Improving Internal Career Mobility
By Humanizing The Employee Experience
Your speakers

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The Global Talent Crisis

Employers are facing the biggest skills shortage in half a century.

A potential shortage of 8.2 million US workers is predicted between 2017 to 2027.

The skills shortage is already here

86%

HR professionals say their organization has difficulty filling open positions.

Source: IBM Smarter Workforce Institute (2017): Making Moves: Internal Talent Mobility & The Role of AI

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62% of employees are tempted to take a new job.

Source: IBM Smarter Workforce Institute (2017): Should I Stay or Should I Go?
Employees are looking for more than a job – they expect a personalized work experience aligned with their values and preferences.
## The five dimensions of employee experience

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>BELONGING</strong></td>
<td>Feeling part of a team, group or organization</td>
</tr>
<tr>
<td><strong>PURPOSE</strong></td>
<td>Understanding why one’s work matters</td>
</tr>
<tr>
<td><strong>ACHIEVEMENT</strong></td>
<td>A sense of accomplishment in the work</td>
</tr>
<tr>
<td><strong>HAPPINESS</strong></td>
<td>The pleasant feeling arising in and around work</td>
</tr>
<tr>
<td><strong>VIGOR</strong></td>
<td>The presence of energy, enthusiasm, and excitement at work</td>
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Employee experience is influenced by ...

**Employee Experience**

- BELONGING
- PURPOSE
- ACHIEVEMENT
- HAPPINESS
- VIGOR

**Human Workplace Practices**

- Organizational trust
- Coworker relationships
- Meaningful work
- Recognition, feedback and growth
- Empowerment and voice
- Work-life balance

Relative contribution of workplace practices to employee experience

Meaningful work contributes most to a positive employee experience.

- 27% Meaningful Work
- 15% Organizational Trust
- 16% Feedback, Recognition And Growth
- 17% Empowerment And Voice
- 16% Coworker Relationships
- 9% Work-life Balance

Growth is one of the six key drivers.
Delivering a meaningful, more human employee experience

- **Meaningful work**
  73% of high-potential employees would leave to fully utilize their existing skills

- **Growth**
  74% of high-potential employees would leave for better career development opportunities

Source: IBM Smarter Workforce Institute (2017): Should I Stay or Should I Go?
Benefits of internal mobility recognized by HR professionals

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Higher employee career satisfaction</td>
<td>90%</td>
</tr>
<tr>
<td>Better retention</td>
<td>83%</td>
</tr>
<tr>
<td>Better culture fit</td>
<td>80%</td>
</tr>
<tr>
<td>Faster time to productivity</td>
<td>84%</td>
</tr>
<tr>
<td>Lower recruitment costs</td>
<td>80%</td>
</tr>
<tr>
<td>Faster time-to-fill for open positions</td>
<td>80%</td>
</tr>
</tbody>
</table>

How important is internal talent mobility?

79% of HR practitioners recognize the importance of internal career mobility

But only 30% of HR are satisfied with their ability to meet internal talent mobility goals.

Challenges preventing better internal career mobility?

- Managers unwilling to put people forward for new opportunities: 59%
- Talent mobility not aligned to business strategy: 58%
- Employees don’t have visibility of internal career opportunities: 51%
- Managers think external candidates are better: 44%
- Employees are not encouraged to look internally for opportunities: 43%

3 Reasons to Improve Your Internal Career Mobility

1. The cost of a bad hire
2. Facilitating the movement of talent across different jobs helps to fill the skill gaps in your organization while satisfying employees’ desire for career progression and new experiences.
3. Employees promoted internally demonstrate significantly better performance for the first two years than external candidates.

The 21st century career is evolving from career to experience – part of that evolution is the transition from a linear career path to a series of experiences.
Recognizing the importance of the employee experience

47% of employees describe building the 21st century career as ‘very important’

**HOWEVER…**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>Only 20% of organizations develop people through experiential learning.</td>
</tr>
<tr>
<td>18%</td>
<td>Only 18% believe they give employees the ability to actively develop themselves through charting a new career path.</td>
</tr>
</tbody>
</table>

54% have no programs in place to build the skills of the future.

