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Executive Summary

Internal mobility—the movement of employees from one position to another within a corporation—is an efficient and cost-effective method of talent deployment, and can be a significant component of a company’s overall enterprise success.

When the corporate internal mobility process is optimized, leveraging the existing employee base produces powerful results that directly and positively impact corporate goals, including:

- shorter time to productivity,
- greater employee satisfaction and retention,
- lower staffing costs,
- streamlined information flow,
- limited competitive intelligence leakage,
- and better financial performance.

The report, *Internal Mobility*, presents results from an Taleo Research survey of more than 70 large and global corporations, representing more than 3.5 million employees in total, on internal mobility practices. It reports on program goals, policies and technology, reviews metrics used to measure program effectiveness, and advises on implementation.

To create or improve an internal mobility program, Taleo advises corporations to articulate their strategies around five key dimensions:

1. **Purpose Clarity**
   - The goal of providing growth opportunities for employees with the aim of increasing employee satisfaction is a top priority for corporations, and a key driver for retention and productivity.
   - Recognize the magnitude of the potential impact of internal mobility: the true cost of turnover represents typically nine percent of revenue, and every three percent of retention points gained corresponds to one percent in profit margin.

2. **Policy Guidelines**
   - 80% of survey respondents report that their organization has a formal internal mobility policy in place, and it is fundamental for success.

3. **Process Design**
   - Clear channels for communication are necessary to allow maximum visibility to opportunities.
   - Intranet posting and email targeted to an individual most efficiently inform employees of internal opportunities. 96% of companies currently post to an Intranet site; 25% send email targeted to an individual with an additional 11% planning to use that method.
Digital applications streamline internal candidates’ application process; 88% of companies allow employees to express interest in an internal position via the Intranet site.

4. Platform Capability

- Leverage a robust, ubiquitous technology platform to support the process and drive the goals efficiently.
- 89% of companies use staffing automation technology to support the internal mobility process.
- A skills database platform enables corporations to inventory and redeploy internal skill sets.

5. Performance Measures

- 82% of survey respondents consider metrics to be important to the success of an internal mobility initiative.
- 83% of survey respondents use “Percent of positions filled internally” as the key metric to measure effectiveness of their internal mobility program.
- The majority of respondents (61%) reported internally filling 40 percent or more of open positions annually.

For a successful internal mobility program, Taleo recommends that corporations understand the significance of its financial impact, clearly articulate and communicate an internal mobility policy, motivate through a receptive corporate culture and strong buy-in from executive management, and execute on a solid foundation of well-optimized technology and processes.
Internal Mobility as an Enterprise Success Strategy

Is Internal Mobility a key for your enterprise’s success?

Internal mobility—the movement of employees from one position to another within a corporation—is an efficient and cost-effective method of talent deployment, and can be a significant component of a company's staffing strategy.

Is an internal mobility program currently in place in your company?

Do you need to promote it more?

And most importantly, what are the best practices and keys for success for an internal mobility program today?

Studies have uncovered significant relationships between internal mobility and corporate performance. Research over 10 years found that the top ten percent of companies with “High Performance Work Systems” had four times the amount of sales per employee. Remarkably, these companies filled over 60 percent of jobs from within versus 35 percent for the bottom 10 percent.¹ Other research shows that most of the great companies’ leaders emerge from inside the ranks.² Could your CEO of the next decade be a star-performing manager today who may leave due to lack of opportunities, or because it is easier to apply to the competition?

When the corporate internal mobility process is optimized, leveraging the existing employee base produces powerful results that directly and positively impact corporate goals. Corporations can shift resources within the company to where they are most suited without the costs and delays of a conventional, external recruiting process. Successful internal mobility programs yield substantial enterprise-wide benefits including:

- shorter time to productivity,
- greater employee satisfaction and retention,
- lower staffing costs,
- streamlined information flow,
- limited competitive intelligence leakage,
- and better financial performance.

Internal mobility may be viewed as an outcome of ongoing employee development and career path planning, as a sourcing method, as a restructuring necessity, a consequence of a merger or acquisition, or a fundamental principle of workforce planning and internal redeployment. The implementation of an internal mobility program is available to all companies, yet little data has been available about current and effective internal mobility practices in large corporations.

² Good To Great, Jim Collins, Appendix 2A, Harper Business, 2001
The study provides analysis essential to any executive striving to understand the impact that internal mobility can have and the best processes applicable for internal mobility in their organization, in order to gain competitive advantage through staffing excellence.

**Importance of Internal Mobility Programs**

1. The focus on internal mobility is driven by the significance of employees as corporate assets and the understanding that a skilled workforce is a cash multiplier. Leading organizations make the link between the quality of the staff they retain and shareholder value.

2. Increased attention paid to employee mobility and internal redeployment is often a result of the reduction in corporate growth plans and external hiring due to economic conditions, merger, acquisition, or reorganization. Corporations have been motivated to identify and accommodate top performers as part of initiatives to “right-size” leaner organizations. As competition for top talent heightens, corporations will be under additional pressure to establish programs that combat outside offers to key players.

3. Workforce trends also come into play. Corporations must be nimble in assigning and reassigning talent to meet rapid product development cycles, accomplish project-based work, and otherwise respond to rapidly changing business environments. Teams created with employees from different departments to accomplish clear, short-term objectives are disbanded upon completion. Team members need to be efficiently redeployed.

4. Labor shortages that exist in specific functions and industries are forecast to spread, especially as the demographics of the working population shifts with aging. These labor shortages present another reason to retain existing employees through programs that fluidly meet their career goals and desires.

