

Guild

A guide to
getting
started with
career mobility

Employees want career mobility...

Today, we know that people are **looking for a career — not just a job**: consider that [48% of workers would switch to a new job](#) if offered skills and training opportunities.

In addition, 76% of workers know they're [not prepared with the skills for the future of work](#), but only 28% are currently advancing their education and career.

...and employers need to fill talent gaps

Career mobility is a partnership between the employer and employee. Employers need this focus on skills and mobility as much as the individuals that work for them. Skill and talent shortages are only growing more acute: 87% of executives are [experiencing skill gaps](#) in the workforce or expect to within a few years, and [60% of HR leaders](#) reported that building skills will be their **number one priority** in 2022.

It's also worth noting that companies with [low internal career mobility](#) have an average employee tenure of 2.9 years, while companies with high internal mobility have an average tenure of 5.4 years.



Key career mobility statistics

If organizations can build skills and foster mobility at all levels of their organization, they can gain an edge in today's market by attracting the talent they need — while also building talent pipelines to shape the workforce of tomorrow.

63%

of workers cited “no opportunities for advancement” as a top reason for quitting in 2021⁵

50%

of employees will need reskilling by 2025³

87%

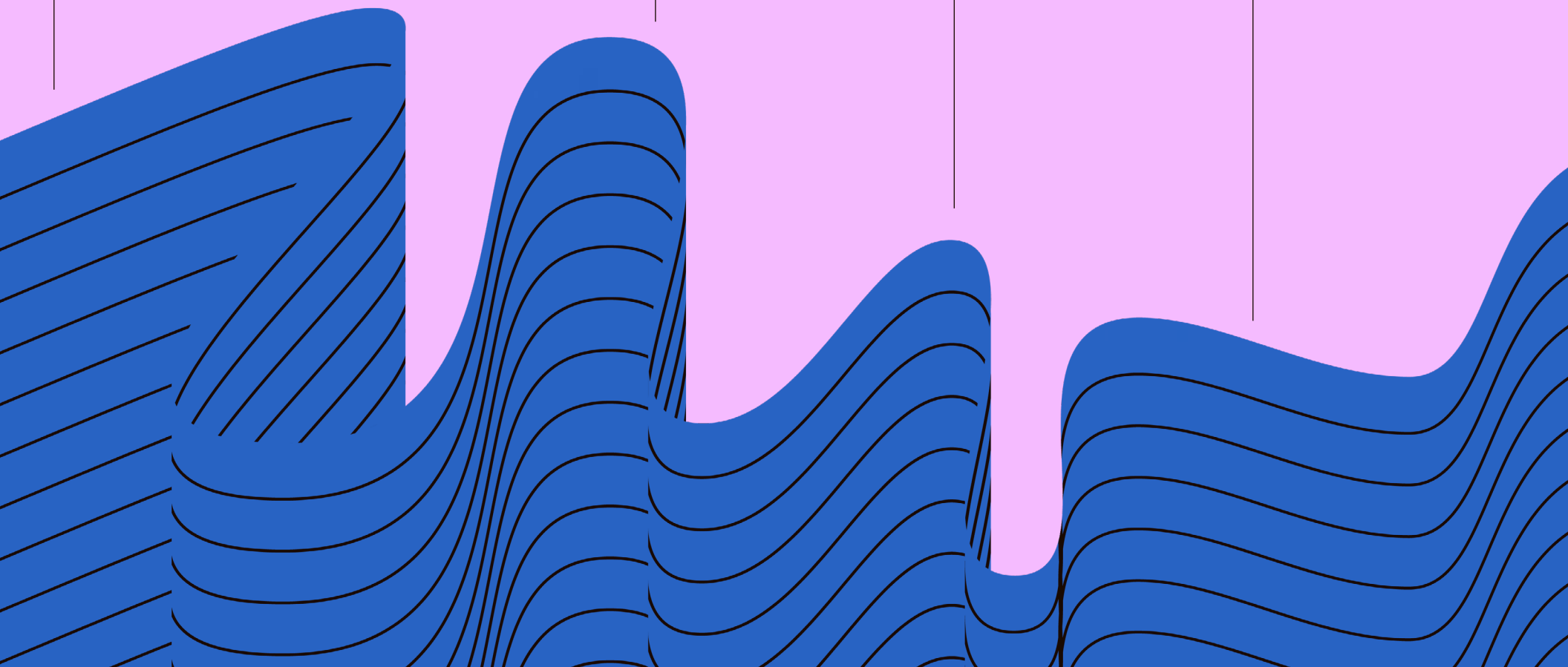
of executives are experiencing skill gaps in the workforce or expect to within a few years²

