Facilitating Internal Mobility in Large Organisations

@eploy

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Introduction

INTERNAL JOB MOBILITY HAS BEEN DEFINED AS THE "DYNAMIC INTERNAL PROCESS FOR MOVING TALENT FROM ROLE TO ROLE – AT THE LEADERSHIP, PROFESSIONAL AND OPERATIONAL LEVELS"[1].

In large organisations, internal mobility is an established part of a well-rounded recruiting strategy. In fact, it has been suggested that around 50% of all hires are internal, and internal mobility may even be crucial to an organisations' commercial success. There is "robust evidence" which shows that increased turnover levels can have a damaging effect on "customer satisfaction, production, efficiency, sales, financial performance, error rates and absenteeism"[2]. Thus an internal mobility strategy that successfully contributes to reducing an employee turnover is key to the overall prosperity of an organisation.

Many organisations, however, are still not incorporating internal recruitment into the overall recruiting strategy. One explanation is that, for in-house recruiters, internal mobility harbours some unique challenges. Organisational culture can inadvertently discourage internal applications, while outdated recruitment software can further hinder the good intentions of recruiters.

The purpose of this whitepaper is to review the short term benefits of an internal recruitment policy within the context of wider organisational goals. At the same time it will look at the barriers, and practical solutions to, the elements that can hinder internal recruitment.

50%

internal

Immediate recruitment benefits to hiring internally

AN INTERNAL RECRUITMENT STRATEGY CAN HAVE A POSITIVE IMPACT ON OVERALL RECRUITMENT METRICS.

Reduced time to hire

By hiring internally, recruitment teams can look to drastically improve their time to hire. The average time to hire for external candidates is 27 days[3]. By hiring an internal candidate, this can reduce the time taken by up to half[4]. Not only does this increase time efficiency per-vacancy for the recruitment team, it also has the same effect for hiring managers, providing ample incentive to fill roles internally.

Reduced cost of hire

By using internal job boards, the cost of hire can be reduced dramatically. While it may be pertinent to continue advertising externally to ensure that the quality of hire is consistently high, it can reduce the need for external agencies[5].

Faster onboarding

Internally hired candidates will often require shorter onboarding periods. Internal hires should have already completed relevant induction training including company values, processes and systems training. A shorter onboarding period reduces the time burden on recruiters, trainers and hiring managers, and means that the successful candidate can hit the ground running in their new role.

Improved quality of hire

Finally, and perhaps most importantly, the quality of hire is often greatly improved. The candidate, having already bought into company goals and values, is more likely to become a long term employee following an internal job change. It has also been suggested that on top of improving the quality of hire, a robust internal hiring policy can reduce the gender inequalities, in both job role and pay[6].

Common Challenges

STANDING IN THE WAY OF ACHIEVING A SOLID INTERNAL HIRING POLICY ARE SOME COMMON CHALLENGES THAT MOST ORGANISATIONS WILL FACE.

Company Culture

Often one of the main challenges to filling a role internally is the lack of buy-in at various levels of the organisation. This can take place at both the employee, middle management, and sometimes senior management levels. Employees could be put off from applying for positions, through poor management or a perceived lack of opportunities within the organisation.

At the mid-management level, supervisors may wish to prevent top talent from leaving their team. Managers may

subconsciously put pressure on their employees to remain in a successful team rather than seek advancement. In some cases, supervisors may not wish employees to progress to an equal or higher level, within the organisation, than themselves.

Advertising internally

Internal advertising capabilities frequently stymie efforts to recruit talent internally. Outdated Applicant Tracking Systems (ATS) are notoriously inflexible and may pose challenges to internal advertising

Internal advertising capabilities frequently stymie efforts to recruit talent internally. Outdated Applicant Tracking Systems (ATS) are notoriously inflexible and may pose challenges to internal advertising. If an internal job positing option is available, it may require additional configuration. An outdated ATS may also have limited talent pool functionality, which can restrict the ability of recruiters to proactively source internal candidates.

Finally, poor visibility of the internal job board can actually discourage internal applications. If the organisation does not promote and encourage internal applications, then candidates are unlikely to apply for them.

Solutions and Implementation

Culture

Perhaps the most important factor in implementing a successful hiring policy is to invoke a more positive sentiment towards internal mobility. The organisational philosophy must support internal hiring from the top down. There are generally two ways to facilitate this: encouraging both sponsoring and posting hiring methodologies.

Research shows that investment in high quality systems has a massive impact on internal hiring.

Sponsoring, refers to the process of encouraging supervisors to recommend employees for jobs. Culturally, this may require a paradigm shift in supervisor mentality. Managers must allow top talent to progress within the organisation.

Posting, refers to the more formal process of advertising positions. Encouraging hiring managers to post positions internally means they can invite internal applications, alternatively, if internal mobility becomes fully embedded into a company's recruitment strategy, one can consider automating the posting of new jobs internally - prior to their wider positing outside of the organisation. The success of this method in particular, is dependent on the visibility of internal job boards, discussed below.