5. As a global economy emerges, a global workforce is required with a true flow of information for international corporations. Global corporations reflect this in the high adoption rates of global Careers website recruiting: 94 percent of the 500 largest public companies in the world have a corporate Careers website in 2003. Labor migration trends also show an increased mobility in the workforce. Approximately 175 million persons currently reside in a country other than where they were born, which is about three percent of world population, and double the number since 1970. Corporations need to smoothly redeploy key employees to gain valuable international experience.

Internal mobility encompasses a number of different initiatives which all lead to the same business objective: make the best match of an existing employee to another position in order to give him or her the best chance to flourish. Internal mobility can include promotions and demotions, lateral moves, transfers and relocations. Some corporations tie internal mobility to performance management, or succession planning.

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The Five P’s of Internal Mobility

To create or improve an internal mobility program, Taleo advises corporations to articulate their strategies around five key dimensions that our research has shown as critical for success:

1. *Purpose Clarity:* clearly articulate goals and tie directly to corporate targets and financial impact.
4. *Platform Capability:* leverage a robust, ubiquitous technology platform to support the process and drive the goals efficiently.
5. *Performance Measures:* measure, monitor and act upon results for continuous improvement.

![The Five P's of Internal Mobility](source.png)

*Source: Taleo Research*

Fig. 1: Internal Mobility: The Five P’s
Purpose Clarity

“If the Internal Mobility program prevents four or five people from leaving the organization, it has paid for itself.”

VP of HR, Financial Services Firm

Much of the overall structure, policies and processes of a staffing initiative flows from its purpose or goal. What do corporations deem to be the underlying purpose or reason to undertake a staffing initiative as major as internal mobility?

1. Improve Employee Satisfaction

The goal of providing growth opportunities for employees with the aim of increasing employee satisfaction is a top priority for corporations. The Senior VP of HR at a financial services firm of 49,000 employees explains the role of an internal mobility program as it affects employee satisfaction:

“After someone has been in the organization for twelve to thirty-six months, he or she asks, “What’s my next move?” This is where our internal job posting system came from: to let people know where the opportunities are, if they want them. It is up to them to make sure they have the required knowledge, skills and experience. In our industry, it is hard to keep people engaged. People are more satisfied knowing where the opportunities are.”

When asked to evaluate how helpful the internal mobility initiative has been at attaining HR goals, survey respondents indicated that the program has been most helpful in improving employee satisfaction, with improving retention rates as the second highest response.

![Helpfulness of Internal Mobility for Attaining Goal](image)

**Fig. 2: Helpfulness of Internal Mobility for Attaining Goals**

2. Retention

The goal of an internal mobility program to improve retention rates is cited by 76 percent of survey respondents.
For companies with high retention rates (less than 10 percent turnover per year) the goal of improving retention rates is still the most frequently selected, but at a slightly lower frequency (67%) than the overall frequency.

Notably, for those companies with lower retention rates, the goal of improving retention rates stands out as a key priority, with a frequency of 81 percent, well ahead of that group’s second most commonly cited goal, “lowering staffing costs” (63%).

The desire to improve retention rates links directly to the positive impact good employee retention has on productivity and the corporate bottom line, and conversely the high cost of turnover.

**Cost of Turnover**

“*The key to quantifying the cash-flow consequences of employee turnover in all these industries is essentially the same: to recognize that employee retention is not only critical for cost-efficiency but an important factor in revenue growth as well, because of its direct link to customer acquisition and retention.*”

Frederick Reichheld, Bain & Company

Turnover is typically measured in terms of the proportion of separations to the total number of employees in the corporation. There are two types of separations: involuntary and voluntary.

- **Involuntary separation**, arising in situations of poor performance, disciplinary issues and downsizing, is considered to be beneficial to the organization in most cases.
- **Voluntary separation**, on the other hand, in which the employee leaves of his or her own volition, is detrimental to the organization.

Estimates of the total cost of losing a single position to turnover range from 30 percent of the yearly salary of the position for hourly employees (Cornell University) to 150 percent, as estimated by the Saratoga Institute, and independently by Hewitt Associates. Those are underestimations, though, since they focus only on the cost side and not on the value that an employee adds to the top line, expressly the productivity premium that a fully ramped up employee adds to the organization.

Costs associated with turnover occur in three areas:

1. separation costs;
2. replacement costs; and
3. productivity losses.

Separation costs may include severance pay, costs associated with an exit interview, outplacement fees and possible litigation costs, particularly for involuntary separation.
Replacement costs are the well-known costs of a hire, including sourcing expenses, HR processing costs for screening and assessing candidates, the time spent by hiring managers interviewing candidates, travel and relocation expenses, signing bonuses, if applicable, and orientation and training costs.

Productivity losses are least understood but potentially are the greatest of the three. Productivity losses occur while the position is empty, and may arise in the following ways:

- Lost sales
- Lost customers
- Lost customer and employee referrals
- Lower quality of customer service
- Lower productivity of the departing employee
- Unproductive time for both colleagues and managers
- Disruption of the team dynamic
- Loss of specific know-how
- Loss of intellectual property, potentially to competitors

As an example of turnover cost and its potential savings, the model in the table below uses a conservative estimate that the loss of one person is equal to one year of salary. If, for example, a company with 100,000 employees at an average salary of $40,000 has a turnover rate of ten percent, the cost of that turnover equals $400 million.

