



3 Techniques for Sourcing Internal Talent

Your company's current employee base is likely a wellspring of potential high-quality candidates—yet it may be neglected by talent acquisition (TA) professionals. Looking for candidates internally not only enables TA to fill vacant positions faster and at a lower cost but also bolsters employee engagement. Savvy TA professionals know this, and accordingly, they look inward as well as outward when filling jobs.

Bersin's High-Impact Talent Acquisition research reveals that high-performing companies with mature TA functions seek out talent from internal sources in a variety of ways.¹ This Bersin List describes some of the most effective internal sourcing strategies—and those that most differentiate high-performing organizations from their lower-performing counterparts—that your company can adopt.

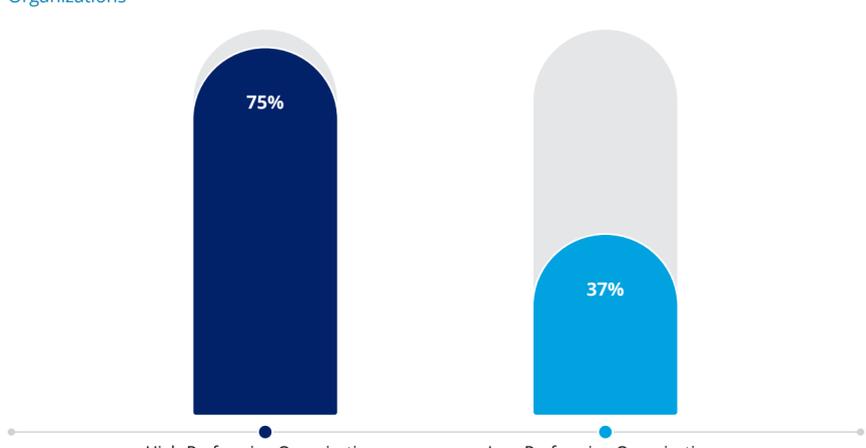
1. Foster a culture of internal mobility.

Transforming a culture to promote internal mobility should be part of a larger, systemic approach to talent sourcing. It begins with an awareness of one of the most effective ways to promote growth and improve employee retention: championing internal mobility and embedding it into organizational culture.

To ignite change, companies should include the TA function in critical conversations about current employees and prioritizing employee experience. Taking these steps can allow an organization to invest confidently in its own people.

High-performing talent acquisition teams recognize the value of internal mobility and view it as a critical talent initiative. As seen in the following figure, more than twice as many high-performing organizations prioritize internal mobility as their low-performing counterparts.

Percentage of Organizations That Prioritize Internal Mobility— High- versus Low-Performing Organizations*



*This includes organizations that responded with "strongly agree" or "agree."

Source: Bersin, Deloitte Consulting LLP, 2018.

The most effective internal talent pools support transparent talent mobility—a dynamic process for moving talent from role to role—at the leadership, professional, and operational levels.

Call to Action

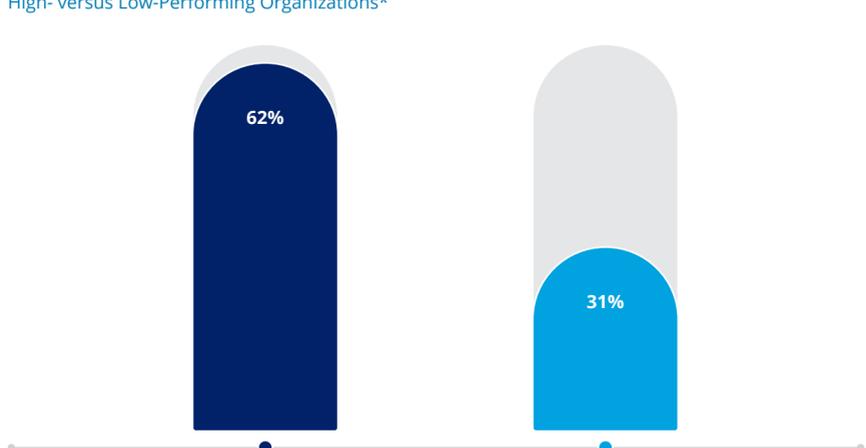
- Identify an executive sponsor to champion internal mobility efforts. Provide clarity around the value of mobility and promote with the goal of supporting employee growth and creating engaging worker experiences.
- Encourage employees to discuss their career aspirations and skills with their peers and leaders. Engage in frequent and transparent conversations about the preferred skills and experiences necessary for success.
- Enable a simplified internal application process and treat internal applicants as if they were external prospects.

