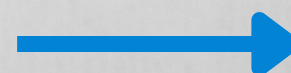


Internal Mobility 9 Metrics

Metrics and supporting practices

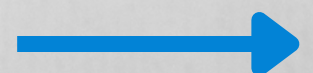


1 Internal Fill Rate

Definition: % of open positions filled by internal candidates versus external hires.

Why It's Important: A high internal fill rate can lead to greater retention, reduced hiring costs, and faster onboarding due to existing organizational knowledge.

Sample Practice: Implement a "First Look" policy where all job openings are posted internally for 5-7 days before external recruitment begins.

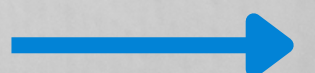


2 Time-to-Fill for Internals

Definition: Average time to fill an open position with an internal candidate vs external hiring.

Why It's Important: Helps gauge the efficiency of the internal hiring process. Reduces productivity gaps, minimizes disruption, and showcases the organization's ability to quickly mobilize internal talent.

Sample Practice: Create a streamlined application process for internal candidates, reducing required approvals and shortening interview stages.

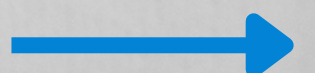


3 Internal Mobility Rate

Definition: % of employees who changed positions within the organization in a given time period.

Why It's Important: A healthy internal mobility rate indicates opportunities for growth and new challenges. This can lead to increased employee engagement, skill development, and cross-functional knowledge sharing.

Sample Practice: Use technology to raise awareness of "less obvious" roles and opportunities where employees may have transferable skills.

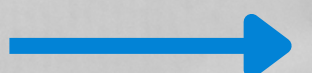


4 Retention Rate of Internally Moved

Definition: % of employees who remain with the company for a specified period after an internal move or promotion.

Why It's Important: Helps assess the success of internal moves and the organization's ability to support employees in new roles. High retention rates can indicate effective transitions and can justify further investment in internal mobility programs.

Sample Practice: Assign a "peer coach" from the new team to each internally moved employee for their 45 days to aid in transition and integration.



5 Performance of Internal Hires

Definition: The average performance ratings of employees who have moved internally compared to external hires in similar roles.

Why It's Important: Helps validate the effectiveness of internal mobility programs. Strong performance from internal hires can justify prioritizing internal candidates and investing in employee development.

Sample Practice: Develop a 30-60-90 day plan template for managers to use with internal hires, focusing on role-specific goals and expectations.

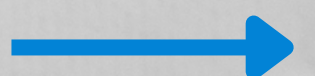


6 Skills Gap Closure Rate

Definition: % of critical skill gaps filled through internal mobility and development programs.

Why It's Important: Shows how effectively the organization is using internal mobility to address skill shortages. A high rate indicates successful alignment between talent development and organizational needs.

Sample Practice: Conduct a skills inventory analysis to identify existing skills and potential gaps. Measure progress in closing gaps over time.



7 Internal Application Rate

Definition: # of internal applications received for open positions as a % of total applications.

Why It's Important: Reflects employee awareness of and interest in internal opportunities. A high rate suggests a culture that encourages career growth and internal mobility.

Sample Practice: Set up automated job alerts for employees based on their indicated career interests and skills.



8 Cost Savings from Internal Hires

Definition: The difference in costs associated with hiring internally versus externally, including recruitment, onboarding, and training expenses.

Why It's Important: Demonstrates the financial benefits of internal mobility, helping to justify investment in internal talent development programs and showcase the ROI of internal mobility initiatives.

Sample Practice: Create a cost comparison template to track and report the cost differences between internal and external hires for similar positions.





Internal Time-to-Productivity

Definition: The average time it takes for an internally moved employee to reach full productivity in their new role compared to external hires.

Why It's Important: Highlights the efficiency gains from internal mobility, as employees with existing organizational knowledge often adapt more quickly to new roles.

Sample Practice: Develop a standardized productivity assessment tool for managers to use at 30, 60, and 90 days post-move or hire, comparing internal and external hires.



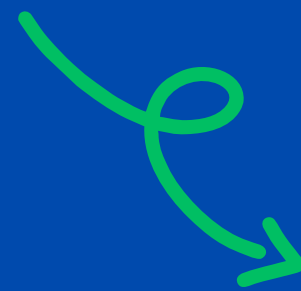
Worksheet

Internal Mobility Metric	Current	Target	Most Recent Result & Date	Plan to close gaps

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