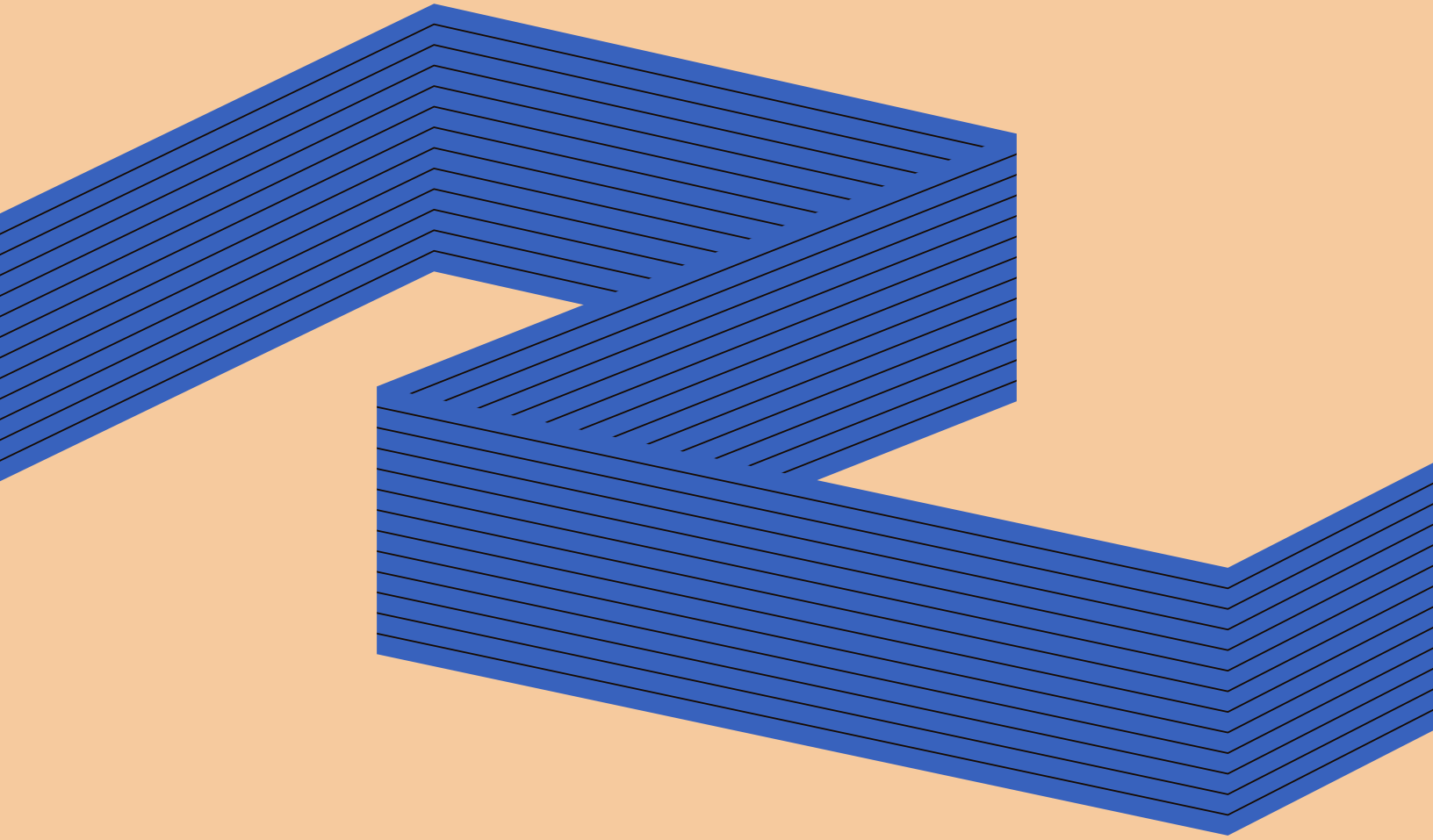


Guild



How to Scale
Career Mobility:
A Comprehensive
HR Toolkit

Guild research reveals the urgent HR priorities for business leaders in 2024 — and they're all about getting and keeping the right talent with the right skills needed to drive the business forward.

69% Attracting talent

67% Retaining top talent

53% Skills readiness

HR leaders are playing an increasingly pivotal role in driving business strategy and shaping cultures of learning through talent development — and they need the right approach to do it at scale.

- **A Guide to Getting Started with Career Mobility** provides insights into the foundational principles as well as actionable best practices for fostering a culture of mobility.
- **The Career Mobility Fundamentals Workbook** offers a step-by-step discussion guide to lay the foundation for an internal talent pipeline that drives better outcomes for employees and an organization's bottom line.
- **The Career Mobility Champion's Toolkit** equips HR leaders with effective communication strategies and a data-driven approach to build momentum for internal talent mobility goals.

Armed with the right knowledge and tools, HR professionals will not only boost individual careers and build talent pipelines but also supercharge their organization's growth and innovation.



Learn more at
guild.com

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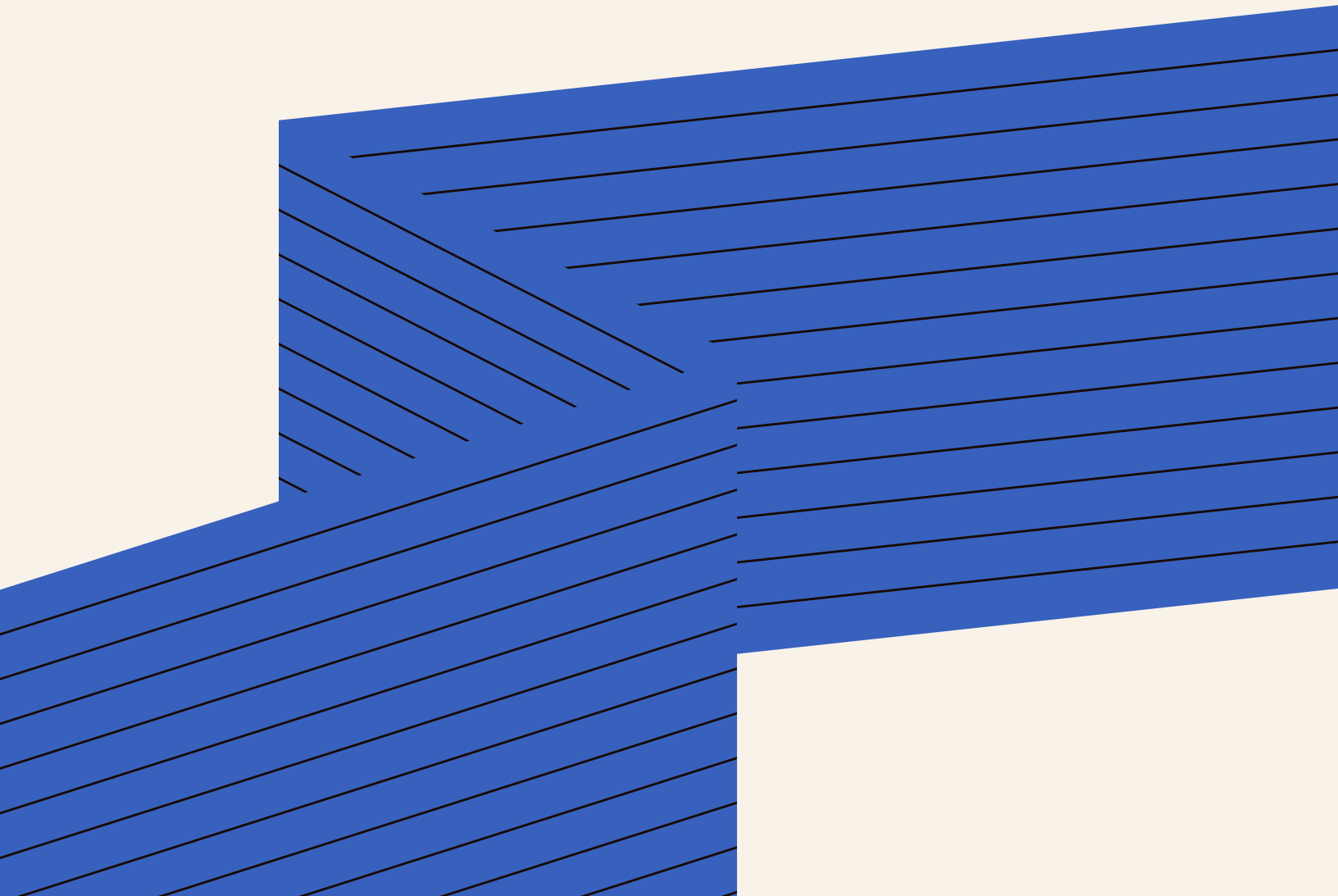


Getting started guide: Preparing to build career mobility for your entire workforce

No people, no company.

We hear a lot about internal mobility these days. Though there are multiple tailwinds behind the evolution in the way companies think about mobility as part of a broader talent strategy, they can all be traced back to the simple truth - **people make it all possible**. No matter the industry, product, macroeconomic climate, labor dynamics, or latest AI innovation, every company's success and longevity relies on the human beings who work there.

A people-first mentality fosters belonging, engagement, and resilience in a workforce. That makes investing in employees a top priority in today's knowledge economy.



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- Gather data
- Align on mobility goals and outcomes
- Identify 2-4 key career pathways
- Rally internal champions
- Work with the right partners

Why Now?

When we center our thinking around what's best for internal talent, the reasons why leaders should be focusing on building career mobility for all become clear:

01. Employers of choice see talent differently.

Rapid digital transformation has expanded opportunities for talent. Today's talent population is now more mobile than ever, making recruitment less geographically limited for many high-demand roles.

Yet that same digital transformation has helped broaden competition, too. As companies expand the geographic footprint of their talent searches, competition for the same skills continues to expand into new industries. We see examples of this every day: Financial services companies in need of new digital products and solutions are snapping up tech talent as industry layoffs and job security fears persist.¹ Retail and hospitality workers are quitting at higher rates than any other job sector in search of better mobility and flexibility.² Large retail companies are making significant expansions into the healthcare services industry.³ Differentiation no longer encompasses direct competition alone.

Additionally, the US working population is in decline and the workforce participation rate remains below pre-pandemic levels,⁴ compounding today's ultra-tight labor market in which the number of available jobs far outpaces unemployment. — The US Chamber of Commerce recently calculated that if every unemployed person in the country found a job today, there would still be over 5 million jobs left unfilled.⁵

But no company's talent landscape is limited to the labor market. Current employees who want to grow their skills and realize their potential can become great candidates for high-priority positions when employers invest in career mobility. Leading employers see that, and recognize that bringing value to employees' lives both inspires more employees to stay and more talent to apply.



“There’s no better way to demonstrate your employer value proposition or to show that you’re really serious about supporting folks and serious about creating pathways.”

Hear UCHHealth’s Chief Diversity Officer and Vice President of Human Resources, David Mafe, share the impact of a values-driven investment in employee growth.