<table>
<thead>
<tr>
<th>Cost of Turnover</th>
<th>Average salary: $40,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>5%</td>
</tr>
<tr>
<td># of employees</td>
<td></td>
</tr>
<tr>
<td>10,000</td>
<td>$20</td>
</tr>
<tr>
<td>25,000</td>
<td>$50</td>
</tr>
<tr>
<td>50,000</td>
<td>$100</td>
</tr>
<tr>
<td>75,000</td>
<td>$150</td>
</tr>
<tr>
<td>100,000</td>
<td>$200</td>
</tr>
<tr>
<td>150,000</td>
<td>$300</td>
</tr>
</tbody>
</table>

Table 1: Cost of Turnover
How much would that same company save by reducing its turnover? A one-half percent reduction in turnover—from ten percent down to nine and one half percent—would result in savings of $20 million.

<table>
<thead>
<tr>
<th>Turnover</th>
<th>0.25%</th>
<th>0.5%</th>
<th>1%</th>
<th>2.5%</th>
<th>5%</th>
</tr>
</thead>
<tbody>
<tr>
<td># of employees</td>
<td>in Millions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10,000</td>
<td>$1</td>
<td>$2</td>
<td>$4</td>
<td>$10</td>
<td>$20</td>
</tr>
<tr>
<td>25,000</td>
<td>$3</td>
<td>$5</td>
<td>$10</td>
<td>$25</td>
<td>$50</td>
</tr>
<tr>
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<td>$20</td>
<td>$40</td>
<td>$100</td>
<td>$200</td>
</tr>
<tr>
<td>150,000</td>
<td>$15</td>
<td>$30</td>
<td>$60</td>
<td>$150</td>
<td>$300</td>
</tr>
</tbody>
</table>

Table 2: Value Creation Potential for Reduction in Turnover

Another way to estimate the major cost impact of turnover on companies is to look at the total compensation costs as a proportion of a firm’s revenue. According to a Mercer/CFO Magazine study, corporations spend on average 36 percent of their revenue on human capital expenses. Using conservative estimates: for a company with total compensation costs at this average, an average rate of employee turnover of 25 percent and a cost associated with turnover equivalent to one time the salary, the cost of turnover represents on average about nine percent of revenue. Every three percent reduction in turnover, then, corresponds to one percent increase in profit margin.

If, however, a firm has a higher ratio of total compensation to revenue (for example, 50 percent), every two percent reduction in turnover corresponds to a one percent increase in profit margin. Similarly, if the cost of turnover for a company is much higher than the average annual salary, for instance taking into account the productivity losses highlighted above, every one percent gained in retention could translate into as high as one percent in profit margin.

The impact that employee turnover has on the profit margin can be expressed as follows:

\[
\Delta \text{Profit Margin} = e \times \Delta \text{Employee Turnover}
\]

\[
e = \frac{\text{Total Compensation}}{\text{Revenue}} \times \frac{\text{Cost per Turnover}}{\text{Average Compensation}}
\]

The change in profit margin is a function of change in employee turnover. The factor \(e\) represents the ratio of total compensation divided by revenue, multiplied by the unit cost of a turnover divided by average compensation. It will be below 1 for companies with low salary expenses and low cost of turnover.

\footnote{According to the Bureau of Labor Statistics, the average annual turnover rate for the twelve months ending April 2003 was 37.7%}
3. Lower Costs & Faster Fills
According to data gathered in the survey, among the most frequently occurring stated corporate goals are to lower staffing costs (56%) and fill positions faster (53%).

Protecting intellectual property, maintaining competitiveness, and innovating faster are further goals identified by a minority of respondents. These outcomes are strategic benefits of filling positions internally through internal mobility programs.

Success Factors
- Clearly articulate the purpose of your internal mobility program prior to its design and implementation, especially considering the value that can be derived from increased employee satisfaction and higher retention rates.
- Calculate the potential financial impact of your program and investment. For example, estimate the bottom-line effect of a reduction in turnover of one or two percent.
Policy Guidelines

“The policy aspect to an internal mobility program is the most difficult. Getting buy-in to the policy and to the approach has always been the most time consuming part of the process. You need to get senior managers talking about internal mobility early.”

VP of HR, Medical Devices Manufacturer

It is important for a corporation to translate the business purpose of a staffing initiative such as internal mobility into specific business policies. These business policies will in turn determine the organization of the staffing department delivering the service, how and when the initiative will apply, and any connection between internal mobility and other HR initiatives. Do companies have formal policies in place? Are they necessary? What are the issues and challenges around internal sourcing, and eligibility?

The importance of setting a corporate policy lies in overcoming the greatest source of resistance to internal mobility: hiring managers are concerned about losing top people. However, most hiring managers participate in an internal mobility program because they recognize that it is beneficial to do so. One manager commented: “[Hiring managers] realize that either the business unit will lose someone or the organization as a whole will lose.” Escalation, even up to C-level sponsors, is a common recourse in the face of resistant hiring managers. Some internal mobility policies are quite detailed, incorporating for instance rules governing when a hiring manager may talk to an internal candidate, and at what point the candidate’s current manager must be informed.

“Having an open door policy is important. Managers must be willing to let their employees move on to other opportunities. We only consider an internal applicant for the specific position(s) they post for. They are not on equal footing with our external applicants who can be considered for any positions for which they are qualified.”

Manager, Insurance Company

At the level of business policy, 80 percent of survey respondents report that their organization has a formal internal mobility policy in place.
This is in line with the high importance placed on policy consistency and communication as keys to successful internal mobility initiatives:

- A clear internal policy was cited as important (19%) or very important (76%) by 95 percent of survey respondents;
- Consistent and fair application of policy was cited as important (15%) or very important (77%) by 92 percent of survey respondents;
- Frequent communication of policy and opportunities was cited as important (20%) or very important (69%) by 89 percent of survey respondents.