60%

of HR leaders reported that building skills will be their number one priority in 2022⁴

2.9

years average employee tenure for companies with low mobility, vs. 5.4 years for companies with high mobility¹



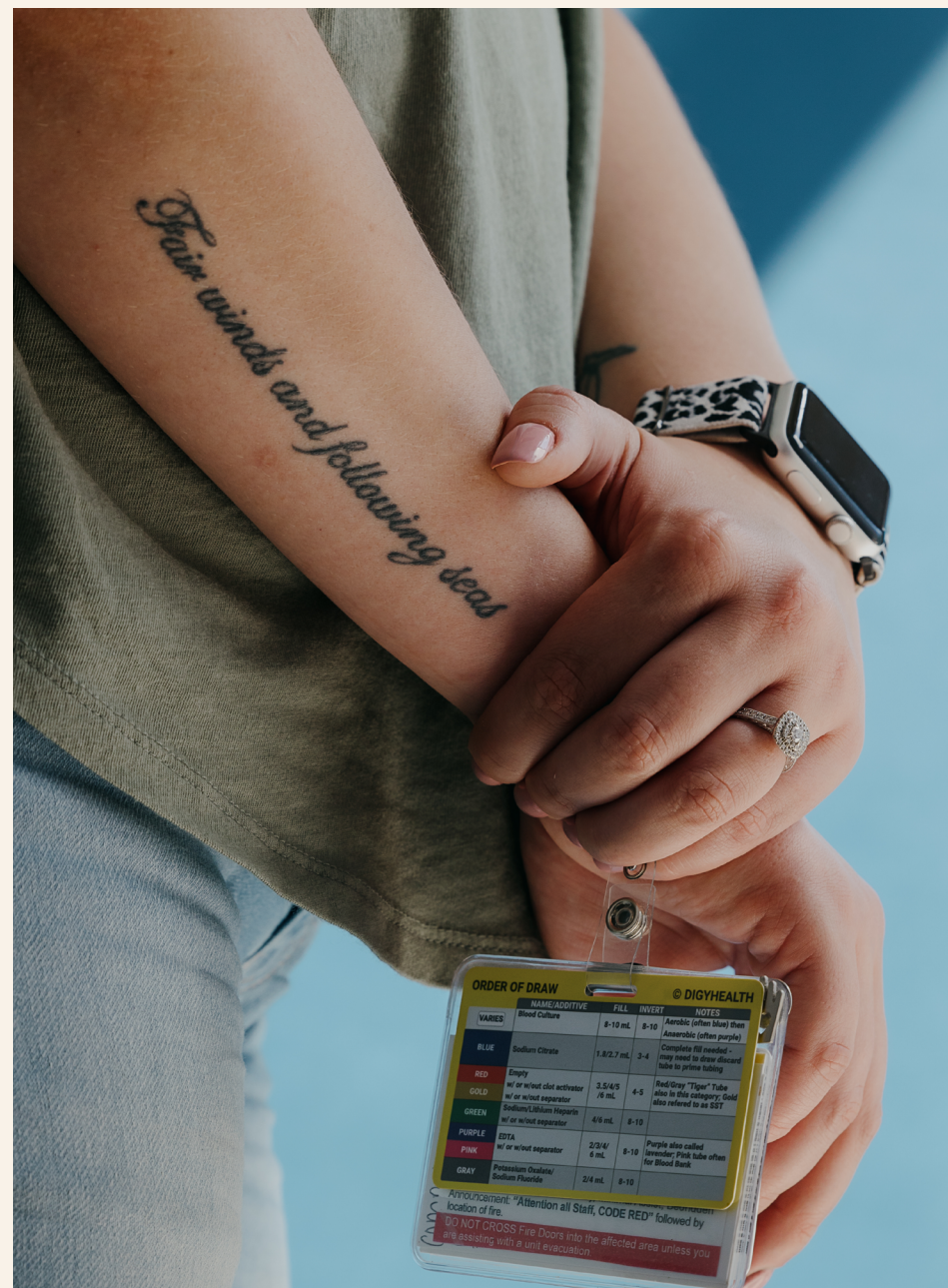
Career mobility at scale requires skills development aligned to strategic talent objectives