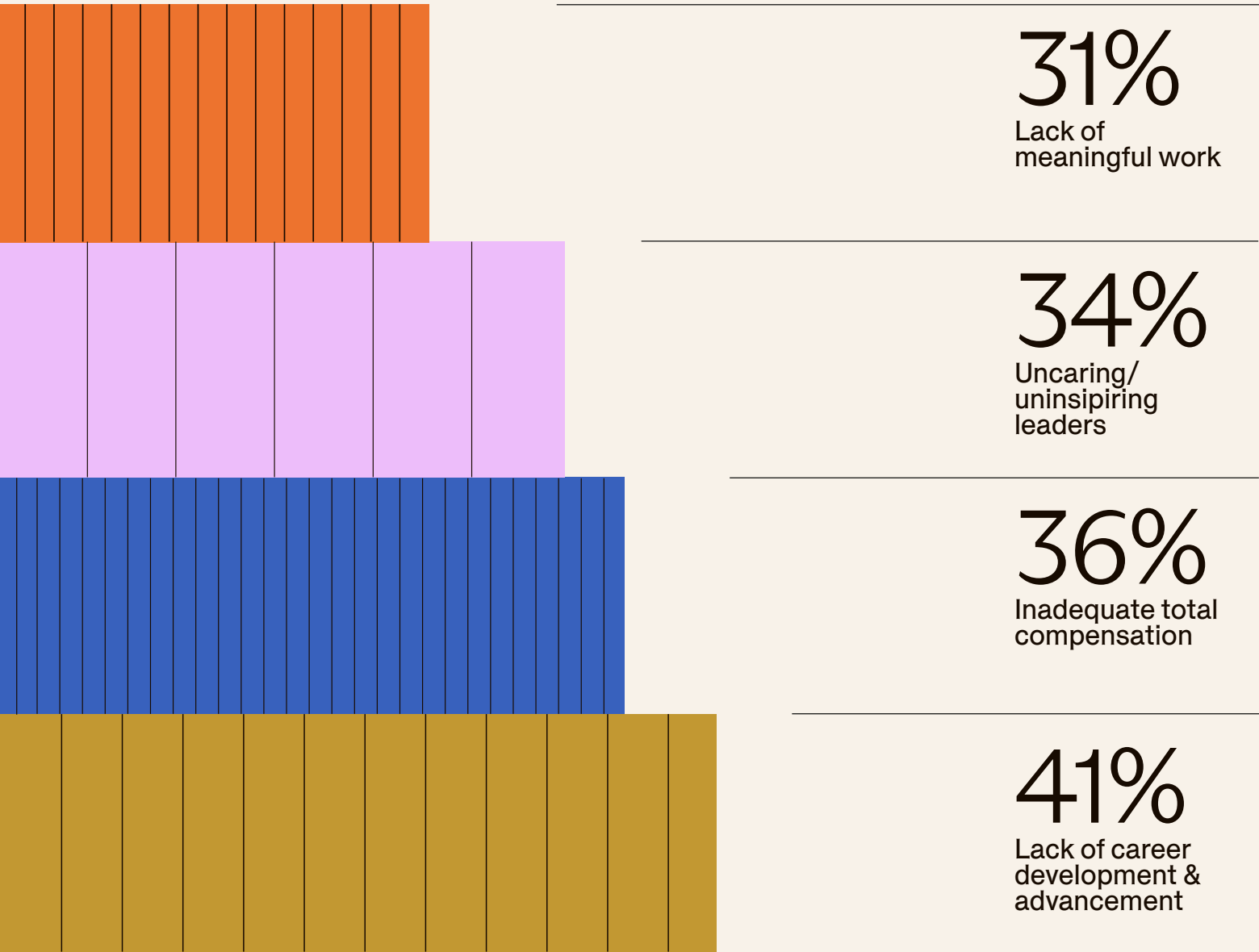
02. Employees are putting a premium on their future skills and mobility.

It may dominate headlines, but what employees want is not a head-scratcher. The labor market may be marked by dynamism, but what people want in exchange for their time and talent has not undergone a radical evolution.

As employees, we all want employers who recognize our value through competitive pay and the way we are treated in the workplace, and we want opportunities that align with how we aspire to grow and make use of our time and talent — None of that is new.

Top reasons for quitting previous job, April 2021 - April 2022

McKinsey & Company 2022



Current employees plan to leave — even during a period of economic uncertainty — if their companies fail to bring them the value they expect in exchange for their time and talent. A recent report from Robert Half International shows that nearly half of American workers are either currently seeking out a new role or plan to do so during

the first half of 2023.⁶ Furthermore, those who stay are more emboldened to take action: According to Cornell University’s School of Industrial and Labor Relations (ILR), 2022 saw a 47% increase in the number of strike actions over the year prior.⁷

“I applied for (a) job because I wanted to learn about finances, but at the same time *I felt like at such a big company, they have to offer something else.* During my interview, I actually asked him on the spot, ‘Do you offer anything else? Potentially higher education?’”

— Omar, Financial services worker

Guild’s most [recent workforce survey](#) shows that job change is more likely to be motivated by opportunity for better stability and growth, with less than one-quarter of respondents indicating they were pursuing new opportunities for fear of losing their current job.⁸ These trends signal an irrevocable shift in how we work. That change has the power to be a positive one for employees and companies alike.

03. Education benefits alone aren’t enough.

Learning carries both intrinsic and extrinsic value: It means something to us personally, and we can use what we learn in ways that make our day-to-day lives better. For employees accessing employer-funded learning, the intrinsic and extrinsic value of education are both highly connected to career mobility.

“My wife and I have been together for ten years and we met while both serving in the U.S. Navy. Recently, we welcomed a baby into our lives and this experience motivated me to pursue further education to improve my career prospects... These benefits mean the world to me, as they are allowing me to take control of my future and create a better life for myself and my loved ones.”

— Billy, Guild learner and current MBA candidate



However, if employees can’t see how benefits will position them for career growth, those benefits will ultimately fail to drive real value for them — and for business. This problem takes on a variety of common forms, often in parallel: inadequate understanding of who employees are, lack of opportunity awareness, inequitable access, no structure for career growth conversations, insufficient support in program choice and persistence, and a lack of connection between new skills with career pathways and opportunities.

Each of these problems is an [indicator of a disconnect](#) between talent strategy and benefits. Without the right structures for mobility in place, the gap that exists between important roles and a company’s ability to make accessible pathways into them and beyond will remain.

If you want the workforce of the future, you'll have to build it.

Achieving success and sustainability means empowering employees to grow. Investing in your talent gives them tangible proof that they are valued. Accessible career mobility aligns with the better pay, better alignment with an individual sense of purpose, and better access to advancement pathways that your employees expect.





The Josh Bersin Company recently researched 94 L&D practices and surveyed 1,000 global companies to determine [which practices had the most impact](#) on talent, business, and innovation. The number-one practice predictive of success in these categories was “creating extensive opportunities for career growth.” Additionally, 4 out of the top 10 practices focus on career management.

The way large employers approach career mobility today will determine their future sustainability and agility to address skills gaps and hard-to-fill roles. Equipping employees with the skills that will enable them to access opportunity is essential for any company committed to diversity, equity, and inclusion.



Top Career Management Practices

The Josh Bersin Company, 2022

-  Create extensive career growth options
-  Create career pathways to move employees into high-priority areas
-  Facilitate cross-divisional and cross functional career growth
-  Offer career coaching to employees regularly

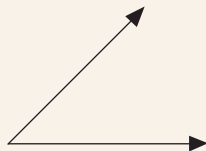
How career mobility for all drives talent strategy outcomes

Companies that outperform on talent development and financial performance understand career mobility is a driver of both. Recent research from i4CP uncovered a correlation between how broadly an employer defines and supports mobility and their market performance.⁹ Similarly, a recent report from McKinsey Global Institute found that internal mobility accounts for 35% of total employee moves within companies that perform in the top quartile for financial performance and talent development within their sectors.¹⁰

In reality, career mobility is any job movement that makes an individual's life better. This can mean a promotion, and it can also mean a lateral move that prepares a student for roles in a job family that better aligns with their interests and strengths, or a move into a role that better fits their life and priorities.

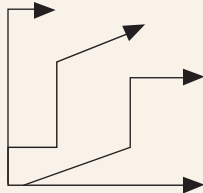
Traditional View of Mobility

Moving over, or up and over



Guild's View of Mobility

Wherever opportunities are better



3x Companies that work with Guild realize an average \$3 in ROI for every \$1 invested.

Average of all Return on Investment analyses conducted by Guild for employer partners as of 01.01.2023

01 Internal Mobility

Find the talent to fill tomorrow's jobs from within

2.2x **Job Movement:** Employers that partner with Guild find their learners are 2.2x more likely to achieve internal mobility compared to employees not engaged with the benefit.

Guild's internal data over the last 12 months as of 01.01.2023 from employers who have provided the required data for at least 13 months post launch

02 Retention

People stay when they're free to grow



Decreased Separation Rates: Employees enrolled in an education program through Guild are 2.1x less likely to leave than non-engaged peers. Employees who engage with Guild's platform are 1.5x less likely to leave compared to employees not engaged with the platform.

Guild's internal data over the last 12 months as of 01.01.2023 from employers who have provided the required data for at least 13 months post launch

03 Attraction

The brightest future wins the best talent

86% **Talent Evangelism:** 86% of employees who engaged with the Guild education benefit are more likely to refer others to their employer.

Guild Membership Research Survey conducted in September of 2019

Advancement fit:

"My goal is to get a corporate position in [my company]. I have gotten better at speaking to groups of people and writing professional emails to my bosses... the skills I have been learning in school are the reason why I keep getting promoted."

— Rober, current student, Bachelor of Science & Leadership

Strengths & interests fit:

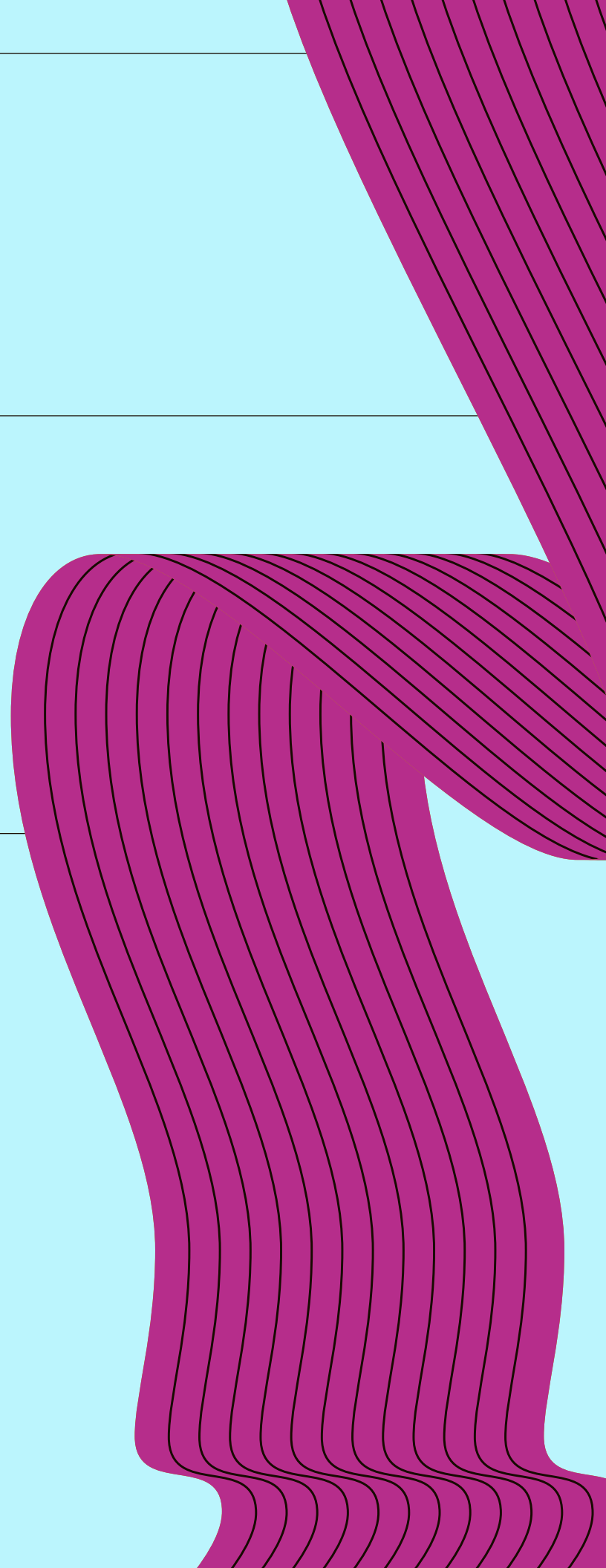
"Ever since my youngest son spent time in the NICU, I've dreamed of becoming a nurse. The way those nurses took care of us while I watched my son fight for his life showed me that I, too, was called to be there for families in need."

— Heather, current student, Medical Assistant Certificate Program

Life & priorities fit:

"I joke a lot that it's kind of shallow, but I wanted to work from home and I wanted to make six figures, and this is how I'm going to do that. And it's not shallow... this is going to give me the chance to do that and provide the life for my daughter that I want to – it's awesome!"