![Fig. 3: Internal Mobility Policy in Place](image)

![Fig. 4: Importance of Policy to Success of Internal Mobility](image)
There is some positive correlation between formal policies and turnover rates. The average turnover rate for the responding companies that have a formal internal mobility policy and stated a turnover rate is 10.9 percent; the eight companies without a formal internal mobility policy and able to give a turnover rate have an average of 14.9 percent. A four percent improvement rate in retention represents about one and one half percent increase in profit margin.

Having a formal policy in place appears to link with achieving a high percentage of internal fills.

- 100% of the companies that reported internal fills of 80 percent or higher have a formal internal mobility policy.

**Organization**

Although there is variation in design of internal mobility programs among different corporations, the vast majority of survey respondents (84%) reported that the same department that manages new, external hires also handles internal mobility.

![Pie chart showing the percentage of companies with the same department handling external hires and internal mobility](image)

Fig. 5: Department Handling Internal Mobility

**Budget**

Three-quarters of respondents indicated that they do not have a budget devoted to internal mobility. 13 percent did not know about a separate budget.
1. Internal Sourcing

62 percent of survey respondents report that their organization first turns to internal sources to fill an open job position, at least three-quarters of the time. Approximately one-quarter (27%) of companies always turn to internal candidates first. Only five percent never turn internally to source.

- Companies that reported internal fills of 80 percent or higher first turn to internal sourcing more than 75% of the time.

However, the choice of internally sourcing first is not clear-cut but rather should be determined based on the corporation’s needs and the greater talent pool. Some companies with very high internal redeployment rates may gain better advantage from external hires. One VP of HR noted: “Sometimes you do not want to fill a
position internally. You may want to go outside to bring in a different industry perspective.”

Corporate growth plans can also influence internal sourcing decisions. A fast-growing company may want to fill more jobs from within but the disruption of backfilling positions, and the lack of “bench strength” compels more frequent external sourcing.

2. Eligibility
The most common criteria governing the eligibility of an existing employee for an internal redeployment is “Satisfactory performance reviews” (89%). “You have got to move your best players,” said a VP of HR. “Moving a B player sends out the wrong message. You have to make sure that the quality of the people you are moving is high.”

“Minimum time in a position” is also a common eligibility requirement (80%) as companies seek to balance employee opportunity with work team stability and acceptable time to contribution.

Approval of the manager is a criterion in 53 percent of companies. To foster interest in internal moves by its employees, one global consumer products company removed its requirement of having to inform and get approval from the manager. Another placed a check box on its intranet application asking, “Does your manager know?”

Other stipulations on eligibility conditions include collective agreement articles; and seniority, after competency requirements are met.

“There needs to be some flexibility in a global internal mobility policy. You want to have structured and consistent to a large degree, but with some flexibility incorporated in it, so that different regions can have their own flavor.”

HR Manager, Diversified Technology Company
Nonetheless, conditions for eligibility set by an internal mobility policy are merely minimum requirements, and should not supersede considerations of merit or quality. An HR Manager at a diversified technology company explains further:

“At first, we were so focused on retention and going inside [to source for candidates]. Our employees started to feel as if they had the right to be considered for positions before anyone else, and to be given priority over external candidates. We had to change the program, and really change part of the culture, too. We made it a point to explain that we are running a business, and the goal is to have top quality individuals in positions.

The internal mobility program now has a whole messaging and communication program to explain to employees that they own their own development, and what they need to do to own their own development, what is their responsibility and what is the company’s responsibility. For instance, it is their responsibility to educate themselves to make sure that they are top quality.”

Success Factors

- Put a formal policy in place that covers the internal mobility business rules including conditions for internal posting (requirement to post all jobs internally?), manager’s role, and the approval process.
- Communicate the policy and process clearly and frequently, especially with senior managers.
- Identify top performers as candidates for internal mobility; do not provide opportunities to average or under-performers.
Process Design

“Making people aware of the opportunities is very important. Being so decentralized made it at first difficult to share info across the organization...”

VP of HR, Medical Devices Manufacturer

Business policies concerning internal mobility are put into practice through processes that inform employees of internal opportunities and manage responses from interested candidates. What are the steps of the process used by corporations in internal mobility initiatives? What procedures and methods are effective?

1. Posting

When posting open positions:

- 47 percent of companies delay the posting of company job opportunities to external media sources at specific intervals, to allow employees time to react to internal postings.
- 33 percent inform both internal and external talent pools simultaneously.
- 17 percent report that there is no consistent period inserted between internal and external posting.

Fig. 9: Delay Between Internal & External Posting

“Our internal and external posts run concurrently, because we feel that mirrors the real job market.”

VP of HR, Medical Devices Manufacturer
2. Internal Job Notification

“You have to have a good communications plan. If you don’t know how you are going to publicize opportunities, that impacts on how you are going to design [the internal mobility program].”

VP of HR, Financial Services Company

Survey results show that companies have moved the internal mobility program online with an Intranet site, yet paper still lingers in the process.

To inform employees of internal mobility opportunities, **96 percent of companies post to an Intranet site.**

- Moreover, three of the remaining four percent of companies currently not posting positions to an Intranet site plan on doing so.
- Disseminating internal opportunities to the employee base in a timely manner is regarded as a key to a successful internal mobility initiative: 67 percent of survey respondents consider the automation of internal postings to be “very important” for the success of an internal mobility initiative.
- In complement, 71 percent of survey respondents report being satisfied (24%) or very satisfied (47%) with their current online internal mobility technology, as it enables Intranet posting.