Software

Research shows that investment in high quality systems has a massive impact on internal hiring. In fact, it is more important than "a positive attitude towards the job, supervisors, and the organisation"[2]. Central to an internal hiring policy is a modern ATS.
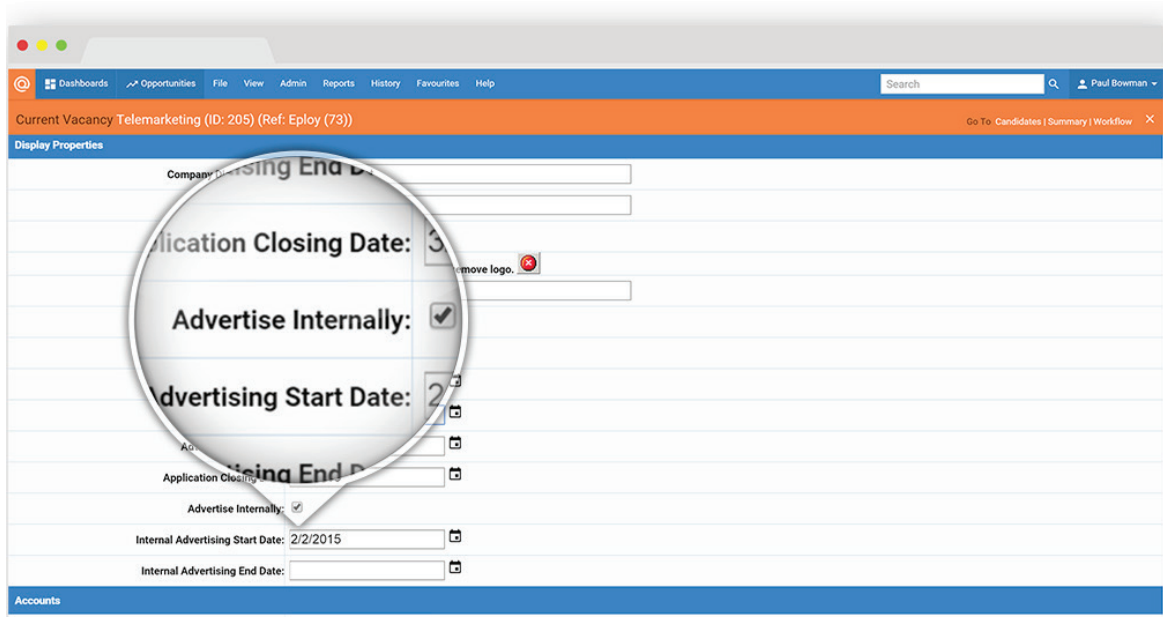
» **Modern Applicant Tracking Systems, like Eploy, enable effective internal jobs promotion**

The Intranet Conundrum

A modern ATS will be able to integrate with internal systems, such as an intranet, in order to facilitate internal job posting. When filling internal positions posting (as opposed to sponsoring) "will generate [a] higher quality of internal hires"[8] ; a fact that only serves to reinforce the requirement for a good recruitment management system to underpin the strategy.

While it is possible to integrate with an organisation's intranet, this can actually create new barriers to application. Intranets are often underused and lack modern functionality. Additionally, many organisations block access to the intranet from home IPs, which means candidates have to apply during working hours- another barrier. For regional users or those in the field, there may not be access to the intranet without a complex VPN configured on their device - often ruling out mobile & tablet access.

Careers site as an internal jobs board

In recent years many organisations have successfully integrated their Applicant Tracking System with their website or standalone Careers Site. This enables streamlined, direct candidate sourcing and efficient process management - whilst simultaneously ensuring employer brand consistency throughout the process.

Why then are so few organisations building upon this strength by utilising the functionality and design of their careers site as an alternative method for promoting jobs internally?

This is an approach that we at Eploy actively advocate and customers such as the FTSE-100 global engineering firm GKN, have implemented.

By integrating your recruitment software with your careers site, recruitment teams can choose to advertise exclusively to your internal candidates, and easily configure job postings to require that applicants gain the permission of their line manager to apply.

This allows jobs to be made 'internal only' whether for a set time-period or indefinitely. Further, as the careers site is web based, rather than behind a corporate firewall, staff can access it at any time, via any device and from any location.

Summary and Recommendations

- Companies that implement a robust internal hiring policy see improved recruiting metrics, as well as wider organisational benefits

- Barriers to internal recruiting can include poor visibility of internal job boards and a detrimental organisational culture.

- A modern ATS, coupled with a revision in cultural mentality can dramatically improve the internal recruiting strategy, producing short term recruiting benefits, as well as wider organisational benefits.

- Consider widening the scope of your careers site to enable an internal jobs board as an alternative to an under-used intranet.

About Eploy

Eploy is the complete cloud-based recruitment platform for modern in-house recruitment teams. Eploy combines Applicant Tracking, Recruitment CRM, Talent Pools and Analytics into a unified web-based platform integrated seamlessly with your careers site to provide an excellent candidate experience.

Finding and recruiting candidates who are the perfect fit for your roles is always challenging. Fortunately Eploy's world-class recruitment software makes it much, much easier.

We've been helping leading companies move to the cloud and recruit faster and smarter since 1998.

Eploy is precision-engineered to work on every platform and add value to every stage of the recruitment journey. Eploy automates and simplifies recruitment processes to help you attract, engage, recruit and onboard candidates quickly. As Eploy is also your full talent engagement platform you can manage your relationships with candidates, departments and hiring managers better. With a high degree of measurability, you can track and analyse your recruitment performance, quality, costs and timescales accurately.

Our cloud-based recruitment platform is reinforced with market-leading mentoring and cross-sector expertise so you get the training and support you need to achieve a powerful commercial advantage.

Find out more: eploy.co.uk

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