— Chatney, Master of Science in Organizational Psychology



Common obstacles that prevent career mobility

Over-focusing on short-term concerns

The digital and workforce transformations we've seen over the last few years have both accelerated innovation and widened skills gaps. In an effort to address those gaps and compete in a tight labor market, talent leaders can find themselves in a state of constant reactivity and adaptation. That urgency increases the risk of rendering talent strategies reactive instead of agile and transformative. In turn, momentum for the mobility efforts that could address today's needs and better position companies for a sustainable talent pipeline tends to grind to a halt.

Overlooking hiring manager buy-in

Old ways of approaching skills gaps — such as believing that paying more to fill a role externally will drive better outcomes, or limiting education and skilling opportunities to those who already have degrees — hurt companies because they [gatekeep opportunity and limit potential](#). That may sound obvious, but many HR professionals know what happens when an attempt at a cultural shift lacks intentionality:

44%

of HR professionals said that the managers they work with believe external candidates will be better hires than internal candidates.

43%

of HR professionals said that current employees are not encouraged to look internally for new career opportunities.¹¹

IBM Smarter Workforce Institute

Hiring managers play a pivotal role in bringing career mobility to life for employees. This makes investing in career mobility more than a top-down imperative. Instead, mobility should be thought of as responsibility shared across all talent and management roles.

Pulling back on investments in growing opportunity and talent

The perception that investing in career mobility is too costly in terms of budget and time can lead some decision-makers to treat mobility efforts and programs as [cost centers](#). Treating career opportunity efforts as a cost center is a fairly strong indicator that these efforts lack meaningful connection to a broader talent strategy, however, dialing down the investments that can forge those meaningful connections will keep employees ready to look for their next opportunity: 74% of workers [surveyed by Guild](#) said they would be “likely” or “very likely” to leave if offered additional education and career guidance opportunities elsewhere.

Using a narrow definition for mobility

In many organizations, an increasing focus is being placed on “internal mobility” or “career mobility” without really defining what it is or what it should look like. As a result, these conversations quickly find their way into a one-to-one, or role-to-role definition.

Said differently, companies tend to think about career mobility in terms of solving the problems of a person or a department as they relate to a larger organizational shift or transformation. While this type of internal mobility is certainly important, the definition reduces the likelihood of recognizing the multi-layered benefits of mobility because of its narrow focus — and because that focus typically excludes employees in frontline roles.

Fundamentals for building a career mobility framework

Building an equitable career mobility framework starts with ensuring the right foundation for mobility is there. Here are a few preliminary steps employers can take to align on a vision for mobility and outcomes.



01. Gather Data

In order to guide outcomes for people and to meet business needs, it's essential to understand what's happening right now. Data-gathering efforts must be both internal and external in order to be effective.

Building equitable career mobility is a process that inherently involves returning to the data and how it is measured, so while accurate data is important, so is time. Dragging out the data-gathering process won't serve employees or business needs— the market is moving too quickly, and talent needs are both present-tense and future-tense.

Instead, think of data gathering as a time-bound and time-critical step for meeting the skills gaps that must be filled now.

Gathering Internal Data

It's essential to conduct an internal survey of career mobility to date. This internal survey should examine current efforts as well as employee awareness and sentiment.

Key Internal Data Elements to Consider:

- **Goals for internal hiring and whether they're being met.** If specific internal hiring goals haven't been articulated yet, this is the time to examine what processes or resources are already in place that can support those goals once they're defined. This can include hard data around retention / separation rates, including demographic data, as well as any mobility efforts you can define over a certain period (e.g. internal job boards, incentive policies for managers to help usher talent, whether or not there is an culture of sharing and celebrating stories of mobility with employees and in what way that is shared, etc.).
- **Manager and employee awareness and sentiment.** Surveys can be useful in determining not only whether employees are aware of current development and mobility opportunities (e.g. are employees aware of existing tuition assistance or reimbursement policies, do employees check internal job postings and how often), but whether all employees actually believe those opportunities are accessible. Pay attention to trends among demographic groups and role types.

Combining quantitative with qualitative data is also impactful. Enabling employees to express in their own words how they feel about their level of access to mobility can reveal trends in sentiment and curb assumptions that might be embedded in single-select questions.

Similarly, whether managers believe that career mobility is possible — and whether they are equipped and motivated to help their team members access it — is critical. An unfortunately common fallacy that can hold progress back is the belief that investing in upskilling employees will simply [make it easier for them to leave](#). Ensuring managers are aligned with the equitable and inclusive values that underpin mobility can help dismantle bias and support success.

- **Existing internal advancement supports and level of engagement with them.** To start, think of deltas between supports and engagement as indicators of where policies may fall short. For example, if funded education and training opportunities are offered, does the current policy enable the entire workforce to access those opportunities? If on paper the answer is yes but engagement remains low, this may indicate a hidden barrier in the form of awareness, access, or both.

Another way to determine hidden barriers within L&D practices and policies is to look at who most commonly benefits from them. For example, a policy could indicate that all employees are entitled to funded skilling opportunities in the form of tuition reimbursement. Although the policy doesn't exclude any employee, it is highly likely that employees in greatest need of education and skilling — frontline workers — cannot afford to access the benefit,¹² resulting in significantly lower adoption rates and impact.

Gathering External Data

As explored in the [overview](#), macro trends in the labor market can have a significant impact on talent strategy. Staying up-to-date on these trends can help talent leaders ensure strategies remain effective and resilient to disruption. Beyond this, understanding market data will inform Strategic Workforce Planning (SWP) efforts across a multitude of dimensions, including competitiveness, trends for new job creation, and ways existing roles are evolving.

02. Align on Mobility Goals and Desired Outcomes

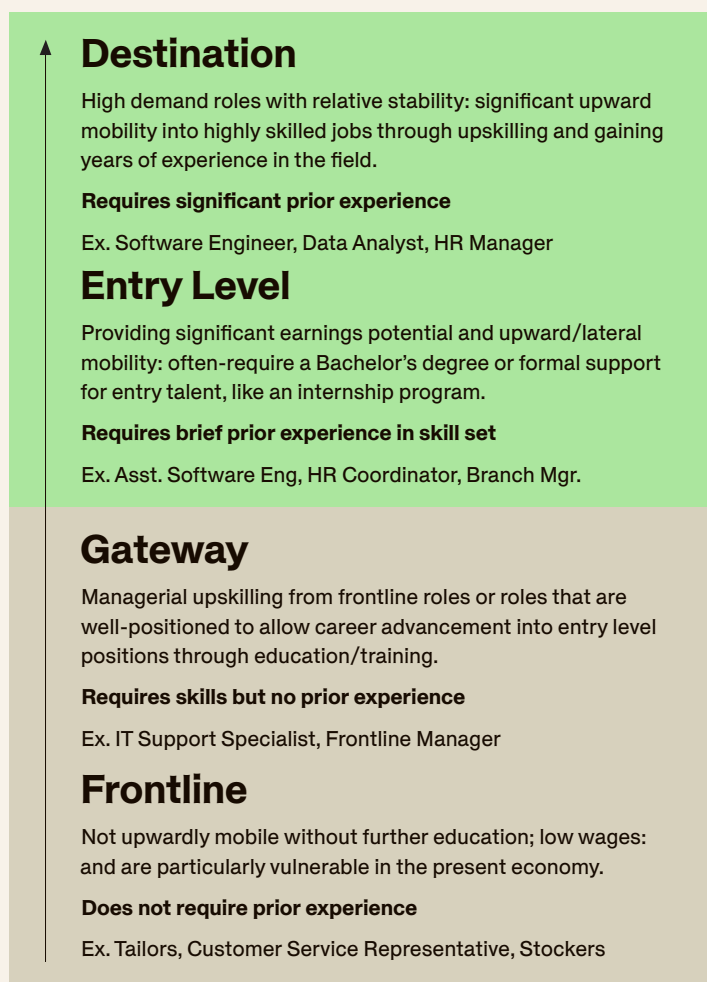
Ultimately, everyone will benefit when it is possible to ascertain career mobility ROI for the business, establish a talent pipeline for hiring managers, and address mobility pain points for the individual. Goals will evolve over time, but articulating and defining measurable goals that align with unique business outcomes will help illuminate additional knowledge and equity gaps.

To that end, for the individuals within the organization who face the most barriers to advancement, defining and sharing mobility goals will help ensure pathways are accessible to everyone and built with equity as a

foundational value. For most companies, this means the frontline workforce — particularly individuals who are in lower-paying roles — face high automation risk and low to no upward mobility. Many frontline workers are in need of reskilling, lack a college degree, and will have to juggle responsibilities and time constraints that many “traditional” age students simply don't have, such as full-time jobs and caregiving responsibilities.

Types of Roles

An initial goal will be to identify a few well-trodden pathways that map into priority roles. When designing mobility for all employees, it's useful to think of roles in terms of exempt / non-exempt status, skills and experience requirements, and mobility potential, starting with frontline roles. This will help with mapping potential pathways into destination roles later on.



Typically, non-exempt.
“frontline” roles

Typically exempt,
“corporate” roles

Think in terms of ROI Drivers

Most companies are in the dark when it comes to their ROI on mobility investments. Thinking of goals in terms of proving ROI can help ensure that these efforts drive better outcomes for people and for business. Key metrics to consider include:

Retention: Are more employees engaging and does this extend tenure relative to non-engaged employees?

Attraction: Are applicants and new hires citing education and career opportunity as reasons to apply and accept?

Job Movement: Are employees successfully accessing career mobility? Are internal promotion rates increasing?

DE&I: Are there changes in demographics for employee engagement, retention / exit rates, and across job levels?

Education & Skillings: Are employees who enroll in credentialed programs completing and graduating with the skills they need to successfully move into new roles?

03. Identify 2-4 Key Career Pathways Mapped to Priority Roles

Career paths are linear. A to B, B to C, C to D, and so on. They have long existed within job families, with a progression from something like an “analyst,” to an “associate,” to a “senior,” to a “manager.”

These career paths don’t take much imagination, and they also don’t allow frontline employees to see the kind of opportunities they might follow into new forms of economic and career mobility. They assume (and therefore guarantee) homogeneity in where an upwardly-mobile employee’s starting point is (i.e. “Analyst” is not a frontline role).

Career pathways, on the other hand, are multidirectional, embedding multiple on- and off-ramps that lead into a variety of destination roles.