Though companies are nearly unanimous in the use of Intranet technologies for internal job posting, nearly half also use paper to notify employees of internal opportunities: 49 percent of companies post announcements on bulletin boards; 15 percent of all companies plan on phasing out paper notices on bulletin boards. Companies are increasingly recognizing the inefficiencies inherent in paper notifications as a communications method, and paper as a legacy method rather than a leading practice.

Email is employed in internal mobility initiatives, in varying degrees and with a range of sophistication in targeting.

- 29% of companies use company-wide broadcast emails to inform employees of internal mobility opportunities.
- 25% of companies benefit from the superior targeting of email notifications that are directed to individuals. An additional 11% of companies recognize this best practice and plan on implementing email notifications targeted to individuals.
- 18% of companies send email announcements that are targeted to departments
3. Responses from Internal Candidates

88 percent of companies allow employees to express interest in an internal position via the Intranet site.

- Moreover, nine percent of companies currently do not have an Intranet-based job application form, but plan to.
- 43 percent of companies provide online job application forms via kiosks, to accommodate those workers who do not have a PC at their workstation.
- A further 23 percent of companies plan on offering kiosk job applications, while the same percentage (23%) have no plans for kiosks.
Although email is a convenient method of communication, it is not the preferred format for accepting internal candidate applications since it lacks the process efficiencies of integrated Intranet applications. Email is currently, though, a common medium through which employees (internal candidates) respond to internal opportunities: candidates may send an email to the HR department in 60 percent of companies.

- In 43 percent of companies, hiring managers may receive an email from an interested employee.
- It appears that email responses are losing their appeal: 11 percent of companies plan on phasing out emails sent to the HR department; eight percent of companies plan to phase out emails sent to the hiring manager.

Paper still persists in the response channels of corporate internal mobility programs even though it is not scalable (difficult to share across the enterprise), and lacks a common format for assessment. Candidates may send a paper application such as a resume to the HR department or the hiring manager in 50 percent and 35 percent of companies, respectively. There is some dissatisfaction with paper responses: 19 percent of companies plan on phasing out paper application forms directed at the HR department. Interestingly, companies are more tolerant of paper when it is the hiring manager who has to deal with responses, with only eight percent of companies planning to phase out this method of expressing interest in a position.

Very few companies use Interactive Voice Response (IVR) systems as a tool for disseminating internal mobility opportunities to the employee base, with only four percent of survey respondents indicating that the company currently employs the technology; another eight percent of respondents indicating that the company plans on implementing the technology.

![Internal Job Notification & Application Methods](image_url)

**Fig. 12:** Internal Job Notification and Application Methods
Internal Mobility Process Flow

Important decisions and choices need to be made to design the process flow, including aspects of policy and methods of communication.

![Internal Mobility Process Flow Diagram]

**Fig. 13: Internal Mobility Process Flow**
Success Factors

- Have a communications plan in place to promote the process to employees of accessing opportunities.
- Use an Intranet site to post opportunities and receive applications from employees.
- According to the existing rate of internal fills, post positions internally and externally simultaneously if your goal is to draw from the widest candidate pool, or delay posting positions externally to encourage internal mobility initiatives.
Platform Capability

“First, you must have the infrastructure in place - a global system. If you don't have that, you can forget it.”

VP of Recruiting, Global Electronics Company

How is technology used to support the internal mobility process? Is it easier for your employees to find a job outside his or her own company, as opposed to an opportunity inside?

89 percent of companies use staffing automation technology to support the internal mobility process. This technology may power an internal Careers site and leverages the tremendous efficiency of self-serve processes. It can consist of a database of employee profiles, and include job posting functions, a skills library, and workforce planning modules. Companies in the survey reported using technology from staffing management solution vendors or developing the technology using in-house or outsourced IT resources.

While survey respondents were clear on the importance of technology to an internal mobility program, there is also the recognition that technology is only one piece of the initiative. “Getting the process down is key,” said one HR executive, “The technology supports it.”

Overall levels of satisfaction with technology used to support the internal mobility initiative are quite high. Satisfaction with internal mobility technology is highest with the automation of posting job opportunities to an Intranet, with which 47 percent of respondents reported being “very satisfied”.

### Level of Satisfaction with Current Online Internal Mobility Technology: Satisfied or Very Satisfied

<table>
<thead>
<tr>
<th>Feature</th>
<th>Satisfied or Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posting to Intranet</td>
<td>71%</td>
</tr>
<tr>
<td>Managing responses from employees</td>
<td>49%</td>
</tr>
<tr>
<td>Employee referral</td>
<td>47%</td>
</tr>
<tr>
<td>Communication with internal candidates</td>
<td>39%</td>
</tr>
<tr>
<td>Metrics and reporting</td>
<td>32%</td>
</tr>
<tr>
<td>Workforce planning</td>
<td>11%</td>
</tr>
</tbody>
</table>

N = 75

Source: Taleo Research, 2003

Fig. 14: Level of Satisfaction with Internal Mobility Technology
1. Skills Database as a Foundation for Internal Mobility

An employee skills inventory database maintains profiles of employees, their skills and abilities, for use in matching to internal opportunities. It may also be used for skills gap analysis and training. With a skills inventory database based on a robust technology platform, organizations can benefit from being able to mine a transparent internal labor pool and profit from a clear understanding of the human capital it controls. Nearly two-thirds of survey respondents (65%) consider an employee skills database to be important to the success of an internal mobility initiative.