Chipotle offers education, skilling, and career mobility programs that foster a culture of opportunity — meaning they give employees the freedom to pursue and achieve their goals with the guidance of a support system that helps them discover and maximize their innate talent.

These programs are proven to help them not only retain and promote top talent, but build the workforce of the future and meet their business objectives as well.

Participants in the program are **6x more likely to advance into manager positions** after enrolling in a Guild program⁶

This guide will show you how to create an **intentional, scalable career mobility strategy** that will not only empower your employees but help you build talent pipelines into future of work jobs. We'll cover common terminology around skills and how it relates to mobility, along with a roadmap for aligning education with skills at scale to create talent pipelines.

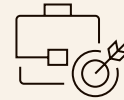


Upskilling vs. reskilling: Unpacking common terms and what they mean for your strategy

Skill development is what helps workers propel their careers forward — or move them into a new field entirely. (The focus on skills even extends beyond talent development as some organizations [rethink degree requirements](#) and consider [skills-based hiring](#).)



Upskilling and reskilling are the terms you've probably heard the most.



Upskilling

The process of learning new skills to become better at your current role



Reskilling

The process of learning new skills to transition into a new role

Both upskilling and reskilling should be part of your talent strategy — but each of them requires their own distinct approach.

Upskilling can help develop talent as jobs evolve, particularly for corporate talent

Upskilling was originally designed as an attraction and retention strategy, primarily for the corporate workforce. Most commonly, employees could get an advanced degree, staying with the company while completing their coursework and beyond (as was often required by their tuition reimbursement policy). As more companies revamp their education and upskilling programs, it's becoming a [more popular and sought-after](#) employee benefit for all workers.

Upskilling helps employees grow their careers by enabling individuals to master more advanced work in their roles and get promoted. It's vital when you consider that even for those staying in their current roles, the core skills needed will change [40% in the next 5 years](#).



Reskilling is necessary to fill the jobs of the future

One key difference between upskilling and reskilling: Upskilling alone won't fully prepare your workforce for the future because it doesn't enable net new skills. By empowering employees to move into new fields, reskilling offers the power to help both employees and businesses build the skills needed for tomorrow.

Take tech skills. The world is becoming more tech-oriented and digital first, and employers are realizing they need to address the disconnect between the skills workers have and the skills businesses need.

A [recent survey reveals](#) that 73% of workers don't feel equipped to learn the digital skills needed by businesses, and 76% don't feel equipped for the future.

In cybersecurity alone, there will be [3.5 million vacant job openings](#) by 2025 – an astronomical number that concerns even the [White House](#).

You can't upskill your way to fill these gaps if there [aren't enough people](#) already in tech to begin with.

3.5m

The number of vacant job openings in cybersecurity by 2025

Reskilling provides employees with more options — as well as the potential for economic mobility

Not every worker wants to move up into senior roles or management — many want to pursue other career goals.