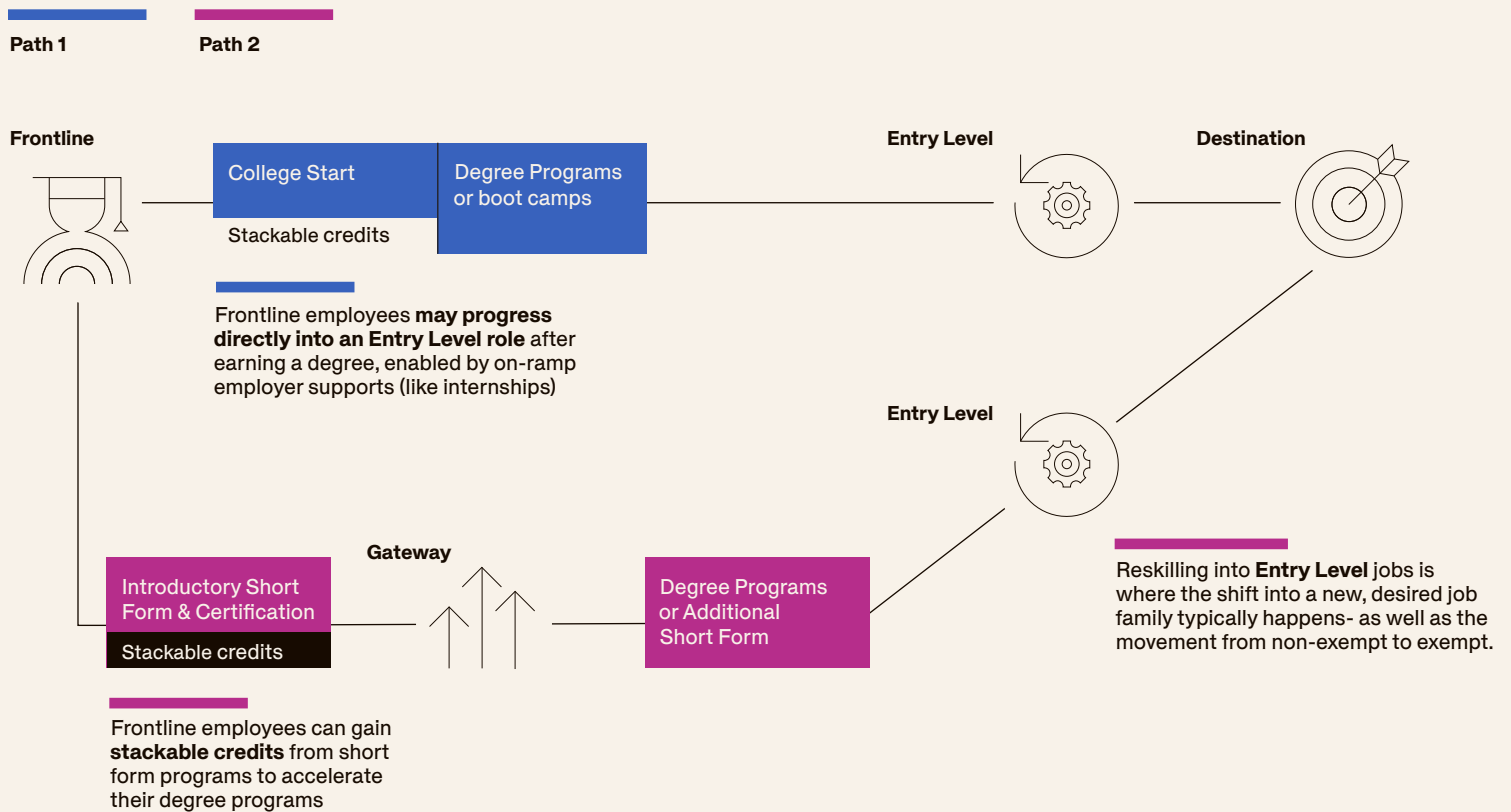


Career pathways are well-trodden steps designed to facilitate movement of employees across job and learning opportunities.

They help an employee imagine a new career journey, see the types of jobs they might have along the way, and comprise connective tissue in the form of stackable or discreet credentials they would earn throughout their career journey to facilitate movement inside the organization.

Starting out with a goal of codifying 2-4 priority career pathways within the organization will help leaders avoid overcomplication while building a solid foundation of best practices and scalability.

Career Pathway Framework



Choosing the right pilot pathways

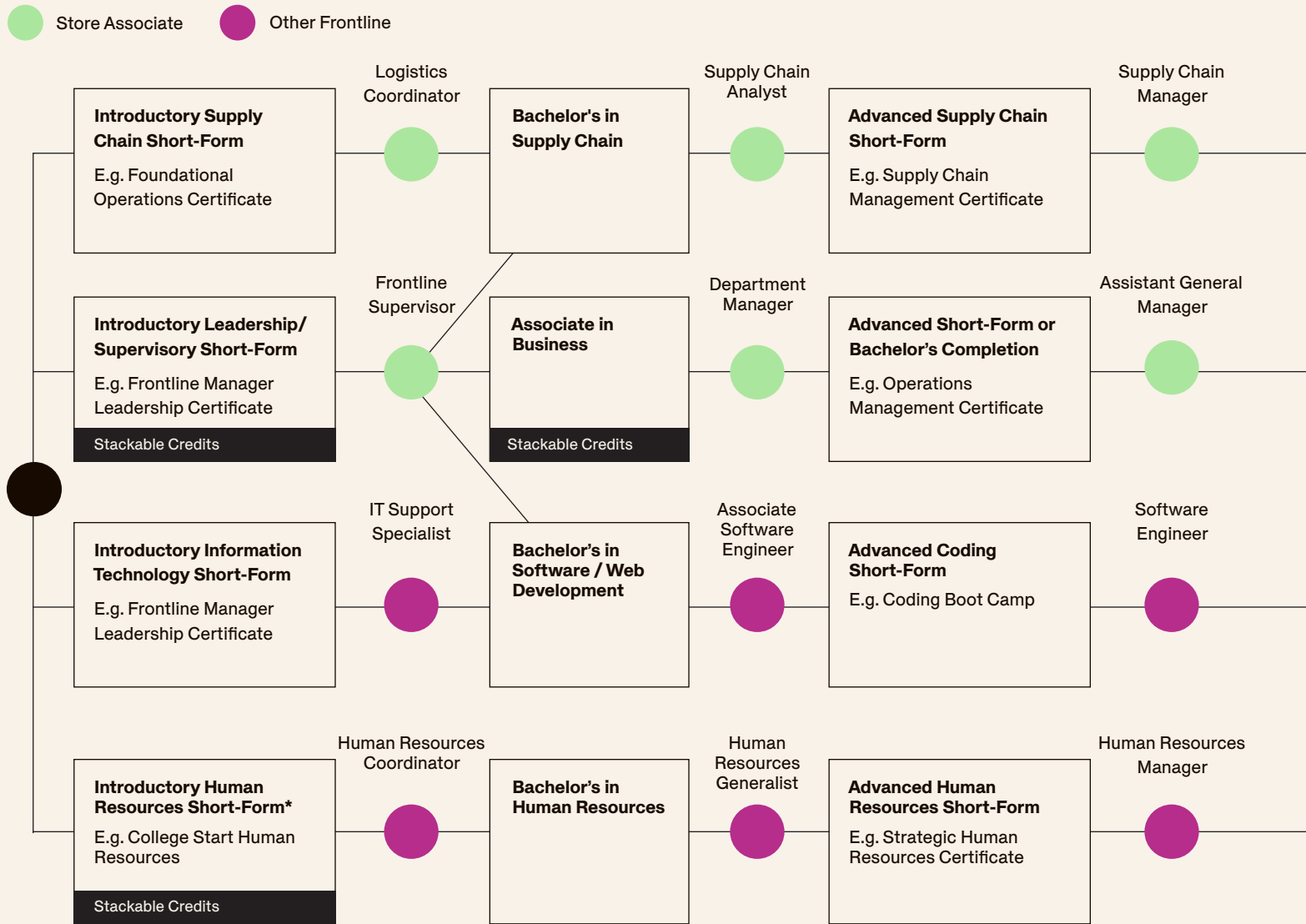
As with all things in HR, business relevance is the best predictor of success, so although any organization may have thousands of job codes in hundreds of job families that match to tens of thousands of skills, most will also have:

- A few frontline jobs where the greatest volume of “source” talent exists,
- A dozen or so critical roles that will be hard to fill in the future,
- And a few dozen roles between.

These three areas should be the focal point of pathways your organization designs and markets to employees.

Focusing on well-defined priority pathways as a design tool can help make mobility simple and high-impact. Eventually, this is where the credentialed programs that will align employees with the right skills to traverse pathways must be identified so they can map onto the pathways.

Example Retail Pathways



Above is an example of what that can look like in a retail setting.

The Dangers of DIY

How many promotions has your organization made based on whether an employee watched a video?

The Learning Experience Platform market has led to the rise of home-grown learning journeys, with a range from a few discrete videos that can be completed in 30 minutes, to others that may be weeks or months long. They may be about developing a new competency or skill within a current job or developing skills for the next job.

Yet even in these instances, a lack of standardization within this category makes it unclear what a learner can expect on the other end of completing their journey, other than a check mark or badge that bears little meaning outside of the system that contains it.

DIY also puts all the onus of career development onto employees, which disproportionately disadvantages those in greatest need of growth opportunity: people in entry-level, frontline, and automation-risky roles.

04. Rally internal champions

As the capital of any company becomes increasingly centralized into its people, the prominence of the CHRO will continue to grow¹³ — as will the business problems they're expected to solve.

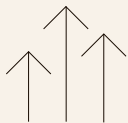
Challenges abound. Over the past three years, CHROs and CPOs have been expected to lead their organizations through the evolving health policies and return to office changes of COVID, respond to a series of equity crises, address pay changes in the worst bout of inflation in four decades, and manage talent shortages in the lowest unemployment in six decades.

No one tool or policy will be a silver bullet to all of these challenges, but neither can addressing them afford to be a single-threaded initiative when the capital and change management investment requirements are so high. Helping others see the multi-layered impact of a culture of opportunity is essential.

Use Storytelling to Inspire

Case studies and individual stories of mobility can help paint a vivid picture of what meeting mobility goals and talent outcomes can look like.

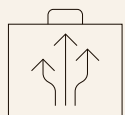
Below are a few example case studies of ways employer partners are enhancing engagement and adoption rates, addressing talent shortages, and creating sustainable talent pipelines.



How Rocket Central transformed an unused tuition benefit into a world-class career growth program. [Read more](#)



How Walmart's investment in tuition-free education unlocked talent pipelines and career mobility. [Read more](#)

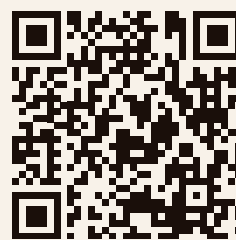
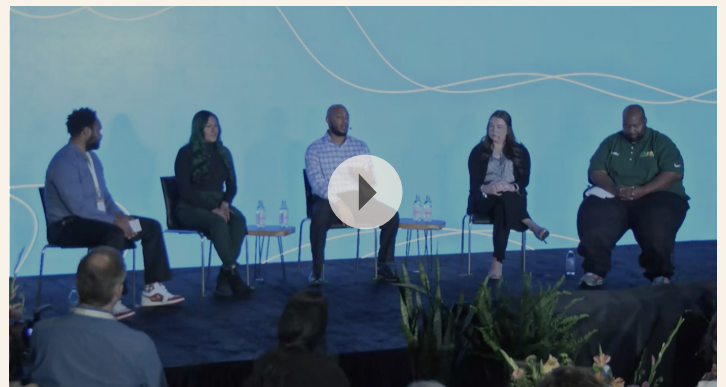


How Bon Secours Mercy Health is creating its future workforce through career pathways. [Read more](#)

"Our education offerings tie directly to our growth areas at Walmart, and what better way to fill the pipeline of future talent than with our own associates. This investment is another way we can support our associates to pursue their passion and purpose while removing the barriers that too often keep adult working learners from obtaining degrees."

