



### Examples of Barriers to Internal Mobility

#### 1/ **Lack of Transparency and Visibility**

Employees often do not know about internal opportunities or career paths due to limited information.

#### 2/ **Talent Hoarding by Managers**

Managers resist internal moves to retain high performers, fearing productivity loss or team disruption.

#### 3/ **Lengthy or Complex Processes**

Internal moves require complicated or unnecessary steps, discouraging both managers and employees.

#### 4/ **Insufficient Technology**

Lack of platforms or tools for matching employees with internal opportunities.

#### 5/ **Overly Narrow Selection Criteria**

The criteria for internal roles are too specific or not relevant, unnecessarily limiting the talent pool.

#### 6/ **Restrictive Internal Mobility Policies**

Policies that limit internal movement (e.g., mandatory tenure in current role or other eligibility criteria).

#### 7/ **Recruiter Focus on External Talent**

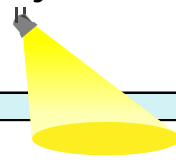
Recruiters prioritize external candidates and lack visibility of internal talent.

#### 8/ **Limited Employee Career Mindset**

Employees focus only on promotions or roles in their current area, overlooking lateral or cross-functional moves.

#### 9/ **Incomplete or Outdated Information**

Organizations lack up-to-date information on employees' skills, experiences, and interests.



### Examples of Policies that Might Unintentionally Restrict Internal Mobility

Use the examples below (and questions) to evaluate whether the policy is truly needed.



#### **Manager Approval.** Employees must inform their manager and obtain approval before applying for an internal role.

- Is manager approval needed for operational reasons, or does it create unnecessary barriers?
- How do we ensure this policy does not encourage talent hoarding?
- Could alternative approaches (e.g., notification vs. approval) better support both transparency and mobility?



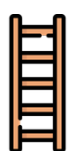
#### **Tenure.** Employee must have been in the current role for (X time) before applying for a new internal role.

- What business objective or risk does this requirement address?
- Are there roles or situations where a shorter tenure would be appropriate?
- Does this policy limit agility or slow down filling critical roles?



#### **Performance.** Employees must be meeting performance expectations in their current role to apply to another.

- How is "meeting expectations" defined and measured in this context?
- Are there situations where employees not meeting expectations could still benefit from a move? (e.g., skilled but in the wrong role?)
- Should this policy allow for manager discretion or flexibility?



#### **Level.** Employees may only apply for roles one level above their current position.

- What is the rationale for limiting moves to one level above current role?
- Are there high-potential employees or critical skills that warrant exceptions?
- Does this policy restrict career growth or succession planning?



#### **Compensation.** Salary increases for internal moves are capped regardless of the role's scope or market rate.

- Does this policy discourage internal mobility by making external offers more financially attractive?
- How does this limitation impact our ability to retain top talent through internal opportunities?
- Are there cases where the cap prevents fair compensation for significantly expanded responsibilities?