Upskilling is a useful tool to help employees develop in their given path, keeping workers engaged and up to date on skills needed for their current job. Reskilling helps open doors for individuals to transition into new roles they may be more interested in — and that provide greater opportunity for long-term career growth.

This can be particularly important for frontline employees — many of whom are [rethinking their careers](#) entirely. Those are also the jobs in danger of automation: [50% of those set to stay in their current roles](#) in the next five years will need reskilling.

50%

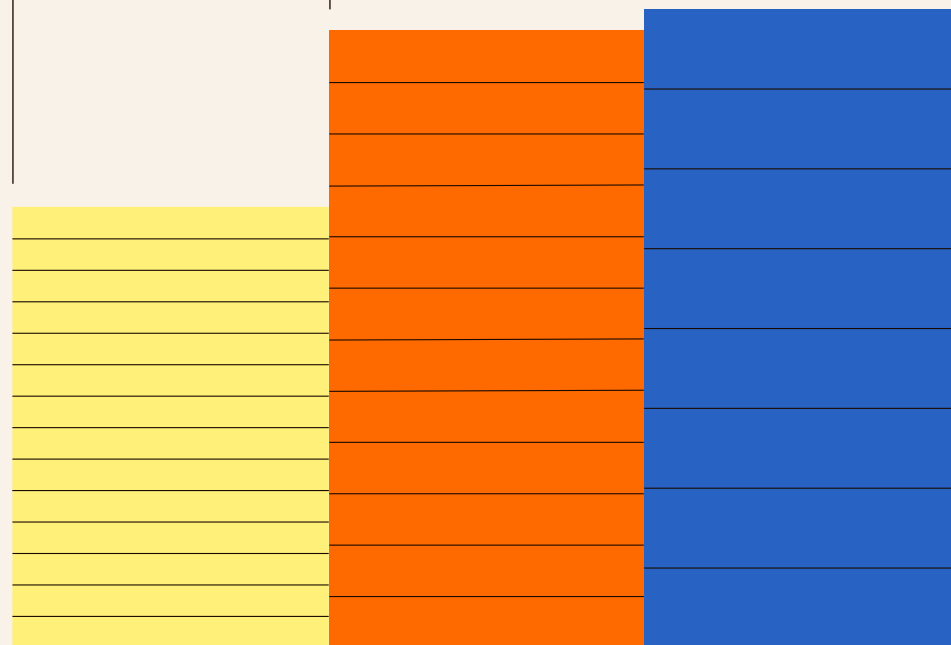
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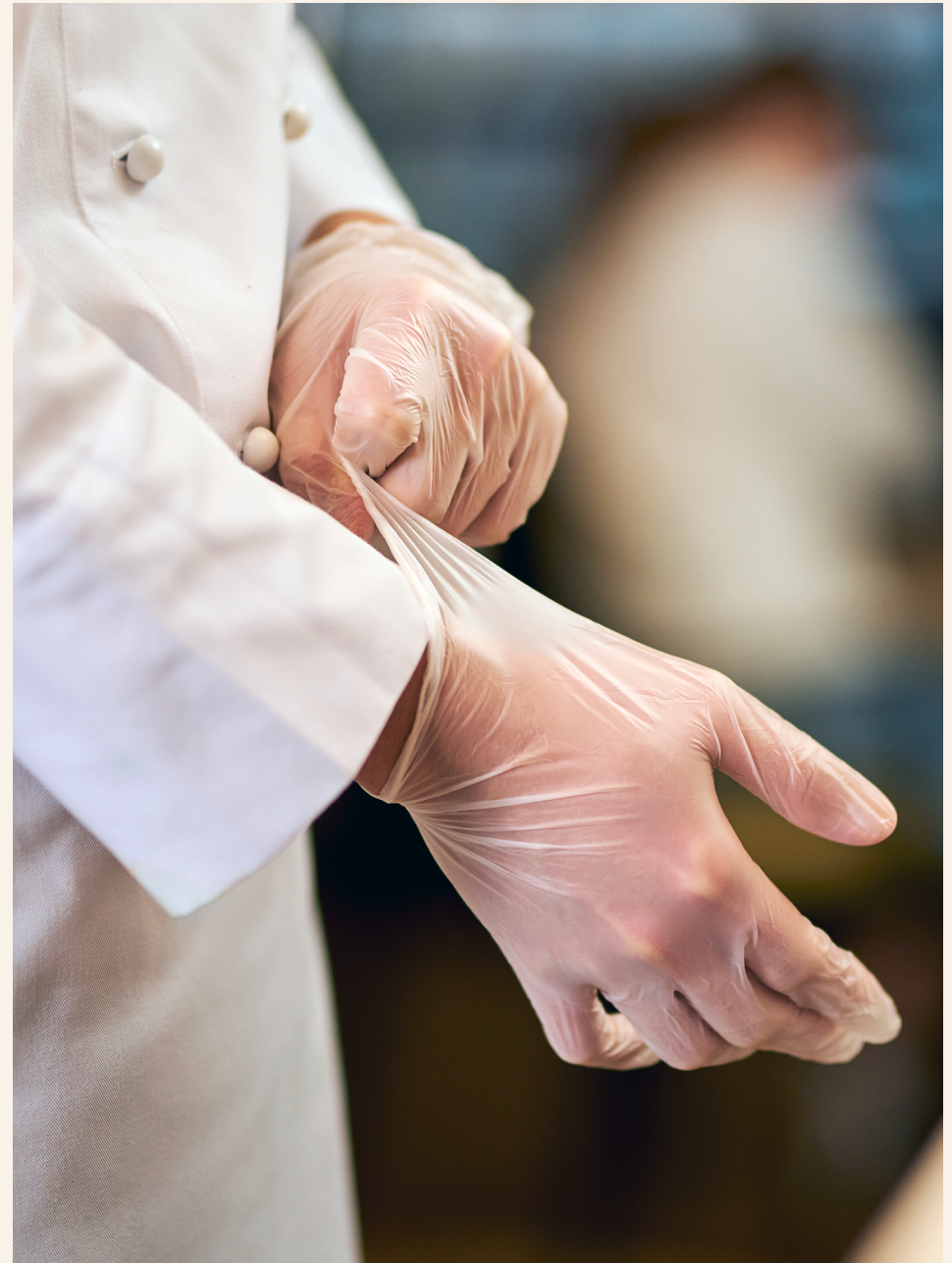
Innovative companies focus on skills-aligned education that fuels career mobility