— Lorraine Stomski, Senior VP of Learning and Leadership, Walmart

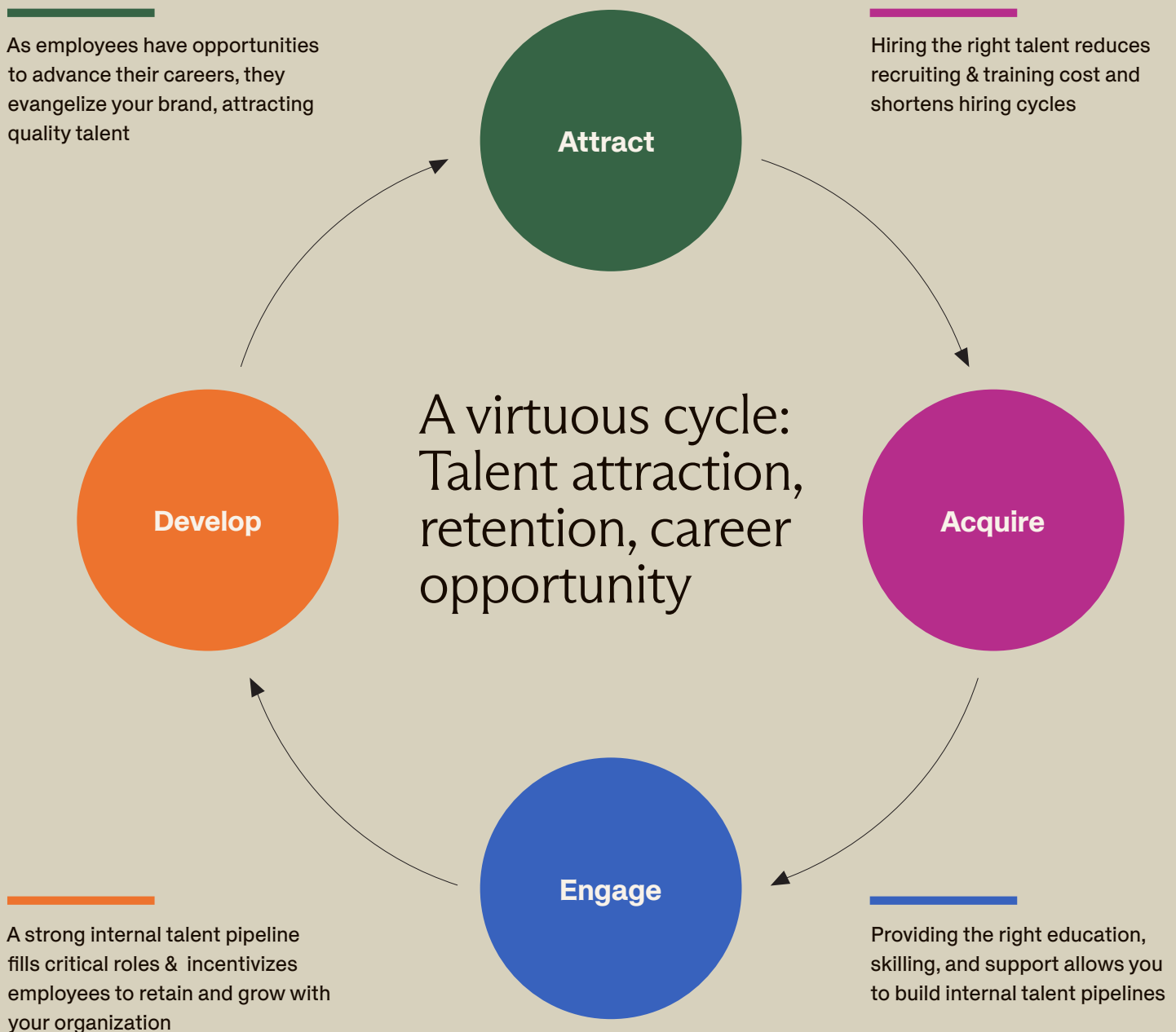
Individual stories powerfully demonstrate the depth of impact an equitable talent strategy can have for employees. Champions should ask themselves, "What story do we want to empower employees to tell? What story would they tell today?"



"I'm not a failure. I'm a winner."
Listen to real stories of career mobility and personal impact directly from Guild members at Guild's 2022 Opportunity Summit.

As employees have opportunities to advance their careers, they evangelize your brand, attracting quality talent

Hiring the right talent reduces recruiting & training cost and shortens hiring cycles



Key Takeaway: When we all do our part, it creates a virtuous cycle that spurs further program investment and growth for all.

A people-first approach drives a virtuous cycle of outcomes and growth. The right education and upskilling solution positions employers to offer the outcome your talent wants: career mobility and economic growth. In turn, this can attract more job applicants, lowering hiring costs and the length of hiring cycles. Strong talent pipelines fill critical roles and the opportunity to grow inspires talent to stay.

The right talent strategy is a powerful way to effectively capture revenue opportunities, deliver on high-priority business outcomes, and showcase success to both current and prospective employees.

Ultimately, the ability an organization has to create opportunities for its employees is a function of every role. Being an “opportunity employer” is most readily recognized in one specific way: Career mobility within that employer. Employers then must ask themselves, “Are employees who work in this organization actually achieving movement into new roles that give them a better life and help them grow?” When they achieve this goal, they can expect to see the kind of multi-layered impacts that a modern talent investment generates.

05. Work with the right partners to accelerate your vision

It isn't hard to see the difference between real talent investment and a branding play. Rising to new employee expectations requires commitment at the level of lived values. Guild's mission is to create opportunity for all. We work closely with leading companies to turn futures into tangible steps that drive talent outcomes and ROI.

Conclusion

Opportunity grows when more people have access to it.

A company's future sustainability will be defined by how far talent can grow. Creating career mobility opportunities for all takes time, but is a worthwhile investment in both the short-term and long-term for everyone:

- Employees see lifelong impact in the form of career trajectories that reach new heights, economic mobility that can impact generations, and new doors into personal growth and learning.
- Employers see the direct impact of a modern talent strategy on filling priority roles, DE&I outcomes, skilling and education, retention, attraction, and talent pipelines.
- Organizations see greater innovation in the workforce, business growth, and a strong outlook for the future of work.



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Career mobility fundamentals workbook

**Help your organization strategize around
career mobility.**

Use this workbook as a guide to help you pave the way for sustainable internal talent pipelines and accessible opportunities for your entire workforce.

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The purpose of this workbook, and how to use it

Welcome! You're here because you want to grow your workforce, your Employer Value Proposition (EVP) and your business by investing in career mobility.



Jen Stickley
Guild Learner, Bon Secours Mercy Health

To start, what is career mobility?

Career mobility is any job movement that makes the life of an employee better. This can mean a promotion, and it can also mean a lateral move that prepares an employee for roles in a job family that better aligns with their interests and strengths, or a move into a role that better fits their life and priorities. And if you believe — as we do — that talent is everywhere, then growth opportunities within your organization must be accessible from anywhere.

A strong talent mobility program not only helps your people grow their skills and their careers, it empowers a more agile and resilient workforce. Your talent development investments in education, skilling, and career mobility should attract new employees, retain existing talent, and align closely with business KPIs to ensure you close talent gaps, see measurable ROI for your talent programs, and set yourself apart as an employer who is committed to employee career advancement.

That means education benefits without advancement pathways, or development programs limited to growing executive leadership aren't going to cut it.

In a nutshell, career mobility is the single most important talent investment employers can make today. As opposed to offering education benefits alone, you're aligning education to the jobs at your organization in highest demand for talent — a demand that will continue to grow in the years to come.

The following activities and resources will help you create a career mobility framework — the foundation of building career mobility at scale. Each section offers resources that you can explore with your HR team. We use these exercises with Guild customers to create the building blocks of career mobility for our employer partners. In fact, more than 5 million U.S. workers now have access to Guild, and the number keeps growing.

The future of work can work for everyone.

Let's get started.

Gather data.

Bring together the right internal and external data points to gauge the impact of your current talent mobility efforts, internal opportunity awareness, and how your people feel about the potential to grow with your organization. It's time to zero in on opportunities for adjustment, and assemble strong proof points to help build internal momentum for career mobility.

You'll need to...

- Be able to conduct an internal survey with a representative group of managers and employees in different roles.
- Have access to internal data connected to your org's mobility efforts.

Things to consider:

- ✗ Don't limit data gathering to internal or external alone — both are necessary.
- ✓ Pay attention to trends in demographics and role types (e.g. are people in certain roles more/less likely to look at job boards?)
- ✓ Identify qualitative data that can help you tell a story (e.g. frontline + manager quotes).



Practical exercises:

List out your existing major talent and internal hiring goals as specifically as you can. (Tip: If specific goals haven't been articulated yet, it's ok to leave it at a high level.)

List your current mobility efforts that can be defined over a period of time, such as incentive policies for managers and internal job boards. Make sure to highlight any existing high potential leadership development programs.

Gather internal data that can be leveraged to indicate how much or how well you are currently meeting your talent / internal mobility goals. This often includes:

- Retention data
- Separation rates
- Internal job movement (e.g. percentage of roles filled internally in the last year)
- Job board visits / application data
- Changes in internal mobility from incentive programs

Based on this data, where do you think your mobility efforts stand today?

- All potential - mobility efforts are just beginning
- Ready to grow - mobility is offered to some — but not all — employees
- Ready to scale - mobility is offered to all employees, but we are ready to expand impact and outcomes.

Leverage and aggregate data from brief internal surveys or representative populations of managers and individual contributor employees to get a sense of awareness and sentiment on career mobility. You should be looking for:

- Whether employees and managers perceive mobility as possible (e.g. awareness of opportunities and benefits, and sentiment toward them)
- What managers perceive their role in internal mobility to be
- Patterns in sentiment and awareness (e.g. people in non-exempt roles are less likely to be aware of funded learning opportunities than people in exempt roles)

Look at your current job boards for your most critical job families, and calculate the ratio between higher-level and lower-level open positions. For example, if hiring for data analysts, how many Data Analyst IV versus Data Analyst I positions do you see? If hiring for marketing, how many entry-level marketing positions versus senior-level positions do you see? Note initial insights you're seeing from your preliminary internal discovery.

Step 01

Identify macro labor market trends likely to impact your organization. Look at horizontal industry indicators: Are the priority roles your business needs growing or declining across industries outside of your own? Are you seeing industry lay-offs or talent shortages? (Tip: Good sources include the U.S. Bureau of Labor Statistics [Occupational Outlook Handbook](#) for roles.)



Additional Resources

- Take the Quiz: [Career Mobility Assessment](#)
- Blog Post: [3 keys steps to matching today’s skills with tomorrow’s careers](#)
- White Paper: [Getting started guide: Prepare to build career mobility for your entire workforce.](#)
- [BLS Occupational Handbook](#)





Begin forecasting your talent needs.

Talent needs overlap with people needs. You need talent to fill open roles, but your people need achievable opportunities that are worth their time and effort. Aligning the goals of your business and your workforce is critical for building a sustainable, effective and impactful talent strategy.

You'll need to...

- Know your internal hiring goals, and what data is available to gauge progress (hard data + qualitative).

Things to consider:

- ✗ Don't overfocus on short-term needs.
- ✓ Think of what your talent needs are likely to look like for high-priority roles over the next 3-5 years.

Practical exercises:

Look at your various business units, and identify the priority destination roles needed in each.

Determine how many prospective hires you will need to find in 1 year, 3 years and 5 years.

Identify business units and roles with high turnover rates.

Do you see a lot of roles that would be considered a career dead-end (i.e. little to no advancement opportunity)?

Based on your internal discovery, do you have evidence that people in high turnover roles and business units have a sightline into career growth? Do they believe growth is possible?

Identify business units and roles with high automation risk. Summarize your organization's current approach to help employees move out of automation-risky roles.



Pay attention to *role types* when forecasting talent needs.

Thinking through types or levels of roles can help you lay the foundation for a pathway to career mobility. Many organizations will see a bottleneck in the gateway or transition roles from frontline into entry level.

Frontline

Not upwardly mobile without further education; low wages: and are particularly vulnerable in the present economy.

Does not require prior experience

Ex. Tailors, Customer Service Representative, Stockers

Gateway

Managerial upskilling from frontline roles or roles that are well-positioned to allow career advancement into entry level positions through education/training.

Requires skills but no prior experience

Ex. IT Support Specialist, Frontline Manager

Entry Level

Providing significant earnings potential and upward/lateral mobility: often-require a Bachelor's degree or formal support for entry talent, like an internship program.

Requires brief prior experience in skill set

Ex. Asst. Software Eng, HR Coordinator, Branch Mgr.

Destination

High demand roles with relative stability: significant upward mobility into highly skilled jobs through upskilling and gaining years of experience in the field.

Requires significant prior experience

Ex. Software Engineer, Data Analyst, HR Manager

Typically, non-exempt, "frontline" roles

Typically exempt, "corporate" roles

Refer to your data around job postings from Step 01. If your organization is like most companies, you'll see more high-skill job postings than entry level. This represents a bottleneck in gateway roles – missing stepping stones to help people in frontline roles advance. Consider the following two questions and use the space to the right for notes:

- Is there a way to lower inflated entry-level job requirements, offer more "equivalencies" around experience and education, OR open junior-level roles to create more opportunities for frontline advancement that bypasses gateway job?
- Are there other business units with higher volumes of gateway roles with transferable skills? (This is an indicator of pipeline potential across business units through skill adjacencies.)



Additional Resources

- Report: Career pathways: Building tomorrow's workforce today
- Blog: 3 distortive trends to avoid around career mobility

Identify where your greatest “source” talent is — and define “high potential” talent equitably.



