal mobility capabilities – from enterprise systems to specific internal talent marketplace (ITM) platforms. And while these are useful to help facilitate internal mobility through soliciting employees' interests, matching them up with learning courses and identifying them for other internal opportunities, you must also have an internal mobility process and objectives in place to see success.

### Consider a third-party partner.

Recruitment process outsourcing (RPO) firms can work with existing talent acquisition functions to develop robust internal mobility programs. RPOs can assist in change management, stakeholder training and an enhanced candidate experience, all while hiring at speed during peaks in demand. There's a growing interest in the total talent approach to hiring, which includes internal mobility programs alongside a variety of external hiring initiatives.

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