A few organizations are ahead of the game when it comes to investing in employee career growth and advancement, including [Walmart](#), [Target](#), [Waste Management](#), [Hilton](#), Chipotle, and more.

These companies offer fully funded education that aligns with skills to create career mobility. That can include upskilling, which can help an associate move into a senior or management role. But crucially, they also offer opportunities to reskill, helping frontline workers transition into the in-demand jobs of the future, whether that's in business administration, cybersecurity, supply chain, pharmacy, and beyond.

“We want work at Hilton to be one of the best parts of our team members’ lives, and that means creating opportunities for continuous professional growth and development. This partnership with Guild Education — a first of its kind in our industry — is yet another way we will be able to better meet our team members where they are right now on their educational journeys and help them achieve their career aspirations.”

Laura Fuentes,
Hilton EVP and CHRO





Your roadmap to establishing an effective mobility strategy

While there is no one-size-fits-all approach for career mobility, these steps can help you set the framework for an approach that unlocks opportunity for employees and drives outcomes for the business.

Recognize frontline employees and corporate employees have different needs — and plan accordingly

When it comes to career growth, you need to serve all workers. But the vast majority of learning solutions are designed for the corporate employee — and the front line is often overlooked.

Business leaders are responsible for making sure every employee has the right skills to do their job effectively and move the business forward. Even if the education program you offer to corporate and frontline employees is equal, it does not mean it's equitable.

Frontline employees and corporate workers are unique groups that have different financial means, different levels of risk aversion, and different [time barriers](#) that affect whether or not education is accessible to them. All of these factors must be considered when designing a career mobility program that is accessible to all employees.

The key elements of a solution that supports frontline career growth include:

- **Fully funded programs:** Requiring employees to cover even part of the cost of learning puts education out of reach for many frontline employees. The most effective education programs are paid for upfront and fully by the employer so no individual has to go into debt.
- **Structured and defined pathways:** Employees should be able to understand how skills training and education can lead to new career opportunities. Career pathways should be easy to navigate so workers can explore options, see what's needed to qualify for a role, apply for and complete the relevant training, and then actually transition.
- **Coaching support:** Ongoing accountability and support from coaches can help employees navigate and persist through education and skilling programs, boosting clarity and confidence for employees. This is particularly important for the frontline, many of whom have had limited or negative experiences with education and benefit from guidance and motivation.

Step 2

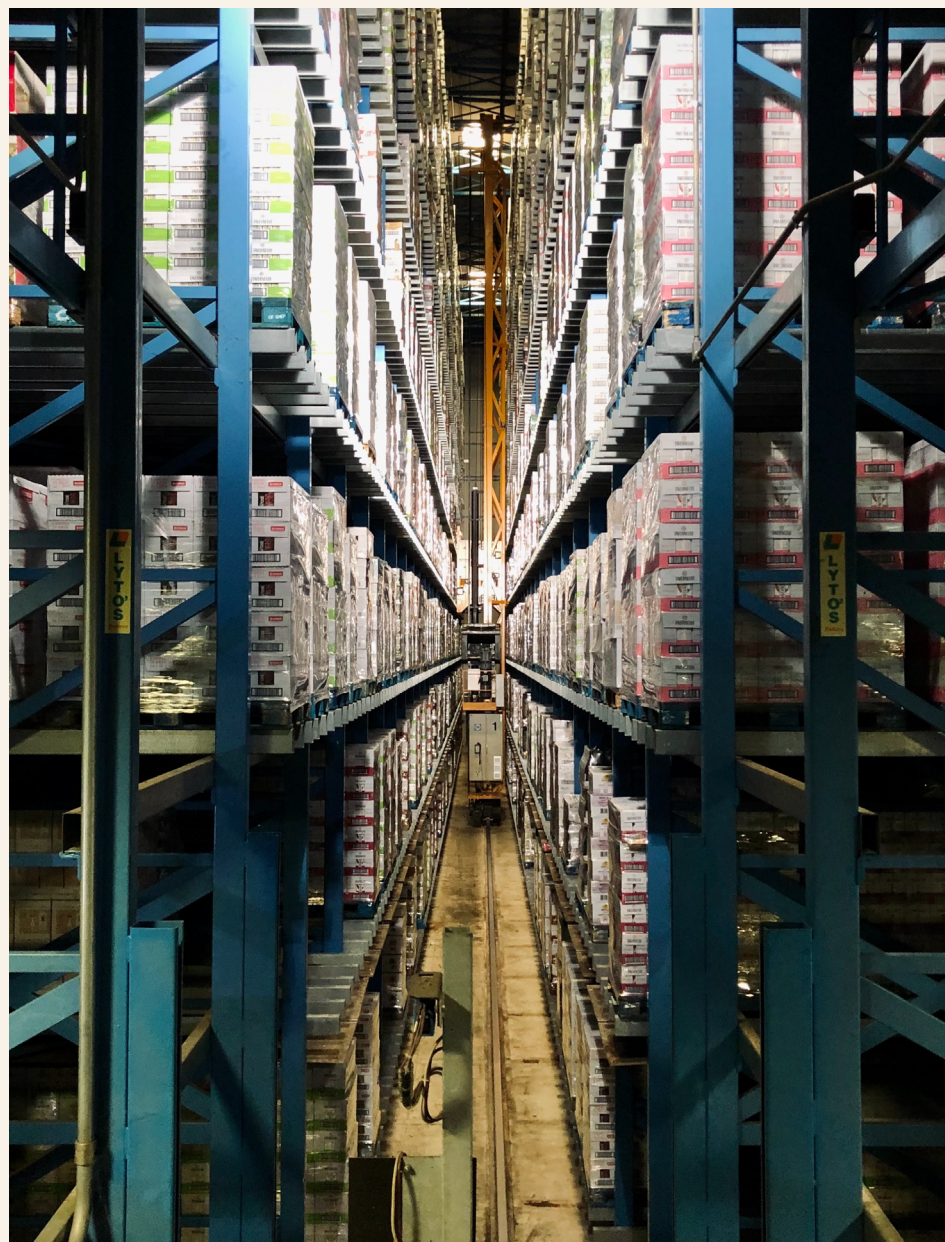
Identify skills gaps to determine talent pipelines