A lot of companies confuse high-potential (HiPo) with pedigree: Beyond a certain job level threshold, people with the “right” experience and credentials are considered worthy of an investment in their upward mobility.

But there are people on your frontline payroll today who have the potential to become leaders and success drivers for your business — if offered the same opportunities to grow. This represents the “source” talent you want to target — higher-volume frontline roles, particularly those whose roles are at risk of elimination due to automation.

Some of the strongest CEOs started on the frontline of their companies: Doug McMillon at Walmart, Mary Barra at General Motors, Michael Corbat of Citigroup, Alex Gorsky at Johnson & Johnson. What untapped talent is waiting inside your company right now for the right opportunity?

You’ll need to...

- Know which business units and frontline roles have the highest volume of talent.
- Know how your organization currently defines and develops high-potential talent.
- Know which frontline roles are at the highest risk of elimination.

Things to consider:

- ✗ Don’t limit HiPo to a specific job level.
- ✓ Think of skills in terms of transferability, in addition to their half life.

Practical exercises:

Determine which destination roles you need to prioritize first. Pick the top 4 that will impact your business most if not filled.

List the skills — both [durable and perishable](#) — that are essential to filling these roles (Tip: LinkedIn is a good resource to examine [in-demand skills](#)).

Role 1:	Role 2:	Role 3:	Role 4:
Skills Needed:	Skills Needed:	Skills Needed:	Skills Needed:

Identify the frontline roles where the greatest number of *potential* “source” talent sits. Think your largest pools of employees that might not yet be considered for a gateway or entry level role, but — with the right skilling or education trajectory — could be.

Can you identify any adjacent skills those populations might currently have that could be applied to gateway roles?

Example: John is working as a cashier at a major retailer and engaging with customers throughout the day. As a result, he is developing strong, interpersonal skills and customer service acumen which can be applied in many future roles. This would be considered an **adjacent skill**.

How are you defining “high potential” in job candidates? Are you basing it off of prior credentials (college pedigree), background or other predetermined factors? List them here.



Additional Resources

Learner Story: [Meet Jarryn — From Floor Associate → Recruiting at Walmart](#)

Blog: [‘Own Your Own Development’ Is Out of Touch: To Invest in Talent, Do This Instead](#)



Rally internal champions.

You'll need to...

- Prepare internal mobility stories.
- Have peer or competitor case studies at the ready as illustrative examples.

Things to consider:

- ✗ Don't discount the necessity of advocacy and buy-in at every level — even with C-suite sign-off.
- ✓ Present career mobility opportunity creation as a function of every role.

Practical exercises:

Identify internal, individual impact stories as well as external case studies to help illustrate the multi-layered impact potential of opportunity cultures.

Download and share [Guild's career mobility champion's toolkit](#) to help you handle objections and generate excitement. The toolkit includes success stories, research, and thought leadership from other HR leaders investing in career mobility at scale.

Ask for — and incorporate — cross-functional champion feedback from a variety of roles across your business, including frontline and hiring managers.

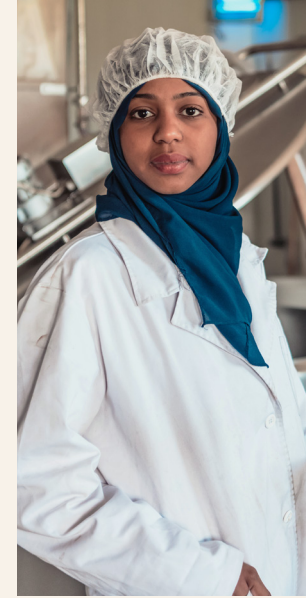
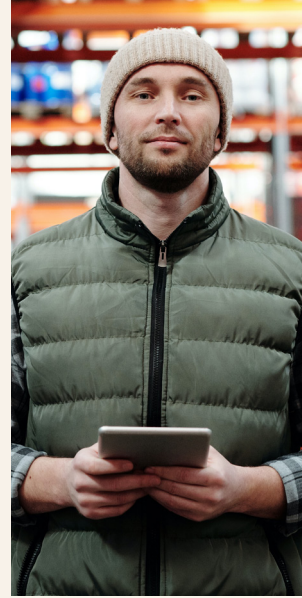


Additional Resources

Self-serve toolkit: [Career Mobility Champion's Toolkit](#)

Report: [How Rocket Central transformed and unused tuition benefit into a world-class career growth program.](#)





Turn your talent and mobility goals into actionable steps.

Get in touch

Guild can help you take this data to build career pathways within your organization.

- Guild's Learning Marketplace and learning program catalogs are designed for working adults' learning needs and curated for your business needs.
- Growth and Career Coaching help employees build confidence alongside career readiness skills to take the next step in their careers.
- Our career pathways framework and priority pathways aligned with today's most in-demand roles and skillsets.

Guild



Career mobility champion's toolkit

Address misconceptions, highlight outcomes, and explore impact potential

DIY Menu

Use this guide as a resource to help address concerns, debunk myths, and highlight the value and ROI of investing in career mobility.

I want to:

Explore [talking points](#) to help **skeptical colleagues** understand the value of creating career opportunity.

Use [case studies](#) to show how **other companies and leaders** approach career mobility.

Share [impact stories](#) to highlight the **positive outcomes** of career opportunity for employees.

Cite [proof points](#) that demonstrate ways career mobility is a key **talent strategy** driver.



Talking points

Explore ways to address **common early objections** that hinder internal mobility.

Jump to:

- **Talent priorities**: “Attraction and retention matter more than mobility right now.”
- **Retention concerns**: “People will leave once they’ve retrained.”
- **Perceived cost barriers**: “We can’t afford this investment.”
- **Time and resourcing**: “We don’t have the bandwidth to take on career mobility.”

“Attraction and retention matter more than mobility right now.”

It isn't an either / or scenario. Stronger career opportunities drive stronger attraction and retention rates.

Future employees are looking for more than just the next job.

- “Compensation, growth through promotion, paid training, and high-value benefits have the largest impact on frontline employee preferences among job profiles.”
Source: [McKinsey & Company](#)
- “A clear path to growth and development” was the primary reason those who switched employers during the Great Resignation (Resigners) accepted a new job. Additionally, 66% of Resigners said “access to employer-paid online training and upskilling opportunities was an important factor in accepting their current job.”
Source: [Cengage Group](#)

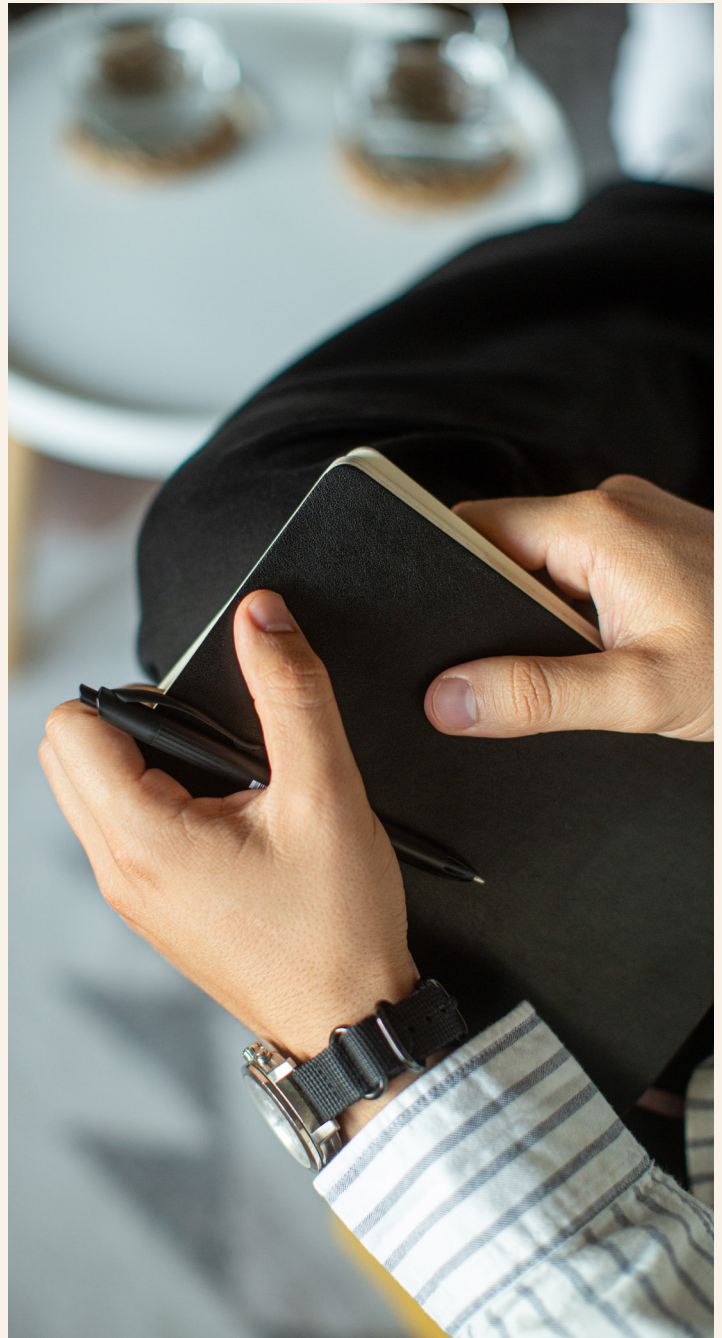
Current employees want opportunities to grow.

- Two-thirds of all workers hope to move into a new role. More than half hope it will be with their current employer.
Source: [Guild's American Worker Survey Report](#)
- One of the strongest predictors of retention is when employees have “Opportunities to achieve career goals at the company.”
Source: [Korn Ferry](#)

In other words, the **brightest future** wins (and retains) the **best talent**.

“The vision that they’re showing me is I don’t have to leave the company to do better, to be bigger.”

— Peyton, Guild Learner



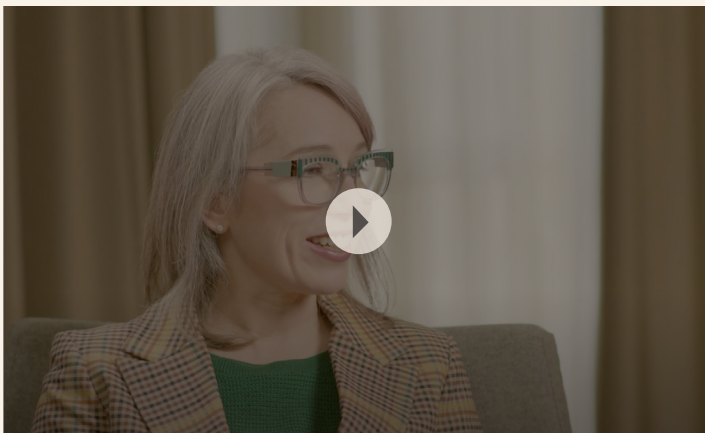
“People will leave once they’ve retrained.”

Growth opportunity is a reason to stay when employees see that it’s possible — and a reason to leave when it isn’t.

Companies that invest in mobility and development are seeing higher retention rates.



How Chipotle’s focus on training, internal promotions drove record employee retention

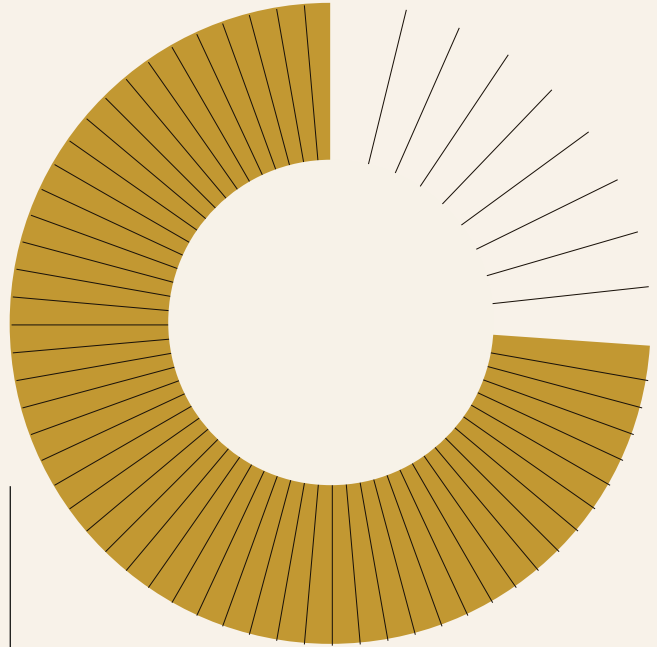


“We’re seeing an *11% increase in retention* for students who have enrolled in Guild programs.”