2. Cultivate an internal talent pool.

Internal talent pools are a critical component of an organization's talent pipeline. High-performing organizations proactively develop relationships with internal talent to understand their long-term career goals. Hiring managers and recruiters leverage these insights and collaborate to cultivate talent from within and further reinforce that the culture supports and encourages internal mobility.

As our research shows, roughly three out of every four high-performing TA teams regularly tap internal talent pools, compared with only 13 percent of low-performing talent acquisition teams. The next figure further illustrates the gap between the use of internal talent pools in high- and low-performing companies.

Percentage of Organizations Evaluating the Internal Talent Pool for High-Quality Candidates— High- versus Low-Performing Organizations*



*This includes organizations that responded with "strongly agree" or "agree."

Source: Bersin, Deloitte Consulting LLP, 2018.

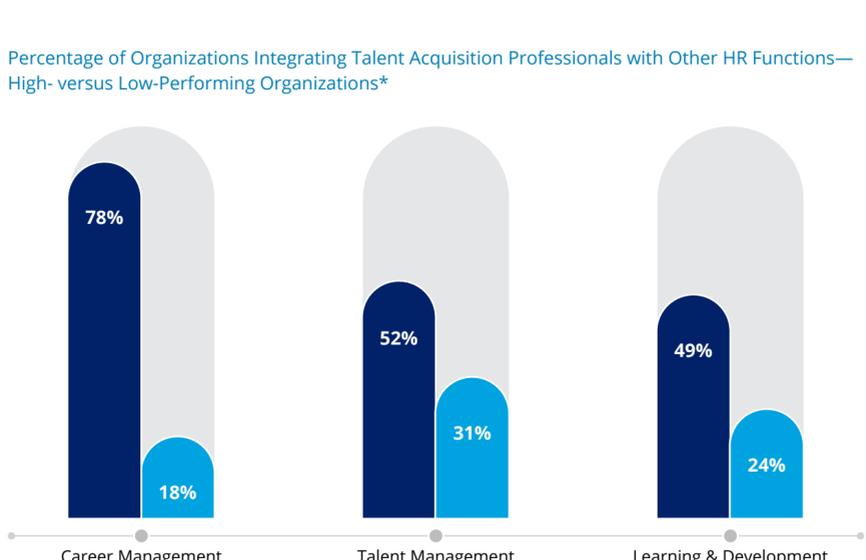
Call to Action

- See to it that recruiters and hiring managers collaborate effectively regarding the people, positions, and profiles of success on their teams.
- Ensure your TA technology provides recruiters with access to internal applications. Design workflows to surface or place a unique identifier on current employee applications to enable a more timely transparent process.
- Encourage recruiters to engage with internal applicants as a matter of practice, regardless of the decision to proceed with an interview. This creates an opportunity for TA teams to understand the motivations of the internal applicant.

3. Integrate the TA function into the HR suite to understand talent.

For too long, TA has functioned as a silo that directs its attention to external talent sources. Internal talent is often excluded from conversations around career management, succession, and workplace culture. High-performing organizations integrate their TA functions into the HR suite and give TA an important seat at the table, as shown in the next figure.

Percentage of Organizations Integrating Talent Acquisition Professionals with Other HR Functions— High- versus Low-Performing Organizations*



*This includes organizations that responded with "always" or "very frequently."

Source: Bersin, Deloitte Consulting LLP, 2018.

When appropriate, recruiters should be engaged in discussions about current talent and career pathing (e.g., promotion readiness, succession). Effective career pathing represents one of the greatest—and most underutilized—opportunities to tap the full potential of an existing workforce while also helping to increase engagement, create higher returns on growth initiatives, and improve retention rates.

Call to Action

- Include TA in career development conversations surrounding internal mobility.
- Encourage recruiters to foster strong relationships across the business and develop a keen understanding of the type of talent that will satisfy current and future roles.
- Leverage TA or other technologies to facilitate greater information sharing across HR functions (e.g., talent, performance, learning, and career).

Bersin Recommended Reading

- The High-Impact Talent Acquisition series
- *Understanding Employee Experience: Internal Mobility*
- The Strategic Talent Sourcing series

¹ Six Key Insights to Put Talent Acquisition at the Center of Business Strategy and Execution, in the High-Impact Talent Acquisition Series, Bersin, Deloitte LLP / Robin Erickson, PhD, and Denise Moulton, 2018.

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