**Source:** Deloitte Global Human Capital Trends Survey 2018
Assessment is the foundation of delivering a positive employee experience.
Bridging the gap with internal career mobility

Identify employee career aspirations

Provide opportunities for new experiences

Enable employees to develop new skills
Human resources specialists are responsible for recruiting, screening, interviewing and placing workers. They may also handle employee relations, payroll, benefits, and training. Human resources managers plan, direct and coordinate the administrative functions of an organization. They oversee specialists in their duties, consult with executives on strategic planning, and link a company’s management with its employees.
### Associate Underwriter
An underwriting associate assesses financial risk for insurance companies and their clients. They typically focus on:

- **Department**: Claims, Insurance
- **Location**: London
- **Type**: Full-time
- **Apply**: Online

### Claim Manager
Manages and monitors the policies and processes for claims handling. They interface with clients to:

- **Department**: Claims
- **Location**: TX
- **Type**: Rotation
- **Apply**: Online

### Software Technical Lead
Manages multiple development projects, develops software and applies support functions for clients.

- **Department**: Engineering
- **Location**: NY
- **Type**: Full-time
- **Apply**: Online

### Lead Claim Processing Manager
Decide whether an insurance company will pay a claim, verify policy coverage. Send check to beneficiaries.

- **Department**: Claims
- **Location**: London
- **Type**: Assignment
- **Apply**: Online

### Claim Processing Tech II
Verifies whether a company should cover claims or reject. Reviews an insurance policy to:

- **Department**: Claims
- **Location**: TX
- **Type**: Project
- **Apply**: Online

### Associate Underwriter III
Provides support to underwriters and independent agents. Answers questions concerning the status of life, health, and property insurance policies.

- **Department**: Claims
- **Location**: TX
- **Type**: Full-time
- **Apply**: Online

### Account Manager
Assesses and coordinates all sales and marketing activities for significant clients or specific client groups.

- **Department**: Claims
- **Location**: TX
- **Type**: Rotation
- **Apply**: Online

### Budget Analyst
Supports the financial planning, budgeting and expense management activities for specific business units.

- **Department**: Claims
- **Location**: TX
- **Type**: Rotation
- **Apply**: Online
There’s no ‘one size fits all’ approach when it comes to talent.

Creating an effective employee experience requires flexibility in offering diverse career journeys.
• Develop role definitions.
• Define CDEs (Critical Developmental Experiences).
• Create visual road maps, including upward and dialed-down path options.
• Offer a variety of experiences to build skills
  • Full-time
  • Part-time
  • Job Rotations
  • Special Assignments
  • Projects
  • Etc.
Launch your own career revolution

Recognize the importance of the employee experience.

Bridge the gap with internal career mobility.
- Identify the skills shortages within your organization.
- Align the skills development with your business goals.

Develop a career program for all of your employees.

Support your processes with TalentGuard and IBM’s award-winning HR technology.

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TalentGuard’s Software Suite
Cloud-Based, Unified Talent Management Suite

Career Pathing  Competency Management  Mentoring  Succession Planning  Development Planning
Certification Tracking  Compensation Planning  Learning Management  360 Degree Feedback  Performance Management

Available in 56 Languages on Desktop and Mobile
The Complete Employee Experience Life Cycle

Data Sources for Career Path
- Employee/Worker Data (HRIS)
- Vacancy Data
- Job Role Data
- Assessment Data
- Catalog, Content, and Links

Report, Path and Gap Outputs
- Career Dashboard
- Career GPS
- Career Canvas
- Role Match
- Development Plan
- Feedback

Actions, Outcomes and Continuous Feedback
- Mentors Gap Report
- Vacancies
- Link to LMS or External Sites for eLearning Delivery
- Link to ATS for Vacancies
Download the IBM Smarter Workforce Institute white papers mentioned in this webinar

http://ibm.biz/EXIndex

http://ibm.biz/EExl_country

http://ibm.biz/why-leave

http://ibm.biz/mobility
Questions?
Thank You

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