

# The essential guide to internal recruiting

6 steps to building an effective program



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# Internal recruiting benefits everyone

Internal recruiting is a valuable, but often overlooked, hiring method.

Promoting internal mobility and moving employees around your organization allows them to grow their careers with you. This can help maintain institutional knowledge, reduce turnover, and cultivate collaboration between departments.

Here's how to build an effective internal recruiting program that boosts employee engagement — and is a crucial part of a comprehensive talent strategy.

## The business case for internal recruiting

In 2014 alone, Credit Suisse's internal recruiting strategy reduced attrition by 1% — saving the company \$75-100 million in rehiring and training costs<sup>1</sup>

<sup>1</sup> Harvard Business Review, [Why People Quit Their Jobs](#)

# What is internal recruiting?

Internal recruiting is the process of looking to fill open roles from within your existing workforce. This can include promoting employees to new roles, temporary positions, or transfers to different departments.

Leveraging your own employees can be a great way to maintain productivity — while saving time, money, and resources.



## The benefits of internal recruiting

### Cost-effective

Recruiting from within can cost **six times less** than hiring external candidates.<sup>2</sup>

### Increases efficiency

**63% of talent professionals** agree internal recruiting speeds up the hiring process.<sup>3</sup>

### Improves retention

Employees **stay 41% longer** at companies with high internal recruiting.<sup>3</sup>

<sup>2</sup> Josh Bersin, [Build Vs. Buy: The Days Of Hiring Scarce Technical Skills Are Over](#)

<sup>3</sup> LinkedIn, [Global Talent Trends 2020](#)

## Step 1: Get stakeholders on board

In order to get key stakeholders to buy into a formal internal recruitment program, provide clear targets that all lead back to tangible benefits and bottom-line performance.

### Craft a compelling pitch.

Build your business case with statistics and data from reports and research studies to help leadership. Set up milestones to demonstrate progress.

### Be realistic.

Communicate your goals, but don't oversell or mislead leaders about resources and timelines needed to build a program.

### Set the big picture.

Managers can be protective of their top performers. To avoid conflicts, help them understand why internal recruiting is important to the company.



70%  
of talent professionals say stakeholders' resistance to letting go of good talent is an obstacle to internal recruiting.<sup>4</sup>

<sup>4</sup> LinkedIn, [Global Talent Trends 2020](#)

## Step 2: Create a formal process

Without a set strategy, internal recruiting can be disorganized and favor employees who might have a better internal network. Ensure great talent is given equal access to opportunities.

### Collaborate with employees.

Run a focus group or send a survey to find out what employees think about their career opportunities — and what they'd like the company to do differently.

### Help employees identify opportunities.

Make it easy for employees to discover opportunities by creating an internal career site, job board, or direct them to the jobs tab of your LinkedIn company page.

### Diversify your sourcing.

Whether you're hiring internally or externally, [keeping diversity top of mind](#) is key to providing teams with different skills and perspectives.



# 57%

of employees say it would be easier to find a new job with a different organization than with their current company.<sup>5</sup>

<sup>5</sup> Deloitte, [2019 Deloitte Global Human Capital Trends](#)

## Step 3: Find internal talent

Recruiting internally may require a mindset shift if you've been focused on external hires. For successful lateral moves, look beyond hard skills to identify motivated employees who demonstrate the essential soft skills needed for the role.

### Work with department and team managers.

Leadership can provide insight into teachable and relevant skills — making it easier to recognize employees who can be upskilled or reskilled for another role.

### Create opportunities.

Cross-functional projects and job rotations can help employees discover their true passion, while helping recruiters spot those most interested in making a move.

### Align performance goals with your strategy.

Include performance objectives and incentives for your recruiters that encourage internal hires — and make it easy for everyone to apply.



# 73%

of talent professionals say internal recruiting is increasingly important to their company.<sup>6</sup>

<sup>6</sup> LinkedIn, [Global Talent Trends 2020](#)

