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About this Report

*Internal Mobility* details the benefits available to corporations from internal mobility initiatives, especially the significant financial value attainable through increased employee satisfaction and reduced turnover. The study, which includes 21 charts and graphs, reports on primary research involving more than 70 large corporations, and advises corporations to articulate their strategies around five key dimensions that the research has shown as critical for success.

*Internal Mobility* focuses on how to create and build successful internal mobility programs, to gain best advantage in optimally deploying and redeploying the corporate workforce.

Who Should Read this Report

Is Internal Mobility important to your company's goals? Does your company have a successful Internal Mobility process? Would you like to know how other corporations handle Internal Mobility?

*Internal Mobility* 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.

The audience for *Internal Mobility* may include:

- CEO, COO or CFO
- Chief Talent Officer
- Vice President for Human Resources
- Head of Staffing
- Corporate Recruitment Managers
- Hiring Managers
- Analysts
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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 a 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.
Taleo Research Staffing Management Resources Library

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)

**Contingent Workforce Management: A Recipe for Success** provides an overview of the major issues involved in the choice and use of contingent workers. It includes insights into financial considerations as well as best methods for procurement. (Download)

**Quality of Hire**
*Quality of Hire: The Next Edge in Corporate Performance* is an important white paper that examines quality in a workforce: how it is defined, how it is measured, and how a company can drive quality into its staffing process. (Download)

**Internal Mobility**
A groundbreaking report that articulates the key strategies for leveraging and optimally deploying the existing employee base. (Purchase)

**“We’re Always Accepting Applications”: Hourly Job Applications Methods at Top 100 Retailers**
A study examining the hourly job application methods used by the Top 100 Retailers in the United States finds that major opportunities exist for retailers to better leverage technology in recruiting and staffing processes. (Download)

**Contingent Workforce Management: Market Trend Survey Key Findings** presents survey results on the contingent workforce management practices of a sample of large corporations. Results include insights into strategy and tactics, cost, control and compliance. (Purchase)

**Contingent Workforce Management White Papers Series**
Three comprehensive white papers detail effective and successful Contingent Workforce Management programs for large companies. The white papers focus on: *Benefits & Best Practices; Strategies for Results; and Service Delivery Models*. (Download)
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.

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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.

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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.

Alice Snell

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.

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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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