Having a skills inventory database allows an organization to:

- Allocate resources optimally
- Re-deploy or lay off employees as needed
- Engage in strategic workforce planning

Corporations can create a library of organizational skills, competency models and standardized job templates, and create profile questions that are unique to the internal audience. Self-service web-based staffing management solutions empower employees to create and update personal profiles and apply for career opportunities. Today’s technology enables organizations to power internal mobility programs with standard skills defined in a structured data format, effective automated matching of talent to task, and efficient self-serve solutions.

Link to Other HR Programs

“Our job posting and internal mobility system goes hand in hand with our learning management system: you can't have one without the other. You need a system that looks at knowledge, skills, and abilities, and how you are going to provide [employees] those knowledge, skills and abilities if they don't have them. So an internal mobility program has to be integrated with training. If all of your positions require a certain skill, but you don't provide the opportunity for your people to learn that skill, then all you are doing is creating frustration.”

SVP of HR, Financial Services Company

A slim majority (51%) of companies link an internal mobility program to performance management issues. The connection between internal mobility and succession planning is slightly stronger, with a higher number of companies (60%) linking the two. 40 percent of companies link internal mobility to both performance management and succession planning.
Success Factors

- Use the automation of a staffing management solution to streamline the processes of informing employees about opportunities and managing employee responses.
- Create a skills inventory database from employee profiles.
- Link internal skills and performance to training and employee development, to facilitate just-in-time workforce allocation.
Performance Measures

The specific policies and procedures a company uses to fulfill its internal mobility goals combine to produce actual results. What is the performance of the internal mobility initiatives of the companies surveyed? What metrics do those companies use to monitor and manage the initiative? What metrics indicate program success?

1. Internal Fills

Internal mobility is clearly a very significant source for many organizations. The majority of respondents (61%) reported internally filling 40 percent or more of open positions annually.

![Percentage of Internal Hires](image-url)

Fig. 17: Percentage of Internal Hires

2. Metrics

Survey respondents were unequivocal in expressing the importance of metrics to encouraging a successful internal mobility initiative. 82 percent reported metrics to be very important (51%) or important (31%).

Most respondents (83%) use the “percent of positions filled internally” as the key metric to measure effectiveness of their internal mobility program.

- The percent of positions filled internally metric is also the one most monitored by C-level executives, however it is only monitored by just over half of CEOs, CFOs or COOs (53%).
- Surprisingly, 13 percent of respondents did not know their percentage of open positions internally filled annually.

Nearly half of executives monitor turnover (48%), yet turnover is only used by 39 percent of respondents as a measure of the performance of their internal mobility program.
Respondents and C-level executives use the metric for cost-of-hire roughly equally (29% and 27% respectively); however time-to-hire is used more by the HR respondents (45%) than the C-level executives (27%).

Using employee performance and hiring manager satisfaction as measures for the internal mobility program is approximately twice as prevalent in the respondent group compared to the C-level executives. Notably though, only the metric “percent of positions filled internally” garners attention from more than half of both groups.

Surprisingly, many survey respondents who reported goals for their internal mobility program and consider the program to be helpful in meeting those goals, did not report using the corresponding metrics to track performance against those goals.

Specifically:

- 76 percent cite the goal of “Improve retention rates” and 61 percent responded that the initiative has been helpful in meeting that goal, yet only 39 percent track turnover.
- 56 percent cite the goal of “Lower staffing costs” and 59 percent responded that the initiative has been helpful in meeting that goal, yet only 29 percent track cost-of-hire.
- 53 percent cite the goal of “Fill positions faster” and 64 percent responded that the initiative has been helpful in meeting that goal, yet only 45 percent track time-to-hire.
Other metrics reportedly used to monitor internal mobility initiatives include:

### Ratios
- Internal vs. external fills
- Number of internal moves previously vs. number today
- Internal vs. external position postings per region or per business
- Percent of employee referrals of internal vs. external people

### Tracking lateral movement
- We have a recruiting scorecard that is used to track the number of internal vs. external hires.
- Which segment they came from, moved to. Lateral move or promotion.
- Internal salary movement or increase compared to external.
- Function to function movement, brand to brand movement, location to location movement, w/in function movement, w/in brand/division movement
- Number of transfers by division

### Quality of hire
- Promotion rates

### Legal exposure
- EEO and labor contract measurements
- Reduction in threats of legal action

### Employee satisfaction
- Annual employee survey to measure employee perception if they think their managers:
  - Post all jobs on internal postings
  - Hire the right person for the right job
  - Promote those with most competencies.
- Employee motivation surveys/engagement rate

Only one-third of respondents reported being satisfied (19%) or very satisfied (13%) with their current online internal mobility technology as it enables metrics and reporting.

“In terms of a common HR metric that we publish across the organization, we currently are not tracking internal promotions. Part of the reason is that we do not have a global HR system, and it is a very manual, intensive process to gather the information on a regular basis.”

VP of HR, Medical Devices Manufacturer
Success Factors

- Metrics used to measure whether the internal mobility initiative has met its objectives must also be aligned with the overall purpose.
- Define how you will measure the performance of your internal mobility program.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve retention</td>
<td>Turnover rate</td>
</tr>
<tr>
<td></td>
<td>Cost of turnover</td>
</tr>
<tr>
<td></td>
<td>Impact on profit margin</td>
</tr>
<tr>
<td>Employee satisfaction</td>
<td>Employee satisfaction survey</td>
</tr>
<tr>
<td></td>
<td>Retention rate past 1 year</td>
</tr>
<tr>
<td>Lower staffing costs</td>
<td>Cost per hire</td>
</tr>
<tr>
<td></td>
<td>Sourcing cost per hire</td>
</tr>
<tr>
<td>Fill positions faster</td>
<td>Time to hire</td>
</tr>
<tr>
<td></td>
<td>Time to contribution</td>
</tr>
</tbody>
</table>
Tactics and Strategies

“Our CEO is the biggest sponsor in the company of our internal labor market. This is the way to empower our people.”