## Step 4: Tap your own talent pool with LinkedIn

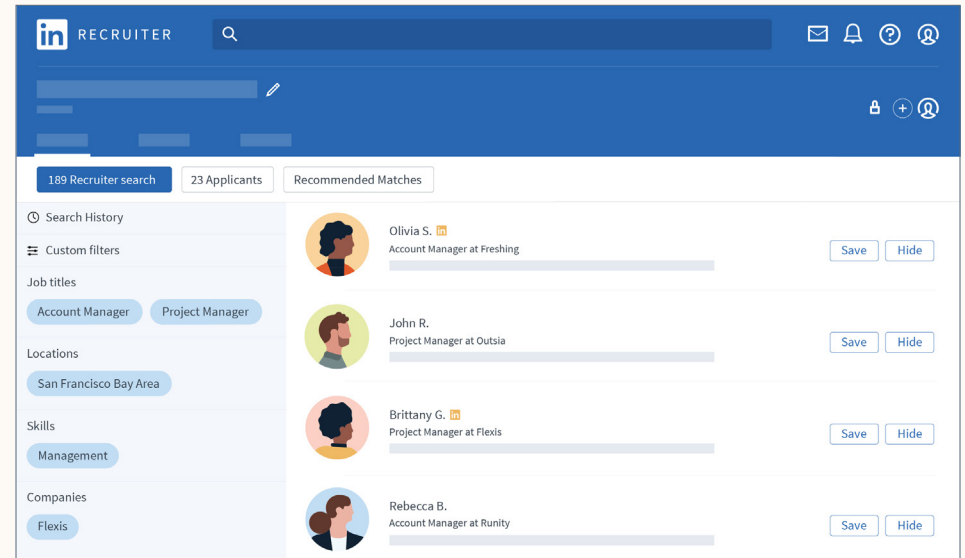
To help your recruiters, train them to identify promising employees using new or existing solutions. Here are two ways [LinkedIn Recruiter](#) can be used to tap your internal talent pool:

### #1: Start a new search

- Begin your search in Recruiter by filling out the skills, job titles, and years of experience field — as you would an external search.
- In the “Companies” field, enter your company’s name.
- Change the employment status field to “current.”
- Hit “Go” — and see a complete list of current employees matching your requirements.

### Top Tip

Be sure to keep employees in-the-loop throughout the process — providing the same exceptional experience as external candidates.





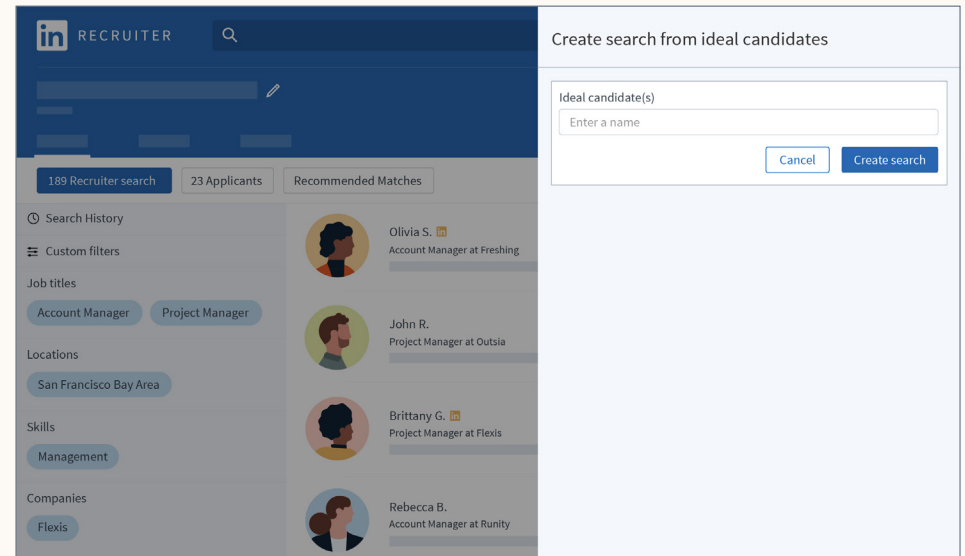
## Step 4: Tap your own talent pool with LinkedIn

### #2: Search based on ideal candidates

- Click the option “Create search from ideal candidate.”
- In the “Ideal candidate(s)” field, enter candidates who are an ideal fit (like an employee in a similar role).
- Under “Companies,” enter your company’s name.
- Change the employment status to “current.”
- Hit “Go” — and see a list of current employees similar to your ideal candidate.

#### Top Tip

Even if you reach out to an employee who isn’t interested, tell them why they’d be a good fit — they might have a suggestion for another employee or qualified candidate.



## Step 5: Provide a great onboarding experience

Internal hires may be familiar with your company culture and processes, but onboarding is still key to help them successfully integrate into their new team and role faster.

### Make them feel welcomed.

Encourage their new manager and coworkers to treat them like any other new hire — schedule get-to-know-you sessions and team lunches, in-person or virtually.

### Ensure a seamless transition.

Assign an onboarding buddy to help them get up to speed. You can also provide individualized LinkedIn Learning Paths.

### Keep in touch.

Schedule regular check-ins to find out how they're adjusting.



# 96%

of employees say one-on-one time with their direct manager is useful during their onboarding experience.<sup>7</sup>

<sup>7</sup> LinkedIn Talent Blog, [5 Things New Hires Want During Onboarding](#).

## Step 6: Offer upskilling opportunities

Investing in learning and development for your team not only helps employees thrive in new roles, but it also keeps your company's skill set up to date as business needs evolve.

### Identify skill gaps.

Work with managers and HR leaders across the business to spot opportunity areas and identify meaningful skills, then use these insights to inform upskilling strategies.

### Make learning easy.

Help employees pursue internal opportunities by providing access to on-demand learning resources like [LinkedIn Learning](#), allowing them to develop skills at their own pace.