— Molly Nagler
Chief Learning Officer, PEPSICO

Meanwhile, a scarcity mindset about growing talent can quickly become a self-fulfilling prophecy.

Poor prospects for skills and career growth leaves employees feeling unappreciated and ready to move on.



74%

of polled US workers said they would be “likely” or “very likely” to leave if offered education and career opportunities elsewhere

Source: [Guild's American Worker Survey Report](#)

“We can’t afford this investment.”

Providing career opportunity has never been more important to people or business. Companies don’t need to boil the ocean to do it.

Career growth and mobility top the list of high-impact L&D practices that drive business outcomes.

- In a study led by [The Josh Bersin Company](#) that examined 94 L&D practices and surveyed 1,000 companies, career management practices were found to be the most effective.

The report names **“creating extensive opportunities for career growth” as the top practice** for driving talent, business, and innovation outcomes.

Companies that outperform on human capital development and financial performance know career mobility is a driver of both.

- Among employers in the top quartile for financial performance and human capital within their sectors, internal mobility accounted for 42% of total employee moves.

Source: [McKinsey Global Institute](#)

“We put nearly \$50 million into internal mobility last year and thoroughly tested the return on our investment. The conclusion was, we are getting our value here unquestionably—retention increased, thousands advanced their clinical careers, and we cultivated a culture of growth — especially in diversifying our professional pathways within the organization.”

— Joe Gage, Chief Human Resources Officer at Bon Secours Mercy Health (view webinar [here](#))



“We don’t have the bandwidth to take on mobility right now.”

Although no equitable internal mobility effort is built and rolled out overnight, the benefits of building a best-in-class program are tangible within the first few steps.

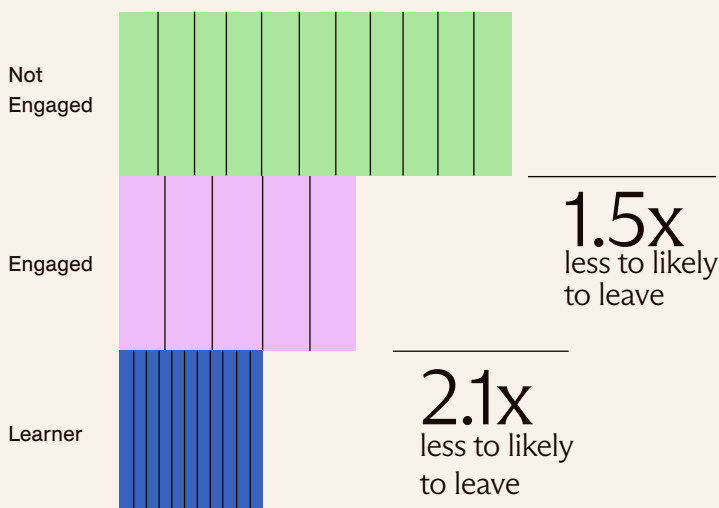
An important milestone is expanding access to education. **Companies that fund and broaden access to tuition-free skilling and education start seeing improved talent outcomes even before employees enroll.**

Bandwidth is something employees must evaluate, too. Pursuing a degree or credential takes time — but **knowing that opportunity is there when employees are ready to seize it can inspire talent to stay.**

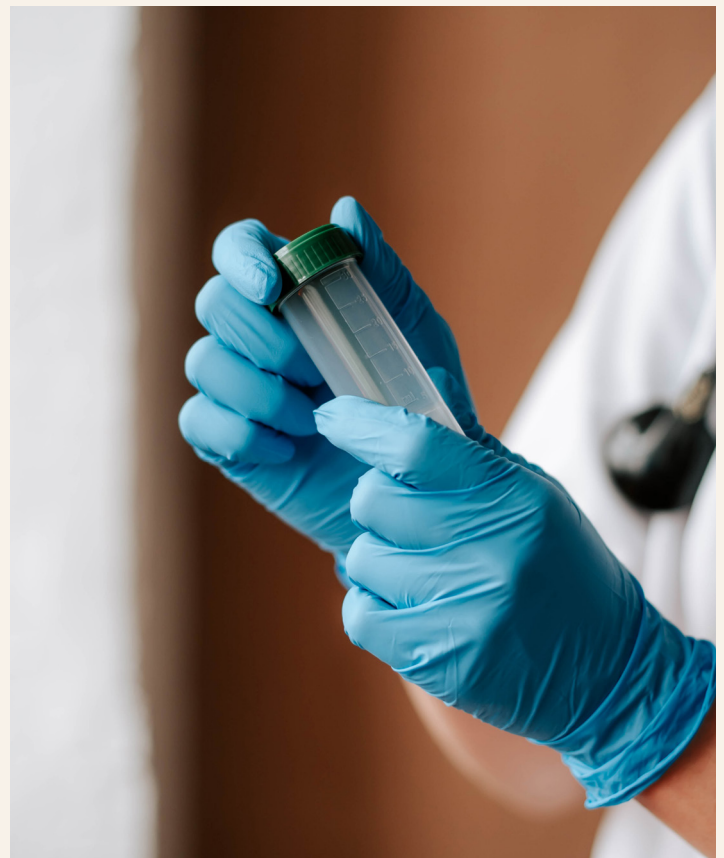
Employees who engage with Guild’s platform to explore career options and their company’s learning catalog retain at one and a half times rate as those who don’t engage. That jumps to over twice the rate when employees do enroll.

Engagers are 1.5x less likely to leave at no cost to their employer.”

Seperation rate¹

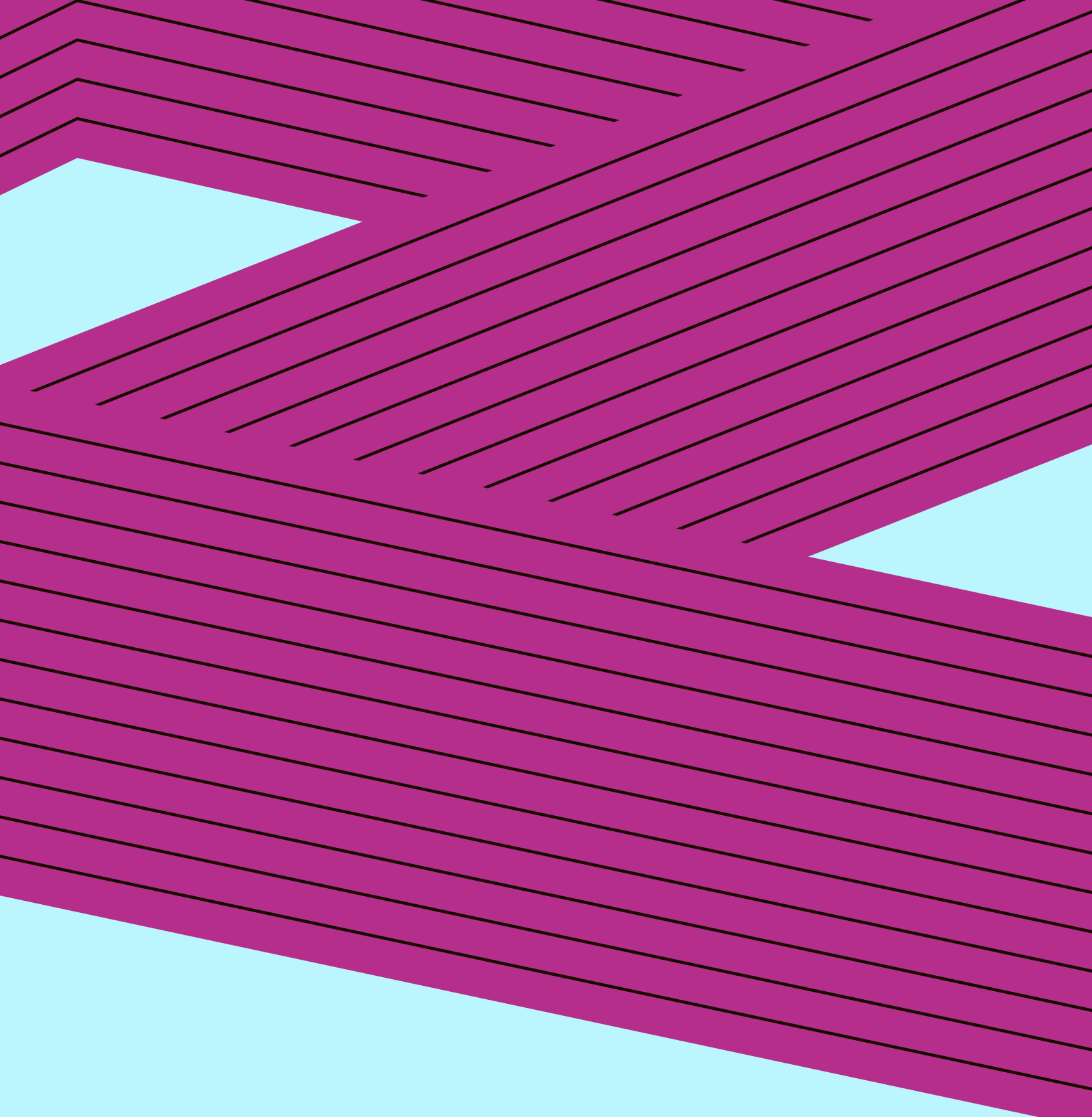


¹Separation rate = Number of eligible employees separated from employer in the last 12 months / Number of employees in the last 12 months, as of 01/01/2023



“I joke a lot that it’s kind of shallow, but I wanted to work from home and I wanted to make six figures, and this is how I’m going to do that. And it’s not shallow... this is going to give me the chance to do that and provide the life for my daughter that I want to – it’s awesome!”

— Chatney, Master of Science in Organizational Psychology



Case studies

See how **individual companies** are handling
common talent and mobility challenges.



Increasing engagement

Rocket Central transformed an unused tuition benefit into a world-class career growth program.

Although Rocket Central offered tuition reimbursement, participation was low, financial barriers to education were high, and the enrollment process was tough to navigate. When the company undertook a strategic initiative with Guild to provide equitable career growth opportunities for all team members while supporting priorities of the business, program participation soared.

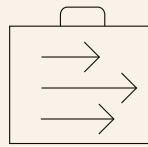
[Read more](#)



Addressing talent shortages

Bon Secours Mercy Health is creating its future workforce through career pathways.

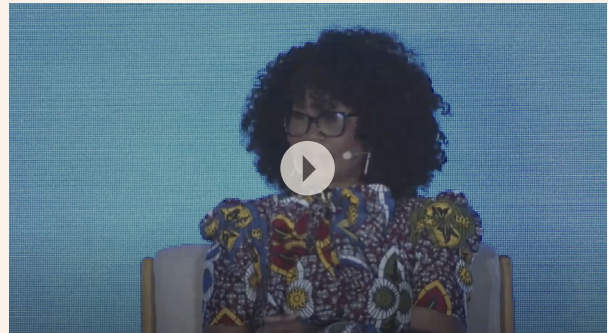
To address the acute talent shortage in healthcare, Bon Secours Mercy Health (BSMH) turned inward, tapping their existing workforce by creating new opportunities for education and skill-building aligned closely to career pathways in high demand. By funding tuition and providing robust guidance and support, BSMH is enabling its people to grow into new (often higher paying) roles. [Read more](#)



Building Sustainable Pipelines

Walmart paved the way from jobs to life-long careers.