VP of Recruiting, Global Electronics Company

When asked about the importance of certain business conditions to the success of the internal mobility initiative, respondents rated eight components in a tight range between important and very important. The cumulative effect of these enablers concerning people, process, and technological initiatives are necessary for the success of an internal mobility.

A receptive corporate culture and buy-in from executive management scored high. Issues of business policy and procedure as a group are also high in importance, including having a clear internal policy, a fair and consistent application of that policy, and frequent communication of that policy and of opportunities.

High scoring issues related to technology include automated internal posting, and the relatively new opportunity to build an inventory database of employees’ skills.

![Importance to the Success of an Internal Mobility Initiative](image-url)

Fig. 19: Importance to the Success of Internal Mobility

Other keys to a successful internal mobility initiative communicated by respondents include an easy way to apply and get feedback immediately; an integrated performance, development and succession planning system coupled with a sense of urgency from hiring managers; and an HR team that embraces the concept.
Results from Internal Mobility

A clearly articulated and communicated internal mobility initiative, receiving strong corporate support, and based on a solid foundation of well-optimized technology and processes bestows a number of distinct advantages to a company.

Internal mobility initiatives result in cost avoidance for corporations, by increasing retention. Turnover is costly to an organization, as it has a negative impact on productivity. As shown in the cost of turnover model in this report, analyses calculate high top line impact attributable to staffing turnover. Offering employees the opportunity for growth within the company cuts down on one of the leading causes of turnover. A survey by Development Dimensions International (DDI) found that 74 percent of employees who leave a company do so for reasons relating to limited opportunities for growth and advancement. An internal mobility initiative gives employees greater access to opportunities for growth and career progression, consequently reducing the rate of turnover. As one Vice President stated, “The war for talent is won on the internal labor market.”

Time to contribution is also more rapid for existing employees taking different positions. Familiarity with corporate policies, benefits, and culture enables better productivity more quickly. Training costs may be lower as well, as the organization can benefit from earlier training and employee development, and perhaps avoid basic or repetitive instruction.

An internal mobility initiative results in direct cost savings, through lower sourcing costs (no third-party agency fees) and a reduction in staffing department labor. A company that follows a strategy of posting an opening internally for a set period before turning to the media and job boards for external sourcing may avoid sourcing costs altogether. Internal mobility programs save labor costs in the staffing department, as the time spent screening applicants is much lower with internal candidates. Internal mobility initiatives also reduce peripheral staffing expenses, such as signing bonuses, relocation expenses and onboarding costs.

Related advantages of internal mobility include the protection of corporate intellectual property, and an improvement in employee satisfaction. Companies that support successful internal mobility programs demonstrate a commitment to their employees, viewing them as a valuable talent pool which the company wants to cultivate for the long-term. This can not only be a boost for employee morale, but also generate a real increase in employee productivity.
The set of skills that an employee acquires on the job, through training and experience, increases that employee’s value for the corporation as well as in the marketplace. It is of course critical to retain only high-performing employees, not those who are not contributing. Internal mobility programs must be inexplicably tied to the clear objective of staffing the business units with the best employee when needed. An effective employee mobility program increases the value of human capital throughout an organization.

Well-designed internal mobility programs powered by efficient, automated technology platforms can positively impact corporate goals. Employing and optimally deploying quality talent shapes an atmosphere that encourages creativity and increased productivity and increases shareholder value.
Methodology

The report is based on phone interviews, and a survey distributed by email to HR executives in large and global corporations. Responses were gathered during the period 4/30/03 to 5/30/03. The 75 survey responses came from 75 unique corporations. Survey responses are rounded to the nearest whole percentage point; analysis is accurate at 95 percent statistical significance to +/- 11 percent.

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 4,999</td>
<td>9%</td>
</tr>
<tr>
<td>5,000 - 9,999</td>
<td>17%</td>
</tr>
<tr>
<td>10,000 - 24,999</td>
<td>17%</td>
</tr>
<tr>
<td>25,000 - 49,999</td>
<td>25%</td>
</tr>
<tr>
<td>50,000 - 99,999</td>
<td>9%</td>
</tr>
<tr>
<td>100,000 +</td>
<td>20%</td>
</tr>
</tbody>
</table>

N = 75

Fig. 20: Respondent Companies by Size

<table>
<thead>
<tr>
<th>Title</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>24%</td>
</tr>
<tr>
<td>Manager</td>
<td>29%</td>
</tr>
<tr>
<td>VP</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>20%</td>
</tr>
<tr>
<td>Recruiter</td>
<td>9%</td>
</tr>
<tr>
<td>Hiring Manager</td>
<td>3%</td>
</tr>
<tr>
<td>Director</td>
<td>24%</td>
</tr>
<tr>
<td>Manager</td>
<td>29%</td>
</tr>
</tbody>
</table>

N = 75

Fig. 21: Respondents by Title

All data gathered for this report is accurate as of the date gathered. All opinions contained in this document are based on information available at the time of creation of the document and are subject to change. All brand product names are marks or registered marks of their respective companies.
Appendix: Success Factors Checklist

