



9 Ways to Build an Internal Mobility Process (or improve your current one)

Building a robust internal mobility process doesn't happen overnight. It's a series of steps that together, improve the talent of your whole organisation.

We've got a bit of experience in the area and we've done some research. From that, we've defined 9 elements that need to happen to improve internal mobility.

1. Get Buy-In from the Top

Implementing a successful internal mobility process is a culture change. And to successfully change your culture, it must come from the top down and reach every level.

Make everyone in senior management aware of the benefits of internal mobility. Show them the stats and figures and encourage them to support a culture where it's normalised and encouraged.

2. Set Out the Exact Attributes for Every Role

At Solutions Driven we hold a meeting to discuss the attributes of an ideal hire for every role. We call it a "scoping call" and we figure out exactly what a successful placement looks like, setting the standards for our search.

This process works regardless of how you're conducting the recruitment process. Hiring managers know exactly what they need in a candidate and can identify if there's already a fit in their company or if they need to do external recruitment.

3. Map your Internal Talent

If you're starting a new project, the best thing to do is audit the current situation. It's the same for your people - how does internal talent look compared to the competition, do other locations have better talent pools, can diversity be increased by looking outside your area?

Companies often bring us in to do a [Talent Map](#) of both their own employees and external candidates before we start the process of searching for candidates.



We can tell them how their skills match up to the market, benchmark salary ranges, and look at adaptability for the future.

Businesses can also benchmark internal and external talent by using market-leading benchmarking organisations like Hays. [Their Salary and Employment reports](#) can help you see how you perform against competitors and give a deeper insight into your market.

4. Improve Career Development Plans

Internal Mobility works in a circular way. The more people learn and develop at your company, the more they're likely to stay in your company. And the more people learn and develop, the bigger pool you'll have for quality internal hires.

That's why you need to consider implementing a career development strategy alongside your internal mobility strategy. It needs to be company-wide so every employee feels included and so no great people fall through the gaps.

There's a great plan here from [Investors in People](#) that can help you get started with implementation.

5. Make Jobs Visible Internally

Employees don't explicitly state their desire to progress, so the business doesn't recognise the internal opportunities. And, if employees don't know there's a role coming up, they don't make their intentions to move up the ladder known.

Try setting up an internal job board where roles are shown to employees first to mitigate this. If they're not the right fit, you can give them feedback and work on a plan, having identified who wants to go for this type of role.

This will also stop your people thinking "I didn't even know about this!" and feeling resentful to the new team member.

6. Promote Lateral Mobility

Not everyone wants a senior position. Lots of people are happy at the level they're at or just want to work in another department. That's when lateral mobility becomes important.

Lateral mobility isn't separate to internal mobility, just adjacent. The employee will be moving to a position with a similar salary or job title, but like internal mobility, they can share skills and knowledge across teams.

It's vital that you also have the buy-in and processes to facilitate lateral mobility.

These processes look similar to upwards mobility: **holding regular careers discussions with team members, facilitating inter-departmental cooperation, and making jobs visible internally.** Just make sure you also focus on moving **across** the ladder.

7. Have a Backfill Plan

Sometimes even the best strategies fall through. You move someone to another department and their previous role is empty. An employee leaves unexpectedly or goes on an extended period of absence. What's your plan to backfill that role?

Here, a close recruitment partner can help. They'll be able to help you avoid situations like above, but if movement happens and there's no one to fill the gap, they're primed to go and find candidates, quickly.

This external talent team also helps free up time for your internal talent team to get to work solving other issues that this kind of talent gap can create; dealing with team restructuring, and putting plans in place to stop it happening again.

8. Don't forget about Diversity

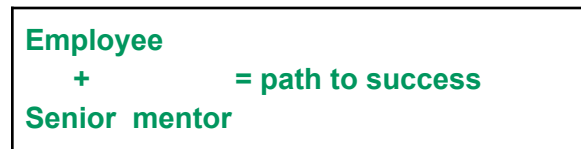
Recently, we did a [podcast with Janet Onyia](#), a black woman and Project and Programme Manager from [Accenture](#) who has taken up the mantle of diversity in her Accenture division.

Janet brought up some interesting points on Accenture's internal mobility....

Diversity in Internal Mobility is as Important as Diversity in External Hiring

Women are often in charge of childcare for their families, or work part time, meaning they can't join in the afterwork drinks or Friday Funtime. That's problematic, because people promote people who they have a good relationship with.

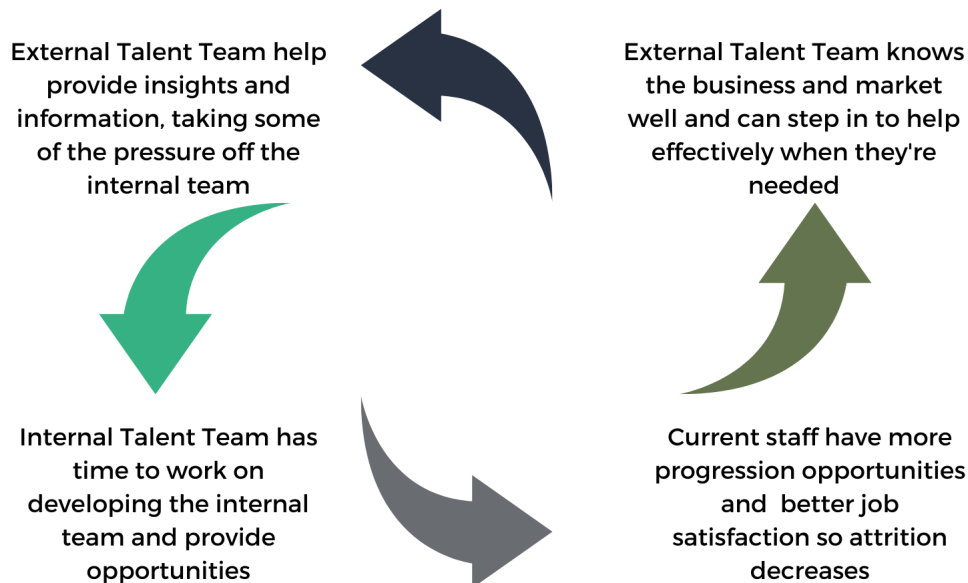
At Accenture, they try to mitigate this by **providing everyone with a management team mentor**. They help employees grow in their roles and develop a good professional relationship, so when internal promotion comes up, every candidate has a champion higher up.



9. Accept It Won't Happen Overnight

Internal mobility is a circular process. It can take months, or even years to get 100% right. What happens to your normal hiring during that process?

Taking on a recruiter who knows the ins and outs of your business and can work alongside your team, you can implement the internal mobility process smoothly. There's no dip in your hiring quality and your CVP (candidate value proposition) never suffers.



New hires get the same quality of hiring and onboarding experience, while your internal team's satisfaction and happiness naturally improves as opportunities and engagement grows.

Want to “Guarantee Delivery” of the very best talent for your next hire whether internally or externally? Recruitment Process Intelligence™ can help! [Click here to speak with one of our recruitment experts.](#)