To amplify career growth opportunities for its frontline workers, Walmart leaders partnered with Guild to remove financial barriers to education and align the program — known as Live Better U (LBU) — with business priorities. They've continued to grow LBU with the business, expanding offerings to drive success for associates while creating talent pipelines for future needs in cybersecurity, health & wellness, technology, and more. [Read more](#)



Learn how HR leaders approach career mobility.

Four HR and People leaders joined Guild's Opportunity Summit to share the steps their organizations are taking to create career opportunity for their entire workforces.

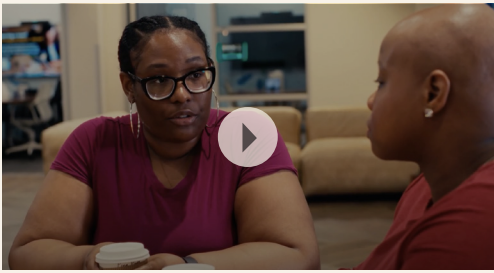
Speakers

- Tamla Oates-Forney, Chief Human Resources Officer, USAA
- David Mafe, Chief Diversity Officer & Vice President of Human Resources, UCHealth
- Allan Calonge, Chief People Officer - Core Operations, Bon Secours Mercy Health
- Johanna Söderström, Executive Vice President & Chief People Officer, Tyson Foods

Impact Stories

Discover the ways **people's lives are changed**
by the opportunity to grow their skills and careers.





Job promotion

Jarryn achieved a major career growth goal.



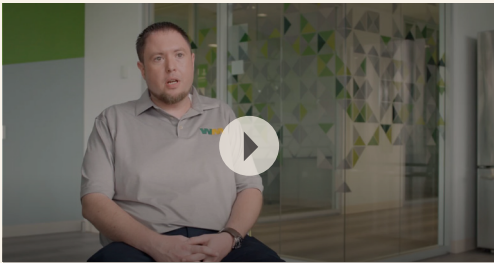
Occupational identity

Peyton rediscovered her love of healthcare.



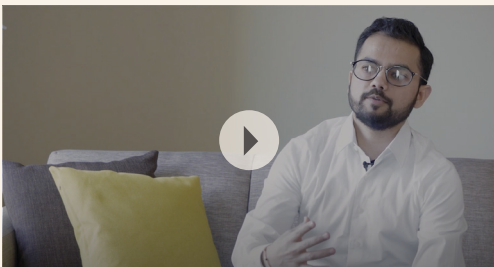
Economic mobility

Courtney became a first-time homeowner.



Career pathway

Robert unlocked a pathway aligned with his interests.

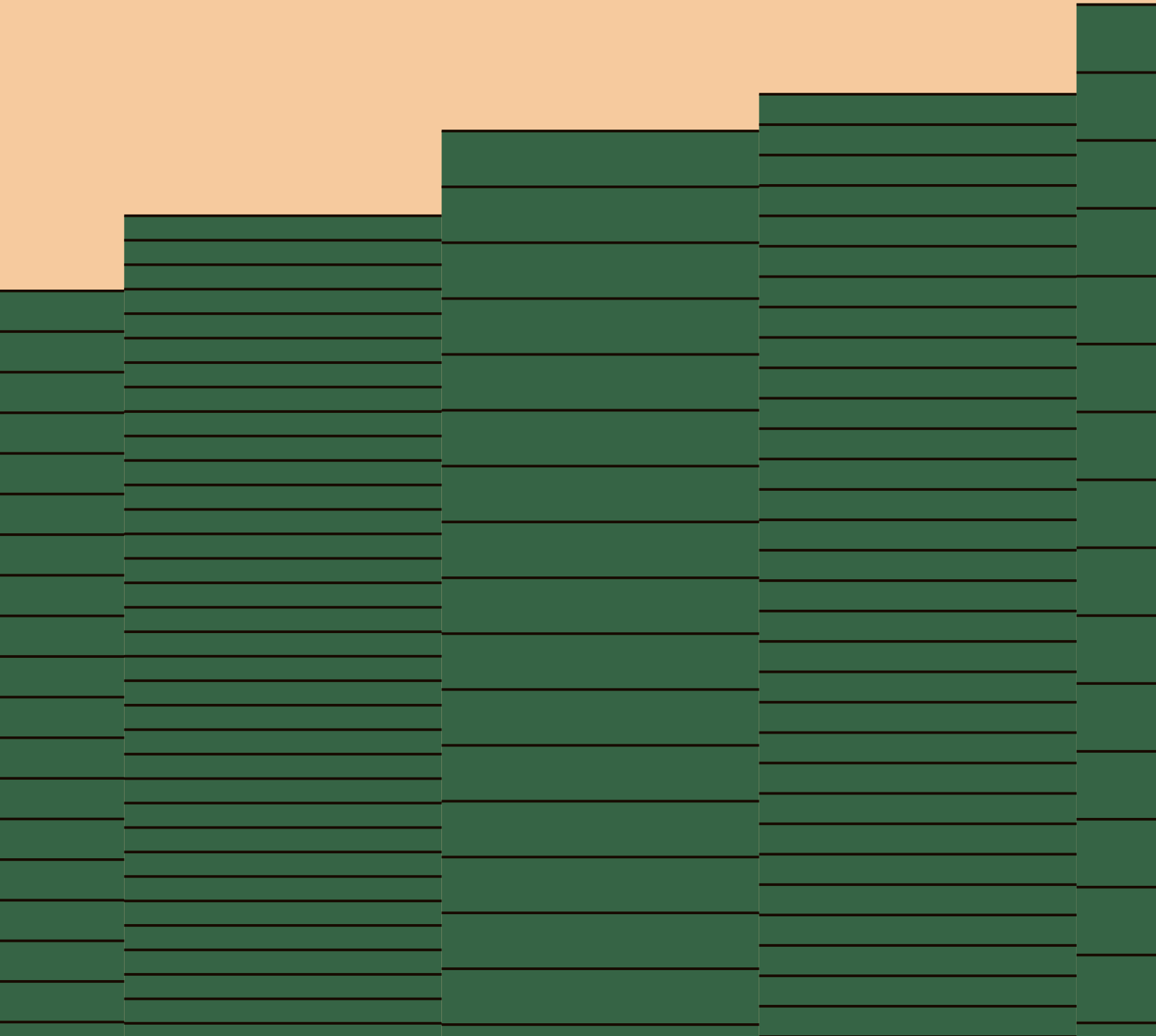


Upskilling for the future

Dhanesh strengthened his leadership skills.

Proof Points

Explore a list of **reports, news, and thought leadership references** that demonstrate the importance of career mobility investments now.



Building the workforce of the future: Today's talent wants and expects the opportunity to grow their skills and careers.

Read

[McKinsey & Company](#)

Bridging the advancement gap: What frontline employees want—and what employers think they want

[Chief Learning Officer](#)

It's time to discuss the problem with 'owning your own development'

[Harvard Business Review](#)

The High Cost of Neglecting Low Wage Workers

[Cengage Group](#)

Where Are They Now? The Great Resigners, One Year Later

[Korn Ferry](#)

Future of work trends 2022: A new era of humanity

[Guild](#)

American Worker Survey Report: The New Up or Out, 2022

Listen

[Work in Progress](#)

Ensuring that employer-provided education benefits pay off for the worker

[WorkLife with Adam Grant](#)

The Not-So-Great Resignation

[Instructional Designers in Offices Drinking Coffee](#)

Building Career Mobility for Frontline Workers with Matthew Daniel

[Gartner](#)

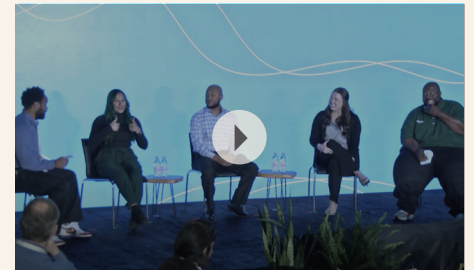
What does a Human Employee Value Proposition Look Like for Frontline Workers?

Watch



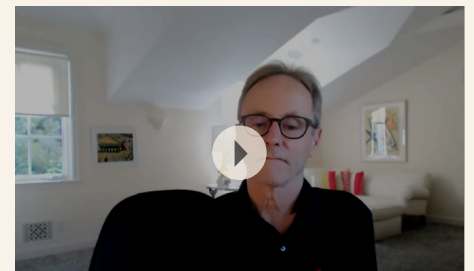
[Fortune](#)

MPW Next Gen 2022 The New Learning Marketplace



[Guild](#)

Direct from the Front Lines



[The Josh Bersin Company and Guild](#)

Unlocking Opportunities Through Learning and Career Growth

Future-proofing your organization: Career growth and mobility now top the charts for L&D practices with the highest impact on people and business.

Read

[McKinsey Global Institute](#)

Performance through people:
Transforming human capital into
competitive advantage

[The Josh Bersin Company](#)

Career Pathways: Building
Tomorrow's Workforce Today

[LinkedIn](#)

Internal Mobility and Upskilling:
Prediction 15 | Business leaders
will recognize the value of
filling open roles with
homegrown talent

[Fortune](#)

Most leaders are making snap
decisions with cost-cutting in
mind—but be warned, research
shows that over a third later
regret it

[HR Executive](#)

Employee engagement and the
bottom line: HR can help make
the business case

[Boston Consulting Group](#)

The CEO Outlook: Caution,
Optimism, and Navigating the
Road Ahead

[HRDive](#)

Survey: Hiring outlook remains
optimistic, but upskilling
is needed

[HR Executive](#)

10 predictions about work a
and leadership this year

Listen

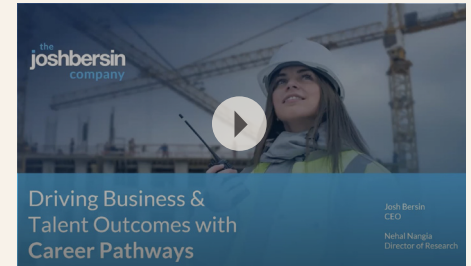
[Harvard Business review](#)

Managing the Future of
Work Podcast, The American
Opportunity Index: Rating
Employers on Upward Mobility

[Forbes](#)

Even A Sagging Economy
Won't Slow America's
Talent Crunch. Here's How
Companies Can Respond

Watch



[The Josh Bersin Company and Guild](#)

Driving Business and Talent
Outcomes with Career Pathways



[Guild](#)

Guild's Career Mobility Framework:
Impact Through Awction

Ensuring the future of work works for everyone: Building accessible career opportunity is an equity imperative.

Read

[Fast Company](#)

Why the 'talent shortage' is really a shortage of social capital

[LinkedIn](#)

Skills-First: Reimagining the Labor Market and Breaking Down Barriers

[Forbes](#)

How About Offering Apprenticeships to People Who Already Work for You?

Listen

[Freakenomics Radio](#)

538. A Radically Simple Way to Boost a Neighborhood

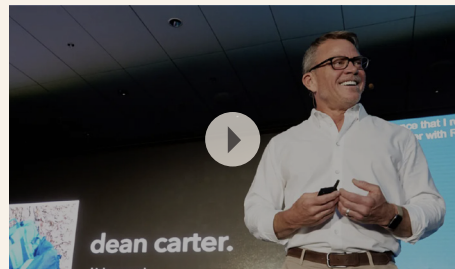
[WorkLife](#)

How to Build an Inclusive Workplace

[The Fabulous Learning Nerds](#)

Equity in Talent Development

Watch



[Guild](#)

Dean Carter: Every Board Needs a CHRO



[CNBC, Squakbox](#)

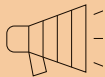
Adam Grant: We still have more options for jobs than we did before

About Guild

The Guild Career Opportunity Platform™ helps employees build the careers they want by gaining the skills their company needs. We work with some of America's largest employers to:



Co-create a career mobility strategy



Launch and market programs to employees and the public



Curate a custom catalog of foundational skilling and higher ed degrees



Align learning to career pathways and priority roles in the business



Provide 1:1 coaching for learners throughout their journey



Turn learning into career advancement



Measure program ROI

The future of work
can work for everyone.

Learn more about the unique value Guild can deliver for your people and talent strategy.

Guild