To start building talent pipelines, you first need to prioritize the most important roles.

This starts with the strategic priorities of the business. If automation is going to become a focus, for example, the business will need technical talent to support those operations. If a company is ramping up delivery options, supply chain managers will be in higher demand.

On a tactical level, employers can start identifying more specific skills gaps in their business by looking at the time it takes to hire for roles, the cost of talent acquisition, demand for the role, as well as time and cost to skill. Using labor data can also help business leaders understand the broader landscape to see which roles are in highest demand across the market, taking into account where campus recruiting may see declining numbers, how local inter-industry competition may be high, or when a role is easy or hard to reskill into.

Aligning career mobility with skills gaps makes the program strategic and sustainable. When you map skills to business needs, you make the program a key part of your talent strategy.



Design scalable, intentional learning and career journeys to support career mobility

Employers with successful mobility programs said they were [better able to address skill gaps](#) caused by technological disruptions or to implement new business models or strategies.

To ensure scale, employers need to understand that each learning journey has a different beginning.

The lack of a college degree creates an enormous career disadvantage — the past few years have seen the [widest wage gap](#) between young workers with college degrees and their less-educated counterparts is the widest in decades. Meanwhile, only 57% of working adults in the US have a college degree, and the cost of college is growing at 2-3x the rate of inflation.



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Accordingly, reskilling program offerings should start with high school completion. Companies should also consider offering language learning and college prep courses, which are proven to boost success for frontline employees in particular.

From there, learning journeys can incorporate short-form certifications, bootcamps, and degrees. Ideally, each learning program can build over time to a higher level credential, such as a degree, but all should build skills that align to the jobs of the future.

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About Guild

Guild helps companies build the workforce of tomorrow through education, skilling, and career mobility.

Our learning marketplace enables career pathways for every employee, increasing retention and driving talent acquisition and development while supporting critical DE&I efforts.

→ [Our solution](#)

→ [Our platform](#)

Get in touch

Ready to talk about creating a culture of opportunity at your organization?

Fill out the form and our experts will be in touch shortly.

→ [Talk to a career mobility expert](#)

Citations

- 1 [Workers say they'll quit rather than navigate unfair internal hiring practices](#), HRDive
- 2 [Beyond hiring: How companies are reskilling to address talent gaps](#), McKinsey & Company
- 3 [Gartner survey reveals HR leaders' number one priority in 2022 will be building critical skills and competencies](#), Gartner
- 4 [Here's why upskilling is crucial to drive the post-COVID recovery](#), World Economic Forum
- 5 [Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected](#), Pew Research
- 6 6 As of June 2022

Guild

Guild helps Fortune 1000 employers align their workforces with the economy of the future through thoughtful education benefits programs designed to attract, retain, and advance talent. To learn more, visit guild.com.