### Normalize development.

Normalize upskilling by encouraging managers to celebrate learning, offer personalized course recommendations to support growth, and ensure employees have the time and space to learn.



# 76%

of Gen Z employees believe learning is the key to a successful career.<sup>8</sup>

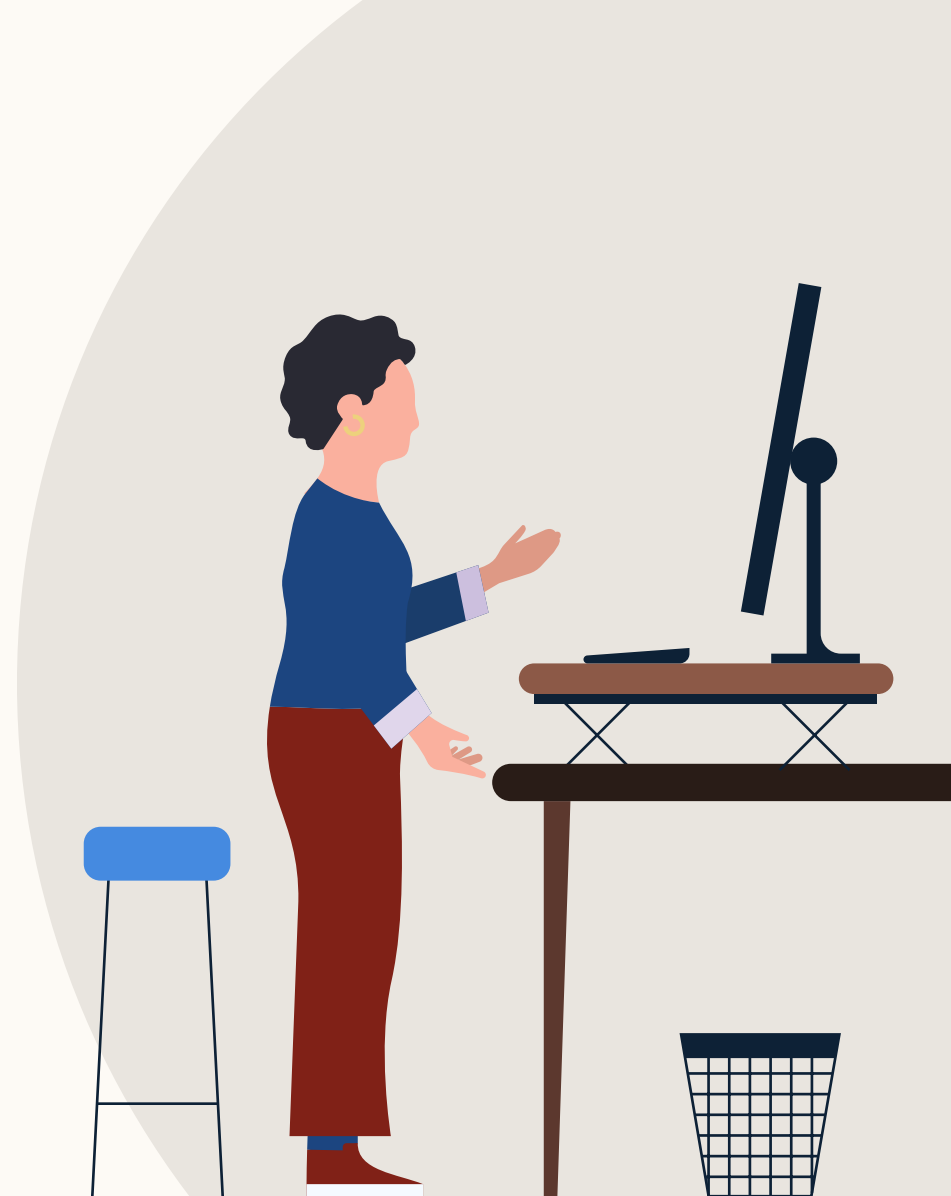
<sup>8</sup> LinkedIn Learning, [2021 Workplace Learning Report](#)

# Don't overlook your greatest source of talent

Internal recruiting is part of a successful and comprehensive talent strategy. But to benefit, you need a formal process.

Building an internal recruiting program and promoting internal mobility shows employees you're invested in their future and professional development. In return, employee engagement and retention will increase, while costs and time to hire will decrease.

Just remember, your next hire might already be working for you.




# Experience LinkedIn in action.

LinkedIn Talent Solutions offers a full range of hiring and recruiting solutions for every step in the process. We'll help you find and engage the right candidates, build your brand, and make even smarter talent decisions with LinkedIn data and insights.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With 690+ million members worldwide, including 75% of the U.S. workforce, LinkedIn is the world's largest professional network.

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[LinkedIn Learning](#)



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Create a culture of ongoing feedback to improve employee engagement, well-being, and growth.

[Glint](#)