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High-Performing Organizations

Low-Performing Organizations

The more the organization sees the internal talent as an asset, the greater the degree to which sourcing is driven by outcomes and informed by analytics.

Call to Action

• Focus on shifting the mindset from a procurement- or transaction-driven approach to one that is outcome-oriented and data-driven.

• Ensure that analytics is closely integrated into every aspect of TA, including sourcing and onboarding.

• Align TA with business outcomes by aligning the organization’s highest priorities with the types of talent required to achieve those priorities.

2. Cultivate an internal talent pipeline.

High-performing organizations tend to recognize that internal talent is a significant source of supply and opportunity for talent. They often integrate the TA function into the HR suite to understand talent and optimize the use of both internal and external candidates. As a result, high-performing organizations tend to view their hiring processes as a dynamic process for moving employees across jobs and career levels, rather than as a series of discrete events. By augmenting the types of opportunities available internally, organizations can make the most of their existing talent. This, in turn, helps organizations to attract and retain top talent.

Call to Action

• Align internal talent sourcing with the organization’s highest priorities.

• Ensure that TA teams have access to a comprehensive talent database and a robust talent management system.

• Engage in proactive internal training and development programs designed to prepare employees for higher-level roles.

3. Integrate the TA function into the HR suite.

Sourcing from internal pools can increase employee morale and retention. It begins with an awareness of one of the most effective ways to promote growth and improve employee engagement: championing internal mobility and embedding it into organizational culture.

Call to Action

• Identify an executive sponsor to champion internal mobility efforts. Provide clarity around the value of mobility initiatives and how they contribute to the organization’s success.

• Develop a comprehensive internal mobility strategy that defines the roles and responsibilities of all stakeholders involved in the process.

• Ensure that the organization’s culture supports and encourages internal mobility.

• Proactively develop relationships with internal talent to understand their long-term career goals. Hiring managers should work closely with TA to identify candidates who may be ready for new opportunities.

• Enable a simplified internal application process and treat internal applicants as if they were external prospects.

• Incorporate effective internal sourcing strategies and those that most differentiate high-performing organizations from their low-performing counterparts.

• Look 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 that the culture supports and encourages internal mobility.

Your company’s current employee base is likely a wellspring of potential high-quality candidates—yet it may be underutilized. Opportunities to tap the full potential of an existing workforce while also helping to increase employee engagement are often excluded from conversations around career management, succession, and workplace culture. High-performing organizations integrate the TA function into the HR suite and give TA an important seat at the table, as shown in the next figure.

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. Organizations* that prioritize internal mobility as their low-performing counterparts.

When appropriate, recruiters should be engaged in discussions about current talent and career pathing opportunities with internal talent. In turn, recruiters can provide ongoing feedback to hiring managers to inform their talent acquisition strategies. The most effective internal talent pools support transparent talent mobility—a dynamic process for moving employees across jobs and career levels.

*This includes organizations that responded with “strongly agree” or “agree.”

Talent Management

Learning & Development

High-Performing Organizations

Low-Performing Organizations