The following are the success factors for an internal mobility initiative:

| Purpose Clarity | Clearly articulate the purpose of your internal mobility program prior to its design and implementation, especially considering the value that can be derived from increased employee satisfaction and higher retention rates. |
| Policy Guidelines | Put a formal policy in place that covers the internal mobility business rules including conditions for internal posting (requirement to post all jobs internally?), manager's role, and the approval process. |
| | Communicate the policy and process clearly and frequently, especially with senior managers. |
| | Identify top performers as candidates for internal mobility; do not provide opportunities to average or under-performers. |
| Process Design | Have a communications plan in place to promote the process to employees of accessing opportunities. |
| | Use an Intranet site to post opportunities and receive applications from employees. |
| | According to the existing rate of internal fills, post positions internally and externally simultaneously if your goal is to draw from the widest candidate pool, or delay posting positions externally to encourage internal mobility initiatives. |
| Platform Capability | Use the automation of a staffing management solution to streamline the processes of informing employees about opportunities and managing employee responses. |
| | Create a skills inventory database from employee profiles. |
| | Link internal skills and performance to training and employee development, to facilitate just-in-time workforce allocation. |
| Performance measures | Metrics used to measure whether the internal mobility initiative has met its objectives must also be aligned with the overall purpose. |
| | Define how you will measure the performance of your internal mobility program. |

<table>
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<tr>
<th>Purpose</th>
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</thead>
</table>
| Improve retention | Turnover rate  
Cost of turnover  
Impact on profit margin |
| Employee satisfaction | Employee satisfaction survey  
Retention rate past 1 year |
| Lower staffing costs | Cost per hire  
Sourcing cost per hire |
| Fill positions faster | Time to hire  
Time to contribution |
About Taleo Research

Taleo Research analyzes the best practices and economics of talent management for organizations of all sizes, worldwide. The specialty research practice focuses on business analytics that tie talent management technology and process improvements to financial results.

Taleo Research also conducts primary research on critical issues of talent management and maintains a valuable library of talent management resources. Published reports and studies include *Hidden ROI of Talent Acquisition and Mobility*, *Contingent Workforce Management: A Recipe for Success*, *Quality of Hire, Internal Mobility, Hourly Job Applications Methods at Top 100 Retailers, Economics of Candidate Relationship Databases, Corporate Careers Site Value Creation*, and *Jobseeker Surveys*, among others.

Founded in 1997 as iLogos Internet Intelligence, Taleo Research is the talent management research division of Taleo.

research@taleo.com

About Taleo

Taleo Corporation (NASDAQ: TLEO) delivers on demand talent management solutions that enable organizations of all sizes to recruit, assess and manage their workforces for improved business performance. Taleo’s customers use its suite of solutions to improve their talent management processes to reduce the time and costs associated with these processes and to enhance the quality, productivity and satisfaction of their workforces. Taleo currently has more than 350 corporate customers with approximately 500,000 registered users who use our services to fill positions in almost 100 countries. For more information, visit [www.taleo.com](http://www.taleo.com).

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Yves Lermusiaux (yveslerm@taleo.com) is president and founder of Taleo Research (www.taleo.com). He is a recognized authority on strategic talent management, economics and metrics.

Mr. Lermusiaux is well known as a public speaker and industry analyst, and is often quoted in leading business media worldwide, including Fortune, The Wall Street Journal, Financial Times, Business Week, and Time Magazine. His articles and commentary are published regularly in online publications and business magazines, as well as on Taleo’s Talent Management blog (www.taleo.com/blog). Mr. Lermusiaux is on the Advisory Board for the Human Capital Institute, and was named one of the “100 Most Influential People in the Recruiting Industry.”

Mr. Lermusiaux founded and was subsequently president and chief of research of iLogos Corporation. In September of 1999, iLogos became the independent division of Taleo (formerly Recruitsoft).

Mr. Lermusiaux earned a degree in Physics, Philosophy and a diploma in Economics from the University of Brussels and from the University of London.

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Alice Snell (asnell@taleo.com) is vice president of Taleo Research, the talent management research division of Taleo (www.taleo.com).

Ms. Snell focuses on critical issues and key trends in talent management that impact organizational performance. Ms. Snell has authored numerous articles and reports on staffing management technology and processes and is frequently called upon to provide expert commentary on staffing management issues. She is quoted in leading media including The Boston Globe, Chief Executive, The New York Times, Chicago Tribune, CNBC.com, and Investor’s Business Daily.

Prior to joining Taleo, Ms. Snell was a senior analyst at Kennedy Information where she published Recruiting Dot Com: The Impact of the Internet on Executive Search; and The Job-Seeker’s Guide to On-Line Resources in 1994. She has been a contributing editor to Executive Recruiter News, Recruiting Trends, Human Resource Management News and Consultants News.

Ms. Snell holds a Master of Science degree from Boston University and a Bachelor of Arts cum laude from Brandeis University.
Taleo Research Staffing Management
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Taleo Research conducts primary research on critical issues of talent management and provides a valuable library of resources, available at www.taleo.com.

**Hidden ROI of Talent Acquisition & Mobility** provides a full understanding of the costs related to talent acquisition and mobility and specific opportunities for cost reduction and improved corporate performance, as validated by Taleo Research studies. (Purchase)

**Hidden ROI of Talent Acquisition & Mobility: The Executive’s Primer** is a summary guide for executives to understand and calculate total spend and opportunity costs of talent acquisition and mobility, and articulate its overall impact to an organization. (Download)

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ABOUT TALEO
Taleo delivers on demand talent management solutions to leading companies worldwide. Taleo enables organizations of all sizes to assess, acquire, and manage their workforce for improved business performance.

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